

# Sample

EXHIBIT A

## STATEMENT OF WORK

### 1. BACKGROUND.

One Washington is a comprehensive business transformation program to modernize and improve aging administrative systems and related business processes common across Washington State government. An Enterprise Resource Planning (ERP) system will provide functionality for the State's core administrative business systems: Finance, Procurement, Budget, and Human Resources. One Washington Program is currently assessing capabilities of several potential ERP solutions for the first phase – including Oracle, CGI, Workday, SAP and Infor. The first phase is centered on Finance system replacement.

Enterprise Services is a business owner of the Procurement solution for the One Washington Program. The state enterprise procurement processes are currently supported by a number of disparate systems with limited information being shared among the systems. As a result, the state has significant diversity in its procurement processes and significant limitations in reporting on contract, procurement, and spending activities. Enterprise Services' interviews with state agencies, and entities that are not state agencies (cities, counties, tribes, 501c3 public benefit not for profit organizations, etc.) also confirmed that current procurement systems and website do not meet customer satisfaction expectations. One of the main customer satisfaction expectations is to have an e-commerce ordering system, where state agencies and political subdivisions can easily search all available products and compare pricing on statewide master contracts.

### 2. SCOPE OF WORK AND PROJECT OBJECTIVES.

Enterprise Services is seeking a highly qualified and experienced ERP and Electronic Procurement (E-Procurement) consulting firm to help determine how well functionality of Finance ERP solutions considered by the One Washington Program and Finance Business Owner meet the procurement business needs of the state agencies and entities that are not state agencies. This project will be divided into three (3) phases as set forth below, with Phase 3 being optional and at the sole discretion of Enterprise Services.

- **Phase 1.** The ERP consulting firm will assist with development, review and documentation of the procurement business requirements from state agencies and political subdivisions.
- **Phase 2.** The ERP consulting firm will assess how the procurement business requirements identified in Phase 1 align with functionality of the selected finance ERP solution. The ERP consulting firm will also provide options and recommendations for addressing any gaps between the selected ERP functionality and the procurement business requirements.
- **Phase 3.** Ongoing as needed strategic advisory services related to modern ERP solution implementation and the associated business transformation.

### 3. SCHEDULE. The desired schedule for this project is as follows:

Phase	Time Frame
Phase 1	November 2019 – February 2020
Phase 2	March - May, 2020
Phase 3	June 2020 – October, 2024

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## 4. DELIVERABLES.

Deliverable	Description
<b>Phase 1</b>	
Functional and Business Requirements	<p>Assist in development, review and documentation of independent, vendor- neutral procurement functional and business requirements. This may include conducting stakeholder interviews and group sessions that would include stakeholders from multiple state agencies and entities that are not state agencies.</p> <p><u>Note:</u> There are currently over 350 procurement business requirements in rough draft form based on prior stakeholder work. These requirements need to be reviewed, verified and edited with input from stakeholders and subject matter experts. <i>Please see Exhibit C-2 – Requirement Categories Summary.</i></p>
<b>Phase 2</b>	
ERP Solution Assessment	<ul style="list-style-type: none"> <li>• Analyze and document capabilities and limitations of the selected ERP solution, as compared to the procurement business requirements from state agencies and entities that are not state agencies (as identified in Phase 1).</li> <li>• Determine, document and advise on how well state agencies' and political subdivisions' procurement processes align with the selected ERP solution.</li> <li>• Provide, document options and recommendations about how to best address any discovered gaps between ERP capabilities and procurement business requirements and processes.</li> <li>• Include risk and impact analysis documentation that assesses issues and risks of the selected ERP solution and describe options for impact mitigation.</li> <li>• Research and provide procurement functionality pricing information for the selected ERP solution, comparing licensing structures and costs, regular maintenance and updates, training, data storage needs, and implementation fees.</li> </ul>

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**5. PHASE 1 – PROPOSED APPROACH, TIMELINES AND PRICE.**

**Phase 1 Proposed Approach and Timeline.** Provide a proposed overall approach and an estimated timeline covering the Phase 1 tasks and deliverables identified above. In the written response also address the following:

- Critical success factors and guiding principles.
- Assumptions used for creating the proposed approach and timeline.
- Roles and responsibilities of key team members and any resources required from Enterprise Services.
- What onsite presence is included in the proposed approach and price (e.g. onsite hours, number of consultants).

**Phase 1 Price Proposal.** Provide a firm fixed price proposal for the above proposed approach and timeline.

Firm Fixed Price Proposal <i>*Inclusive of all underlying expenses (e.g. travel)</i>	<b>\$115,320.00</b>  <b>Deliverable Details:</b> 1.1 – \$58,400 1.2 – \$56,920
Additional ERP Advisory Services Hourly Rate <i>*As Requested by Enterprise Services for any work modifications</i>	<b>\$170.00</b> /per hour (OFFSITE) <b>\$185.00</b> /per hour (ONSITE)

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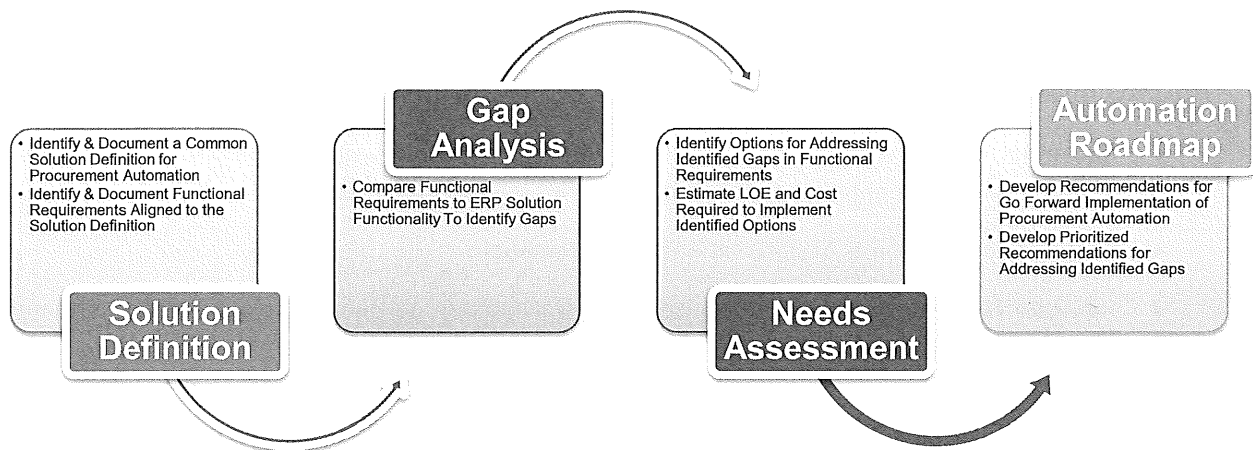
## Civic Initiatives Response

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### *Project Work Plan*

The Project Work Plan (representing the project description and scope of work) establishes work phases and tasks to leverage the Civic Initiatives Methodology (detailed in our response to question #3 of Exhibit B) in order to meet the project tasks and key deliverables as outlined in the Statement of Work.

The figure below provides a graphical overview of the project work plan, followed by detailed descriptions of each work plan phase, task, and associated subtasks.



For all deliverables identified in the Project Work Plan, prior to beginning on the deliverable, Civic Initiatives will provide a Deliverables Expectation Document (DED) to the DES Contract Manager and Executive Project Team providing an outline of the structure and basic content of each deliverable for their review and approval. This allows DES to have a clear understanding of the deliverable and acceptance criteria, and dramatically reduces review and rework timelines.

### ***Project Work Plan – Phase 1: Functional & Business Requirements Development***

Phase 1 contains tasks necessary to meet DES's identified project requirements toward the development of Procurement Automation Functional and Business Requirements that will direct downstream work in Phase 2. The work in this phase is broken into two tasks with Task 1.1 focused on creating a common DES solution definition that will be utilized to drive functional and business requirements development in Task 1.2.

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## **Task 1.1: Reconcile Procurement Automation System Requirements**

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Civic Initiatives will work with DES identified stakeholders to reconcile procurement automation system requirements that align to DES requirements and overall scope definition to support DES in internal One Washington workshops to develop solution requirements and use cases.

Civic Initiatives has developed and will provide at the inception of this task a detailed set of requirements for procurement automation technology work streams that will be compared to the current business requirements developed by DES and used as a starting point for identification and validation of procurement automation requirements. This is a unique value to DES, and will dramatically compress the amount of time needed to develop a final set of solicitation ready requirements compared to alternative approaches.

Key tasks to be performed include:

- Reconcile Civic Initiatives baseline requirements to align with established procurement automation scope definition and existing DES draft business requirements
- Identify gaps and points of clarification in requirements
- Facilitate review sessions with DES identified stakeholders to discuss, solution definition, and identified gaps and points of clarification
- Compile outcomes of stakeholder sessions
- Draft Procurement Automation Requirements Document
- Present draft deliverable to the DES Executive Project Team

*Deliverable*

***Requirements Reconciliation Matrix; Draft Procurement Automation Requirements Document***

## **Task 1.2: Develop Final Procurement System Requirements**

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Civic Initiatives will work with DES identified stakeholders to perform the following tasks to review requirements and use cases developed in support of the One Washington project to develop and finalize an agreed upon set of requirements to utilize in Phase 2 work in performing the fit-gap assessment:

- Provide procurement automation SME support to DES in work on One Washington requirements workshops
- Compare requirements developed in work in One Washington workshops to DES requirements developed in Task 1.1 and complete Civic Initiatives requirements bank
- Review use cases developed in work with One Washington
- Identify gaps and points of clarification in requirements and use cases
- Review gaps and points of clarification with DES identified stakeholders

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- Reconcile solution requirements into a final DES-approved set of requirements\* for use in Phase 2 work

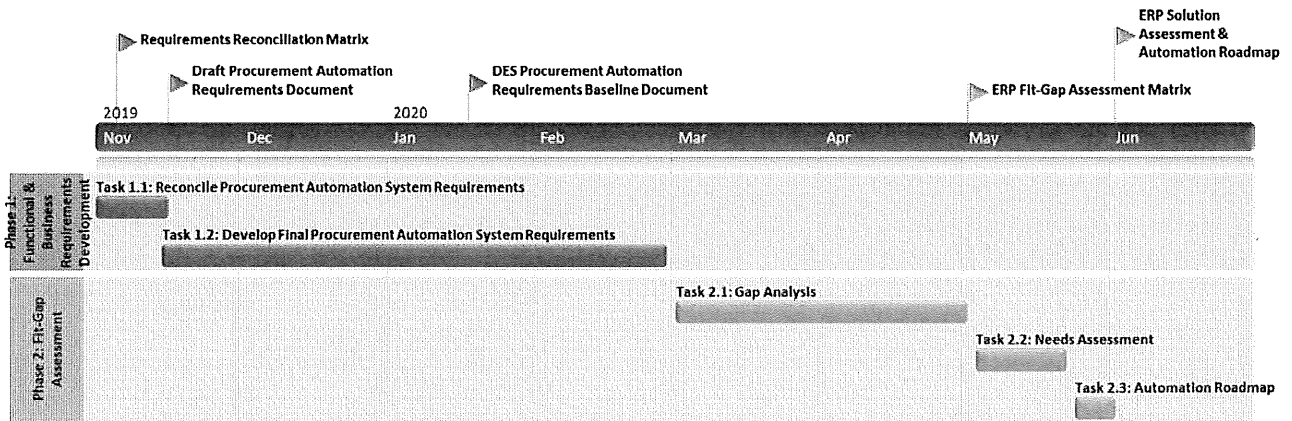
\*Note: The final set of DES-approved requirements will be composed of any and all requirements DES would define as mandatory minimums for a procurement automation solution, along with additional preferred or optional requirements that DES would like reviewed in the fit-gap work performed in Phase 2. The requirements will take into consideration requirements developed in Task 1.1, the Civic Initiatives requirements bank and requirements developed in work with One Washington efforts to reconcile to a final DES-approved version.

*Deliverable*

## **DES Procurement Automation Requirements Baseline Document**

### **Project Timeline – Phase 1**

The following graphic provides a work plan timeline assuming a project start date of November 1, 2019. Upon execution of a contract, Civic Initiative will work in coordination with the State to develop a more detailed project work plan schedule with specific dates for all tasks and deliverables.



### **Project Resource Overview – Phase 1**

#### **Civic Initiatives Team Resources**

The following table provides the State with an overview of the anticipated resource allocation for the Phase 1 Project Work Plan and details both onsite and offsite resources and hours to be utilized to execute work in Phase 1.

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Resource	Onsite Hours	Offsite Hours
Dustin Lanier	36	32
Derrek Davis	36	40
Charlene Danel	100	120
Sarah Grieb	60	60
Regina Rousseau	100	120

## Enterprise Team/State Resource Requirements

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The following table provide estimates of the time commitment required of State identified resources to complete Phase 1 tasks. Hours provided are per stakeholder involved in the Task.

Resource	Task 1.1 Hours	Task 1.2 Hours
Project Executive Team	16	16
Contract Manager	8	8
Project Stakeholders	12	8

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## ***Project Assumptions – Phase 1***

The following are key assumptions and considerations critical to ensure the project team is maximally effective for the State in meeting described objectives and in executing the Phase 1 Work Plan.

Assumption	Consideration
<b>The State will provide an identified resource(s) to act as project and contract manager</b>	It is critical for project success to have identified resources acting as project and contract manager responsible for being the primary contact for project and contract related items.
<b>State will establish a standing project executive team.</b>	It is critical for project success to have a standing team of executive decision-makers that are the primary team for the project and who can receive, review and accept project deliverables.
<b>State will identify and make key stakeholders available to Civic Initiatives, as required to meet Phase requirements.</b>	If the team cannot access State identified stakeholders for workshops, review sessions and to perform review work in this phase, the project schedule may be impacted.
<b>State will provide timely reviews of submitted deliverables in order to keep the project on the schedule presented</b>	Civic Initiatives will work with the State to establish agreed upon review timelines to ensure overall project timeline can be met.
<b>Civic Initiatives will provide a Deliverable Expectation Document (DED) to the State for approval for each deliverable identified in the Project Work Plan prior to initiating work on the deliverable.</b>	The submission and approval of the DED allows Civic Initiatives to establish expectations on the deliverable prior to submission. For this to be effective the State will need to provide a timely review of the submitted DED and provide any guidance on restructuring or missing or expected content prior to delivery of the deliverable. Should Civic Initiatives not receive feedback on the DED from the State it will assume the DED has been accepted and proceed forward with deliverable creation.



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**6. PHASE 2 – PROPOSED APPROACH, TIMELINE AND PRICE.**

**Phase 2 Proposed Approach and Timeline.** Provide a proposed overall approach and an estimated timeline covering the Phase 2 tasks and deliverables identified above. In the written response also address the following:

- Critical success factors and guiding principles.
- Assumptions used for creating the proposed approach and timeline.
- Roles and responsibilities of key team members and any resources required from Enterprise Services.
- What onsite presence is included in the proposed approach and price (e.g. onsite hours, number of consultants).

**Phase 2 Price Proposal.** Provide a firm fixed price proposal for the above proposed approach and timeline. In the event, Enterprise Services, in its sole discretion, decides to request Phase 2 assessment conducted for additional ERP solutions, please provide the price proposal below for each additional assessment.

<p>Firm fixed Price Proposal for ERP Solution Assessment  <i>*Inclusive of all underlying expenses (e.g. travel)</i></p>	<p><b>\$96,160.00</b></p> <p><b>Deliverable Details:</b>  <b>2.1 – \$51,820</b>  <b>2.3 – \$44,340</b></p>
<p>Firm fixed Price Proposal for each additional ERP Solution Assessment  <i>*Inclusive of all underlying expenses (e.g. travel)</i></p>	<p><b>\$72,120.00</b></p>
<p>Additional ERP Advisory Services Hourly Rate  <i>*As Requested by Enterprise Services for work modifications</i></p>	<p><b>\$170.00</b>/per hour (OFFSITE)  <b>\$185.00</b>/per hour (ONSITE)</p>

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## Civic Initiatives Response

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### ***Project Work Plan – Phase 2: ERP Solution Assessment***

Phase 2 contains tasks necessary to meet DES's identified project requirements toward the development of an ERP Solution Assessment and Automation Roadmap document. The work in this phase is broken into three tasks with the main effort of the ERP solution fit-gap analysis being performed in Task 2.1.

Findings from the fit-gap assessment will drive work in Task 2.2 to identify critical aspects of the assessment necessary to make recommendations to DES and provide alternatives on the best approach for implementing procurement automation in a report in Task 2.3.

### **Task 2.1: Gap Analysis**

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Utilizing any and all available resources, Civic Initiatives will analyze and document capabilities and limitations of a base deployment of procurement functionality within the State selected ERP solution, as compared to the procurement business requirements developed in Phase 1. Examples of resources to be utilized include, but are not limited to:

- Past fit-gap analyses performed by Civic Initiatives for ERP solution modules under consideration
- Civic Initiatives relationships with ERP solution providers
- ERP solution provider product documentation for modules under consideration
- ERP solution provider product videos for modules under consideration
- ERP solution provider product demonstrations
- Peer implementations of ERP solution modules under consideration
- Surveys of peers who have implemented ERP solution modules under consideration

All comparisons will be documented in an Assessment Matrix that will be kept in an online repository and available for review by DES as the work is being performed.

*Deliverable*

***ERP Fit-Gap Assessment Matrix***

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## Task 2.2: Needs Assessment

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Utilizing the fit-gap assessment matrix and its vast resource repository or recent peer deployments, Civic Initiatives will perform the following tasks to compile information necessary to develop recommendations for DES related to procurement automation.

- Estimate cost for implementation of procurement functionality in the State selected ERP solution
- Identify critical gaps in functionality based on the fit-gap assessment
- Identify options for addressing identified critical gaps in functionality
- Estimate level of effort required to implement identified options
- Estimate cost required to implement identified options
- Identify risks present in implementing procurement automation functionality in the State selected ERP solution
- Identify options to eliminate or mitigate identified risks, where possible

Work performed in this task will be iteratively provided to DES as it is completed for discussion and feedback. Final outputs of this task will be compiled and reported out in the deliverable for Task 2.3 below as part of a final ERP Solution Assessment & Automation Roadmap report.

## Task 2.3: Automation Roadmap

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Civic Initiatives will utilize work performed to date to compile a final report for DES on the assessment of procurement functionality in the State chosen ERP solution. The report will provide DES with an overview of the fit-gap assessment, focusing on critical functionality gaps, and will provide the State with options for implementing procurement automation, including but not limited to:

- Alternatives for implementing procurement automation at the State
- Pros and Cons of each alternative
- Identified risks and mitigation strategies related to each alternative
- Estimated timeline/level of effort required to implement each alternative
- Estimated costs to implement each alternative

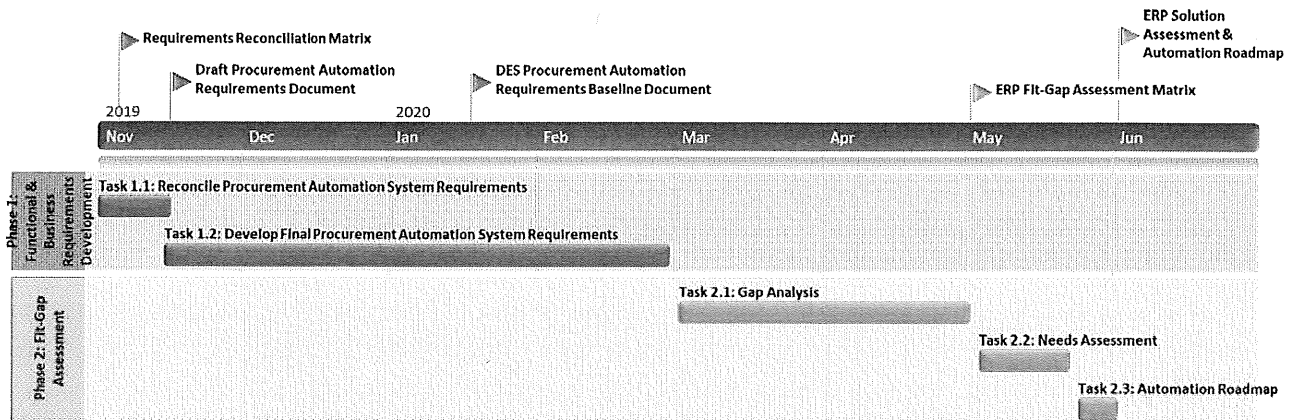
*Deliverable*

***ERP Solution Assessment & Automation Roadmap***

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## Project Timeline – Phase 2

The following graphic provides a work plan timeline assuming a project start date of November 1, 2019. Upon execution of a contract, Civic Initiative will work in coordination with the State to develop a more detailed project work plan schedule with specific dates for all project tasks and deliverables.



## Project Resource Overview – Phase 2

### Civic Initiatives Team Resources

The following table provides the State with an overview of the anticipated resource allocation for the Phase 2 Project Work Plan and details both onsite and offsite resources and hours to be utilized to execute work in Phase 2.

Resource	Onsite Hours	Offsite Hours
Dustin Lanier	0	24
Derrek Davis	0	60
Charlene Danel	100	100
Sarah Grieb	60	60
Regina Rousseau	100	100

### Enterprise Team/State Resource Requirements

The following table provide estimates of the time commitment required of State identified resources to complete Phase 2 tasks. Hours provided are per stakeholder involved in the Task.

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Resource	Task 2.1 Hours	Task 2.2 Hours	Task 2.3 Hours
Project Executive Team	4	12	8
Contract Manager	16	2	8
Requirements Review Team	64	8	0
Other Project Stakeholders	64	8	0

## *Project Assumptions – Phase 2*

The following are key assumptions and considerations, above and beyond those outlined in Phase 1, critical to ensure the project team is maximally effective for the State in meeting described objectives and in executing the Phase 2 Work Plan.

Assumption	Consideration
<b>All work outlined in Phase 2 will be performed for a single State identified ERP solution</b>	Should the State require assessment of multiple ERP solutions, Civic Initiatives will perform all tasks identified in Phase 2 and provide deliverables for each assessment performed. As may be directed by the State, Civic Initiatives can provide a single report to the State comparing and contrasting the multiple solutions assessed and providing recommendations based on all assessments performed.  If multiple solution assessments are required, Civic Initiatives will work with the State to discuss schedule modifications to allow for sufficient time to complete all required assessments.
<b>The State will have the ability to direct the chosen ERP solution provider(s) to work with Civic Initiatives in performing the fit-gap assessment(s) outlined in Task 2.1.</b>	If the chosen solution provider(s) will not work cooperatively with Civic Initiatives to perform the solution assessments, Civic Initiatives may have to seek alternative resources which may impact the project schedule.
<b>Work will begin on Phase 2 upon acceptance of the Task 1.3 final requirements and identification of a State identified ERP solution</b>	The timeline presented is an estimate based on current DES timeline expectations. Civic Initiatives is flexible to begin work for Phase 2, either earlier or later than noted in the timeline, as directed by DES.