Incident Management Software Proposal

Response to RFP# 22-001

Prepared for:

Salem Area Mass Transit District (SAMTD)
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Proposal Signatures

Name/Title	Signature	Date
Martin Tompkins III, KL&A Partner		2/28/2022

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1. Scope of Services

In response to Part I, Section 2 and Section 3 of the RFP, this section contains KL&A's narrative response to the project scope and proposal requirements, and is organized into the following subsections:

1.1 Purpose

The purpose of this RFP is to meet the needs of SAMTD staff as it operates a safe and effective transit system within the Greater Salem area. SAMTD strives to ensure that riders using its services can safely reach their destination on time. The incident management system requested by SAMTD in this RFP is meant to ensure that incidents, accidents, and other events are identified, recorded, and analyzed for patterns that will help SAMTD become even more effective in its transportation services.

In this section, KL&A will:

- Explain how core features in Atlassian's Jira Service Management (JSM) solution meet feature requests from SAMTD
- Provide information on KL&A's unique and effective approach to training to ensure SAMTD staff are equipped to use and administer the new incident management system
- Provide information regarding a data conversion process to bring existing data to the new incident management system
- Discuss how JSM meets mandatory requirements as listed by SAMTD in this RFP.

1.2 Core Features

The JSM solution proposed by KL&A meets the features as listed in Part 2 section 2.2.1 of the RFP. KL&A offers brief explanations of each feature request, followed by their functionality in the JSM solution.

1.2.1 Product Details

JSM is a web-based, configurable, cloud-hosted, COTS product available for organizations to manage incidents. A template for incident management exists within JSM but also includes the ability to customize the solution to fit SAMTD's needs. Additional information about JSM is available on Atlassian's JSM Features page.

Also, Atlassian's Jira Service Management Cloud documentation page provides plenty of web-based documentation to assist users on the functionality and the best practices to employ when using JSM.

1.2.2 Reporting

Users can access JSM data and reports based on administrator configurations. Additional details regarding reporting functionality in JSM can be found in the following subsections of Appendix A: Product Overview:

- *JQL Searching*, page A-9
- *Filters*, page A-10
- *Dashboards*, page A-12
- *Service Project Reports*, page A-20

Many third-party applications are available for installation on top of the JSM solution that extends the native reporting capabilities. KL&A will work with SAMTD to identify if additionally identified reporting needs require the use of additional applications.

1.2.3 User Interface/Experience

The JSM solution provides a modern, intuitive, and easy-to-use interface for all types of users. Atlassian invests a significant amount of time and effort to ensure that new functionality is usable and delightful for end users. More information about the user interface and experience is provided in Section 5. Technical Requirements Response, on page 43.

1.2.4 Incident management

JSM's incident management template configures many settings for an organization that support general incident management practices. Administrators can overhaul or add to this configuration to support their organization's specific processes.

For a full understanding of the JSM solution and how it meets SAMTD's needs regarding incident creation, logging time, mapping incidents, and other requirements as listed in the RFP, refer to Appendix A: *Product Overview*, on page A-1.

1.2.5 Forms and Workflows

The customer portal serves as the primary point of entry for users to create incidents, accidents, and other types. Forms are available on the customer portal to capture necessary information for an incident. These forms are completely customizable by administrators, including the name, field type, help text, and whether the field is mandatory or optional.

The workflow engine natively available in JSM allows organizations to customize the JSM solution to adhere to the organization's unique business processes. Administrators can configure a status-based workflow, and map transitions between statuses to ensure that incidents and other request types follow a predefined process. Workflows provide additional automated behavior to reduce manual tasks and enforce certain practices. For more information on the functionality of workflows in JSM, refer to the *Workflows* section on page A-2 of Appendix A: *Product Overview*.

1.2.6 Customization

Atlassian's products are built to handle extensive customizations by designated administrators within an organization. SAMTD staff can rest assured knowing that they can customize custom fields, displays, and views regarding how fields are displayed, workflows, notifications, permissions, reports, and more.

KL&A will provide administrator training to designated staff by SAMTD so that SAMTD is empowered to customize and maintain the JSM solution without requiring help from KL&A. While KL&A will be available to answer any questions and provide support, KL&A's training will ensure that SAMTD staff are confident and knowledgeable in the maintenance and configuration of the JSM solution.

1.2.7 Multi-Platform Use

Atlassian provides a free mobile application for use by organizations using JSM. More information about this functionality is further detailed in Section *5.6 Technical Requirements Response*, *Mobile Access Platforms*, on page 62.

1.3 Training

KL&A recognizes the difference between a solution that continues to provide business value long after the initial implementation and a solution that does not come down to the effectiveness of the training provided. Because of this, KL&A has invested much time and effort into crafting a training approach that equips users with the knowledge needed to use the solution and empowers future administrators to tailor the solution to meet changing business needs.

KL&A's training philosophy and approach can be found in Appendix C: *Training*, on page C-1.

1.4 Conversion

SAMTD needs to update its incident management system because the current system is no longer able to scale to meet the current needs of SAMTD. KL&A is well-equipped to ensure that an implementation of a new solution is combined with the conversion of data from the existing system to the new solution.

KL&A's proprietary conversion solution ensures that data in existing systems - whether it is in another system, database, and/or spreadsheets, is brought over to the new solution accurately and efficiently. KL&A will build a custom conversion report that assures SAMTD staff that data from the current system is brought over to the new system with no unexpected data loss.

To ensure a successful conversion, KL&A expects that SAMTD will either provide data extracts from the current system or provide access to the existing system. KL&A will work with the SAMTD to identify data mappings and historical data scope to ensure that data that needs to be converted is converted.

More discussions surrounding the scope and timeline of data conversion will occur pending the award of this RFP to KL&A.

1.5 Maintenance & Support

To ensure continued sustainable implementation of SAMTD's JSM implementation, KL&A can provide support for all Atlassian elements that were configured in the initial implementation. This support will ensure that potential JSM issues will not hinder SAMTD's ability to continue to meet its business objectives through its use of JSM.

KL&A offers maintenance and support to SAMTD for the JSM solution and applications that were installed and configured as part of the initial implementation. This approach assures SAMTD that KL&A will respond to unforeseen issues and answer any questions that may help SAMTD improve its ongoing operations. KL&A will work with SAMTD to redefine the support services offered should SAMTD choose to install additional applications after the initial implementation.

1.5.1 Assumptions

Listed below are the assumptions that KL&A is making about providing maintenance and support services to SAMTD.

KL&A will:

- Provide remote support for SAMTD as needs or issues arise. Support includes all Atlassian and marketplace applications installed in SAMTD's JSM solution.
- Invoice SAMTD monthly for support at the end of each calendar month.
- Offer support hours for SAMTD between 8:00 am and 5:00 pm PST.
- Initially respond to a support request within 24 business hours and actively work with BCA to address problems. KL&A notes that time to initial response and time to resolution may vary depending on the severity of the issue and the availability of SAMTD staff at the time.
- Prioritize support requests based on the priority and severity of the request. KL&A may enlist Atlassian's assistance to resolve issues in an expedited manner.

Note: The assumptions listed above may change with additional discussions.

1.6 Mandatory Requirements

After reviewing the mandatory requirements listed in Part 2, Section 3.1 of the RFP, KL&A believes that these requirements are met by the proposed JSM solution. They are as follows:

- Atlassian's JSM software is a commercial off-the-shelf, configurable, web-based, vendor-hosted solution
- Atlassian's JSM software is accessible via the web on any device, such as desktops, laptops, tablets, and mobile devices.
- Atlassian's JSM software is compatible with all modern browsers, including Chrome, Safari, Firefox, and Edge.
- Atlassian's JSM software is highly reliable with a >99% available and is accessible on any day at any time.
- The premium plan for Atlassian's JSM software includes a production and sandbox (test) environment and also includes extensive disaster recovery processes to virtually eliminate the possibility of data loss.
- Existing user directories can be integrated with Atlassian's JSM software through Atlassian Access, which supports SAML/SSO. Password policies can be configured at different levels to adhere to existing SAMTD IT protocols. For more information on password policy settings, please click here.

- The premium plan for Atlassian's JSM software provides support in any time zone during various hours - depending on the severity of the issue and its impact on the organization. KL&A can also provide support staff that is available during standard working hours in the Pacific time zone. Additional discussions surrounding support will determine specific needs upon award of this RFP to KL&A.
- All data in Atlassian's JSM software is encrypted in transit and at rest.
- Atlassian's JSM software provides extensive customizability to meet an organization's unique business needs.
- Roles and permissions are available in JSM to provide/restrict access to information at various levels.
- Atlassian's JSM software natively includes a records management tool.
- A third-party application allows SAMTD staff to specify the location of an incident.

2. Staffing Plan, Personnel Resumes, Organizational Chart

This section contains KL&A's narrative response to the staffing plan, time commitment, organizational chart and personnel resumes, and is organized into the following subsections:

2.1 Contractor Staff and Time Commitment

KL&A is a trusted technology provider and has substantial experience staffing governmental and public sector projects of various sizes, from large-scale enterprise projects, requiring a Project Control Office, to smaller-scale projects in which oversight is provided by agency leadership and a KL&A project manager. KL&A is proposing a team that consists of the following key personnel:

- A Senior Project Manager who will manage the project; provide weekly status updates; develop project management document deliverables; and monitor, communicate, and work to mitigate risks and resolve issues. He will also assist in developing project deliverables.
- A Lead Atlassian Consultant who will identify and configure requirements pertaining to this RFP; configure the solution to meet requirements; provide training to designated staff on the use and administration of the solution and provide support during and after the production release.
- A Lead Software Engineer who will oversee the design, development, and implementation of the system integration.

KL&A's response to the time commitment requirement specified in the RFP is provided in section *4.9 Proposed Project* Schedule, on page 24.

2.2 Organizational Chart

The following organizational chart shows the lines of authority for KL&A's project team members.

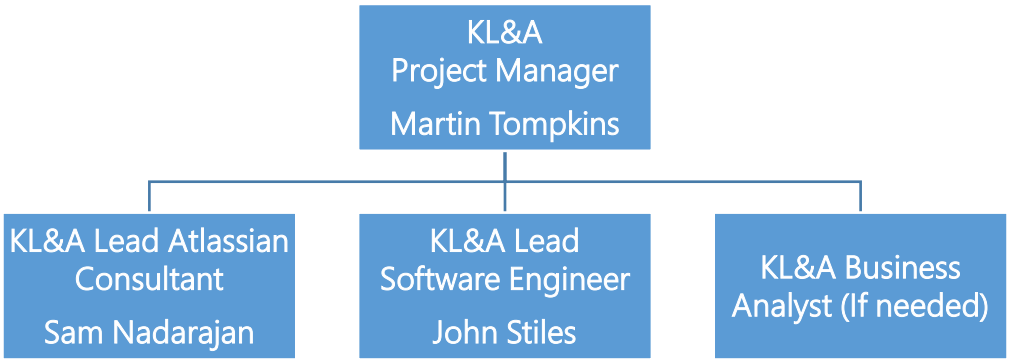


Figure 1. SAMTD Incident Management Software Team Organizational Chart

2.3 Resumes

The proposed KL&A project team possess the skills required to:

- Work with project stakeholders to guide the SAMTD incident management system implementation efficiently and effectively.
- Through the use of JAD sessions and stakeholder input clearly define what SAMTD needs and design a solution that will work from day one and provide the platform to scale in the future.
- Configure the required Atlassian tools to fit SAMTD needs.
- Support SAMTD as they validate and user-accept the new system.
- Define, develop, and implement the required system integration.
- Provide SAMTD with on-going maintenance and support over the coming years.

The remainder of this section provides a brief description of each key resource, followed by their resume. Resource descriptions relate each resource's skills to this initiative, demonstrating how this team will bring exceptional value to the SAMTD.

3. Proposer Reference

This section provides KL&A's response to Exhibit #14, References spreadsheet, and is organized into the following subsections:

3.1 Reference 1

Reference 1	
Customer Name:	Minnesota Bureau of Criminal Apprehension
Customer Contact Name and Title:	Sandra Solie, Product Manager
Contact Phone Number:	(651) 793-2573
Contact Email Address:	sandra.solie@state.mn.us
Summary of Work Performed:	KL&A implemented a service desk solution for the Minnesota Bureau of Criminal Apprehension (BCA) for use within its IT department in 2019. Prior to the Jira Service Desk implementation, help desk staff were supporting an internal customer base of around 200 users, and an external customer base of around 20,000 users. An existing service desk solution did not exist - help desk staff managed requests, incidents, and changes via a dedicated email inbox. Staff would also collaborate with each other through the inbox and manage notifications to users manually. They requested a service desk solution to better manage incoming requests and scale operations.
	KL&A worked with BCA to execute a pilot for Jira Service Management. After facilitating multiple discovery sessions, partly configuring the customer portal, and configuring the service project, KL&A ran a test pilot for 2 weeks with a limited set of users. During that time, KL&A collected continuous feedback from users and implemented changes as they were received. This approach helped to build trust with the pilot users and increased enthusiasm as we moved closer to production.

Reference 1 (Cont'd)	
Initial Project Timeline:	Three (3) months
Project Start Date:	May 2019
Project End Date:	August 2019
Initial Project Budget:	$XXX, 000
Final Project Cost:	$XXX, 000

3.2 Reference 2

Reference 2	
Customer Name:	Stahls
Customer Contact Name and Title:	Mike Karr, VP – IT Operations
Contact Phone Number:	(586) 859-4384
Contact Email Address:	mike.karr@stahls.com
Summary of Work Performed:	Stahls requested a service desk solution that would seamlessly integrate with their existing Jira software solution. KL&A set up and performed multiple demos for Stahls to help them understand how the tool worked, and how it would integrate with their software teams. To facilitate the move from SolarWinds to JSM, KL&A performed the following activities: • Facilitated requirements gathering sessions and design sessions to determine Stahls' business needs. • Researched, analyzed, and presented a configured solution that demonstrated how JSM with KL&A's configuration met identified business needs. • Configured automation rules that synced status information and comments between JSM and Jira Software. Customers received notifications when their request/incident was updated by the software team and communicated directly with developers with any questions or additional information.

Reference 2 (Cont'd)	
	Stahls experienced the following benefits of KL&A's JSM configuration: • Support staff did not have to manually copy data from SolarWinds to Jira. • Customers raised requests/incidents more accurately with the configuration of the customer portal, allowing support staff to route requests appropriately and resolve requests more efficiently. • Support staff no longer needed to manually provide staff updates and relay information between customers and software teams. • Incidents and requests appeared directly in a software team's backlogs, minimizing manual effort. Due to the stability and success of this implementation, KL&A has provided on-demand support for Stahls to answer occasional questions and resolve a few user issues. Stahls is pleased with the integration and automation that JSM provides and continues to use it successfully to provide support for its users across multiple sites.
Initial Project Timeline:	Three (3) months* **A note about the initial project timeline:** The Stahl's project was initially scheduled to be a three-month project but was later extended due to the client's request to upgrade the licensing plan and to purchase additional applications.
Project Start Date:	September 2020
Project End Date:	January 2021
Initial Project Budget:	$XX,000
Final Project Cost:	$XX,XX* **A note about the final cost for this project:** Stahls requested to upgrade the licensing plan, and after further discussions with KL&A, also requested to purchase additional applications. The implementation service cost increased slightly due to changing business requirements.

3.3 Reference 3

Reference 3	
Customer Name:	Michigan Women Infant and Children (WIC)
Customer Contact Name and Title:	Bagya Kodur, WIC Data and System Management Director
Contact Phone Number:	(517) 241-211
Contact Email Address:	KodurB@michigan.gov
Summary of Work Performed:	As part of KL&A's responsibility to update and maintain the existing WIC application for the Michigan Department of Health and Human Services (MDHHS), KL&A set up a JSM solution to provide support services for hundreds of users across 270 agencies and clinics across the state. To set up the Michigan WIC support desk, KL&A performed the following activities: • Facilitated requirements gathering sessions to identify areas of support that Michigan WIC needed. • Created self-help content with an integrated database to eventually reduce call volumes and increase knowledge across the support areas. • Configured the support portal according to identified business needs.

Reference 3 (Cont'd)	
	As a result of KL&A's research, the Michigan WIC team experienced the following benefits: • Improved support from the help desk team to staff at agencies/clinics across the state of Michigan. • Increased customer satisfaction scores because of provided services. • Gradually reduced call volumes because of a user-friendly portal. Significant efforts are underway to increase portal usage after years of phone-only support. KL&A believes that Michigan WIC will continue to see an increase in value with the continued use of JSM, given the current value that the configured solution is delivering.
Initial Project Timeline:	Two (2) months
Project Start Date:	August 2021
Project End Date:	September 2021
Initial Project Budget:	$X,000
Final Project Cost:	$X,000

4. Project Management Plan (PMP)

This section provides KL&A's Project Management Plan for the SAMTD Incident Management Software solution.

4.1 Project Plan Overview

The purpose of the Project Management Plan is to document how the project will be planned, executed, monitored, controlled, and closed. The Project Management Plan documents the actions necessary to define, prepare, integrate, and coordinate all component plans (e.g., risk management, quality management, and communication management).

This Project Plan defines:

- Project objectives
- Project scope of work
- Project assumptions and constraints
- Project deliverables
- Expected project duration
- Resource requirements
- Project roles and responsibilities
- Project schedule

Per KL&A project management standards, this plan contains the following:

- Human Resource Management Plan
- Contingency Plan
- Communication Plan
- Risk Management Plan
- Issue Management Plan
- Change Management Plan
- Quality Management Plan

4.2 Project Objectives

The mission of the SAMTD is to safely and securely connect people to places with punctual, friendly, and reliable transportation services throughout the Greater Salem area and the mid-Willamette Valley. The goal of this initiative is to replace the existing paper-based processes for managing and reporting incidents with a commercial, web-based solution that improves the raising, managing, and reporting of incidents occurring within SAMTD's scope of services.

4.3 Project Scope of Work

SAMTD seeks to implement a commercial off-the-shelf, configurable, web-based, vendor-hosted Incident Management Software Solution for planning, responding, and managing issues related to safety, security, records management. This solution aims to streamline the planning, response, and management of safety, security, and records-related issues. The software will encompass robust features, including documentation, tracking, and information sharing integral to daily operations, events, and accidents/incidents. The key features and functionalities are described below.

Data Reporting for Compliance - The software solution will serve as a centralized platform accessed by departmental staff to provide data for state and federal reporting requirements. This data will be seamlessly shared with state and local law enforcement agencies, ensuring regulatory compliance.

User-Friendly Interface - A paramount requirement is a user-friendly and intuitive graphical user interface, facilitating quick adoption by non-IT users. The system aims to empower staff with a tool that is easy to navigate, enhancing efficiency in incident management.

Incident Creation and Management - The software must possess robust incident creation and management capabilities. This includes customizable permissions to create, view, and modify data within event/accident/incident records. Mapping features will enhance the visualization of incident details and resources.

Built-in Electronic Forms - The solution will include built-in electronic forms, customizable to align with SAMTD's business needs. These forms will enable the creation, review, approval, and publication of action plans. Intuitive workflow aspects will facilitate seamless progression through various phases, with archival functions for older reports.

Configurability and Customization - SAMTD seeks a solution that offers flexibility in managing and modifying software components, including data fields, labels, displays, views, reports, and menus. This autonomy ensures alignment with evolving business needs without dependence on external vendor assistance.

Mobile Accessibility - The software solution will be accessible from mobile devices, including cell phones and tablets (e.g., Apple iOS, Android). Users will have the capability to create incidents, enter information into event logs, view GIS/Mapping data, and upload documents and pictures directly from their mobile devices.

Comprehensive Documentation and Training - The proposal necessitates vendor-provided system documentation and user manuals. Furthermore, on-site administrator and "train-the-trainer" training sessions at SAMTD's facilities in Salem OR are required. The number of administrators and train-the-trainer candidates will be determined by SAMTD.

Data Migration Assistance - The proposal acknowledges the importance of data migration and includes provisions for the vendor to assist in this critical aspect of the project.

Our proposal ensures SAMTD School District receives a tailored and comprehensive Incident Management Software Solution, empowering staff with a versatile tool for effective incident planning and response.

4.4 Project Approach

KL&A is a recognized leader in the delivery of Atlassian products and the development and implementation of custom software applications, the transformation of legacy systems into new technologies, and business consulting services; simply put, we provide business solutions. Analyzing the current state and collaborating with business users are key success factors to delivering solutions that provide measurable improvements in efficiency. KL&A's approach is to use proven project management processes coupled with our configuration life cycle (CLC) and software development life cycle (SDLC) to manage, design, configure, develop, test, and implement creative and innovative solutions for our clients.

Our approach to the SAMTD incident management system will employ many of our project management practices and processes to ensure the project stays on time and budget, SAMTD requirements are met, and project communication is consistent and directed at the right resources. The project management practices and processes will be applied as the project team executes the CLC and SDLC. KL&A proposes using the CLC in an iterative way by having a release for each SAMTD request type resulting in 3 releases for the project. We are also proposing a separate set of tasks that will run in parallel with the CLC releases utilizing the SDLC to build the required integration. KL&A has delivered many successful engagements using an iterative approach. Iteration allows the project team to work on the highest priority and/or most complex request type first while delivering a working product 4 weeks before the desired completion date.

The SAMTD incident management system project will include the following phases and activities:

- Initiation
- Planning & Discovery
- Execution
- Monitoring & Control

The following sub-sections provide a clear picture of how KL&A intends to execute this project to the satisfaction of the SAMTD.

4.4.1 Initiation

The first week of the project will be project initiation. During this time the project team will prepare for the project by clarifying SAMTD's business objectives with quantifiable, measurable goals and identifying key stakeholders who will be involved in the various phases of the project. The information gathered in this step will be reflected in this Project Plan and delivered to the project team and stakeholders during a kickoff meeting.

The outputs of initiation include the project kickoff meeting, meeting notes from the meeting, and information for input into the Project Plan.

4.4.2 Planning & Discovery

Planning & Discovery begins with the completion of the project kickoff and encompasses planning activities, requirements validation and elaboration, a gap analysis, a preliminary product backlog, and environment provisioning. At the beginning of Planning & Discovery, KL&A will meet with project stakeholders from SAMTD to gather the necessary information to produce a project schedule and project management plan. The planning activities will include:

- Establishing project communication and status reporting guidelines.
- Performing an initial risk and issues assessment, agreeing upon mitigation strategies, and defining the agreed-upon risk and issue tracking tool.
- Walking through the project schedule to verify all parties agree with the project dates, timelines, milestones, and deliverables.
- Solidifying change management procedures.

Based on the project constraints identified in the RFP, discovery will take place in parallel with planning activities. Discovery activities will include:

- Validating the business, functional, and technical requirements provided in RFP# 22-001. KL&A will conduct discovery sessions with key stakeholders and subject matter experts to ensure that we have a complete and valid list of requirements.
- Conduct discovery sessions to understand and document the high-level workflows and business processes.
- Perform a gap analysis of default/pre-configurations against SAMTD's business needs.
- Meet with SAMTD stakeholders and technology team to understand required integrations and define work responsibilities.
- Load RFP#22-001 requirements into Jira to form the base for requirements traceability.

- Build an initial product backlog in Jira to distill requirements into epics and user stories.

4.4.3 Execution

With the completion of planning and discovery, the project team will begin the execution phase of the project. As outlined in the preliminary project schedule, KL&A proposes breaking up the execution phase into three releases. The CLC will be used to guide the implementation of request types in JSM. The CLC activities are functional and technical joint application design (JAD) sessions, configuration, validation/user acceptance, data conversion, training, and implementation. In parallel with release 2 and 3, KL&A is proposing the use of an SDLC to define, build and implement the required integration with the SAMTD ITS/CAD/AVL system. The SDLC activities are functional and technical joint application design (JAD) sessions, development, system and integration testing, user acceptance testing, and implementation.

4.4.3.1 Configuration Life Cycle

This section presents each of the models that KL&A will follow for the configuration life cycle during the project's execution phase.

4.4.3.1.0 Functional and Technical JADs

During the functional and technical JADs, KL&A will work with key stakeholders and subject matter experts to understand functional and technical requirements for each request type in the form of epics and user stories. Request types will be broken down into the following design elements:

- Data entry capture and required data points
- To-be workflows
- Work item resolutions
- Reporting needs

4.4.3.1.1 Configuration

When each request type for the release has been defined and approved the request type will move into configuration. During this activity, KL&A will configure Jira Service Management and support third-party tools to reflect the request type defined and approved during functional and technical JADs. As a part of the configuration, KL&A will perform a structured walk-through of each configured request type with SAMTD stakeholders and subject matters experts to demonstrate functionality and solicit initial feedback. Feedback collected during structured walk-through will be incorporated into configuration before the project moves to the next step in the CLC.

4.4.3.1.2 Training

Training activities will run in parallel with functional and technical JADs and configuration with the goal of delivering training the day validation/user acceptance begins. KL&A will develop training materials in parallel with JADs and configuration. When configuration is complete KL&A will deliver the training to identified SAMTD stakeholders and subject matter experts.

4.4.3.1.3 Data Conversion

Data conversion is an important part of many projects but is often overlooked or the effort is underestimated. KL&A has performed hundreds of data conversions. We understand the effort required to perform a great data conversion and the complexity that develops in what seems to be the simplest of tasks. Based on our experience, KL&A has included dedicated time for data conversion that runs in parallel with other CLC activities so that converted data will be ready for the validation/user acceptance activity.

Data conversion will begin with data mapping JAD sessions. These sessions will ensure that KL&A has the paper form data elements mapped to the proper data elements in JSM for each request type. During the mapping sessions, the team will also define any transformation, conversions, and cleansing activities that are needed to prepare the data for use in JSM. KL&A typically documents data mappings and transformation in an Excel file attached to a Jira epic.

When mapping is complete and approved the KL&A team will apply the mapping and transformations to our data conversion tool. SAMTD will be required to enter the paper form data into an agreed-upon format. KL&A will then run a load, transform, and validate process as many times as possible before the conversion load for validation/user acceptance.

4.4.3.1.4 Validation / User Acceptance

With the completion of configuration, training, and initial data conversion, the team will shift its focus to validation/user acceptance. During this activity, SAMTD will exercise the configured functionality for each request type to validate the configuration and confirm the converted data. When a request type is validated, and the converted data is free of defects SAMTD will provide user acceptance for the request type.

As SAMTD is performing validation, KL&A will be available for support and collection of feedback and defects. Any feedback and/or defects that require changes will be addressed by KL&A as soon as possible. KL&A will first make, and test required changes in a separate environment. When KL&A is satisfied with the changes, the changes will be applied to the validation environment for SAMTD validation.

When a request type is validated and user-accepted, the implementation process can begin.

4.4.3.1.5 Implementation

Implementation involves migrating the SAMTD request type configuration from the validation environment to the production environment and executing and validating the data conversion. KL&A will perform the migration tasks and execute the data conversion. Identified SAMTD staff will perform the validation of conversion when it is complete.

4.4.4 Monitoring and Control

After the project kickoff, regular meetings will begin as described in the Communication Plan. Weekly status meetings will transpire in which the KL&A project manager will report the following:

- Progress to complete milestones, comparing forecasted completion dates to planned and actual completion dates.
- Accomplishments during the reporting period, what was worked on, and what was completed during the reporting period.
- Tasks planned for the next reporting period.
- Existing issues that are impacting the project and the steps being taken to address the issues.
- New risks and progress in mitigating high-impact/high-probability risks previously identified.

4.5 Tools

KL&A uses a robust set of tools that have proved to maximize efficiency and customer satisfaction, including:

Table 1: Tools Used by KL&A

Tool	Purpose/Description
Microsoft Visio	To capture business processes in functional flowcharts (swim lane diagrams).
Microsoft Office	For spreadsheet, document, and presentation development in commonly accepted formats. MS Office will be used by the PM and BAs to provide the document deliverables and weekly status reports as required in solicitation RFP# 22-001
Microsoft Project	To develop the WBS and comprehensive project schedule and to track project progress, including actual versus planned work.

Tool	Purpose/Description
Jira	A web-based tool used to: • Manage the product backlog; • Plan and manage testing activities; • Track defects and repairs; • Track enhancement requests; • Maintain traceability information from requirements, through user epics and user stories to test cases and UAT defects; and • Produce project status, test results, and service-level reports. KL&A will provide identified SAMTD stakeholders with access to Jira.

4.6 Critical Success Factors

- Proper mix of expert resources
- Strong collaboration with key stakeholders
- Effective communications throughout all phases of the project
- Strong alignment of project objectives with SAMTD strategic plan
- Executive Support

4.7 Project Deliverables

In alignment with SAMTD's project objectives, KL&A has compiled a set of key deliverables that encapsulate the comprehensive scope of the proposed custom software solution. Our understanding, derived from the information provided by SAMTD, encompasses the following essential components:

Project Schedule - A meticulously structured project schedule outlining key milestones, timelines, and phases of the implementation process.

Project Management Plan - A comprehensive project management plan delineating the strategies, methodologies, and frameworks that will govern the execution and oversight of the entire project.

Product Backlog (User Epics and User Stories) - A well-defined product backlog encompassing user epics and user stories, serving as the foundation for feature development and user-centric functionalities.

Commercial Off-the-Shelf, Configurable, Web-Based, Vendor-Hosted Incident Management Software Solution - Delivery of a robust and configurable software solution that meets SAMTD's requirements for incident management. This includes a user-friendly interface, incident documentation capabilities, reporting functionalities, and other features essential for effective incident response.

Training - Comprehensive training sessions tailored to SAMTD's staff, ensuring a smooth transition and effective utilization of the implemented software solution.

Data Conversion - Seamless migration of existing data into the new system, ensuring continuity and accessibility of historical information within the custom software solution.

Implementation Services and Support - Dedicated support and services throughout the implementation phase, ensuring that the transition is seamless and aligns with SAMTD's operational needs.

Ongoing Maintenance and Support - Commitment to providing ongoing maintenance and support, guaranteeing the continued efficiency and relevance of the software solution in meeting SAMTD's evolving requirements.

This compiled list serves as a comprehensive framework for the proposed project, reflecting our commitment to delivering a tailored and impactful custom software solution for SAMTD School District.

As SAMTD did not provide a specific set of deliverables to meet, KL&A has extracted this list as our understanding based on the information provided in the SAMTD RFP.

4.8 Assumptions

KL&A commits to providing essential tools, support, and management to ensure project success. The following assumptions encapsulate our mutual expectations and form the foundation for a productive and cooperative partnership between SAMTD and KL&A.

Table 2: Project Assumptions

Assumptions
SAMTD will allocate resources to the project.
SAMTD staff will participate in all applicable project meetings.
SAMTD will provide access to pertinent files and systems for KL&A's team throughout the duration of the project.
KL&A will provide computers and software to its project staff to complete the project deliverables.

Assumptions
No additional hardware or software purchases are required of SAMTD.
KL&A will provide project management support and will be responsible for scheduling all meetings, establishing the project approach, and coordinating support with SAMTD.
KL&A observes the Memorial Day and Independence Day holidays and will not work May 30, 2022, and July 4, 2022.
KL&A staff will work remotely unless agreed to by SAMTD and KL&A.
SAMTD will respond to questions and information requests promptly in order to facilitate KL&A's team meeting deliverable due dates.
RFP# 22-001 requested a start date of April 1, 2022, and a target completion date of July 31, 2022. Initial project planning is set for April 4, 2022. Any delays to the project start date will affect the project completion date and may require adding resources if the completion date cannot be moved.

4.9 Proposed Project Schedule

The project schedule is the roadmap for how the project will be executed. Schedules are an important part of any project as they provide the project team, sponsors, and stakeholders with a picture of the project's status at any given time.

Table 3: KL&A Proposed Project Schedule

Milestone	Est. Due Date
Contract Award	4/4/22
Project Initiation	4/8/22
Project Planning / Discovery	4/28/22
Release 1	5/27/22
Release 2	6/16/22
Release 3	7/6/22
Integration w/ SAMTD ITS/CAD/AVL System	7/6/22

KL&A's preliminary project schedule is available in the *Project Schedule* section on page C-2.

4.10 Human Resource Management Plan

The purpose of the Human Resource Management Plan (HRMP) is to promote project success by ensuring the appropriate resources, with the necessary skills, are acquired and that resources are properly trained if any gaps in skills are identified. Team building strategies are clearly defined in this plan and team activities are effectively managed. *The Human Resource Management Plan will be submitted within (15) calendar days of the execution of the Contract.*

4.10.1 Project Team Functional Roles

Table 4: Project Team Functional Roles

Function (Role)	Initiation & Planning	Requirements Definition	Functional Design	Technical Design	Configuration/ Construction	Testing	Implementation
Sponsor							
Project Manager							
Consultant							
Technical Lead							

4.11 Communication Management Plan

The purpose of the Communication Management Plan is to set the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan includes a communications matrix, which maps the communication requirements of this project. *The communication management plan will be submitted within (15) calendar days of the execution of the Contract.*

4.11.1 Communication Matrix

Table 5: Communication Matrix

Meeting Type	Purpose	Frequency	Attendees
Kickoff Meeting	To bring together project stakeholders to review and agree-upon approach, work breakdown structure, schedule, milestone, deliverables, known risks and issues, mitigation strategies, escalation protocols, change control processes, and formats and frequency for various reports and communications.	Once at the beginning of the project	Stakeholders to be identified during contract negotiation

Meeting Type	Purpose	Frequency	Attendees
Discovery/joint application design sessions (JADs)	To bring together applicable stakeholders for validating and elaborating requirements and collaboratively designing the user interface. JADs are scheduled as needed.	As needed, throughout the project	Stakeholders to be identified during contract negotiation and/or kickoff meeting
Daily stand-ups	For each team member to report what they did yesterday, what they are doing today, and any impediments they are experiencing. This serves forward momentum and fast resolution of impediments.	Daily	KL&A team
Weekly status meetings	To review project status, work completed, upcoming work, risks and issues, and any other topic requiring SAMTD attention.	Weekly	KL&A project manager and identified SAMTD stakeholders
Ad hoc meetings	To discuss any issue requiring collaboration between one or more parties.	As needed	KL&A project manager and applicable parties from SAMTD

4.12 Risk Management Plan

Risk management includes reporting risks to appropriate SAMTD stakeholders and, if necessary, escalating certain types of risks or risks that are not being properly mitigated, which requires an understanding of the SAMTD's governance structure. The KL&A PM will discuss risk management with SAMTD stakeholders at the Kickoff meeting and will revise this Risk Management Plan accordingly. The final revision will be included in the Project Plan deliverable.

In addition to discussing risk management mechanics, the KL&A PM will also work with SAMTD to capture current risks. The KL&A PM will evaluate and track risks throughout the project, according to the agreed-upon Risk Management Plan.

4.12.1 Risk Management Overview

Risk management is the recognition, assessment, and control of uncertainties that may result in schedule delays, cost overruns, performance problems, adverse impacts, or other undesired consequences. The risk management process establishes procedures for identifying, assessing, controlling, and monitoring risks, during the various phases of a project or program. Risks arise from uncertainty surrounding project decisions and outcomes. "Risk" refers to:

- The future potential for adverse outcome or loss, whereas problems or issues reflect conditions that exist in the program or a project at present. Risks that could negatively impact a project are called "threats."
- The future potential for positive outcome or gain. Positive risks are called "opportunities."

While the general focus is on threats, project team personnel at all levels should identify opportunities and communicate them to the KL&A PM for capturing, evaluating, and monitoring.

The rest of this section describes the risk management objectives, followed by the risk management activities.

4.12.1.1 Risk Management Objectives

The objectives of risk management are:

- To focus attention on minimizing exposure to possible events that could threaten the accomplishment of the project or program objectives.
- To focus attention on maximizing exposure to possible events that could bring additional value or opportunity to the overall program objectives.
- To provide a systematic approach for:
    - Identifying, classifying, assessing, and managing risks
    - Developing proactive plans and approaches that avoid, mitigate, or exploit risks
    - Implementing contingency plans, rapidly, based on timely noting of risk occurrence
    - Monitoring progress in reducing threat risks and exploiting opportunity risks

4.12.1.2 Risk Management Process Activities

This section describes the following risk management process activities:

- Initiation
- Evaluation
- Resolution
- Escalation

4.12.1.2.6 Initiation

Any project team member can identify and report a risk to the KL&A PM. Anything that is perceived as a threat to the successful completion of the project or an opportunity to enhance the completion or outcome of the project is a risk that requires entry into the risk management tracking tool.

Typically, risk management tools provide mechanisms for identifying the following types of information about the risk:

- Title
- Description
- Affected project
- Reported date
- Decision due date
- Probability of occurrence
- Consequence of occurrence
- Risk Rating (Probability of Occurrence x Consequence of Occurrence)
- Risk type
- Comments, for other relevant information
- A method to assign the risk

For a project of this size, KL&A recommends using Microsoft Excel for risk management tracking; however, if the SAMTD has a risk management tool, the KL&A PM will tailor this plan to reflect the capabilities of that tool.

4.12.1.2.7 Evaluation

The KL&A PM:

- Reviews newly created risks daily, assesses the risk entry as valid and complete, weighs probability and consequence of occurrence, and determines disposition and appropriate due date.
- Monitors near-term risks, taking appropriate steps to ensure timely completion.
- May re-assign a risk to a member of the project team or to a SAMTD stakeholder. The assignee is responsible for addressing the risk, including creating a "Mitigation Plan" and "Contingency Plan."
- If necessary, revises information in the risk record, such as the decision due date, probability of occurrence, consequence of occurrence, or risk type.
- If risk remains a threat and lack of assessment is jeopardizing project success, the KL&A PM will escalate the risk to the appropriate person or group, as described in the *Escalation* section on page 30.

Risk evaluation entails rating a risk, based on probability and consequence, to determine the appropriate course of action. Each risk is assigned a:

- Probability of Occurrence (POO) value:
  - 1 = Low/Unlikely to happen
  - 2 = Medium/Could happen
  - 3 = High/Likely to happen
- Consequence of Occurrence (COO) value:
  - 1 = Low/Little to no impact
  - 2 = Medium/Impact, but workarounds exist
  - 3 = High/Significant impact, no workaround

Then the **Risk Rating** formula, POO x COO, is calculated. A rating of four or less requires monitoring, while a rating of six or more requires execution of the mitigation plan. The following illustration shows a risk rating matrix.

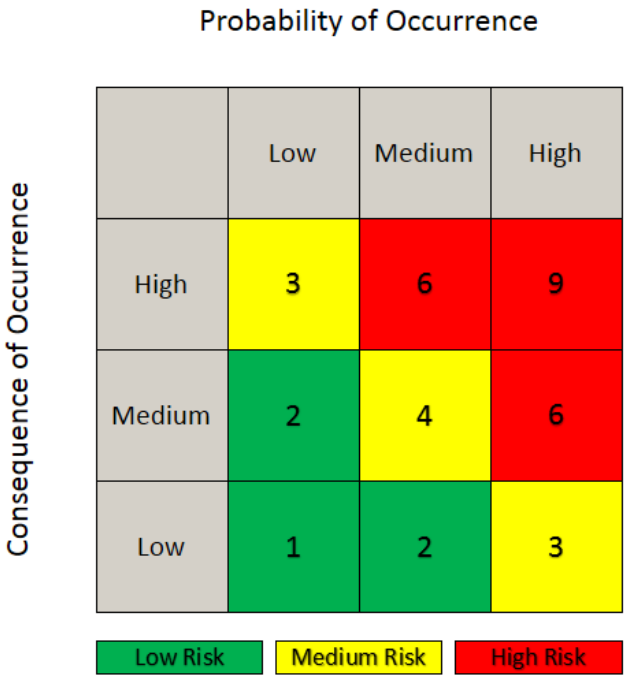


Figure 2: Qualitative Risk Rating Matrix

4.12.1.2.8 Resolution

Upon successful mitigation/exploitation, or if exposure is no longer a concern, the assignee will send an email to the KL&A PM, documenting the resolution and attaching any relevant documentation.

The KL&A PM will review and validate the reported resolution and update the tracking tool entry as necessary.

If the risk is realized:

1. In the risk management tracking tool, the KL&A PM will indicate that the risk has occurred and closes the risk entry.
2. The KL&A PM will open a corresponding issue in the issue-tracking tool and assign it to the appropriate party for contingency execution.

Note: For audit trail purposes, the ID of the subsequent issue should match the ID of the risk entry.

4.12.1.2.9 Escalation

Risks may be escalated to the SAMTD contract manager for review at the weekly status meeting.

Note: Escalation procedures will be refined based on the information learned in the project initiation interviews and Kickoff meeting.

The following are examples of criteria that could be used to determine which risks warrant escalation:

- Any risk that has a Risk Rating greater than or equal to six (Probability of Occurrence x Consequences of Occurrence).
- Any risk that the KL&A PM chooses to escalate, such as when there is an obstacle impeding completion of the risk assessment and the SAMTD contract manager assistance is required.
- Any risk assessment that is overdue by more than five business days.
- The SAMTD contract manager will review escalated risks, overdue risk assessments, and realized risks (i.e., issues), and determine appropriate actions. This may include escalating to the sponsors and/or Executive Steering Committee levels.

4.12.1.3 Quality Management Metrics for Risk Management

Quality management (QM) will generate metrics to reflect the timeliness of risk resolution. For instance, QM will report:

- The number of risks closed before or on the due date;
- The number of risks closed within 1-5 days of the due date;
- The number of risks closed within 6-10 days of the due date;
- The number of risks closed 10+ days after the due date;
- The number of total open/pending risks;
- The number of risks that have a due date within the next 5 business days;
- The number of risks that have a due date within the next 10 business days; and
- The number of risks that have a due date within the next month.

4.13 Issue Management Plan

During project initiation activities and at the Kickoff meeting, the KL&A PM will discuss any existing known issues with SAMTD personnel. The KL&A PM will evaluate and track the issues according to an agreed-upon Issue Management Plan.

The remainder of this section provides an Issue Management Plan that has proven successful on past projects of this type and size. While preparing the official Project Plan deliverable, the KL&A PM will revise this section based on SAMTD feedback.

4.13.1 Issue Management Overview

An *issue* is a problem that is currently happening and is impeding the progress or limiting the effectiveness of a specific project, project team, project activity, or task. An issue may also be the result of:

- A risk that is now a reality;
- An action item that is not resolved satisfactorily within the required time frame;
- A pending change request that needs a decision and lack of decision is an obstacle.

Issue management is the method used to identify, evaluate, analyze, escalate, and resolve issues, and to track progress through to closure. Issue management is carried out at all levels within a program or project, ensuring communication and resolution at the appropriate levels.

4.13.2 Issue Management Objectives

Objectives of issue management are to ensure that:

- Issues are properly identified, evaluated, and assigned for timely resolution, and subsequently monitored and tracked to completion of the identified resolution;
- Issue resolutions that will impact the scope, schedule, resources, time quality, or budget of the project go through the change management process;
- Issues are managed and resolved at the appropriate level; and
- Issue resolution or decisions are communicated to all affected parties

The rest of the section describes the process used to identify, capture, resolve, escalate, and report issue status, including roles and responsibilities, processes, entry criteria, and escalation criteria.

Note: This plan is intended to show KL&A's basic approach to issue management. After the Kickoff meeting, the KL&A Project Manager will update this plan to reflect the agreed-upon process.

4.13.3 Issue Management Process Activities

This section describes the following issue management process activities:

- Initiation
- Evaluation
- Resolution
- Escalation

4.13.3.1 Initiation

Any project stakeholder or team member can report an issue to the KL&A Project Manager (PM). Issues that require resolution and tracking include:

- Anything that is impeding progress and is impacting the project schedule.
- Anything that is limiting the effectiveness of a project, or project team, and is impacting schedule or cost.

Note: These may be risks that have now been realized; action items that have not been resolved promptly; or change requests awaiting decisions.

Typically, issue management tools provide mechanisms for identifying the following types of information about the issue:

- Impacted project
- Title
- Description
- Priority
- Due Date
- Status (e.g., Requires Evaluation, In Progress, Escalated, Resolved, Closed, etc.)
- Assignee

For a project of this size, KL&A recommends using Microsoft Excel for issue tracking; however, if SAMTD has an issue management tool, the KL&A PM will tailor this plan to reflect the capabilities of that tool.

4.13.3.2 Evaluation

The KL&A PM will:

- Immediately evaluate the validity and impact of newly reported issues;
- Record the issue in the tracking tool;
- Set priority, status, and due date; and
- Assign the issue to themselves, a project team member, or an appropriate SAMTD resource.

Note: Outstanding issues will be reviewed at the weekly progress meeting with the SAMTD stakeholders.

4.13.3.3 Resolution

The assignee will resolve the issue and send an email to the KL&A PM, indicating how and when the issue was resolved, and attaching any relevant documents.

The KL&A PM will:

1. Share the resolution information with the appropriate team members and verify that the issue is truly resolved.
2. Store any relevant documents in an agreed-upon shared location.
3. Update the issue entry in the tracking tool as follows:
    - Update the status of the issue to "Resolved,"
    - Document the resolution,
    - Enter a completion date, and
    - Specify the shared location to which any relevant documents are stored.
4. The KL&A PM will monitor the status of issues daily and perform the following tasks:
    - Monitor near-term issues and take the appropriate steps to ensure timely completion.
    - Reviews issues that are not resolved by the required date and works to resolve them directly with the assignee.

If an issue remains unresolved and the lack of resolution is impacting the team's progress, the KL&A PM will escalate the issue to the appropriate entity, as described in the *Escalation* section, on the following page. The KL&A PM may also choose to escalate an issue if:

- There is an obstacle impeding completion of the issue and intervention by a higher authority is required.
- There is an ownership dispute between SAMTD project stakeholders and a decision from a higher authority is needed.

If cost, schedule, resources, quality, policy, or process are impacted, the KL&A PM will divert the issue to the Change Control process for evaluation by the Change Control Review Board.

Note: For audit trail purposes, all escalated issues will contain the ID of the change request and the change request will contain the ID of the issue.

4.13.3.4 Escalation

Note: Escalation procedures will be refined based on the information learned in the project initiation activities and at the Kickoff meeting. The following escalation procedures are general procedures to demonstrate our understanding of appropriate escalation paths.

Issues assigned to SAMTD personnel may be escalated through the appropriate SAMTD chain of command, beginning with the SAMTD project manager. If the issue is not resolved by the SAMTD project manager by the assigned due date, the KL&A PM will escalate it to the SAMTD contract manager and assign a new due date. If the issue is not resolved by the SAMTD contract manager by the assigned due date, the KL&A PM will escalate it to the SAMTD project sponsor.

Resolution of escalated issues will follow the same procedures described in the *Resolution* section, on page 30.

4.13.4 Quality Management Metric for Issue Management

The KL&A PM will record the following metrics to gauge the timeliness of issue resolution:

- The number of issues resolved before or on the due date
- The number of issues resolved within 1-5 days of the due date
- The number of issues resolved within 6-10 days of the due date
- The number of issues remaining open over 10 days of the due date
- The number of issues diverted to change control
- The number of issues escalated for resolution
- The number of escalations required for each escalated issue

4.14 Change Management Plan

Understanding the existing governance organization and escalation protocols is key to defining a meaningful and effective Change Management Plan. During project initiation activities and at the Kickoff meeting, the KL&A PM will gain an understanding of the existing governance organization and the existing change control process. This section contains a generic Change Control Plan to demonstrate our approach to controlling scope. While preparing the final Project Plan deliverable, the KL&A PM will revise this section to accommodate the SAMTD's existing governance structure and reflect the existing change control process, as well as other SAMTD feedback.

The final Change Control Plan will contain the following key elements:

- Change control roles and responsibilities
- Change control governance
- Capturing and monitoring project changes
- Communicating project changes

4.14.1 Change Control Overview

Frequent or large changes in scope can inject unacceptable levels of risk that may put the overall project at risk. A Change Control Process provides a formal means to evaluate potential changes, control scope, minimize loss of productivity, and ensure that approved changes with material impact to any stakeholder are coordinated, communicated, and integrated into existing baseline deliverables.

Change control is defined as the process to communicate, assess, monitor, and control all changes to project, resources, and processes. KL&A and the SAMTD governance will employ change control in the administration of the project.

This Change Control Plan describes the process involved with identifying, escalating, and managing project changes. A *project change* is defined as something that is outside the documented and approved project scope or is a change to project deliverables, requirements, schedule, budget, cost, and/or resources. A project change requires the use of a project change request and SAMTD Change Control Review Board approval.

KL&A and the appointed SAMTD resources will employ change control processes to handle items such as, but not limited to:

- "Out-of-scope" requests
- Changes of SAMTD business needs throughout the contract lifecycle
- New State policy requirements

- New Federal regulations
- New technology requested or implemented by SAMTD

4.14.2 Change Control Objectives

Objectives of change control are to:

- Establish a procedure by which project team members and stakeholders can request changes to existing baseline deliverables, plans, schedules, as well as unplanned additions to the project scope,
- Ensure that changes to defined project requirements, scope, schedule, resources, or quality are implemented in a systematic, orderly, controlled manner and are within the objectives of the project scope,
- Establish a Change Control Review Board that has discretionary approval authority for all change requests that affect scope, schedule, or budget within the project,
- Facilitate communication regarding requested changes among the stakeholders of the project, and
- Ensure that approved change requests are integrated into the existing plans and tracked to completion.

4.14.3 Change Control Process Activities

Any change requested to a baseline deliverable or that results in an impact to scope, schedule, staffing, costs, risks, or quality, are subject to the Change Control Process. The process begins with submitting a change request to the identified SAMTD resource, such as the SAMTD project manager or the SAMTD contract manager, who will be responsible for forwarding the request to the SAMTD Change Control Review Board. The SAMTD Change Control Review Board consists of the SAMTD governance personnel who are charged with the authority to review and approve project changes.

The rest of this section describes the following change management activities:

- Initiation
- Evaluation
- Resolution

4.14.3.1 Initiation

Any project stakeholder or team member can initiate a change request by sending an email to the KL&A PM, indicating the desired change, the reason for the change, and any other

supporting information that can be used in the preparation of the formal change request and ultimately in the evaluation of the change request.

The KL&A PM will track the change in a change control tool. Typically, change control tools provide mechanisms for identifying the following types of information about the issue:

- Impacted project
- Title
- Description
- Priority
- Due Date
- Status (e.g., Requires Evaluation, In-Progress, Escalated, Resolved, Closed, etc.)

For a project of this size, KL&A recommends using Microsoft Excel for change request tracking; however, if the SAMTD has a change control tool, the KL&A PM will tailor this plan to reflect the capabilities of that tool.

4.14.3.2 Evaluation

Evaluation begins with the KL&A PM reviewing the information provided with the request to determine validity, completeness, necessity, benefits, priority, and impact on schedule, resources, risk, quality, or cost. Evaluation typically entails performing some analyses, such as cost-benefit and schedule impact analyses.

The KL&A PM will prepare a formal change request form that is submitted to the Change Control Review Board. The form will contain all the information necessary for the Change Control Review Board to decide.

Note: During project initiation activities and/or Kickoff meetings, the KL&A PM will work with SAMTD to establish an agreed-upon format for the change request form.

Finally, the KL&A PM will update the status of the change request in the tracking tool.

4.14.3.3 Resolution

Upon authorization to proceed with a requested change, the KL&A PM will work with the appropriate team members to develop an Implementation Plan.

The Implementation Plan for any change request should include:

- Clear scope and objectives for the change,
- Key deliverables to be generated by the change,
- A work breakdown structure to be integrated into the master schedule,
- A resource plan,
- Risk evaluation and mitigation, and
- Stakeholder assessment and communication approach.

The KL&A Project Manager (PM) holds the responsibility of validating the implementation approach alongside the project team. Following this, the designated SAMTD resource will review and approve the comprehensive Implementation Plan and approach. This approval process ensures that any impacts on cost, schedule, resources, policy, or processes align with the predefined boundaries set forth in the impact assessment.

Upon the approval of the Implementation Plan, the KL&A PM will take charge of updating the Project Plan. This includes modifications to the schedule and Work Breakdown Structure (WBS), along with ensuring the synchronization of other project documentation. Simultaneously, the KL&A PM will diligently update the change request tracking tool with the relevant information.

4.14.4 Quality Management Metrics for Change Management

The KL&A PM will track the following metrics to gauge the timeliness of change request processing:

- The total number of change requests
- The number of change requests processed before or on the due dates
- Processed within 1-5 days of the due date
- The number of change requests processed within 6-10 days of the due date. The number of change requests remaining open over 10 days of the due date

4.15 Quality Management Plan

Quality assurance and quality control are required activities for ensuring optimum project performance and high-quality products and services.

- *Quality Assurance* refers to the process used to create project deliverables and the systematic activities implemented within the quality system that can be demonstrated to provide confidence that the project's product or service will satisfy the project objectives and meet the standards for quality. Examples of Quality Assurance include process checklists, methodology, and standards development. Quality Assurance is generic and does not concern the specific requirements of the product or service being developed. Quality Assurance activities are determined before work begins and these activities are performed while the product is being developed or the service is being rendered.
- *Quality Control* refers to the operational techniques and checks and balances put in place to ensure the quality of project services and deliverables. Quality Control is used to verify that deliverables are of acceptable quality and that they are complete and correct. Examples of Quality Control activities include inspection, deliverable peer reviews, and the testing process. Quality Control is focused on adherence to requirements. Quality Control activities are performed after the product is developed or the service is rendered.

Table 6. Quality Assurance / Quality Control Comparison Chart

	Quality Assurance (QA)	Quality Control (QC)
Focus:	Aims to prevent defects with a focus on the process used to create the product or provide the service. QA is a proactive quality process.	Aims to identify defects in the finished product or deliverable. QC is a reactive quality process.
Goal:	To improve development and test processes so that defects do not arise when the product or deliverable is being developed or the service is being rendered.	To identify defects after a product or service deliverable is developed before it is released to the client or customer.
What:	Prevention of quality problems through planned and systematic activities including documentation.	Activities or techniques used to achieve and maintain the quality of a product or service.
How:	Establish a good Quality Management System and the assessment of its adequacy and conformance to organizational strategy.	Finding and eliminating causes of quality problems through tools and techniques so that client and customer requirements are continually and successfully met.

The purpose of the Quality Management Plan is to describe how the quality of the project will be managed throughout the lifecycle of the project. A thorough Quality Management Plan:

- Ensures quality is planned
- Defines how quality will be managed
- Defines quality assurance activities
- Defines quality control activities
- Defines acceptable quality standards

4.15.1 Quality Assurance Activities

Quality assurance (QA) is a proactive approach to project management and execution that assures the success of the project. It demands that project management and project execution procedures are clearly defined and being followed by all project participants. Defining, monitoring, and enforcing uniform standards and processes ensures project control success and produces consistent work product quality across the entire team. Though QA is conceptually the same for all projects, the procedures and standards should always be tailored to the needs of the customer and the defined success criteria of the project.

The KL&A Project Manager (PM) will:

- Work with the SAMTD stakeholders to define the quality system, including metrics and processes, for various project management processes that will be used in the Quality Control activities, discussed next. The agreed-upon metrics and processes will be documented in the Project Plan.
- Create common templates for reporting metrics.

The KL&A team will work together to verify and, if necessary, tailor checklists, standards, and procedures for project deliverables. Checklists, standards, and procedures will ensure all team member deliverables are uniform and thorough.

4.15.2 Quality Control Activities

Quality control (QC) is intended to verify that work products meet specifications to ensure quality. QC is performed on work products before they are delivered to the customer.

Quality control activities typically include:

- The KL&A PM attends daily team scrums to monitor the frequency and type of issues and impediments, and the timeliness of resolutions. An abundance of issues and impediments or issues and impediments that go on unresolved suggest that processes are not being followed, which will prompt the KL&A PM to take corrective action.

- The KL&A PM monitoring project status. Progress that is dramatically ahead or behind schedule suggests that processes are not being followed. The KL&A PM will investigate and take corrective action if necessary.
- The KL&A PM tracking established metrics, such as the timeliness of issue and risk handling procedures, the timeliness of action item resolutions, and the timeliness of deliverable reviews to measure conformance to Project Plan processes. If metrics suggest processes are not being followed, the KL&A PM will take appropriate actions to remedy the behaviors that threaten to compromise project performance.
- The KL&A PM reviewing all deliverables prior to submission to ensure they:
    - Are in the approved format and file type,
    - Adhere to the established acceptance criteria,
    - Contain the required information, and
    - Are complete, organized, and written well.
- The KL&A team testing the configuration against the defined user stories and acceptance criteria.
- The SAMTD user acceptance testers testing the configuration to ensure it will support SAMTD's business needs.

5. Technical Requirements Response

This section provides KL&A's specific responses to each section of the functional requirements as provided by SAMTD in the RFP.

> *To better understand the content provided in this section, KL&A recommends reading* Appendix A: Product Overview, *on page* A-1 *and* Appendix B: Third-Party Applications, *on page* B-1 *before reading this section.*

5.1 Incident/Case Tracking

JSM Cloud provides a customer portal for customers to raise requests and report incidents. As the first point of contact for customers, customers can quickly access customized forms about a specific request type or functional area. Figure 3 (below) demonstrates how different request forms can be configured and accessed by customers.

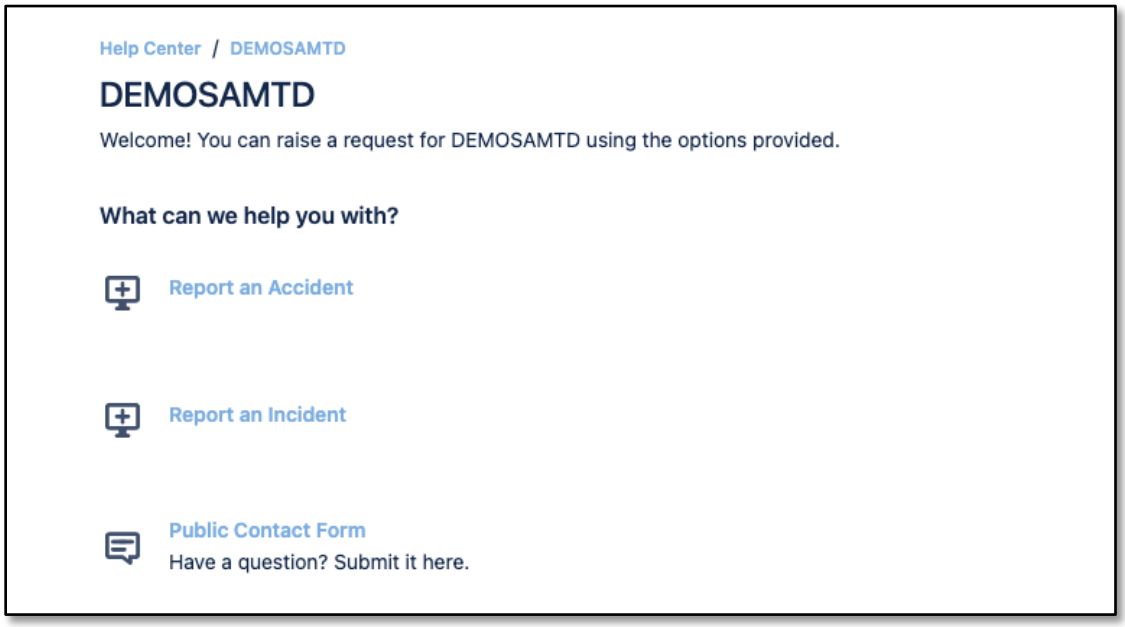


Figure 3: Example screen showing configurable customer request forms

Figure 3 shows an example of the customer portal configuration with three different request types. The name, description, and icon of each request type are customizable. If the number of request types gets large, request types can be grouped for better accessibility. Clicking on one of these options will render a customized form about that specific type or area.

Additional request types and issue types may be configured to categorize customer complaints, outreach tracking, and security incidents, with the ability to specify more if needed.

Once submitted, these forms become issues in Jira. As a result, they are automatically assigned to a workflow and contain custom fields configured for the issue, such as expiration and exclusion dates, and receive an automatically generated issue key (i.e., incident number).

For more information on the customizability of forms and data entry, refer to the *Customer Portal* section on page A-17 of Appendix A: Product Overview.

The ability to report on incidents by different criteria and date ranges is met by the reporting functionality, outlined in the following sections in Appendix A: Product Overview:

- *Filters*, on page A-10
- *Service Project Reports*, on page A-20

5.2 User Access/Account

JSM Cloud provides administrators the ability to manage user accounts and licenses in a simple interface that controls access to certain users. JSM Cloud contains two levels of user administration that administrators should pay attention to: agent and customer administration.

5.2.1 Agent Administration

Agents in JSM Cloud are users that work on and fulfill requests/incidents that are received by customers. These users require a license, which can be managed on the user administration page. Administrators can view agent information, such as whether they have a license, their last login date, and many other administrative features.

System administrators may choose to manage licenses by freeing up licenses from inactive users and making them available for new users. If the user accounts for agents are managed in Jira's internal directory, users can reset and/or recover their passwords.

5.2.2 Customer Administration

Customers in JSM are users that enter requests/incidents for agents to work on. Customers do not require a JSM license, therefore, service projects can have an unlimited number of customers at no additional cost to SAMTD.

Customer access to SAMTD's incident service project can be configured based on SAMTD's objectives. Access to the customer portal can be configured:

- Without creating an account
- By signing up for an account
- By restricting access to the service project unless the customer's email address is added to the service project

KL&A will work with SAMTD to determine the best configuration to allow access to the service project that is efficient and manageable for customers, agents, and administrators.

5.2.3 Permissions

Administrators can control access for agents in various parts of the system and service projects using permissions. Administrators can organize agents into groups and/or project roles. These groups/roles can be configured in a permission scheme to allow varying levels of access to functionality within a service project. Figure 4 shows an example of a permission scheme in Jira.

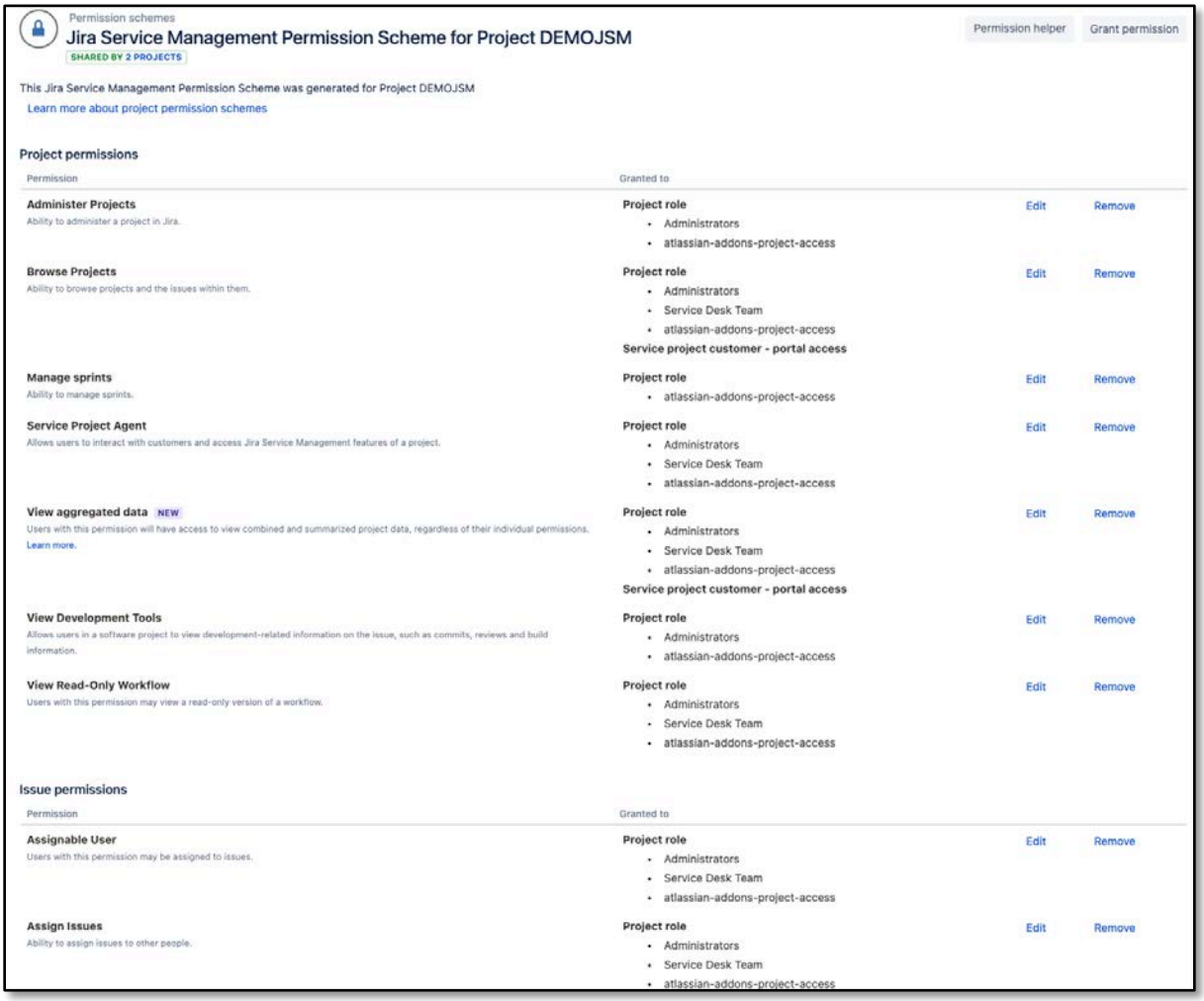


Figure 4: Example permission scheme

Administrators can troubleshoot the reason why a user may not have access to perform certain functions in Jira by using the permission helper.

Note: Additional permissions, not illustrated in Figure 4, are also available.

5.2.4 Administration of Users and System Performance

In pursuit of optimal performance and scalability, KL&A recommends the utilization of the cloud version of JSM within the Atlassian Cloud environment for SAMTD's customized software solution. Leveraging the Atlassian Cloud ensures dynamic responsiveness to fluctuations in concurrent user numbers. To stay abreast of performance enhancements and scalability advancements, SAMTD administrators can refer to Atlassian's Cloud Roadmap page and follow the guidance provided to meet evolving needs effectively.

With Jira Platform, SAMTD administrators wield robust control over their user base, streamlining management tasks seamlessly. Key administrative functionalities include the ability to oversee user licenses, identify inactive users, manage permissions across projects, initiate password resets, and engage in user impersonation for debugging purposes. This empowerment ensures SAMTD's autonomy in maintaining an efficient and secure user environment.

While JSM Cloud doesn't inherently support the creation of role-specific custom views, KL&A proposes the implementation of configurations to regulate access to projects, specific issues, and designated fields within issues. Additionally, individual users can tailor their issue views by prioritizing certain fields, enhancing the overall user experience.

KL&A commits to facilitating collaborative discussions to delineate access privileges for various functions within Jira. Through tailored training sessions, SAMTD administrators will gain proficiency in configuring permission schemes, empowering them to make necessary adjustments independently. This approach ensures that SAMTD retains control over its software environment, fostering adaptability and sustained operational excellence.

5.3 Electronic Records Management

The Jira Platform that JSM Cloud is built on supports the ability to store documents in a variety of different formats. Incidents, Accidents, and other request types support the ability to add attachments. Attachments can include any file type ranging from images, spreadsheets, email messages, documents, and PDFs. Additionally, attachments can be uploaded and downloaded as needed by staff to execute work. To extend the native functionality of attachments, Documents for Jira can be installed in JSM Cloud to provide additional document functionality. KL&A will facilitate additional discussions with SAMTD to determine whether this application is needed or if the attachments functionality on the Jira Platform is sufficient. For more information on this application, refer to the *Documents for Jira* section on page B-4 of Appendix B: Third-Party Applications.

5.4 Daily Operations

KL&A believes that the workflow and notification functionality available on the Jira Platform meets the workflow and notification functional requirements as outlined in this section. Refer to the following sections in Appendix A: Product Overview:

- *Workflows* – page A-2
- *Notifications* – page A-6

To support the process of passing shift-to-shift logs between shifts, KL&A proposes setting up JQL filters with queries that reference specific times. For example, if a shift change occurs at 5:00 PM, a filter can be written to identify all incomplete/in-progress incidents. This filter can be referenced during the handoff between shift personnel, and a brief conversation can identify the context and priorities to ensure the next shift can effectively work on and resolve issues. For more information on JQL and filters, refer to the *Filters* section on page A-10 of Appendix A: Product Overview.

5.5 Calendars

KL&A believes that Calendar for Jira - a third-party application available in the Atlassian marketplace, will meet most of the calendar requirements as specified by SAMTD. For more information about this application, refer to the *Calendar for Jira* section on page B-2 of Appendix B:.Third-Party Applications.

In addition to calendar-specific functionality, KL&A believes the following core features of the Jira Platform meet the rest of the functional requirements in this section:

- Automation Rules – Allows SAMTD users to generate reminders for different staff based on deadlines and other criteria. Refer to the *Automation Rules* section on page A-5 of Appendix A: Product Overview.
- JQL/Filters – Allows SAMTD users to search for and create reports on events. For more information, refer to the *Filters* section on page A-10 in Appendix A: Product Overview.
- Assignment – Issues in Jira are assignable to different users as needed. Users can specify the assignee on an issue. Once a user is assigned to an issue, the user will receive a notification (as configured in the notification scheme), and effectively claim ownership of the issue during a particular part of the workflow. To transfer ownership of the issue as the issue progresses through the workflow, the user can change the assignee on the issue. All information associated with the issue is available to the new assignee by this simple action, without requiring extra effort on the original assignee's part.

5.6 User-friendly Intuitive GUI

Atlassian invests heavily in the UI/UX of its applications. JSM Cloud benefits from this investment by providing a clean, modern interface that intuitively organizes information to benefit its users. A brief explanation of the GUI for desktop and mobile users is outlined below, followed by an explanation of JSM Cloud administration and individual user issue customization.

5.6.1 Desktop UI

JSM's desktop UI organizes information into logical sections, as illustrated in Figure 5 below.

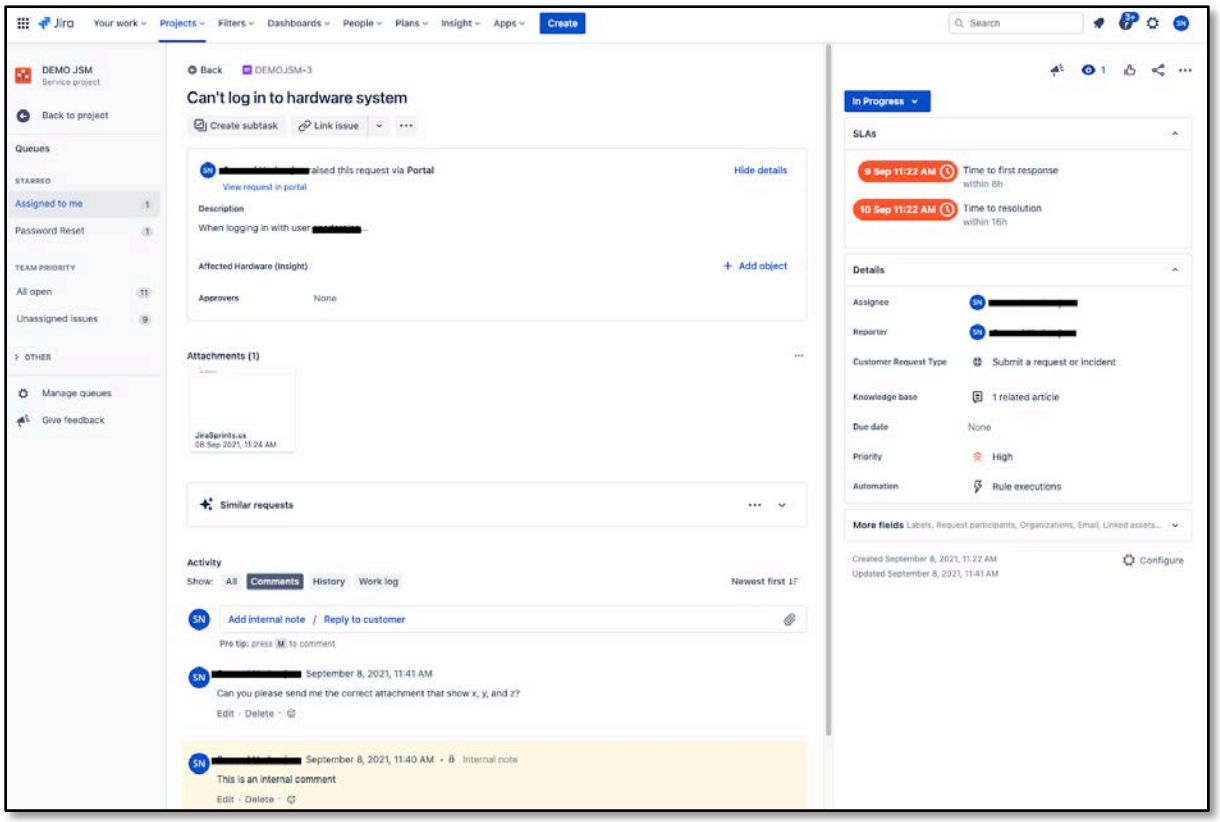


Figure 5: JSM Desktop UI

Each section of the issue view is described below.

1. System Navigation – Includes all top-level navigational elements to any part of the system. Users can create issues, do a quick search for a particular issue, view notifications, and also manage their user profile.

2. Page Navigation – The left-side navigation menu contains elements about the project currently being viewed. This section dynamically changes based on the screen that the user is currently viewing.
3. Issue Header – Top-level information about the issue appears in the header, including the unique issue key, summary, and top-level actions, such as creating subtasks, linking issues, and adding applications.
4. Portal Information – Appearing directly below the header, the portal information section contains information submitted by customers through the portal.
5. Attachments – All attachments about the issue appear in a dedicated section
6. Similar Requests – JSM Agents can view similar requests to identify and connect the current issue with others
7. Activity Section – Appearing at the bottom of the main screen, the activity section includes comments - both internal and with the customer, a history section containing an audit trail of all changes that happened to the issue, and a work log section showing all the different work logs by different users.
8. Workflow – All issues move through a configurable workflow. The brightly colored dropdown next to the issue header contains the current workflow status and other statuses that can be transitioned to in the workflow.
9. SLAs – SLAs are configurable using JQL and appear in a dedicated section - notifying users of the time left to meet a specific SLA.
10. Field Details – Additional system and custom fields relevant to the issue appear in this section. Fields can be ordered by administrators and configured so that fields with empty values do not appear by default. Additionally, individual users can pin certain fields that always appear at the top for the currently logged-in user, customizing their view without affecting other users.

Additional options for sharing, exporting, and viewing issue audit information appear behind additional menus and are available to users with the appropriate permissions.

5.6.2 Mobile UI

Jira's mobile UI organizes information into appropriate locations based on the available screen real estate. Figure 6 shows an example of the same issue appearing in the Jira application on an iPhone.

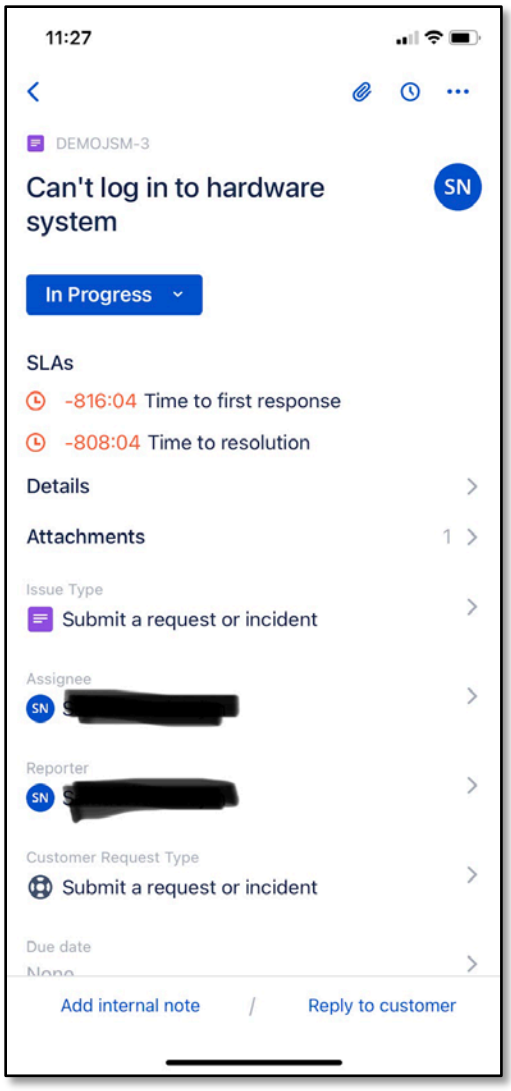


Figure 6: Example UI for Jira issue on Smartphone

The information available for the issue on the desktop view is also available through the Jira mobile application. Users can edit information, add comments, and transition issues through the workflow on a smartphone.

5.6.3 Administering JSM

Jira allows administrators to administer the system as needed. Administrators can configure fields, manage workflows, configure projects, and control permissions and notifications, without requiring a vendor. KL&A provides administrator training to named administrators to ensure that continued configuration of JSM Cloud maximizes benefits and minimizes risks. Our workshop-style training equips future administrators to make the needed changes after

understanding business needs and gathering requirements. For more information, refer to Section 5.18 *KL&A Comprehensive Custom Development Services*, on page 69.

5.6.4 Individual User Issue Customization

Individual users can customize the issue view to a certain extent by pinning certain fields to ensure they always appear at the top of an issue. This change only affects the individual user, it does not affect other users in Jira. This feature is helpful to different types of users that need to focus on different information to work the issue.

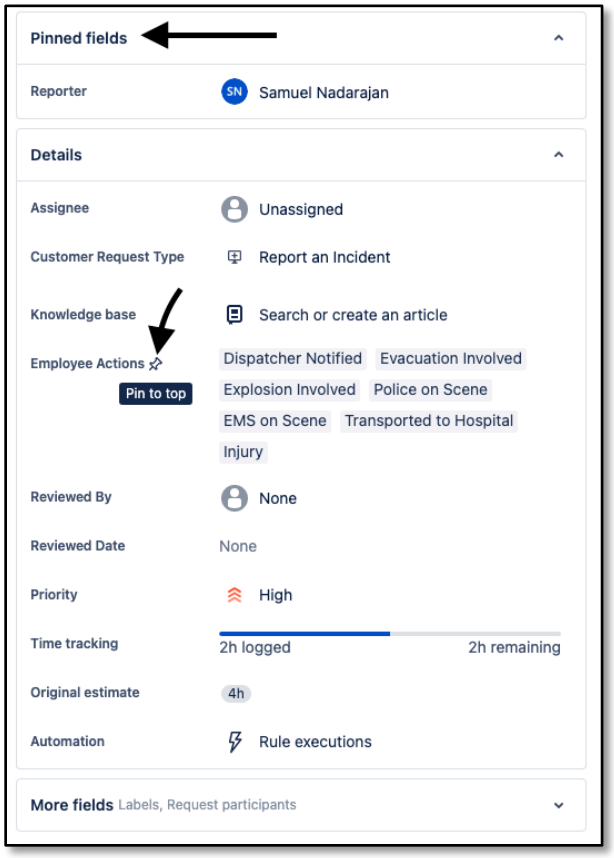


Figure 7: Example customized issue view

Figure 7 shows an example of pinning fields on an issue. Users need to hover over the field label and select the "Pin to Top" option. Once selected, the field will always appear above the details section for the individual user.

5.7 Notifications & Alerts

JSM Cloud's notification and alert system provides administrators and users with many configurable options best suited for general and specific use cases. KL&A believes the following functionality meets the requirements outlined in this section.

- Notifications – configured to send email notifications to different users and groups based on different events that occur in the Jira Platform. These email notifications include the issue key (incident/case number), summary, and a brief description of the change that caused the notification. For more information, refer to the *Notifications* section on page A-6 of Appendix A: Product Overview.
- Automation Rules – Automation rules can send notifications and alerts based on configured criteria. Notifications from automation rules include emails, Microsoft Teams, Slack messages, and even SMS notifications. For more information, refer to the *Automation Rules (Notifications)* section on page A-9 of Appendix A: Product Overview.
- Filter Subscriptions – users can be subscribed to filters to automatically receive email updates that include search results from the filter subscription. For more information, refer to the *Filter Subscriptions* section on page A-11 of Appendix A: Product Overview.

Additionally, users can subscribe to individual issues by adding themselves as a watcher to the issue. Notification schemes and automation rules may contain configurations that include watchers, ensuring that all watchers on an issue are notified when events defined in the notification scheme occur.

5.8 Searches & Databases

JSM Cloud and the Jira Platform offer users robust functionality for searching and querying data. The Jira Query Language (JQL) facilitates issue searches in Jira, demonstrating flexibility to support even the most intricate queries. Information on utilizing JQL for searching is detailed in the *JQL Searching* section on page A-9 of Appendix A: Product Overview.

Jira also enables quick searches for specific issues, projects, or filters, providing users with efficient access to relevant information.

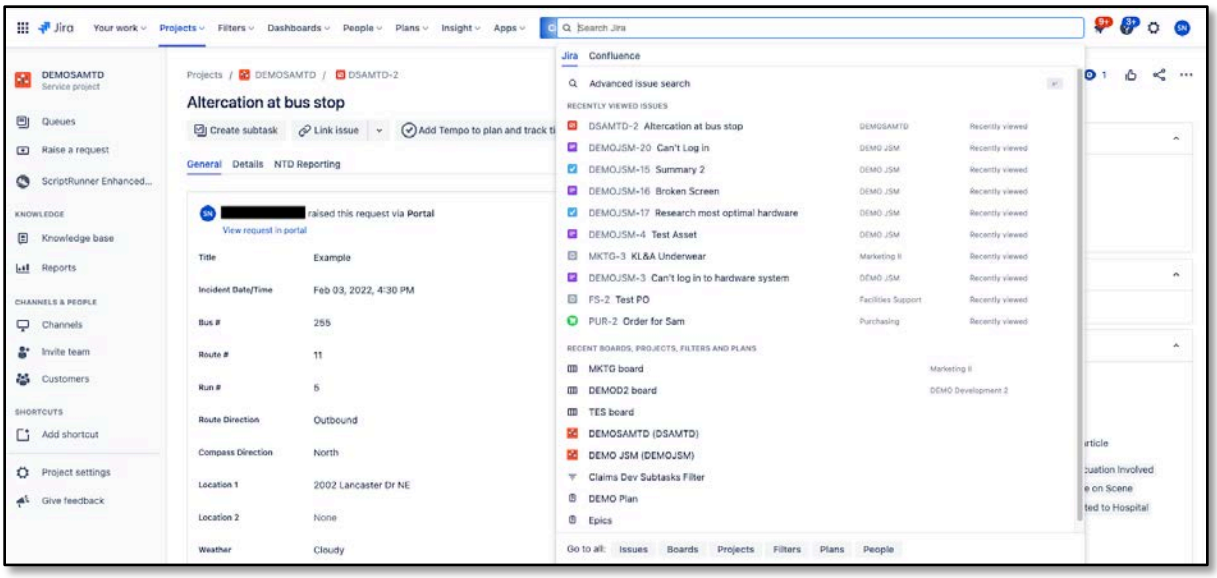


Figure 8: Jira Quick Search function

Figure 8 shows an example of the quick search functionality available in Jira.

To remain a powerful and performant search engine, JQL cannot search for content within documents, nor can it return an exact number of results if the result set is over 1000 (appears as 1000+ on results). However, additional applications and the Jira API may be used to identify a specific number of results.

The Jira product that KL&A is recommending to SAMTD is the cloud version; thus, the ability to interact with data in Jira is through the Jira Cloud REST API. Developers can create custom integrations that interact with Jira through the API, instead of the database. More information about the Cloud Architecture for Jira can be found on Atlassian's Cloud architecture and operational practices page. While a database schema is not available for the Jira Platform Cloud version, SAMTD staff will not need direct access to the database to integrate with Jira through custom integrations.

5.9 Reporting Capabilities

KL&A believes that JSM Cloud provides extensive reporting capabilities that can be combined and utilized to identify the data that needs to be monitored in reports. For further information regarding Jira's reporting capabilities, refer to the following topics in the *Jira Platform Core Features* section in Appendix A: Product Overview:

- *JQL Searching*, on page A-9
- *Filters*, on page A-10
- *Dashboards*, on page A-12
- *Service Project Reports*, on page A-20

5.9.1 Extending Reporting Capabilities

If the current reporting capabilities do not fully meet SAMTD's use cases, or future use cases reveal the limitations of the current functionality, additional applications can be installed in Jira to extend the existing reporting functionality. A couple of applications that KL&A may consider and possibly recommend include:

- Xporter for Jira – Create templates that can be used when exporting filter results. This application provides additional options for exporting search results, and the use of templates may reduce the time and effort that staff may spend customizing a report after it has been exported from Jira. Users can export data from search results, or from an individual issue, making it easier to share data with other users on demand.
- eazyBI – This business intelligence tool is a powerful search tool that allows users to write multiple reports, create and aggregate measures based on different fields, and include these reports in dashboard gadgets. Reports can be configured and displayed as a table, bar graph, pie chart, line graph, and other visual representations.

Users can create reports that show open assignments by individuals and/or clients within a specified date range. JQL supports the ability to query this data directly.

As long as issues remain in Jira and users have access to issues, these issues will appear in reports and search results.

Users can add additional information to a closed issue unless a workflow property makes the issue read-only in a closed status. KL&A will facilitate discussions with SAMTD to determine how often this use case occurs and what kind of additional information needs to be added.

5.10 System Interface Capabilities

JSM Cloud provides extensive flexibility to integrate with multiple systems. There are two primary ways to integrate external systems with JSM Cloud: Marketplace Applications and the REST API.

5.10.1 Marketplace Applications

JSM Cloud allows organizations to pick and choose the functionality they need to run their business. This customizable approach delivers the best value to the organization, as organizations only need to pay for what they use and make additional changes as the organization grows and business needs change. For more information on marketplace applications, refer to Appendix B: Third-Party Applications, on page B-1.

5.10.2 REST API

When a marketplace application is not available to connect Jira to the organization's external system(s), the Jira Cloud REST API allows custom integrations to be developed that connect Jira with other systems. KL&A employs multiple expert developers who are capable of building out any custom integrations needed, such as an integration with an ITS/CAD/AVL system.

SAMTD can rest assured that KL&A is capable of building custom integrations with Jira on an as-needed basis. Additional discussions between KL&A and SAMTD will reveal more details regarding the scope, assumptions, and price of developing a custom integration to meet current business needs.

5.10.3 Display/View

JSM Cloud provides a robust, modern, and intuitive interface that efficiently organizes information for better comprehension. KL&A believes that the core functionality listed below meets SAMTD's functional requirements. Refer to the following topics in the *Jira Platform Core Features* section of Appendix A: Product Overview:

- *Workflows*, on page A-2
- *Filters*, on page A-10
- *Dashboards*, on page A-12

Users can export an individual issue or screenshot the issue to share with other individuals as needed.

Jira also provides the ability for the system to have a news ticker that highlights activity occurring in the system. An "Activity Stream" dashboard gadget will show activities happening

in Jira in near real-time. Additionally, Opsgenie and Statuspage – two recommended applications – provide information on incoming alerts which can be managed and consolidated to identify critical issues.

5.10.4 Announcement Banners

Administrators can choose to communicate to staff and customers via announcement banners in Jira. These banners are visible for all users in the system, making it easy for leaders to communicate important information to users.

Announcement banners can be included in the following locations:

- Globally, to all agents using JSM Cloud (Figure 9)
- Externally, to customers when interacting with your service support area (Figure 10)
- Globally, to all customers in the help center (Figure 11)

Figure 9: Announcement banner that displays globally for agents in JSM Cloud

Figure 10 shows an example of how the announcement banner appears for agents and internal users working incidents in JSM Cloud.

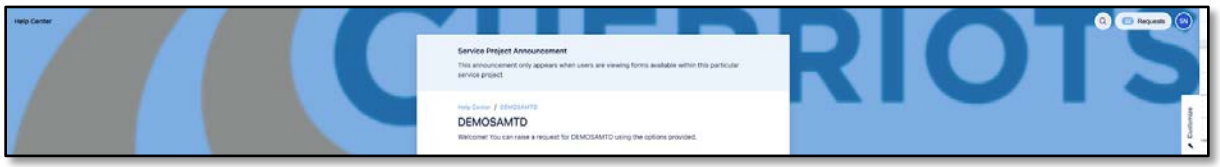


Figure 10: Announcement banner that displays for customers in JSM Cloud

Figure 11 shows an example of the announcement banner for customers viewing and interacting with a specific support area (service project).

Figure 11: Announcement banner that displays globally customers

An example of the announcement banner is available globally to all customers using the help center. Note that this use case may be more applicable if SAMTD chooses to add more support areas to their JSM instance.

KL&A recommends using Opsgenie and Statuspage for important information regarding the status of certain events and applications. For more information, refer to the *Statuspage* section on page B-3 of Appendix B: Third-Party Applications.

5.11 Security

KL&A has categorized the requirements outlined in the Security section into the following sections:

5.11.1 Application Security

Atlassian continues to invest heavily in the security of its Cloud offering. In recent years, Atlassian has prioritized the need to make its cloud offering compliant with several security standards. It is primarily because of this investment that KL&A recommends using JSM Cloud to SAMTD. The cloud offering ensures that the latest security patches and fixes are made available to SAMTD as soon as possible, reducing the need for SAMTD to constantly monitor and apply the security patches. For more information on application security, visit Atlassian's Trust Center for Security page.

5.11.2 Data Security

Atlassian follows several security practices to ensure data is encrypted and secure on its cloud. Refer to the Atlassian Security Practices page for more information on how Atlassian secures its data in the cloud. While this page does not mention how attachments are secured in the Cloud, we believe that attachments are stored in a file system instead of a database. This approach is similar to Data Center - Atlassian's self-hosted version.

5.11.3 User Security

The User Administration module in the Jira Platform provides administrators with the ability to manage user access and permissions to ensure users only access information that they need to access, and nothing more. Following is a summary of functionality in the Jira Platform about the security requirements of the RFP:

- User Access to the system – Administrators can add/deactivate/delete users as staffing changes. This ensures that only active staff have access to incident information.
- User Access to specific issues – Issue security schemes in Jira provide administrators the ability to control/restrict access to different issues in Jira. When a security level is applied from an issue security scheme to an issue, only users that are included in that security level can access the issue information. Users without access to issues per the security level will not be able to view the issue in a project, in the search results, or via the API.
- User Access to specific fields – Jira does not natively provide the ability to control access to specific fields in Jira by users. To meet this functionality, a marketplace application can be installed to restrict data within an issue to particular users. One such application – Protected Fields for Jira – is explained in Appendix B: Third-Party Applications.

  Further discussions are needed to identify the specific business cases that require this application before KL&A can make the appropriate recommendation. At this time, SAMTD can rest assured that this functionality is available in Jira as a third-party application.

In the cloud, user accounts are not technically locked after several failed login attempts. However, after three incorrect attempts, a CAPTCHA authentication is required. Users having difficulty accessing Jira can request that an administrator resets their password.

Figure 12: Jira user details screen

Figure 12 shows an example of the user details screen for a particular user. Administrators can license users, specify the role and groups that the user belongs to, and perform administrative functions on the user, such as password reset. KL&A will provide SAMTD administrators with the necessary training to manage users.

5.12 Audit Trails

Audit functionality is available in the Jira Platform by default. There are two different audit locations to access audit information in Jira, via the issue history option and the administrator audit log.

5.12.1 Issue History

Actions taken on an issue in Jira are automatically recorded in the history section of an issue. The history section shows the following information:

- The user that performed the action
- A description of the action performed, including the before and after state of the change
- The time that the action occurred

Figure 13 shows an example of the history section on an issue.

Figure 13: Issue activity history in Jira

5.12.2 Audit Log

The audit log in Jira documents changes that occur in the Jira Platform at the administrative level. Audit information in the audit log includes the following information:

- The user who performed the action
- The date the action occurred
- The category in which the action occurred
- The object that was changed
- Operational information, such as the IP address, before and after changes, and a timestamp

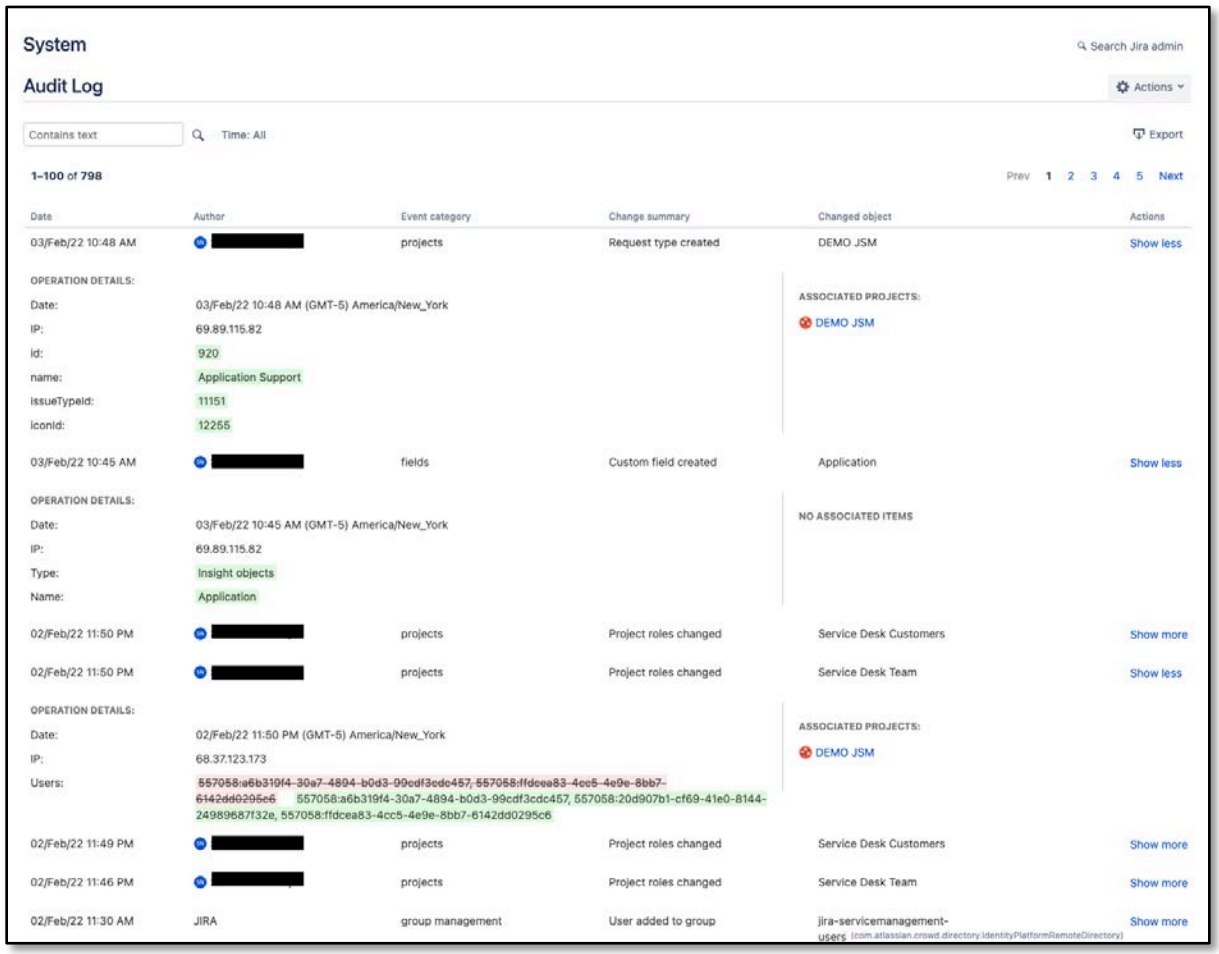


Figure 14: Administrator audit log

Figure 14 shows an example of the audit log available for administrators. Administrators can search and filter data in the audit log, and export it as needed.

Audit information may be reported to external agencies such as the FTA or NTD as needed. KL&A will facilitate additional discussions to identify the scope, functionality, and details required to provide reporting and implement custom configurations to meet this business need.

5.13 Deployment and Implementation

For SAMTD's customized software solution, KL&A proposes the adoption of the JSM Cloud Premium plan. This plan offers exclusive access to a sandbox environment, empowering SAMTD to conduct thorough testing of configurations before deployment in the live production environment. KL&A commits to configuring test interfaces for various external systems within this sandbox, ensuring seamless integration and functionality validation.

One notable feature of the premium plan is the on-demand data refresh capability, facilitating swift and efficient synchronization between the production and sandbox environments. SAMTD retains control over the frequency of sandbox data refreshes, allowing for flexibility aligned with its specific business needs. This versatility ensures that SAMTD can optimize its testing processes and maintain a robust and reliable software system.

For a more detailed understanding of the Jira sandbox and its capabilities, refer to Atlassian's Manage product sandboxes page.

KL&A stands ready to provide further clarification and support as SAMTD considers the adoption of the JSM Cloud Premium plan for its software solution.

5.13.1 Mobile Access Platforms

Jira Cloud provides a free mobile application that is available on iOS and Android. Users can download and install the application to their mobile device and use their credentials to log in to Jira.

The mobile application supports the following functionality relating to the functional requirements:

1. Users can create issues, such as incidents and events
2. Users can enter information for an issue when creating or editing
3. Users can upload attachments from a mobile device

Data and functionality available as the result of a marketplace application may or may not be available on the Jira mobile application. Atlassian is working with marketplace vendors to bring their functionality into the mobile application. As a result, some applications will work on mobile while others will not. For example, mapping data cannot currently be viewed on a mobile device.

For more information on the functionality of the Jira mobile application, refer to the Atlassian Jira Mobile+Web product page.

5.13.2 Archive Data

JSM Cloud provides the ability to configure the Jira platform to close, lock, and/or limit access to legacy or inactive events. KL&A believes the business objective of this requirement is to reduce the noise and confusion by providing workers easy access to current and relevant incidents. The ability to close, lock, and restrict access to legacy data is possible in JSM Cloud. KL&A provides examples of how this would be accomplished below.

5.13.3 Close Issues

Incidents and other types of issues tracked in the service project can be marked as closed once they are completed via workflow configuration. Agent queues can be written to exclude closed issues from appearing in the queue, allowing agents to only view active, ongoing work. Closed incidents and issues are still available to view via a search but do not need to appear for queues and other Jira artifacts that are designed to monitor active work.

5.13.4 Lock Issues

Issues can be configured to become read-only when they reach a certain status in the workflow. For example, a workflow property can prevent additional edits on an issue when the issue reaches the closed status. Once configured, issues reaching the Closed status will not be editable, preserving the state of the issue while it was active. This property effectively "locks" the issue from additional changes.

5.13.5 Restrict Access to Issues

JSM Cloud provides the ability to restrict access to issues using issue security schemes. Issue security schemes are used to restrict access to entire issues within a service project. These schemes can be configured with different security levels. Certain users with permission to set the issue security level can specify a level on an issue. Once set, only people that fall within a certain group, role, or user field value can access the issue as configured in the security level.

For example, if there were currently twenty active cases, and three of those cases should only be viewed by management and privileged staff, an issue security level can be defined to include users in the management group and in a special custom field for users. Once that security level is applied to the three cases, then management and privileged staff can see those three cases and the others. Users not in the management role or privileged staff group will not be able to view or access those three cases.

Users that are unable to access a case due to a security level will not be able to view these cases. Additionally, these cases will not appear in a search or report for those users. Users with access to these cases (and other restricted issues) will be able to view those issues in search results and reports.

5.14 Back-up and Recovery of Data

An overview of backup, recovery, data storage, and security processes are available on Atlassian's documentation page. KL&A believes that Atlassian's current practices meet the functional requirements as identified by SAMTD.

5.15 Technical Support

To ensure continued sustainable implementation of SAMTD's Jira instance, KL&A will provide additional support for all Atlassian products and marketplace applications installed as part of the initial implementation. This support will ensure that potential Jira issues will not hinder SAMTD's ability to continue to meet its business objectives through its use of Jira.

5.15.1 Scope

To maximize the value of support SAMTD will receive, KL&A proposes the following terms of support:

- Support will encompass all work that is related to products installed and utilized in SAMTD's Jira instance. This approach gives SAMTD the flexibility to discuss additional ideas and potential opportunities to streamline current business processes using Jira, without limiting the discussion to an Atlassian product or marketplace application.
- KL&A will set up a support portal for SAMTD staff to use to raise requests and issues - such as problems, defects, change requests, customizations, modifications, and more. SAMTD staff can request KL&A's services on an on-demand basis to ensure that incidents are identified, prioritized, and resolved quickly.
- Remote support per month is included to address any Jira-related concerns and discuss additional ideas involving Jira and/or marketplace applications as they arise. Conversations surrounding customizations, modifications, or other changes to the system are ideal candidates for discussion as part of this support.

KL&A may enlist Atlassian's help to provide additional support in certain instances. Support by Atlassian is included with KL&A support at no additional cost. While KL&A's offices are located in the Eastern time zone, KL&A will provide standard support hours for SAMTD using the Pacific time zone. For example, KL&A will monitor and respond to standard requests during the weekday hours of 8:00 am to 5:00 pm Pacific Standard/Daylight time. Holidays, vacations, and

other planned absences may affect response times, but KL&A will ensure that SAMTD always has support when needed.

Because SAMTD will be using JSM Cloud, Atlassian manages the servers, network, and other infrastructure on behalf of SAMTD. As a result, Atlassian is responsible for applying security patches, performing system maintenance, and implementing upgrades to the cloud. The system does not need to be taken down to perform these operations, giving staff the ability to use Jira at any time with rare to no service interruptions.

5.15.2 Assumptions

Following are a list of assumptions that KL&A has identified to ensure proper support is provided for SAMTD:

- KL&A will provide remote support for SAMTD as needs or issues arise.
- Support includes all Atlassian and marketplace applications installed within SAMTD's Jira instance.
- KL&A will invoice SAMTD every month for support at the end of each calendar month. The invoice will include a summary of support-related work provided during the calendar month.
- KL&A will initially respond to a support request within 24 or fewer business hours and actively work with SAMTD to address and resolve problems. KL&A notes that time to initial response and time to resolution may vary depending on the severity of the issue and the availability of SAMTD staff at the time.
- KL&A will provide email, teleconference, and phone support to ensure SAMTD can easily communicate with KL&A.

SAMTD can rest assured that the technical support KL&A will provide as part of this solution will allow SAMTD to focus on running its business, while KL&A works with Atlassian to ensure the Jira instance is stable and performant.

5.16 Documentation and Training

KL&A provides training and conversion support for organizations as they move to Atlassian products. Additional details are outlined below:

5.16.1 Training Support

KL&A's approach to training for any Atlassian implementation is *"Training begins on Day 1."* Every opportunity to train users is utilized and maximized to increase information retention

through various learning methods. KL&A employs the following training techniques to empower new administrators and users of Atlassian products to configure the products as business needs change:

1. Training in JADs – KL&A will highlight product functionality in Joint Application Design sessions (JADs) as requirements are gathered so that users are more familiar with product functionality when future training opportunities occur.

2. Training through Demos – KL&A may choose to implement configurations as identified in a demonstrative manner. Users can be invited to an implementation session where they observe KL&A take an identified business requirement and configure it in the Atlassian product. An example of this may include creating custom fields and adding them to the appropriate screens or other common use cases.

3. Training through KL&A Observation – KL&A will assess the readiness and confidence of users in system knowledge and may employ a training by observation approach that allows staff to implement configurations under KL&A's supervision. KL&A may provide a simple business requirement for staff to implement, and watch the staff implement it. KL&A will ensure that implementations follow best practices and educate staff on how and why the implementation is structured. An example of this kind of training may involve having a staff member 'drive' by implementing a new custom field, while KL&A consultants observe.

4. Training through Workshops – KL&A believes that workshop-style training is the most effective training style for information retention. KL&A will identify the topics that require workshop-style training, set up sandbox environments and projects, and explain and demonstrate the implementation approach for a specific configuration. Each user will then be tasked with implementing a business requirement in a sandbox project/environment to gain muscle memory.

5. Training through lectures – For larger user groups that need training, KL&A can facilitate lectures to cover large groups when a workshop-style approach may not be as effective. KL&A plans its implementations so that the training content offered in lectures is not new to most of the users in the session.

6. Training through reference materials – KL&A can provide reference materials upon request for staff that needs training on demand. These reference materials are online (but printable) documents that users can reference as needed to identify functionality in the Atlassian system. Most of the content in these training materials will reference Atlassian's excellent documentation and be organized in a way that makes it simple for users to navigate through the content.

KL&A offers training for the following types of users:

- Administrators – KL&A provides workshop-style training to administrators that will be responsible for keeping the Atlassian site up to date as business needs change. Future administrators will be invited to demo sessions and ideally be involved in JADs to make the workshop training more effective.
- System Users – Users that will be using the system to manage assets and work on incidents will receive a mix of workshop and lecture-style training to understand how to navigate the Atlassian system and manage their workloads.
- Other Users – Users that may use the system to raise requests or incidents may receive reference materials that explain how to use the customer portal to raise requests. KL&A expects this pool of users to be larger than the administrator and system user pools, therefore providing reference materials may be the preferred method.

KL&A will work with SAMTD to create or customize a training plan that the organization believes will be more effective for your users. KL&A will ensure that the training plan meets or exceeds the objectives outlined above.

5.16.2 Conversion Support

KL&A acknowledges that SAMTD wants to convert data from their existing system to JSM Cloud. KL&A is well equipped to assist SAMTD in data conversion activities. There are two primary ways data can be migrated into the Jira environment: CSV import and API:

- CSV Import - The Jira platform supports CSV imports of data into the system. As part of this process, data from the file can be mapped to projects and fields already in Jira. KL&A will work with your organization to identify the scope of data to be migrated over and how the data should be mapped to fields.
- REST API - The Jira platform supports the import of data through its REST API. Similar to the CSV import, KL&A will work with your organization to identify the scope of data and how that data should be mapped in Jira.

Regardless of the approach KL&A takes, KL&A expects that the organization will provide a data extract from the current system before performing a migration. Additionally, the organization may provide temporary access to the current system so that KL&A can analyze the environment and use the current system's API (if available) to pull data for analysis and eventual transformation.

There are several considerations to evaluate when considering a data conversion, including:

Involvement - Planning, transforming, and executing a data conversion requires a considerable amount of time and effort. As a result, KL&A may choose to start data conversion

conversations earlier rather than later to ensure the conversion is complete before the target deadline.

Volume - The amount of time conversion will take to plan and execute directly correlates to the amount of data that the client wants to convert. While the volume of data to convert is entirely up to the organization, KL&A strongly recommends minimizing the amount of data to be converted to ensure a simpler data conversion for the organization.

As part of the data conversion, KL&A will perform the following activities:

1. Facilitate discussions to identify how the data is set up in the current system and how the data should be transformed into Jira.
2. Configure Jira to support the data being converted by setting up projects, fields, and screens.
3. Configure the process to support the data conversion that pulls data from the current data extract (or current system via API) and pushes it into Jira, with field transformations and mappings as needed.
4. Execute multiple data conversion cycles into a non-production environment to provide users an opportunity to view their existing data in the Jira system.
5. Provide a conversion report that contains metrics comparing data from the current system with data in the Jira system. This report can be provided after every conversion cycle to ensure that data loss did not occur during the conversion.
6. Execute a final conversion into the production environment after data has been validated by SAMTD.

KL&A will facilitate discussions with SAMTD to identify the scope, transformations, and volume of data that needs to be converted into JSM Cloud.

5.17 System

Because SAMTD will be using JSM Cloud, Atlassian will handle and monitor all the infrastructure needs to keep the JSM Cloud instance running. The premium plan for JSM Cloud ensures that Atlassian will support SAMTD's instance with functionality such as 99.9% uptime, encryption at rest and in transit, and scalable architecture to handle user loads at peak times. A list of features available in the premium plan can be found on Atlassian's Plans and pricing page.

Atlassian also prioritizes security for its cloud offerings, including minimizing security breaches, and disaster recovery that keeps organization data intact.

JSM Cloud does not require SAMTD to deploy the solution to an environment for setup. KL&A will assist SAMTD in the initial setup of the Jira instance. This process is fairly straightforward and can be made available to users within a few hours. Once the Jira site is initially set up, KL&A will implement identified configurations and provide training and support.

5.18 KL&A Comprehensive Custom Development Services

Beyond the expertise in Jira Service Management (JSM) Cloud implementation, KL&A extends its offerings to encompass custom development services, strategically designed to enhance and align with SAMTD's existing business operations. With a rich history spanning over 30 years, KL&A has amassed extensive experience in crafting bespoke, enterprise-level software solutions for both public and private organizations.

KL&A's unique and proprietary approach to software development unfolds seamlessly, commencing with meticulous requirements gathering, navigating through the intricacies of development, and culminating in efficient project management. This proven methodology has consistently yielded high satisfaction among organizations that have availed KL&A's services, with enduring benefits derived from the value instilled in the solutions provided.

As SAMTD contemplates augmenting its technological landscape, KL&A stands ready to contribute its wealth of experience and innovative solutions to elevate SAMTD's operational efficiency and success.

Appendix A: Product Overview

This appendix provides the Jira Service Management (JSM) product overview.

A.1 Introduction

KL&A is confident that Atlassian's Jira Service Management (JSM) product aligns seamlessly with the outlined business needs in SAMTD's Request for Proposal (RFP). JSM presents an intuitive interface catering to both customers and support staff, offering easy configurability and scalability. For functionalities beyond the native installation, JSM provides an extensive marketplace of third-party applications, ensuring flexibility in meeting specific requirements. Following an in-depth review of SAMTD's functional requirements, KL&A will elucidate how JSM precisely addresses identified business needs, empowering SAMTD to make informed decisions.

Atlassian offers two versions of JSM: Cloud and Data Center. While JSM Data Center suits self-hosted environments, often chosen for compliance requirements, JSM Cloud, hosted by Atlassian, is favored by organizations seeking cost-effectiveness and scalability. Considering SAMTD's requirement for Personally Identifiable Information (PII) compliance, KL&A, after verification with Atlassian, affirms that the JSM Cloud product holds ISO/IEC 27018 certification. This compliance, coupled with long-term cost reduction, positions JSM Cloud as KL&A's recommended choice for SAMTD's incident management system.

This proposal includes an appendix detailing the core functionality of JSM Cloud. KL&A emphasizes the importance of SAMTD staff gaining a comprehensive understanding of the proposed product, as detailed in this section. Visual aids, including screenshots, have been thoughtfully incorporated to enhance clarity on JSM Cloud's core functionality. KL&A suggests reviewing this appendix before delving into the requirements responses section for a holistic grasp of how JSM Cloud fulfills SAMTD's business requirements.

A.2 Terminology

The following terminology is provided to help SAMTD better understand the functionality in JSM Cloud, and to connect it with internal business terminology:

- Agent - one of two types of users in JSM Cloud that represents support staff who will work on and resolve issues.
- Customer - one of two types of users in JSM Cloud that represents individuals that would create a request or issue.
- Issue - a unit of work in Jira. An issue can represent an accident, incident, contact form, or other request types that group and capture certain information in a specific context.

- Request - the customer portal term for an issue
- Workflow - a configurable business process or procedure that is applied to issues.
- JSM Cloud - Jira Service Management Cloud - the software that provides SAMTD the ability to support various business areas
- Reporter - the user who creates an issue. May also be referred to as the creator, customer, or requestor.
- Jira Platform - the core platform that JSM Cloud is installed on. The Jira Platform contains common functionality to be used in JSM Cloud and other applications installed on top of it, including workflows, permissions, notifications, user management, custom fields, etc.

A.3 Product Overview

Jira Service Management (JSM) is Atlassian's solution for help desks of all types to manage incoming requests and incidents. Various templates exist to meet different needs, such as ITSM, facilities, HR, and more. By default, JSM includes functionality that supports incident, problem, change, and asset management, with the option to extend and customize these areas to meet an organization's needs.

JSM is implemented through different service projects. Projects can reflect one or more areas of support. For this RFP, KL&A recommends setting up a service project for incident and accident management. Additional projects may be created if deemed necessary, allowing SAMTD to scale this implementation to additional areas of support as future needs arise.

JSM Cloud is installed on top of the Jira Platform. The Jira Platform is included with the purchase of JSM Cloud. As a result, organizations have access to service-specific functionality, while being able to take advantage of shared functionality on the Jira Platform. Note that the Jira Platform may also be referred to as simply, "Jira."

A.3.1 Jira Platform Core Features

This section highlights the core features of the Jira platform. Note that all features available on the Jira Platform are available for use in JSM Cloud.

A.3.1.1 Workflows

Workflows are the driving engine behind all issues in Jira. Representing business processes, administrators can configure workflows to enforce a business process and save time on an organization's behalf. Workflows have the following primary characteristics:

- They are a combination of customizable statuses and transitions. Administrators can build a workflow by creating and assembling statuses and transitions.

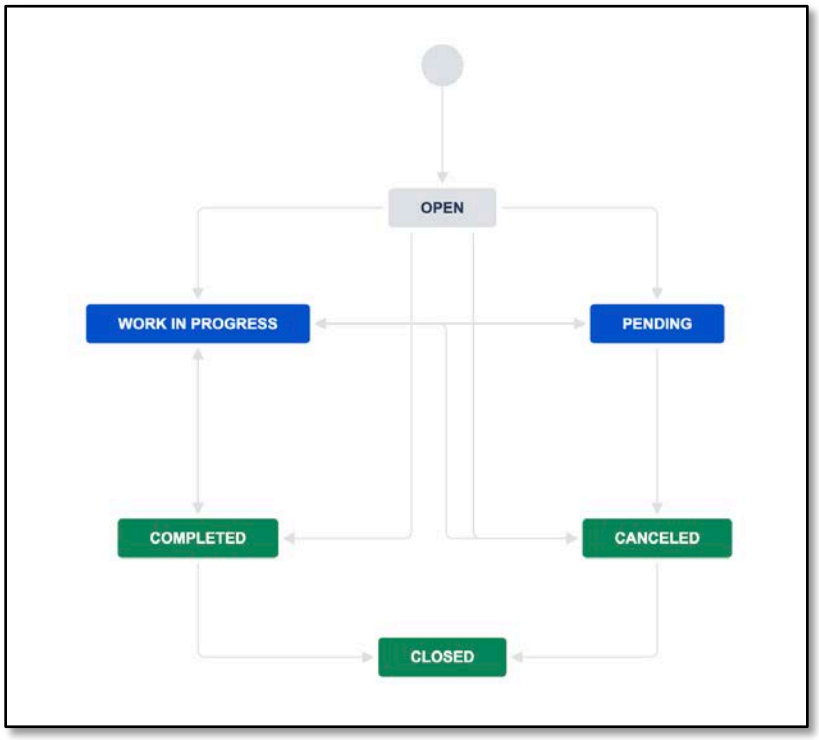


Figure A-1: Workflow configuration in Jira

Figure A-1 shows an example of a configurable workflow that can be applied to incidents.

- They can be applied to any issue type in the system. For example, incidents can have their own workflow, accidents can have a different workflow, and contact forms can have a separate workflow. Workflows can be shared between types if differentiation is not necessary.
- They allow issues to move through the workflow by changing the status. Users can change the status of an issue as they work on the incident or case. This status is changed in real-time and is automatically reflected in various reports and artifacts in the system, such as dashboards, filters, and agent queues.
- They allow for restricted behaviors. For example, if an approval step or review step is required, the workflow can prevent all but a select few users from transitioning the issue out of an approval status. Called workflow conditions, if certain users in a business process can move into or out of a particular status, workflows can support this business need.

- They can be configured to reflect multiple parts of a business process. For example, a single workflow can include statuses and transitions that reflect a review, approval, and escalation flow. Administrators can organize statuses to reflect these flows. Because these additional flows are in the same workflow, users can transition issues in and out of these flows - making the end-user experience seamless.

Workflow statuses on an issue are changeable via the Workflow drop-down on an issue.

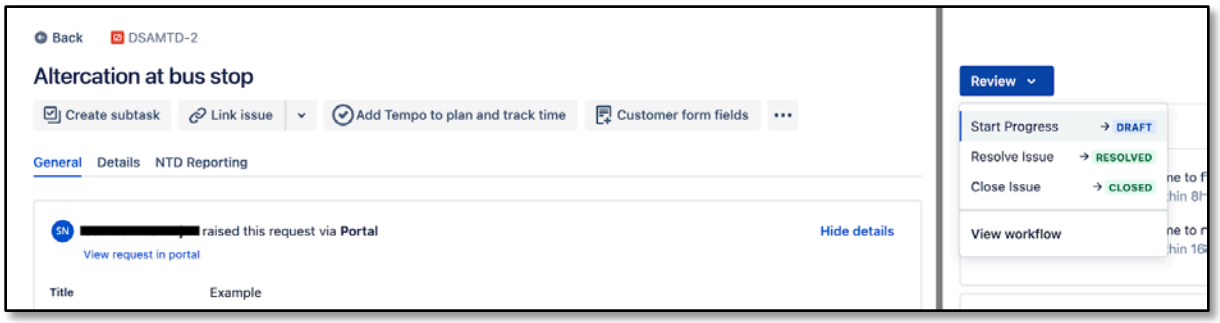


Figure A-2: Example workflow status dropdown on an issue

Figure A-2 shows an example of the workflow dropdown that appears on incidents. All issues in Jira move through a workflow. Available transitions from the current status appear in the dropdown, and the ability to view the entire workflow also appears.

With the appropriate permissions, users can view an issue's workflow diagram, which provides additional context about the issue's current position in the workflow process.

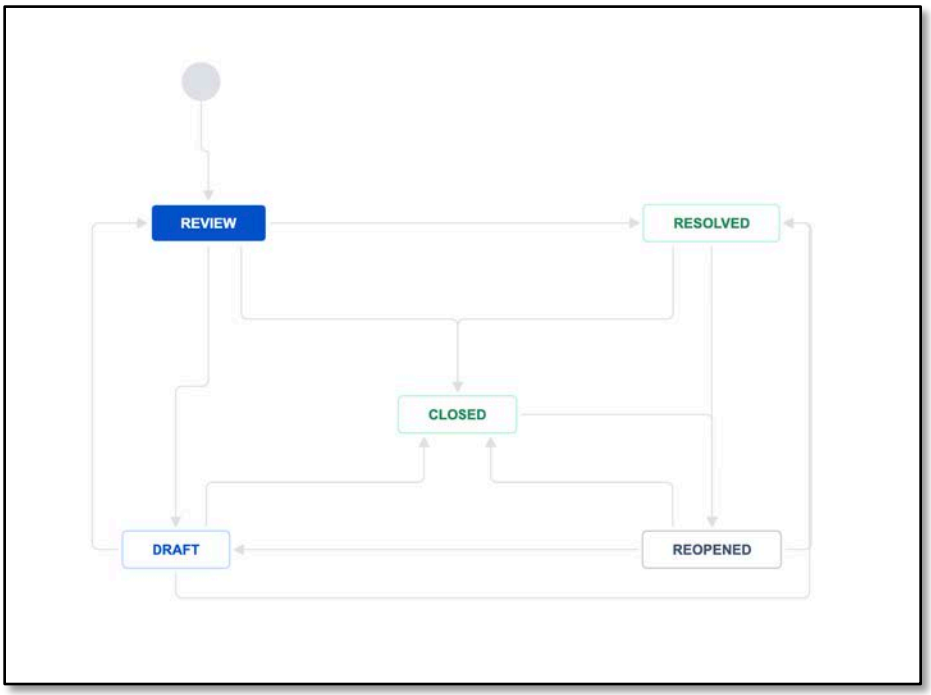


Figure A-3: Example workflow detail on a given issue

Figure A-3 shows a view of the workflow when selected from the workflow dropdown in an issue. Solid colored statuses represent the status that the issue is currently in.

Users may notice the different colors that appear in a workflow diagram and inquire as to their meaning. These colors represent status categories, and all workflow statuses fall into three different categories (not configurable in Jira):

1. To Do — Status that is in a ready state, illustrated by a gray color
2. In Progress — Status that is in an active, ongoing state, illustrated by a blue color
3. Done — Status that is in a final state, illustrated by a green color

Status categories give users the ability to quickly determine whether an issue is in a ready, active, or final state. Statuses can be configured to reflect one of these three colors.

A.3.1.2 Automation Rules

JSM includes an automation library that can automate business patterns and requires no code to write rules. Administrators need only use the what-you-see-is-what-you-get (WYSIWYG) interface to configure simple or complex rules that can automate predictable patterns in your business process.

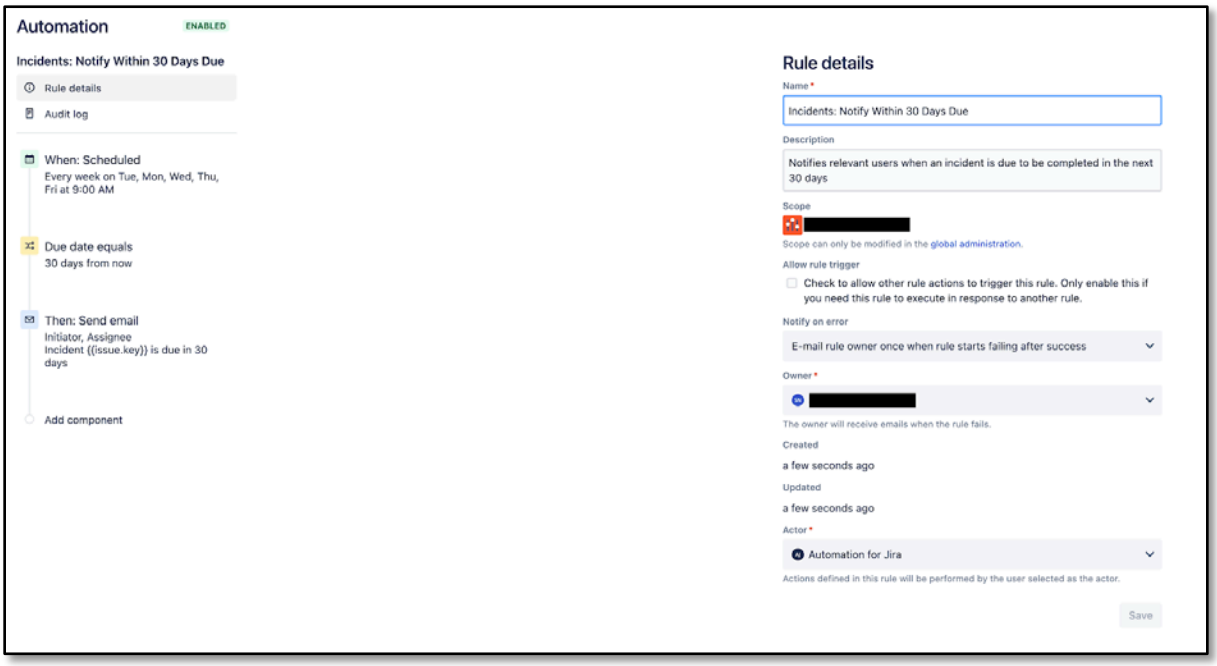


Figure A-4: Example automation rule in Jira

Figure A-4 shows an example of an automation rule that sends an email to certain users if an incident is due in the next 30 days. Note that this rule is triggered by a schedule. Additional rules can be triggered when issues are created, updated, etc.

Automation rules are composed of three parts:

1. Triggers indicates when the automation rule should be executed. Triggers include (but are not limited to): when an issue is created or updated, when an issue reaches a certain status, manual trigger by a user, and scheduled
2. Conditions are optional configurations that allow administrators to configure the rule to affect issues that meet the configured criteria. Examples may include: conditions based on field data, existence (or lack) of attachments, and conditions based on group membership
3. Actions indicates the output of the automation rule. Actions may include: sending emails, updating an issue, transitioning an issue through a workflow, and adding comments

Examples of different automation rules that can be configured include:

- Notify leadership as soon as an incident is flagged as critical.
- Send an email to a certain group of people when an incident reaches a certain status. The email action in the automation rule is completely configurable.
- Administrators may choose to include information such as the case number, case description, and other fields from issues.
- Automatically set dates on an issue as soon as it is created
- Transition cases through the workflow when certain criteria are met
- Send messages in Microsoft Teams and/or Slack
- Send SMS notifications via a Twilio integration

Several pre-configured templates exist that may serve as a starting point for building out more complex automation rules.

A.3.1.3 Notifications

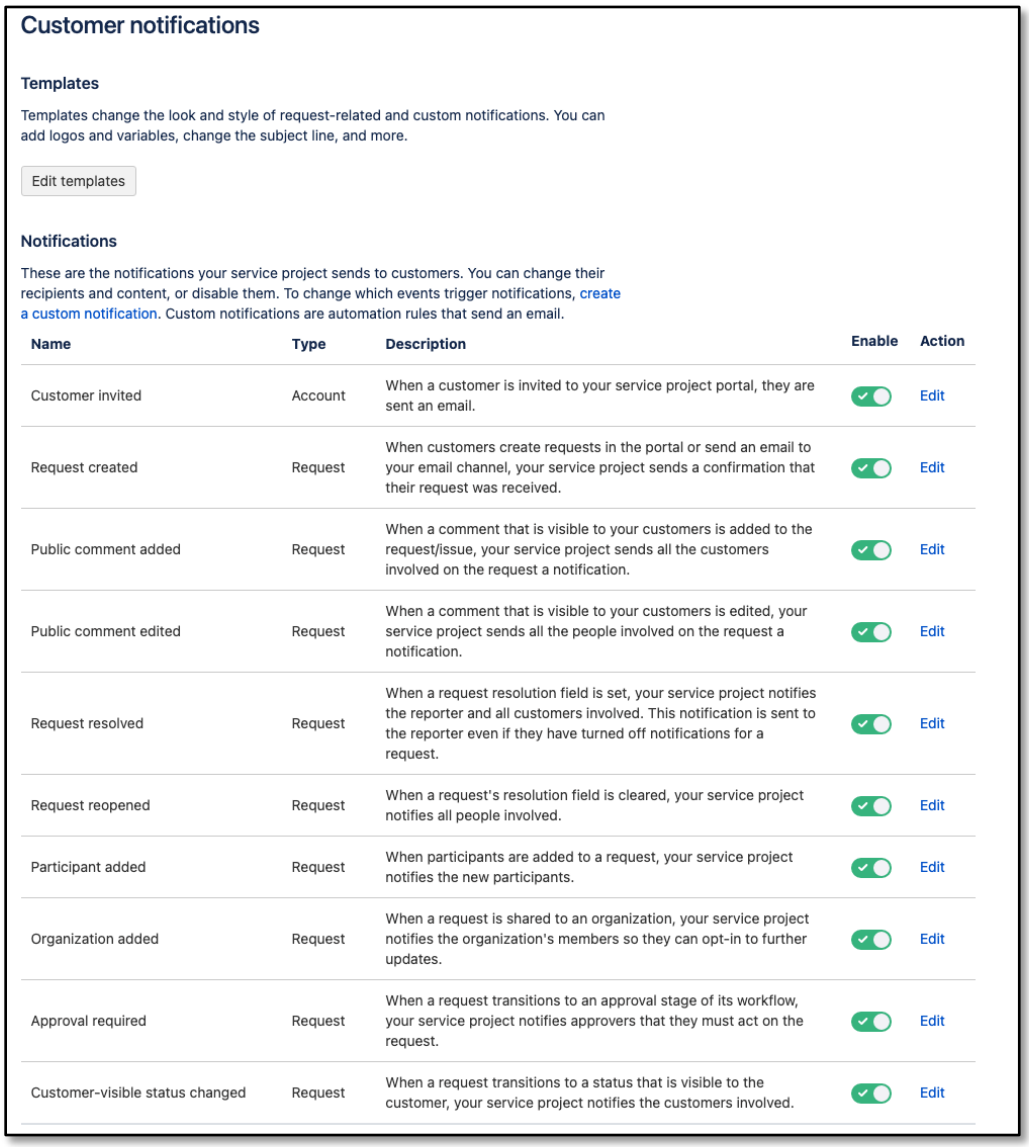
JSM Cloud provides the ability to configure notifications for agents, customers, and other types of users. There are three main ways to configure notifications on the Jira platform: customer notifications, notification schemes, and automation rules.

A.3.1.4 Customer Notifications

Each service project provides administrators the ability to configure how and when notifications are sent to customers. Customer notifications will send emails to customers when certain events occur. Configurations to customer notifications include the following:

- The ability to enable or disable a customer notification
- The ability to modify the email subject and body
- The ability to modify the template's HTML and styles

For example, customers can receive notifications after they have created a request or incident. When comments are added to an issue by an agent, customers can receive a notification email based on the configuration in the customer notification section.



Customer notifications

Templates

Templates change the look and style of request-related and custom notifications. You can add logos and variables, change the subject line, and more.

Edit templates

Notifications

These are the notifications your service project sends to customers. You can change their recipients and content, or disable them. To change which events trigger notifications, create a custom notification. Custom notifications are automation rules that send an email.

Name	Type	Description	Enable	Action
Customer invited	Account	When a customer is invited to your service project portal, they are sent an email.		Edit
Request created	Request	When customers create requests in the portal or send an email to your email channel, your service project sends a confirmation that their request was received.		Edit
Public comment added	Request	When a comment that is visible to your customers is added to the request/issue, your service project sends all the customers involved on the request a notification.		Edit
Public comment edited	Request	When a comment that is visible to your customers is edited, your service project sends all the people involved on the request a notification.		Edit
Request resolved	Request	When a request resolution field is set, your service project notifies the reporter and all customers involved. This notification is sent to the reporter even if they have turned off notifications for a request.		Edit
Request reopened	Request	When a request's resolution field is cleared, your service project notifies all people involved.		Edit
Participant added	Request	When participants are added to a request, your service project notifies the new participants.		Edit
Organization added	Request	When a request is shared to an organization, your service project notifies the organization's members so they can opt-in to further updates.		Edit
Approval required	Request	When a request transitions to an approval stage of its workflow, your service project notifies approvers that they must act on the request.		Edit
Customer-visible status changed	Request	When a request transitions to a status that is visible to the customer, your service project notifies the customers involved.		Edit

Figure A-5: Example customer notifications configured in Jira

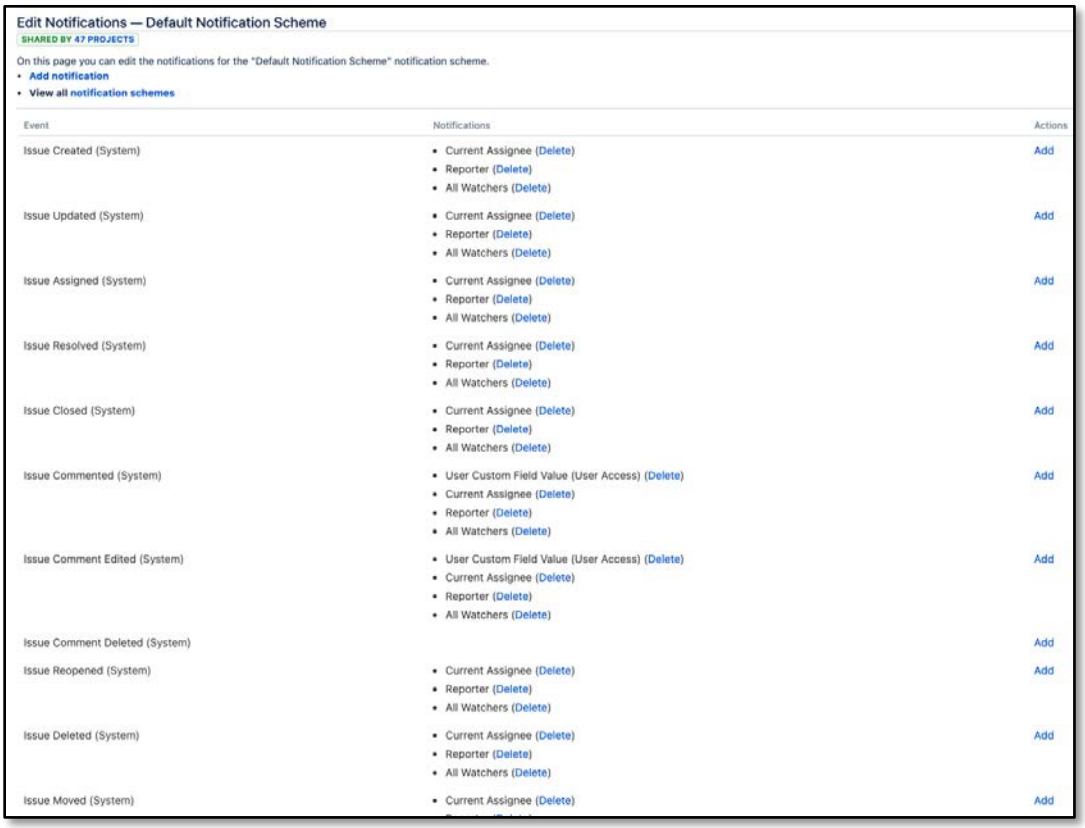
Figure A-5 shows an example of the customer notifications that can be configured in a service project.

Customers can reply to a customer notification email. The reply will appear as a comment on the issue, along with any attachments included in the reply. This functionality makes it even easier for customers to interact with agents directly from their inbox (refer to *Agent/Customer Correspondence*, on page A-18 for details).

A.3.1.5 Notification Schemes

Notification schemes are configurable in Jira to send certain groups of people system notifications when an event happens. For example, a notification scheme can be configured to notify users when a case is created, updated, or moved through a workflow. Additional events are also available for configuration.

Recipients of the notification event will receive an email from JSM indicating the type of change, the issue that the event happened on, and a summary of the change. A link to view the issue is available in the email for a user to quickly access the case at hand.



Edit Notifications — Default Notification Scheme

SHARED BY 47 PROJECTS

On this page you can edit the notifications for the "Default Notification Scheme" notification scheme.

- Add notification
- View all notification schemes

Event	Notifications	Actions
Issue Created (System)	• Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Updated (System)	• Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Assigned (System)	• Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Resolved (System)	• Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Closed (System)	• Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Commented (System)	• User Custom Field Value (User Access) (Delete) • Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Comment Edited (System)	• User Custom Field Value (User Access) (Delete) • Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Comment Deleted (System)		Add
Issue Reopened (System)	• Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Deleted (System)	• Current Assignee (Delete) • Reporter (Delete) • All Watchers (Delete)	Add
Issue Moved (System)	• Current Assignee (Delete)	Add

Figure A-6: Example (partial) notification scheme in Jira

Figure A-6 shows a partial example of a notification scheme in Jira (more events exist). Note the different recipients of a notification as the result of a system event.

System configured emails are sent out as the result of a system event.

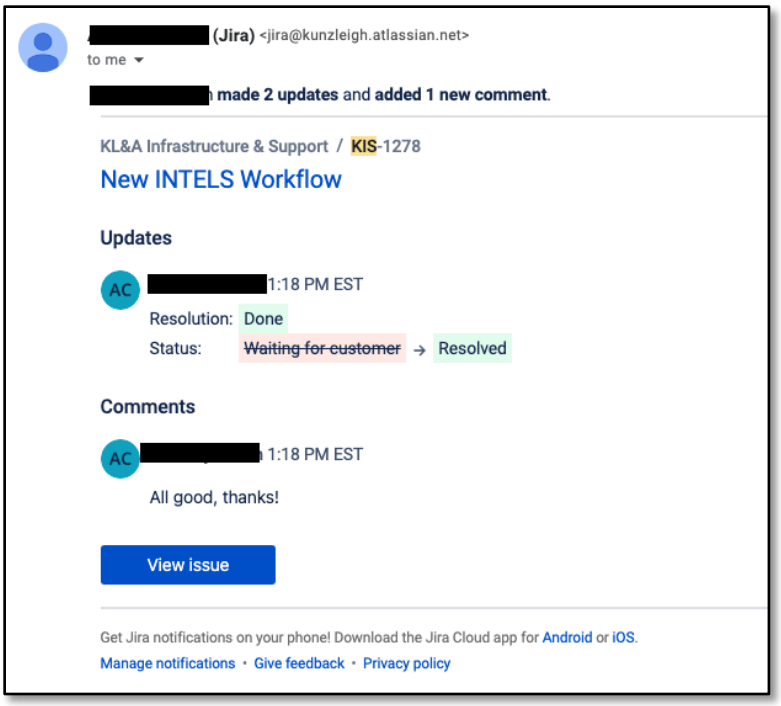


Figure A-7: Example notification email from a notification scheme

Figure A-7 shows an example of a notification email sent out as the result of a configuration in the notification scheme. Note that Jira provides the ability to batch notifications to avoid spamming users with multiple notification emails in a short period.

Administrators needing to troubleshoot why users are not receiving notification emails from a notification scheme can use the built-in notification helper to identify the problem.

A.3.1.6 Automation Rules (Notifications)

As mentioned in the Automation rules section, automation rules can send out notifications based on certain criteria. Notifications from automation rules may include (but not limited to):

- Emails
- Microsoft Teams or Slack Message
- SMS Message (requires Twilio integration)

A.3.1.7 JQL Searching

The Jira Query Language (JQL) is an advanced, user-friendly query language that allows users to query for information in Jira. JQL supports all field types, custom fields, system fields, and more. JQL is easy to learn and can be used by technically-minded and non-technically-minded users alike. JQL can be written using the basic interface consisting of several different dropdowns for different fields (Figure A-8), or by using the advanced interface to write out the query (Figure A-9). Examples of each mode are illustrated below.

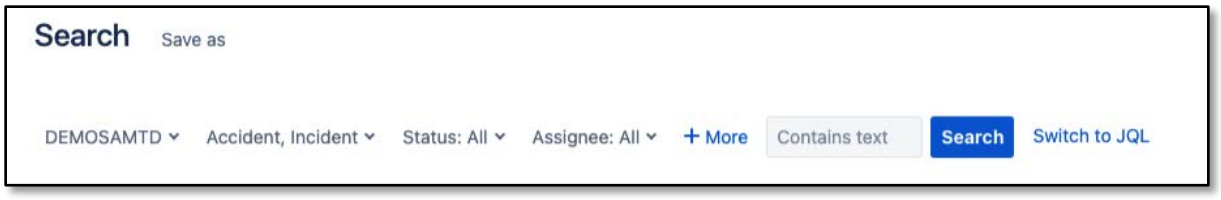


Figure A-8: Basic JQL view in Jira

Figure A-8 shows an example of the basic JQL view in Jira. Users can add more fields by selecting the + More option.

Figure A-9: Advanced (JQL) view in Jira

Figure A-9 shows an example of the advanced or JQL view in Jira. Users unfamiliar with JQL can use the basic view to write their query, and then use the Switch to JQL option to see the generated output.

JQL Searches support searching on different field types. Operators can include exact or fuzzy matches, date rangers, exact or approximate searches, and the inclusion/exclusion of information. Searches can occur on select lists, where users may want to search for issues that contain certain values from a select list. Custom fields created in Jira are also searchable, and automatically available in the Basic and JQL/Advanced views. Searches can also be performed against workflows. For example, users can search for issues in a particular status.

The Jira Platform reindexes its database frequently as new custom fields are added and configurations affecting the data model occur. This increases the performance of JQL queries, ensuring that users receive results as quickly as possible.

Users can choose which fields to display in the search results screen. In addition, users can export JQL search results to a variety of formats for external use, share with other users, and perform bulk operations to avoid making changes one issue at a time. Marketplace applications can extend the ability to export to additional formats, including PDFs, images, and more.

A.3.1.8 Filters

JQL queries are designed to be reusable so that users do not have to create the same query each time they need to search for issues. Users can save the JQL query as a filter and also choose to share, subscribe to, and use in dashboards. These filter options are described on the following page.

A.3.1.9 Filter Sharing

Users can share filters with others to reduce the need for multiple users to write the same queries. Users can specify who can view a filter, and who can edit a filter's query.

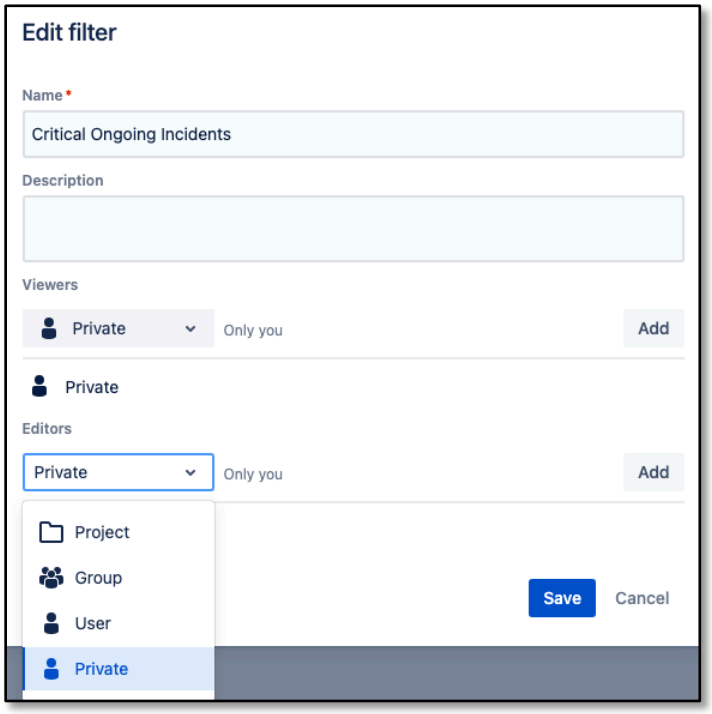


Figure A-10: Example filter sharing in Jira

Figure A-10 shows an example of the dialog for sharing a filter. Note the different options available for a user to share a filter with.

A.3.1.10 Filter Subscriptions

Filter subscriptions allow users to specify how frequently a filter should be executed and who to email the results to. Users subscribed to a filter will receive filter results in their email inbox at the specified schedule.

Figure A-11: Filter subscription setup in Jira

Figure A-11 shows an example of a "Critical, Ongoing Incidents" filter that searches for critical incidents not yet completed. The filter subscription menu illustrates a schedule that will send out the results of this filter to administrators every Monday at 8:00 am. Users in the administrators group will receive an email notification if data exists in the filter when the filter is executed.

Filters and filter subscriptions can automate some of the monitoring and reporting needs identified by SAMTD. KL&A recommends setting up multiple filters that can be bookmarked and shared with other users. KL&A will work with SAMTD to identify use cases where it is appropriate to set up filters and filter subscriptions.

A.3.1.11 Filters in Dashboards

Dashboard gadgets in Jira may require filters to render data in tabular, graphical, or other visual formats. KL&A strongly recommends the use of filters due to their reusability and shareability.

A.3.2 Dashboards

Dashboards are natively available in JSM Cloud, allowing users to customize and share high-level information with others. Dashboards can be used to monitor work across different areas using a variety of gadgets that display data in different formats.

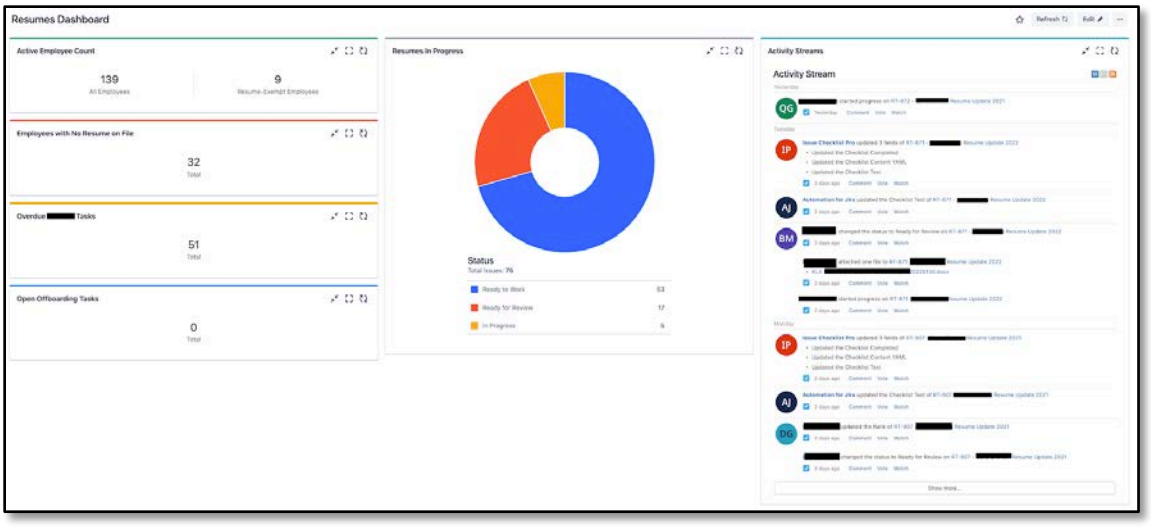


Figure A-12: Example dashboard in Jira

Figure A-12 shows an example of a dashboard in Jira. Note that different gadgets can display different types of information, and the layout can be configured as well. Also note that the 'Activity Stream' gadget on the right shows information and actions happening in Jira in near real-time, providing staff with a news ticker of information.

Multiple dashboards can reflect data for an individual, a role (e.g., managers, supervisors, caseworkers, etc.), and for the entire organization. This configuration makes information more visible and easier to comprehend when individuals and organizations are making important decisions.

Dashboards can be used to track information at different levels. KL&A will work with SAMTD to identify and configure dashboards that will benefit users of the system. In addition, KL&A will provide training for SAMTD staff on how to configure dashboards so that staff can set up dashboards as needed.

A.3.3 Custom Fields

Administrators can create custom fields for different issue types and forms to capture data as needed. Fields can be text fields, date pickers, and even select fields. Additional marketplace applications can extend the different types of custom fields. For example, custom fields can be created to track an exclusion date and date of expiration. Administrators can configure custom fields to appear in certain forms and on certain views. Additionally, fields can be organized into different tabs to reduce noise and confusion.

An example of how custom fields may be viewed and organized on an issue is illustrated in Figure A-13 on the following page.

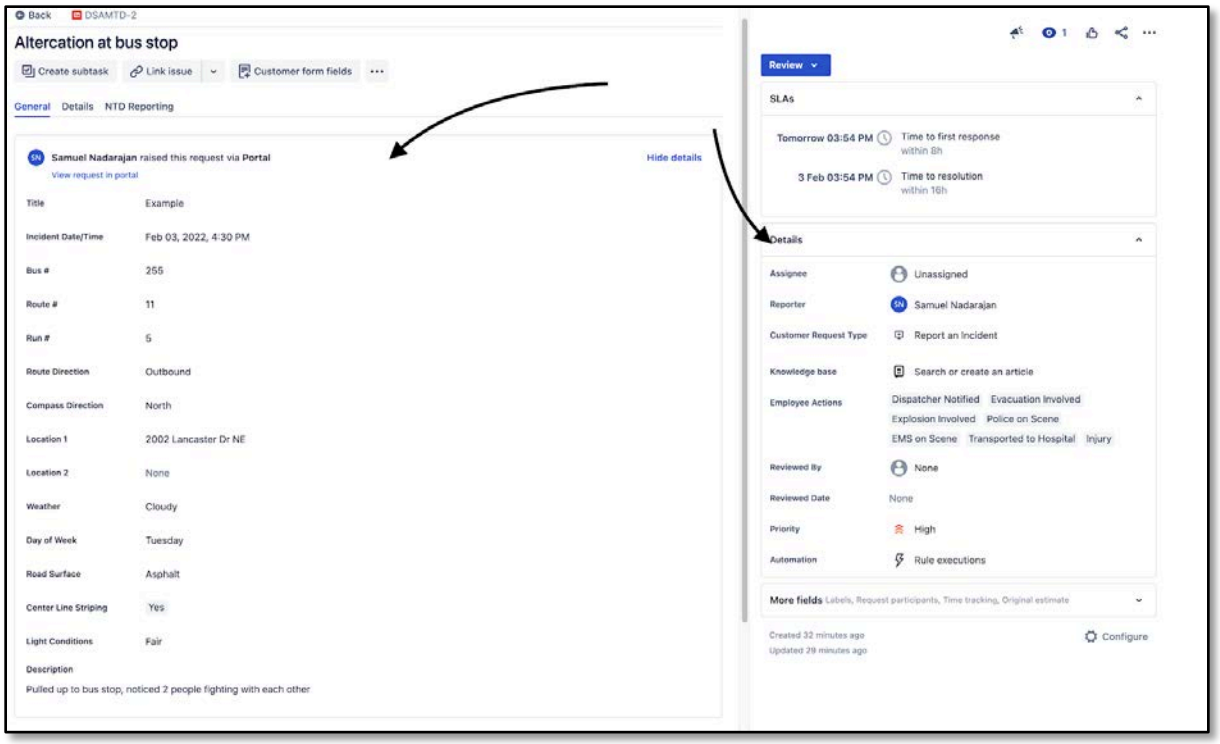


Figure A-13: Example custom fields viewable by agent

Figure A-13 shows an example of custom fields that can be viewed by the agent. Note the main section that shows all information submitted through the portal. The Details section of the screen contains fields that are relevant to the incident but do not need to be captured through the portal.

Figure A-14: Example contact form – agent view

Figure A-14 shows an example of the contact form as viewed by the agent. Multiple contacts can be submitted through the portal and appear in a dedicated section via a third-party application.

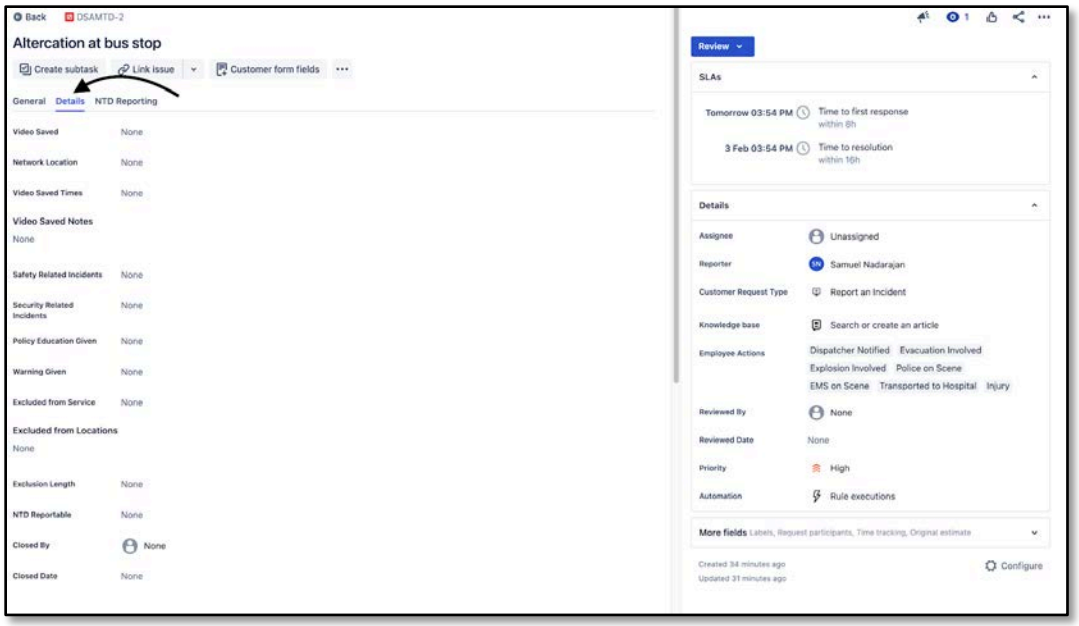


Figure A-15: Example custom field configuration

Figure A-15 shows an example of fields that can be configured in a different tab on the issue. Fields can be organized into multiple tabs to minimize lengthy scrolling while organizing information in a logical manner.

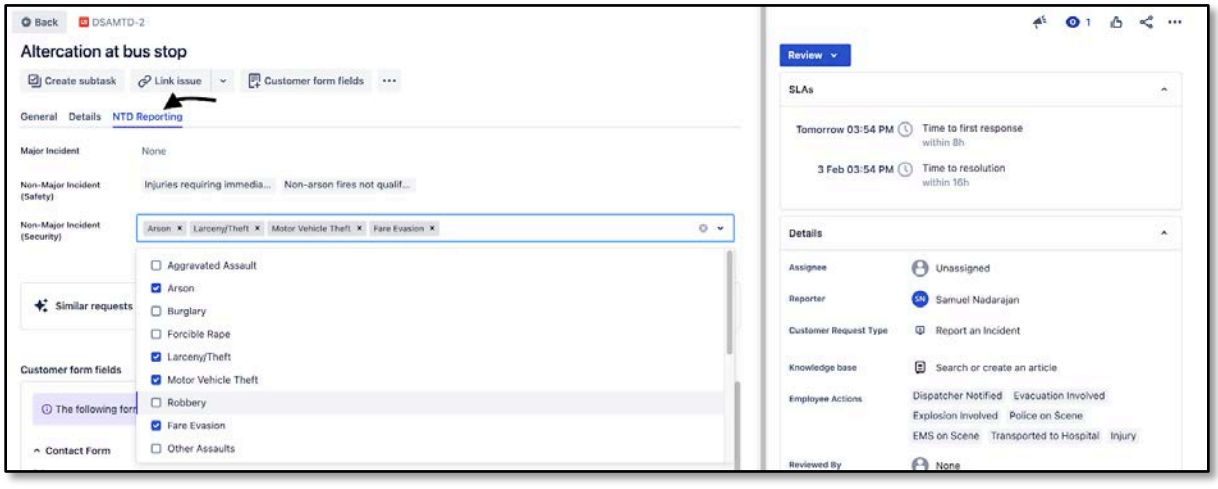


Figure A-16: Custom fields appearing on a separate tab for NTD Reporting

Figure A-16 shows an example of custom fields that appear on a separate tab for NTD Reporting. Note that checkbox values appear as tags on the field.

A.3.4 Attachments

Attachments can be stored on different issues for reference, documentation, and visibility. Different types of attachments in various formats can be attached to issues, and can be uploaded, viewed, and downloaded from an issue.

A.3.4.1 JSM Cloud Core Features

Customer Portal

The customer portal allows customers to search for and raise requests based on several configurable scenarios. An organization can customize the portal with request types or forms for customers to submit for varying scenarios and templates. The customer portal is the customer's first point of contact when filling out an incident or other request type. Incidents, complaints, accidents, public contact forms, and other request types can be configured separately within the service project to direct customers to the correct location to raise an issue. Fields within each request form can be customized. Administrators can change the display name of the field on the portal, add help text, and indicate whether a field is mandatory or optional. Additionally, forms can be made dynamic with extended functionality if desired.

Figure A-17 on page Figure A-17 shows an example of a form that appears in the customer portal for reporting an incident. Note that field names, field order, field types, and field help text are all customizable. Also, note the ability to enter more than one contact if needed. Fields can also be marked as required or optional on the portal. Pictures have been made smaller to show all field configurations for this form. KL&A will work with SAMTD to identify and configure the proper incident form and related forms on the customer portal.

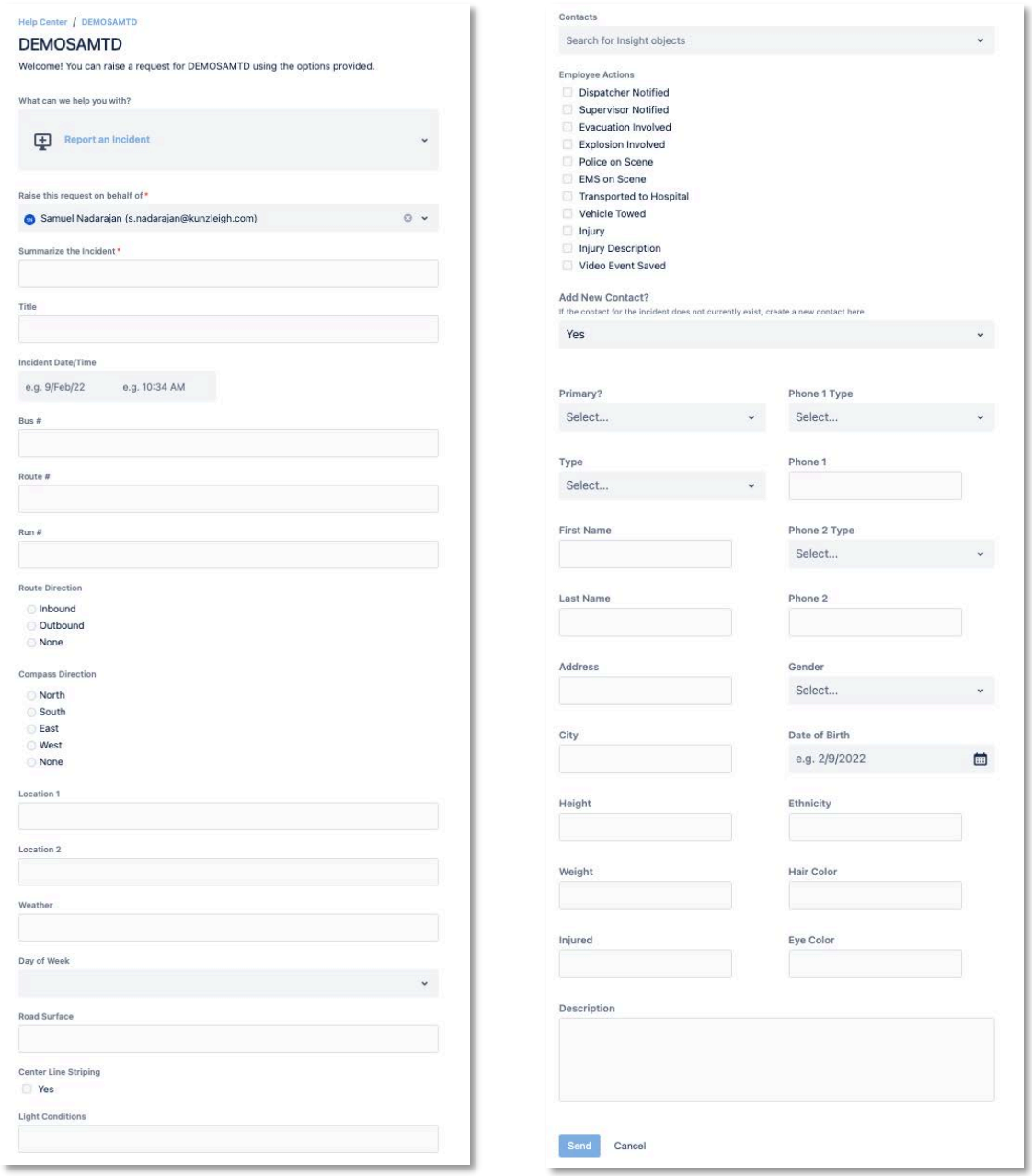


Figure A-17: Example incident report form via the customer portal

A.3.4.2 Agent/Customer Correspondence

Correspondence between customers and agents can easily occur in a simple interface that notifies each party when an update has been provided by the other party. This interface allows customers to provide additional information that may resolve issues faster. Agents can provide updates through this interface, notifying customers of any updates to the issue.

Figure A-18 below shows an example of the reported incident from the customer's point of view. Note that customers can add comments and additional attachments after submitting the

request. Incident details have been collapsed for clarity, but all information submitted through the portal will appear here.

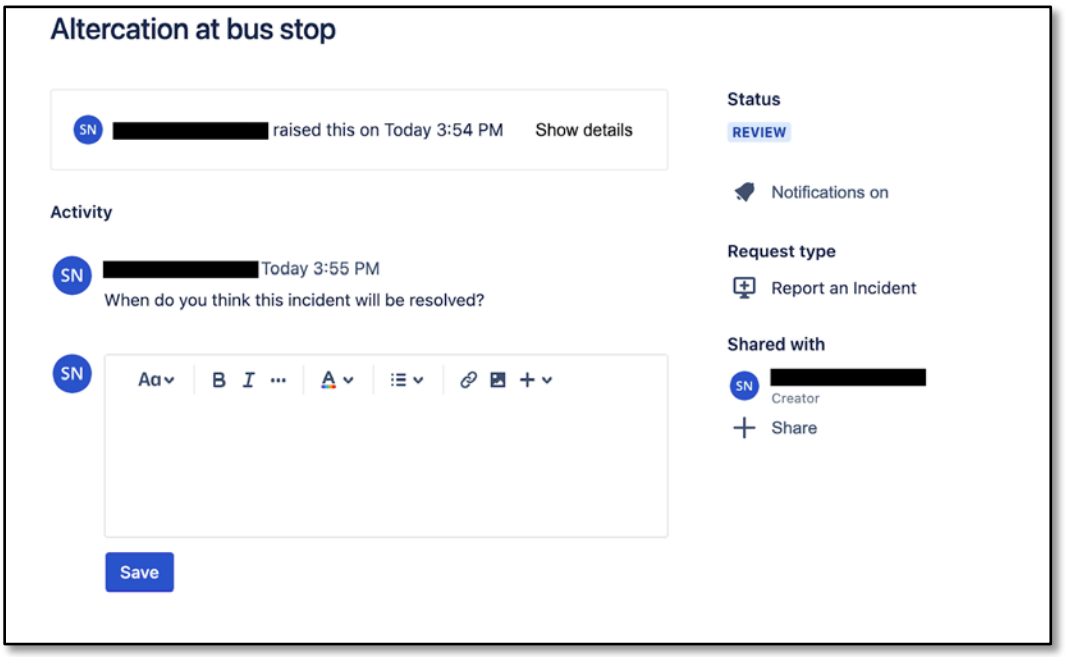


Figure A-18: Example reported incident – customer view

Figure A-19 on page A-20 shows an example of the reported incident from the agent's point of view. Note that agents can view customer comments as well as add comments that are visible to internal users only. Incident Details submitted from the portal have been collapsed for clarity, but agents can expand these sections to view additional information.

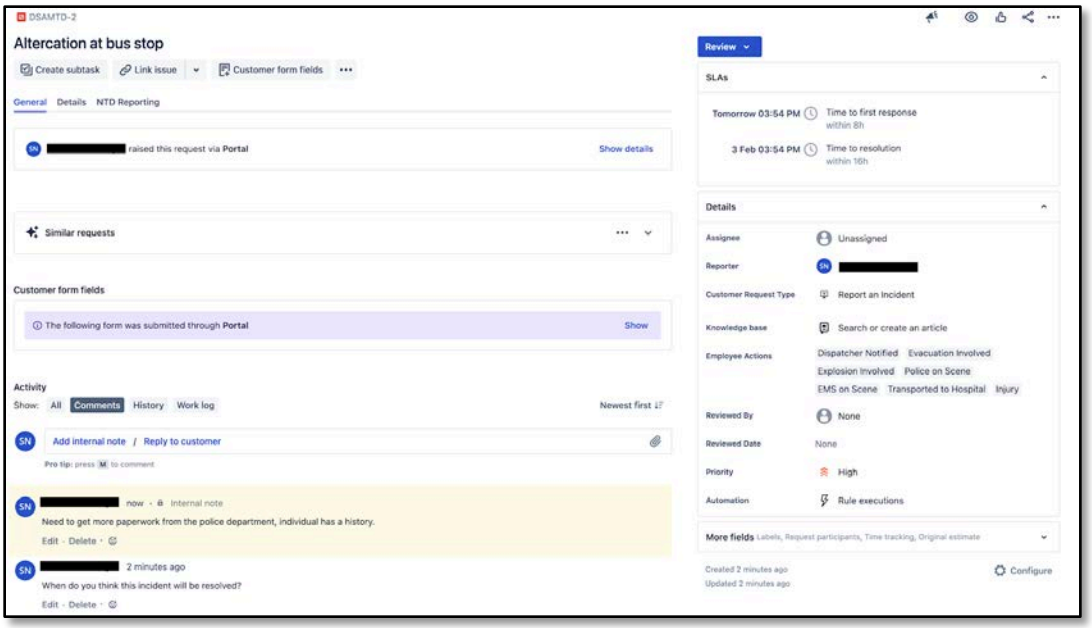


Figure A-19: Example reported incident – agent view

A.3.4.3 Service Project Reports

Each service project in JSM contains several pre-configured reports for use by agents and administrators. Native reports include (but are not limited to):

- Workload – identify the number of cases in progress by user
- Customer Satisfaction – identifies the average CSAT score over a period of time, including any additional comments from customers
- Requests Deflected – identifies the number of requests not created as the result of viewing a knowledge base article.
- Requests resolved – identifies the number of requests resolved with and without the assistance of a knowledge base article.

Additional reports can be configured to show trends over a selectable time frame. Trends are based on configured SLAs in the Service project. KL&A will provide training on how to create custom reports in a service project.

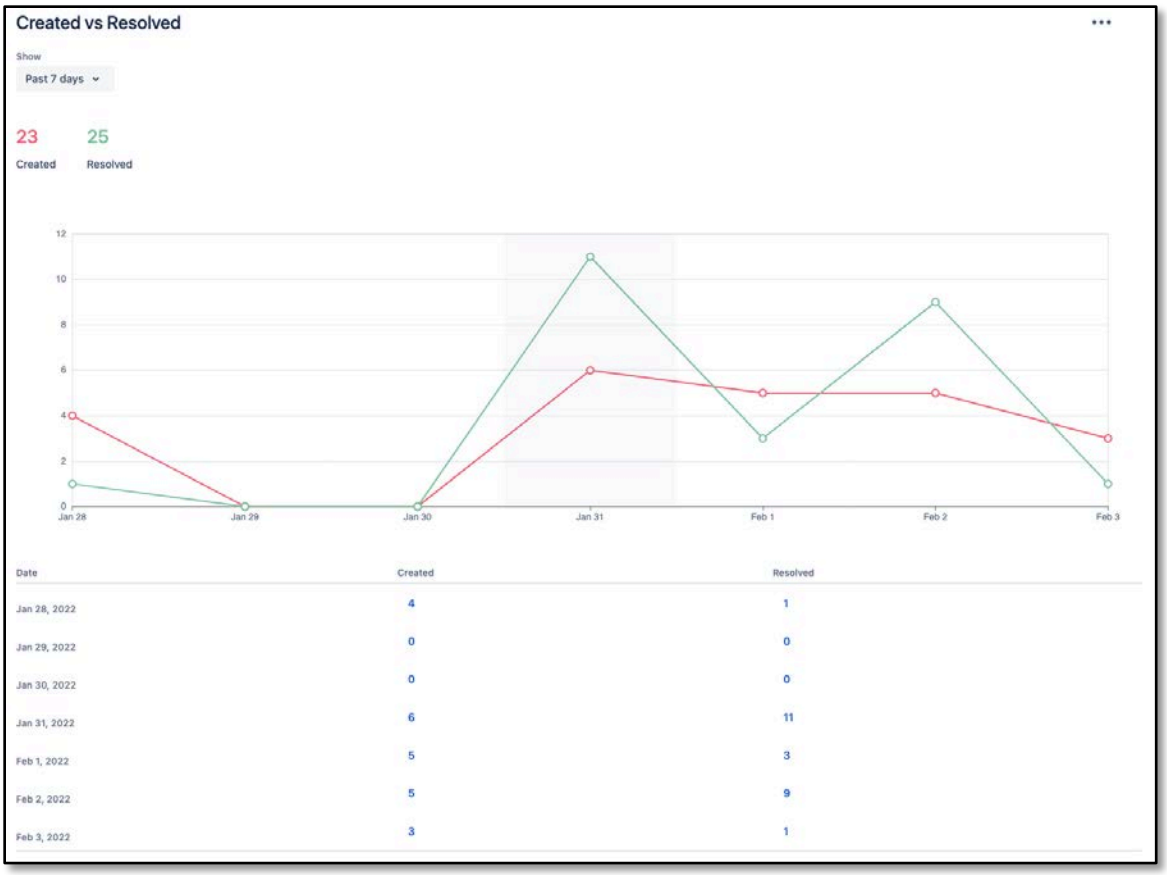


Figure A-20: Example JSM report

Figure A-20 shows an example of a JSM report. Note the ability to modify the time range in the top left. The metrics in this report measure the number of created issues and resolved issues on a daily basis. These measures can be changed to reflect other measures as needed.

Appendix B: Third-Party Applications

This appendix introduces the third-party applications that are part of the Atlassian Marketplace.

B.1 Introduction

To fulfill necessary business needs as identified by SAMTD in the RFP, KL&A proposes additional applications that extend the native functionality of the JSM/Jira Platform. KL&A has tested and used these applications and believes they will meet and/or exceed the identified requirements.

JSM Cloud has a robust ecosystem of third-party applications that exist in the Atlassian marketplace. Similar to a mobile or desktop app store, the marketplace contains thousands of applications by vendors that make it easier for organizations to use external systems within Jira. Unless otherwise specified, most marketplace applications are installed on the Jira platform and operate within Jira.

Organizations benefit from the marketplace by choosing which applications they want to purchase and install for their specific needs. This approach allows organizations to customize the Jira platform to their needs, making the solution contextually relevant for the organization's operations.

B.2 Recommended Applications

This section highlights additional applications that are not available as native functionality in JSM Cloud or the Jira Platform but can be installed or integrated as an additional application to extend the native functionality. Based on initial research

of the requirements provided in the RFP, KL&A recommends these applications (listed below) and believes that they will meet or exceed SAMTD's business requirements.

Additionally, as SAMTD grows and the business changes, additional marketplace applications can be installed on top of the Jira platform to scale with the organization.

Note: Additional discussions may result in a change to some or all of the recommended applications listed in this section.

B.2.1 Calendar for Jira

Calendar for Jira is a highly rated third-party application that is designed to seamlessly integrate with JSM Cloud, providing SAMTD with a comprehensive tool to schedule, view, and manage various issues, such as incidents and accidents. The key features of this enhanced calendar functionality include:

- **Create Multiple Calendars -** Administrators can create one or more calendars to display events/incidents meeting specific criteria. This flexibility allows SAMTD to have a master calendar with all-encompassing event information and additional calendars highlighting specific events.
- **Schedule Issues with Precision** - Through intuitive configuration, administrators can specify dates (start date, due date) for events/incidents to appear on the calendar. This ensures accurate representation, whether events span a single day or multiple days.
- **Time-Travel Capabilities -** SAMTD staff can schedule issues in the past or future, empowering them with the ability to plan and track events effectively. The calendar seamlessly pulls date values from the events themselves.
- **Integration with External Calendars -** Our solution supports the export of calendars in the ics format, allowing integration with external calendar applications like Google, Microsoft, and Apple calendars. The integration with Google includes convenient two-way synchronization.
- **Secure Calendar Sharing** - Calendars can be selectively shared with specific users within Jira, providing SAMTD with the flexibility to share relevant calendars with responsible parties as needed.
- **Color-Coding for Enhanced Visibility -** To improve calendar visibility and usability, users can customize colors for different types of events. This feature facilitates quick identification of specific events or event types, streamlining the overall user experience.

Our proposed calendar solution is tailored to meet the unique needs of SAMTD School District, offering a user-friendly interface and advanced functionalities to streamline incident and event management. KL&A believes that the Calendar for Jira application will allow SAMTD staff to schedule and monitor the progress and deadlines for incidents, accidents, and other issue types that require scheduling.

B.2.2 Opsgenie

Opsgenie is an alert management system that integrates with hundreds of monitoring tools to consume and group alerts and notify the appropriate people through a series of routing rules. This tool helps staff manage alerts so they can focus on the highly critical ones and avoid alert fatigue. Integrations exist to provide status updates via email, text, and Statuspage. KL&A believes that the SAMTD will reap the rewards that Opsgenie offers, by consuming alerts from existing systems and using Opsgenie configurations to determine who to notify and whether an incident should be raised in JSM. Additional discussions are needed to identify and configure rules that result in greater business value to incident management at SAMTD.

B.2.3 Statuspage

Statuspage is an Atlassian application designed to provide real-time status updates to key personnel and subscribers regarding systems, infrastructure, and incidents. KL&A believes that Statuspage will meet business needs regarding the reporting of critical incidents such as power outages, EOC activation, etc.

B.2.4 Insight for Jira Service Management

Insight for Jira Service Management is included for free with JSM Cloud and is used to manage assets. With the requirement and use cases to identify contacts involved in multiple incidents, KL&A believes that using Insight to track contact information will give SAMTD the ability to easily configure and maintain contact information, at no extra licensing cost. This application may be used to manage other assets involved in SAMTD operations, providing the organization with the functionality to scale and grow to optimize other business processes not included in this RFP.

KL&A recommends storing contact information in Insight. Insight supports the ability to track multiple contact properties - called attributes - such as an address, phone, city, ethnicity, hair and eye color, and more. Additionally, users can select one or more existing contacts when reporting an incident and write queries that report how many incidents were associated with a specific contact. If an incident requires a new contact to be entered, the customer portal can support automatically adding contact information to Insight, with minimal extra effort on the user.

Insight fulfills the business need of maintaining contacts in a database, with enough flexibility to configure contact information and link it to existing incidents. The robust integration between JSM and Insight allows users to easily maintain the contact database, run reports, and view additional information, a large improvement over current process.

B.2.5 Tempo Cost Tracker and Timesheets

Tempo Cost Tracker is an application designed to calculate the cost of logged hours by staff within an incident or other request type. Administrators can configure a default hourly rate that applies to the organization, a default hourly rate for each role, and/or an hourly rate for individual users. Users can create projects in Cost Tracker that monitors a specific subset of issues and view aggregate information for those issues. For example, an administrator may create a filter that only queries incidents with certain types of information, then creates a Cost Tracker project using that filter. This new project will show cost information for each incident, along with rolled-up information. Additional projects can be set up with different criteria.

Workers need only log time on each incident using the Log Time functionality on an issue – Cost Tracker will automatically pull logged time and calculate the cost using the rates identified in the configuration.

Tempo Cost Tracker requires Tempo Timesheets, which is another application for tracking timesheets by users, to function properly. KL&A believes Tempo Timesheets may benefit SAMTD with additional functionality and reporting regarding resource allotment and other similar use cases.

B.2.6 Protected Fields for Jira

To meet the highly desired requirement for field-level security, KL&A recommends using the Protected Fields for the Jira marketplace application. This application allows administrators to configure who has access to view and edit certain fields, and can be based on users, group membership, and/or project role membership. KL&A will work with SAMTD to identify information that requires field-level security and proceed with configuring and training users on this particular functionality.

B.2.7 Documents for Jira

Documents for Jira is a document management system installed on the Jira platform that allows users to organize and structure documents easily and securely. Documents can be organized in a central location - mimicking a file structure and linked to issues on an as-needed basis.

KL&A believes that this application will supplement the attachment functionality already available on the Jira Platform, by providing SAMTD users the ability to add a more organizational structure to documents.

B.2.8 Enhanced Search for Jira

Enhanced Search for Jira is a marketplace application that extends the base functionality of the JQL language. Additional functions and keywords are available that make the process of writing queries simpler for end-users and increase the flexibility that SAMTD staff may need to

generate certain reports. KL&A recommends this application to fulfill the highly desired requirement in 5.8 to calculate how many occurrences would be rendered when a search is hypothetically submitted. This application is included merely as a recommendation - SAMTD may choose to postpone the purchase of this application to meet a highly desirable requirement.

B.2.9 Twilio

SAMTD indicated that the requirement to send SMS notifications is desired. This integration is simple to set up and implement. A Twilio account for SAMTD can be integrated with automation rules in JSM Cloud to send out SMS notifications at the discretion of SAMTD. This integration will fulfill the SMS Notification functional requirement.

Appendix C: Training

KL&As approach to training for any Atlassian implementation is that "Training begins on Day 1." Every opportunity to train users is utilized and maximized to increase information retention through various learning methods. KL&A employs the following training techniques to empower new administrators and users of JSM to configure it as business needs change:

1. Training in JADs - KL&A will highlight product functionality in Joint Application Design sessions (JADs) as requirements are gathered so that users are more familiar with product functionality when future training opportunities occur.

2. Training through Demos - KL&A may choose to implement configurations as identified in a demonstrative manner. Users can be invited to an implementation session, where they watch KL&A take an identified business requirement and configure it in the Atlassian product in front of users. An example of this may include creating custom fields and adding them to the appropriate screens or other common use cases.

3. Training through KL&A Observation - KL&A will assess the readiness and confidence of users in system knowledge and may employ a training by observation approach that allows staff to implement configurations under KL&A's supervision. KL&A may provide a simple business requirement for staff to implement, and watch the staff implement it. KL&A will ensure that implementations follow best practices and educate staff on how and why the implementation is structured. An example of this kind of training may involve having a staff member "drive" by implementing a new custom field, while KL&A consultants observe.

4. Training through Workshops - KL&A believes that workshop-style training is the most effective training style for information retention. KL&A will identify the topics that require workshop-style training, set up sandbox environments and projects, and explain and demonstrate the implementation approach for a specific configuration. Each user will then be tasked with implementing a business requirement in a sandbox project/environment to gain muscle memory.

5. Training through lectures - For larger user groups that need training, KL&A can facilitate lectures to cover large groups when a workshop-style approach may not be as effective. KL&A plans its implementations so that the training content offered in lectures is not new to most of the users in the session.

6. **Training through reference materials** - KL&A can provide reference materials upon request for staff that needs training on demand. These reference materials are online documents (can be printed) that users can reference as needed to identify functionality in the Atlassian system. Most of the content in these training materials will reference Atlassian's excellent documentation and be organized in a way that makes it simple for users to navigate through the content.

KL&A offers training for the following types of users:

- **Administrators** – KL&A provides workshop-style training to administrators that will be responsible for keeping the Atlassian site up to date as business needs change. Future administrators will be invited to demo sessions and ideally be involved in JADs to make the workshop training more effective.
- **System Users** – Users that will be using the system to manage assets and work on work orders will receive a mix of workshop and lecture-style training to understand how to navigate the Atlassian system and manage their workloads.
- **Other Users** – Users that may use the system to raise requests or work orders may receive reference materials that explain how to use the customer portal to raise requests. KL&A expects this pool of users to be larger than the administrator and system user pools; therefore, providing reference materials may be the preferred method.

KL&A can work with SAMTD to create or customize a training plan that SAMTD believes will be more effective for its users. KL&A will ensure that the training plan meets or exceeds the objectives outlined above.

C.1 Project Schedule

To demonstrate our ability to deliver the solution within an agreed-upon time frame, KL&A is providing a preliminary work breakdown structure (WBS) within the following Microsoft Project schedule. At the beginning of the project, our team will walk through this WBS/schedule with SAMTD and make revisions based on their feedback.

SAMTD Incident Management Project Schedule

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	**SAMTD Incident Management Project**	**66 days**	**4/4/22**	**7/6/22**		
2	**Executed Contract Start Date**	**0 days**	**4/4/22**	**4/4/22**		
3	**License and Product Purchasing**	**5 days**	**4/5/22**	**4/11/22**		
4	SAMTD JSM Instance Request	1 day	4/5/22	4/5/22		KL&A,SAMTD
5	Generate Atlassian Quote	3 days	4/6/22	4/8/22	4	KL&A
6	Submit License Invoice for Payment	1 day	4/11/22	4/11/22	5	KL&A
7	**Project Initiation**	**5 days**	**4/4/22**	**4/8/22**		
8	**Key Personnel Orientation**	**2 days**	**4/4/22**	**4/5/22**		
9	Review Business Case	1 day	4/4/22	4/4/22	2	KL&A,SAMTD
10	Identify Key Stakeholders	1 day	4/4/22	4/4/22	9SS	KL&A,SAMTD
11	Understand Project Scope-Objectives-Requirements	1 day	4/5/22	4/5/22	10	KL&A,SAMTD
12	**Organization Structure**	**1 day**	**4/4/22**	**4/4/22**		
13	Create Organization Structure	1 day	4/4/22	4/4/22	2	KL&A,SAMTD
14	Create Project Governance Structure	1 day	4/4/22	4/4/22	13SS	KL&A,SAMTD
15	**Project Kickoff Meeting**	**4 days**	**4/5/22**	**4/8/22**		
16	Develop Kickoff Meeting Presentation	2 days	4/5/22	4/6/22	12	
17	Conduct Kickoff Meeting for the State	1 day	4/7/22	4/7/22	16	KL&A,SAMTD
18	Distribute Meeting Notes	1 day	4/8/22	4/8/22	17	
19	**Project Kickoff Meeting Complete**	**0 days**	**4/8/22**	**4/8/22**	**15**	
20	**Project Initiation Complete**	**0 days**	**4/8/22**	**4/8/22**	**7**	
21	**Project Planning / Discovery**	**15 days**	**4/8/22**	**4/28/22**		
22	**Project Schedule (Preliminary)**	**15 days**	**4/8/22**	**4/28/22**		
23	Define Activities to be Performed	5 days	4/8/22	4/14/22	19FS-1 day	KL&A,SAMTD
24	Develop Detailed Project Schedule	5 days	4/8/22	4/14/22	23SS	KL&A
25	Publish for SAMTD Review	1 day	4/15/22	4/15/22	24	KL&A
26	SAMTD Initial Review	5 days	4/18/22	4/22/22	25	SAMTD
27	Incorporate SAMTD Feedback	1 day	4/25/22	4/25/22	26	KL&A
28	SAMTD Final Review and Approval	3 days	4/26/22	4/28/22	27	SAMTD
29	**Project Schedule (Preliminary) Complete**	**0 days**	**4/28/22**	**4/28/22**	**22**	
30	**Project Management Plan**	**15 days**	**4/8/22**	**4/28/22**		
31	Develop and Internal Review	5 days	4/8/22	4/14/22	19FS-1 day	KL&A
32	Publish for SAMTD Review	1 day	4/15/22	4/15/22	31	KL&A
33	SAMTD Initial Review-Conduct Structured Walkthrough	5 days	4/18/22	4/22/22	32	SAMTD
34	Incorporate SAMTD Feedback	1 day	4/25/22	4/25/22	33	KL&A
35	SAMTD Final Review and Approval	3 days	4/26/22	4/28/22	34	SAMTD
36	**Project Management Plan Complete**	**0 days**	**4/28/22**	**4/28/22**	**30**	
37	**Discovery**	**15 days**	**4/8/22**	**4/28/22**		
38	**Requirements and Business Process Analysis and Validation**	**15 days**	**4/8/22**	**4/28/22**	**19FS-1 day**	
39	Perform Requirements and Business Process Analysis	15 days	4/8/22	4/28/22		KL&A,SAMTD
40	Perform Requirements and Business Process Validation	15 days	4/8/22	4/28/22	39SS	KL&A,SAMTD
41	Perform Default/Pre-configuration Gap Analysis	15 days	4/8/22	4/28/22	39SS	KL&A,SAMTD
42	**Product Backlog (Preliminary)**	**15 days**	**4/8/22**	**4/28/22**		
43	Develop Epics and User Stories	15 days	4/8/22	4/28/22	19FS-1 day	KL&A
44	Publish for SAMTD Review	15 days	4/8/22	4/28/22	43SS	KL&A
45	SAMTD Initial Review	15 days	4/8/22	4/28/22	43SS	SAMTD

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Figure C-1: KL&A's Proposed Project Schedule

SAMTD Incident Management Project Schedule

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
46	Incorporate SAMTD Feedback	15 days	4/8/22	4/28/22	43SS	KL&A
47	SAMTD Final Review and Approval	15 days	4/8/22	4/28/22	43SS	SAMTD
48	**Discovery Complete**	**0 days**	**4/28/22**	**4/28/22**	**37**	
49	**Project Planning / Control Complete**	**0 days**	**4/28/22**	**4/28/22**	**29,36**	
50	**Release 1**	**21 days**	**4/29/22**	**5/27/22**		
51	**Functional and Technical Joint Application Design (JAD) Sessions**	**10 days**	**4/29/22**	**5/12/22**		
52	Functional JADs	10 days	4/29/22	5/12/22	48	KL&A,SAMTD
53	Technical JAD(s)	10 days	4/29/22	5/12/22	52SS	KL&A,SAMTD
54	Develop User Stories	10 days	4/29/22	5/12/22	52SS	KL&A
55	**Functional and Technical JADs Complete**	**0 days**	**5/12/22**	**5/12/22**	**51**	
56	**Configuration**	**5 days**	**5/13/22**	**5/19/22**		
57	Configure Request Type #1	2 days	5/13/22	5/16/22	55	KL&A
58	SAMTD Initial Review-Conduct Structured Walkthrough	2 days	5/17/22	5/18/22	57	KL&A,SAMTD
59	Incoporate SAMTD Feedback	1 day	5/19/22	5/19/22	58	KL&A
60	**Request Type #1 Configuration Complete**	**0 days**	**5/19/22**	**5/19/22**	**56**	
61	**Validation / User Acceptance**	**5 days**	**5/20/22**	**5/26/22**	**60**	**SAMTD**
62	**Training**	**16 days**	**4/29/22**	**5/20/22**		
63	Develop and Publish Training Materials	10 days	4/29/22	5/12/22	52SS	KL&A
64	Conduct Training	1 day	5/20/22	5/20/22	60	KL&A
65	**Request Type #1 Training Complete**	**0 days**	**5/20/22**	**5/20/22**	**62**	
66	**Data Conversion**	**18 days**	**4/29/22**	**5/24/22**		
67	Data Conversion Mapping JADs	3 days	4/29/22	5/3/22	48	KL&A,SAMTD
68	Load Conversion CSV w/ Data	7 days	5/4/22	5/12/22	67	SAMTD
69	Iterate Data Conversion Runs - Load, Transform, Validate	8 days	5/13/22	5/24/22	68	KL&A,SAMTD
70	**Implementation**	**1 day**	**5/27/22**	**5/27/22**	**62,61,66**	
71	Migrate Sandbox Configuration to Production	1 day	5/27/22	5/27/22		KL&A
72	Execute Data Conversion for Release 1	1 day	5/27/22	5/27/22		KL&A
73	**Release 1 Complete**	**0 days**	**5/27/22**	**5/27/22**	**50**	
74	**Release 2**	**13 days**	**5/31/22**	**6/16/22**		
75	**Functional and Technical Joint Application Design (JAD) Sessions**	**5 days**	**5/31/22**	**6/6/22**		
76	Functional JADs	5 days	5/31/22	6/6/22	50	KL&A,SAMTD
77	Technical JAD(s)	5 days	5/31/22	6/6/22	76SS	KL&A,SAMTD
78	Develop User Stories	5 days	5/31/22	6/6/22	76SS	KL&A
79	**Functional and Technical JADs Complete**	**0 days**	**6/6/22**	**6/6/22**	**75**	
80	**Configuration**	**5 days**	**6/7/22**	**6/13/22**		
81	Configure Request Type #2	2 days	6/7/22	6/8/22	79	KL&A
82	SAMTD Initial Review-Conduct Structured Walkthrough	2 days	6/9/22	6/10/22	81	KL&A,SAMTD
83	Incoporate SAMTD Feedback	1 day	6/13/22	6/13/22	82	KL&A
84	**Request Type #2 Configuration Complete**	**0 days**	**6/13/22**	**6/13/22**	**80**	
85	**Validation / User Acceptance**	**2 days**	**6/14/22**	**6/15/22**	**84**	**SAMTD**
86	**Training**	**11 days**	**5/31/22**	**6/14/22**		
87	Develop and Publish Training Materials	5 days	5/31/22	6/6/22	76SS	KL&A
88	Conduct Training	1 day	6/14/22	6/14/22	84	KL&A
89	**Request Type #2 Training Complete**	**0 days**	**6/14/22**	**6/14/22**	**86**	
90	**Data Conversion**	**12 days**	**5/31/22**	**6/15/22**		

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Figure C-2: KL&A's Proposed Project Schedule – Page 2

SAMTD Incident Management Project Schedule

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
91	Data Conversion Mapping JADs	2 days	5/31/22	6/1/22	50	KL&A,SAMTD
92	Load Conversion CSV w/ Data	5 days	6/2/22	6/8/22	91	SAMTD
93	Iterate Data Conversion Runs - Load, Transform, Validate	5 days	6/9/22	6/15/22	92	KL&A,SAMTD
94	**Implementation**	**1 day**	**6/16/22**	**6/16/22**	**85,86,90**	
95	Migrate Sandbox Configuration to Production	1 day	6/16/22	6/16/22		KL&A
96	Execute Data Conversion for Release 2	1 day	6/16/22	6/16/22		KL&A
97	**Release 2 Complete**	**0 days**	**6/16/22**	**6/16/22**	**74**	
98	**Release 3**	**13 days**	**6/17/22**	**7/6/22**		
99	**Functional and Technical Joint Application Design (JAD) Sessions**	**5 days**	**6/17/22**	**6/23/22**		
100	Functional JADs	5 days	6/17/22	6/23/22	74	KL&A,SAMTD
101	Technical JAD(s)	5 days	6/17/22	6/23/22	100SS	KL&A,SAMTD
102	Develop User Stories	5 days	6/17/22	6/23/22	100SS	KL&A
103	**Functional and Technical JADs Complete**	**0 days**	**6/23/22**	**6/23/22**	**99**	
104	**Configuration**	**5 days**	**6/24/22**	**6/30/22**		
105	Configure Request Type #3	2 days	6/24/22	6/27/22	103	KL&A
106	SAMTD Initial Review-Conduct Structured Walkthrough	2 days	6/28/22	6/29/22	105	KL&A,SAMTD
107	Incoporate SAMTD Feedback	1 day	6/30/22	6/30/22	106	KL&A
108	**Request Type #3 Configuration Complete**	**0 days**	**6/30/22**	**6/30/22**	**104**	
109	**Validation / User Acceptance**	**2 days**	**7/1/22**	**7/5/22**	**108**	**SAMTD**
110	**Training**	**11 days**	**6/17/22**	**7/1/22**		
111	Develop and Publish Training Materials	5 days	6/17/22	6/23/22	100SS	KL&A
112	Conduct Training	1 day	7/1/22	7/1/22	108	KL&A
113	**Request Type #3 Training Complete**	**0 days**	**7/1/22**	**7/1/22**	**110**	
114	**Data Conversion**	**12 days**	**6/17/22**	**7/5/22**		
115	Data Conversion Mapping JADs	2 days	6/17/22	6/20/22	74	KL&A,SAMTD
116	Load Conversion CSV w/ Data	5 days	6/21/22	6/27/22	115	SAMTD
117	Iterate Data Conversion Runs - Load, Transform, Validate	5 days	6/28/22	7/5/22	116	KL&A,SAMTD
118	**Implementation**	**1 day**	**7/6/22**	**7/6/22**	**109,110,114**	
119	Migrate Sandbox Configuration to Production	1 day	7/6/22	7/6/22		KL&A
120	Execute Data Conversion for Release 3	1 day	7/6/22	7/6/22		KL&A
121	**Release 3 Complete**	**0 days**	**7/6/22**	**7/6/22**	**98**	
122	**Integration w/ SAMTD Systems**	**26 days**	**5/31/22**	**7/6/22**		
123	**Functional and Technical Joint Application Design (JAD) Sessions**	**5 days**	**5/31/22**	**6/6/22**		
124	Functional JADs	5 days	5/31/22	6/6/22	74SS	KL&A,SAMTD
125	Technical JAD(s)	5 days	5/31/22	6/6/22	124SS	KL&A,SAMTD
126	Develop User Stories	5 days	5/31/22	6/6/22	124SS	KL&A
127	**Functional and Technical JADs Complete**	**0 days**	**6/6/22**	**6/6/22**	**123**	
128	Development Sprint	10 days	6/7/22	6/20/22	127	KL&A
129	System/Integration Testing	5 days	6/21/22	6/27/22	128	KL&A
130	User Acceptance Testing	5 days	6/28/22	7/5/22	129	SAMTD
131	Integration Implementation	1 day	7/6/22	7/6/22	130	KL&A,SAMTD
132	**Integration Complete**	**0 days**	**7/6/22**	**7/6/22**	**122**	
133	**Project Completion**	**0 days**	**7/6/22**	**7/6/22**	**98,122**	

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Figure C-3: KL&A's Proposed Project Schedule – Page 3