## Fieldprint Implementation Plan

The implementation of the proposed management and technical plan, outline in Section 3 of this proposal will consist of the following steps:

### Contract Begins (0 days)

In this step, Fieldprint would have received notice from OR DAS PSO that we were selected to develop and implement statewide electronic fingerprinting services and associated processing for Oregon agencies and local government. This is the day work would begin with OR DAS PSO.

### Charter Approved (1 day)

This step officially initiates the beginning of the project with Fieldprint and Oregon DAS PSO. In this step, the Fieldprint Project Management Office (PMO) obtains formal sign-off of the project charter. The project charter formally authorizes the assigned project manager to begin formal planning of the project. The project charter includes:

- **Business Need** – This defines why the project was initiated and the goals of the project.
- **Project Description** – This defines the purpose of the project and gives an overview of what is included in the project.
- **Measurable Objectives** – Defines measurable project objectives to define project acceptance.
- **Constraints (budget, schedule, resources)** – This lists the boundaries of the budget, schedule and use of resources.
- **Key Stakeholders** – The stakeholders list the key decision-makers on the project.

### Identify High Level Requirements (3 days)

Fieldprint would work with OR DAS PSO to identify the high-level requirements of the project, which include:

- Identifying 11 additional coverage sites to add to Fieldprint's existing group of 25 sites, establishing new collection sites and deploying new Fieldprint Station sites to support the Oregon program;
- Using the existing **www.fieldprintoregon.com** enrollment and scheduling website for use by applicants, including specific OR DAS PSO instructions; and
- Determining reporting and billing requirements, including defining the content for required daily and weekly activity and transaction reports and payment details for reconciliation of OSP and FBI fees**.**

**Identify Stakeholders (3 days)**

This phase identifies key personnel at Fieldprint and Oregon who are instrumental in planning and executing the project. The roles and needs of each stakeholder are defined, as is the hierarchy of each organization for decision-making purposes.

| Name | Title |
|---|---|
| **Strategic Leadership/Project Oversight** | |
| Thomas Harrison | Senior Business Developer |
| Geoff Moriak | Director of Technology |
| Morris Gargiule | Director of Operations |
| Sherri Hoynak, PMP | Project Manager |
| **Technical Team** | |
| Geoff Moriak | Director of Technology |
| Reeba Alexander | Senior Software Developer |
| Kevin Focht | Software Engineer |
| Matthew Parisi | Technology Specialist/Developer |
| **Fingerprint Collection Site Development Team** | |
| Morris Gargiule | Director of Operations |
| Victoria Severino | Site Development Executive |
| Jennifer Kozloski | Site Development Executive |
| Daniel Swank | Site Support Manager |
| Mike Thays | System Support Specialist |
| Christopher Pullo | Collection Site Manager |
| Grace Perry | Call Center Manager |

**Fieldprint Stakeholders**

Our project team would be comprised of three internal teams that would work together to complete the service components and deliverables described in the RFP.

A strategic leadership/project oversight team made up of senior management personnel provides high-level oversight to the project and works closely with the project manager and team leads to ensure that tasks and deliverables are delivered on time. This team includes Senior Business Developer and Account Manager Thomas Harrison, Director of Technology Geoff Moriak, Director of Operations Morris Gargiule and Project Manager Sherri Hoynak, PMP.

The project manager of the OR DAS PSO project, Sherri Hoynak, manages the progress of two separate internal teams that work in parallel to complete the project requirements. The first team is our technical team which is responsible for all system development and support for the project. The second team is our fingerprint collection site development team, which is focused on identifying Fieldprint Station site locations, deploying Fieldprint Stations to the locations and providing training to the users at these sites who collect fingerprints.

The technical team is comprised of members of Fieldprint's IT department and is led by Fieldprint Director of Technology Geoff Moriak. Geoff is responsible for the overall design and development of any changes to Fieldprint's systems that are required for the OR DAS PSO implementation. Geoff's tasks include configuring our Store and Forward system per the ORJIS Interface Control Document and modifying our scheduling website to account for OR DAS PSO-specific ORIs and applicant types. Working closely with Geoff are Senior Software Developer Reeba Alexander, Software Engineer Kevin Focht and Technology Specialist/Developer Matthew Parisi.

The fingerprint collection site development team is led by Fieldprint Director of Operations Morris Gargiule. Morris and his team identify new Fieldprint Station site locations. Morris works closely with two site development executives, Victoria Severino and Jennifer Kozloski, who are responsible for researching and identifying potential collection site locations. Morris also works with our site support manager, Daniel Swank, and system support specialist, Mike Thays, to ensure proper placement and training to the Fieldprint Station users. Once implementation is complete, Call Center Manager Grace Perry also plays a key role on Morris' operations team. She manages daily call center operations and assists applicants with questions about the enrollment and scheduling process.

**Part 2: Planning (12 days)**

**The planning phase of this project involves the following steps:**

**Develop Project Documentation (1 days)**

As part of the planning process, project documentation is developed to provide a guideline to all key stakeholders involved. A project management plan is developed that summarizes key data from the following project documents: A Project Scope Statement, defining what is in scope and project deliverables; a work breakdown structure, showing project deliverables and work packages; a project schedule, depicting the project timeline and key milestones; a risk assessment of the project from a number of different angles, including the technology requirements; a human resources plan that details the staff members involved in the project and a description of their roles and responsibilities; and a communications management plan that defines the level and frequency of information distribution throughout the project.

A sample risk assessment matrix is as follows:

| Major Project Risks | Probability | Mitigation /Contingency Plan |
|---|---|---|
| Stakeholder acceptance of project plan/processes | | |
| Scope change during design phase | | |

**Project Kickoff Meeting (1 day)**

The project kickoff meeting brings together key stakeholders to identify the project's high-level requirements, assign responsibility for specific tasks and finalize the technical and business requirements of the project. This meeting can be held in-person at either Oregon's or Fieldprint's location or via conference call/online conference.

**Document Technical Requirements (3 days)**

Fieldprint's project team and OR DAS PSO project team would meet to discuss technical requirements including using the existing connection Fieldprint has with OSP for the OR DHS program. Fieldprint would continue to submit fingerprint submissions to OSP using the same ICD file format established for OR DHS.  Any additional data required by each agency would be determined during this part of the planning.

No development effort is required for our Store and Forward as Fieldprint is currently supporting the OR DHS program.

Technical requirements around the collection fees and processing of invoices would also be discussed.

**Document Testing Requirements (2 days)**
Complete set of test scenarios and test cases are identified that will test each of the deliverables including the scheduling website, applicable payment services, the Store and Forward, submission to OSP, reports and applicable billing.  From these test cases a Test Traceability matrix is created to ensure all requirements for each deliverable are tested.

**Document Business Requirements (5 days)**

The business requirements gathering process includes conversations between Fieldprint and OR DAS PSO about the operation of Fieldprint's call center, training of fingerprint collectors and fingerprint marketing materials to educate applicants about the fingerprinting process and  state website: **www.fieldprintoregon.com.** The website is currently being used by Oregon DHS and will also be used for the online scheduling needs of OR DAS PSO candidates and to provide information about the fingerprint process.

At this time, we would also establish reporting and metrics for our services to give OR DAS PSO a way to measure and monitor program efficiency, service delivery, IT functionality and other critical metrics.

Initially, we would propose metrics including availability of fingerprinting locations, customer service response time, accuracy and quality of fingerprints and rejection rates. We configure specific metrics for your program so you can consistently evaluate our performance against those metrics.

Metrics such as turnaround time, website uptime and customer service response time are all measured and monitored through regular and random process audits required by our ISO 9001:2008 Quality Management System. These audits are conducted to evaluate conformance to the ISO-certified quality benchmarks we have outlined and to ensure compliance with client Service Level Agreements.

Fieldprint will work with each OR DAS PSO to ensure a smooth transition from the current process.  It will include identifying all agencies/local governments impacted by the transition, establishing a timeline to phase out the current process and setting/maintaining expectations through a communication plan.

**Operations Implementation (12 days)**

Fieldprint's operation team will work closely with our development team to put a plan together that will strategically identify new locations to add an additional 11 sites. We will deploy our site development team to establish new Fieldprint Station locations within defined geographic targets around the state of Oregon. Our team works directly with owners/operators of business services sites to select the best locations to provide the highest level of service to Oregon applicants.

Our high level of service includes establishing numerous call center metrics to ensure that top quality customer service is provided to Oregon applicants. We monitor and analyze calls received from applicants, as well as notes in our workflow system regarding conversations with applicants. This information is summarized and suggestions are made for continual improvements to the client program, as well as identifying opportunities to further customize the program.

Our call center team leaders compile ongoing periodic reports on the types of issues handled, call times and other performance metrics, such as wait times and call abandonment rates. This data is analyzed to ensure service levels are adhered to and to help identify opportunities for continual improvement toward achieving excellence. These reports also assist team leaders in their training efforts, as it can identify areas in which further training or retraining of customer service personnel is needed.

We monitor call center volume and wait times on a real-time basis, as well as resource utilization, to ensure that the proper resources are available to provide the highest quality service to our clients and their applicants; for example, we staff our call center to handle peak periods throughout the day.

## Part 3: Execution/Development (20 days)

### Install Collection Sites (15 days)

If awarded the OR DAS PSO contract, the development team will implement the plan for new collection sites. Our trained technicians will visit each site, install the equipment and train the site's staff in proper fingerprint collection techniques.

### Website Configuration (5 days)

This step involves the use of the existing **www.fieldprintoregon.com** enrollment and scheduling site. This is one of many existing state-specific enrollment and scheduling sites in place including Florida, Ohio, Wisconsin and Hawaii. Additionally, all OR DAS PSO-specific rules are coded into the site such as demographics collected and payment methods for fees.

### Store and Forward Configuration (3 days)

Fieldprint's Store and Forward system is currently supporting Oregon DHS applicants and requires no modifications to our Store and Forward system to support OR DAS PSO requirements.

In addition, Fieldprint has already established the transmission and security mechanisms to secure the file while sending to OSP through the OR DHS program. Our network team will continue to work closely with OSP to maintain the secure connectivity of our systems.

### Reporting (5 days)

During this step, Fieldprint would develop any necessary OR DAS PSO-specific management and audit reports. Fieldprint can provide OR DAS PSO with standardized and ad-hoc reports on its program. One of the main tools Fieldprint utilizes in providing regular and ad hoc reports is our secure myfieldprint.com extranet site. myfieldprint.com provides a suite of robust tracking tools at the program level, enabling Oregon agencies to monitor key program parameters and adherence to the Service Level Agreement (SLA). Through its program-level login to the myfieldprint.com site, Oregon agencies would be able to track and create reports on applicants and volunteers demographic data, applicant type, transaction number, dates/times of submission/processing, submission rates and any other information requested by Oregon agencies.

**Billing (5 days)**

If applicable, applicant fees paid for by the agencies will be invoiced to the appropriate agency on a monthly basis. Fieldprint will also build a utility that will reconcile monthly state, federal and processing fees billed by OSP.

**Full End-to-End Testing (5 days)**

Full end-to-end testing of Fieldprint's systems submitting to OSP is performed. Fingerprint appointments are scheduled, a number of sample fingerprints are captured to support a variety of scenarios. These fingerprints are formatted and channeled to OSP for review. The returned OSP responses for each test candidate will be reviewed. Fieldprint resolves any issues that are encountered during the testing and submission of test fingerprint files. Testing continues until OR DAS PSO is satisfied with the results. Upon successful completion of system testing, a production release date is determined.

**Operations - Implement Transition Plan (5 days)**

Work with OR DAS PSO to communicate the transition plan to ensure the fingerprinting service is not interrupted.

**Production Release (5 days)**

On the agreed-upon date, Fieldprint coordinates with OR DAS PSO to release all system code to the production environment. A series of production test scenarios are processed to ensure that all code is functioning as it did in the test environment. Should issues arise, issue resolution takes place, along with subsequent testing. Once all issues are resolved, a date is set for production use of the system.

**Part 4: Monitoring and Controlling (23 days)**

The project manager is responsible for managing and controlling project cost, schedule and scope from beginning to end.  The project manager reports on performance according to the defined and approved communications strategy that was created during project planning. In addition, the project manager is responsible for updating project documents and obtaining necessary approvals for changes that impact the project baselines.

**Part 5: Project Closing (2 days)**

Several steps are involved in closing out the OR DAS PSO project, including:

**Hand-Off to Operations/Call Center (1 day)**

On the day established as the "go-live" day for the OR DAS PSO program, Fieldprint's technical team would inform the operations team (specifically, the call center team) that the program is up-and-running. By this point, all operations team members have been trained on the OR DAS PSO program and are ready to accept calls from and to assist Oregon applicants.

**Sign-Off Deliverables with Oregon (1 day)**

When the program goes live, Fieldprint holds a call with key OR DAS PSO stakeholders to review the implementation and ensure that all deliverables included in the project plan were received and are functioning to OR DAS PSO's satisfaction.

**Lessons Learned (1 day)**

Internally, once the program launches, Fieldprint's teams meet to discuss both successful elements of the implementation, as well as areas for improvement. This information is used to improve our process and to refine its use for the future.

For more specific details around the management plan or technical proposal, see Section 3 for details.