

REQUEST FOR QUOTE DELIVERABLES MATRIX

The Deliverables Matrix provides a comprehensive list of all deliverables required for the Division of Housing and Community Renewal (DHCR) Rent Regulation System Modernization (RRSM) project. The selected Contractor must provide every deliverable as described in the table below.

RFQ INFORMATION
Title: Rent Regulation System Modernization
RFQ Number: 221110

Submission Requirements

As part of their Technical Response, Respondents must submit the deliverables marked with a 'Yes' in the Technical Response column below. All Technical Response requirements can be found in Section E, Submission Requirements, of the RFQ document.

Agile Methodology

All deliverables, whether submitted with the Technical Response or under contract, must fit into an Agile methodology. A deliverable's initial version should include the baseline details needed to create a complete, albeit preliminary, document. These initial details should include, at a minimum, resources, roles, responsibilities, and general definitions and processes. As the project progresses, subsequent versions of the deliverable should include concrete updates and details, such as schedules and specific processes.

Review Process

Once a contract has been finalized, the document approval process will consist of the following steps.

1. DHCR will review each deliverable submitted by the Contractor, accept or reject those deliverables, and provide written comments and/or notices of deficiencies, if any, to the Contractor within 10 business days of receipt of the deliverables.
2. The Contractor will correct any deficiencies cited by DHCR and resubmit the deliverable for approval within five business days of receipt of DHCR's notice of deficiencies, unless an extension is requested, in writing, by the Contractor and approved, in writing, by DHCR. The Contractor will respond to all DHCR comments and incorporate such responses into its resubmission of the deliverable.
3. If DHCR gives the Contractor a notice of a continuing deficiency, DHCR will provide the Contractor with a detailed description of the remaining deficiencies. The term "continuing deficiency" will be limited to:
 - Inadequate resolution, in the reasonable judgment of DHCR, of the items raised during a previous review by DHCR;
 - Issues that were tied to or created by the method of resolving previous DHCR comments;
 - Items that could not be thoroughly reviewed by DHCR because of an inadequate, incorrect, or incomplete deliverable previously submitted, which was identified as inadequate, incorrect, or incomplete by DHCR's previous written comments; and/or
 - Omissions of parts of a deliverable.
4. If the Contractor fails to meet all criteria within the timeframes and manner described above, DHCR reserves the right to withhold payment until DHCR is satisfied that all the deliverables have been completed.

In the event DHCR fails to review and accept or reject a deliverable within 10 business days of receipt, the Contractor must notify DHCR of the late response. In no event will the Contractor be entitled to any price increase due to the need to correct deficient deliverables.

The deliverables review process described above will not preclude verbal comments by DHCR to the Contractor or its representatives, and those verbal comments may be provided in addition to the formal review process. However, there will be no verbal acceptance; the Contractor must make a written request for final and formal acceptance of contract deliverables.

DHCR will include ITS in all deliverable reviews as needed.

RRSM DELIVERABLES

ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
D-01	Project Kickoff	A meeting with DHCR staff and leadership to formally begin the RRSM project.	Meeting	Within two weeks of completing initiation tasks.	No	Project Management Grouping: 5%
D-02	Deliverable Expectations Document (DED)	Serves as a tracker for every deliverable in the Deliverables Matrix. The DED must include, at a minimum, the following for each deliverable: <ul style="list-style-type: none"> • Deliverable number, name, type, and format • Brief description and table of contents (based on the descriptions/lists provided in this document) • Owner(s), reviewers, and approver • Status indication • Key dates <ul style="list-style-type: none"> ○ Submission date ○ Review/feedback due date ○ Updates due date ○ Approval date • Key decisions • Link to deliverable (in repository) 	Artifact	Within the first month. Updated bi-weekly.	No	
D-03	Project Management Plan	Includes key components of project management to ensure successful project deliverables. The plan must incorporate all deliverables listed in the NYS PM Guidebook, including, at a minimum: <ul style="list-style-type: none"> • Communication Plan • Project Staffing Plan • Stakeholder Plan • Scope Management Plan • Budget Management Plan • Risk and Issue Management Plan • RAIDC Log • Quality Management Plan • Change Control Plan • Acceptance Management • Organizational Change Management Plan 	Plan	Within the first month. Updated with each approved project change request.	No	
D-04	Project Schedule	The Project Schedule must consider an Agile methodology and be agreed to by DHCR. It must include, at a minimum: <ul style="list-style-type: none"> • Milestones and associated tasks • Start and completion dates for each task • Task dependencies • Duration • Resources • Percent complete • Notes • An initial schedule and startup plan that includes: <ul style="list-style-type: none"> ○ Initial Contractor resources assigned ○ DHCR and ITS resources needed and when they are needed 	Artifact	Within the first month. Updated weekly and with each approved project change request.	Yes	

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ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<ul style="list-style-type: none"> ○ All activities to be undertaken during the initial planning phase of the project ○ Dependencies ○ Start and completion dates for each task ● Development of a baselined schedule for requirements analysis and backlog development (initial, then per iteration) <p>The schedule must be in a tool that is agreed to by DHCR and accessible to all appropriate stakeholders.</p>				
D-05	Executive Status Report	<p>Must be provided to the DHCR Project Manager and executives. Project status and reporting must be at a level of detail agreed to by DHCR and that appropriately estimates agreed-upon metrics. Metrics include, at a minimum:</p> <ul style="list-style-type: none"> ● Tasks complete ● Status of current tasks ● List of meetings conducted ● Remaining work ● Velocity reports ● Burndown charts ● Sprint progress reports ● High-level project management items such as risks, issues, resourcing, and budget 	Report	Every two weeks.	No	
D-06	Team Project Status Report	<p>Project status and reporting must be at a level of detail agreed to by DHCR and that appropriately estimates agreed-upon metrics. Metrics include, at a minimum:</p> <ul style="list-style-type: none"> ● Tasks complete ● Status of current tasks ● Remaining work ● Velocity reports ● Burndown charts ● Sprint progress reports ● High-level project management items such as risks, issues, resourcing, budget, and decisions 	Report	Weekly.	No	
D-07	Agile Methodology Plan	<p>Must include, at a minimum:</p> <ul style="list-style-type: none"> ● Length of sprints ● Detailed sprint process (including daily Scrum) ● Roles and responsibilities within the Agile methodology ● Time commitments ● Tools utilized for tracking work 	Plan	Within the first two months. Updated monthly throughout implementation.	Yes	

RRSM DELIVERABLES

ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
D-08	Requirements Analysis and Management Plan	<p>Describes how the Contractor will utilize industry-standard business analysis techniques as part of requirements analysis. The plan must follow the NYS PM Guidebook for SDLC or Agile-equivalent deliverables and include, at a minimum:</p> <ul style="list-style-type: none"> • Process for information gathering and verifying RFQ requirements, such as staff interviews, job shadowing, and structured walkthroughs • How requirements, requirement attributes, and any work increments will be stored, maintained, and traced throughout the lifecycle of the project and the term of the contract. This includes the process for verifying RFQ requirements. • Processes for producing requirements documentation during the project and throughout the term of the contract. Requirements documentation must be comprehensive and may include: <ul style="list-style-type: none"> ○ Functional specifications, use cases, or user stories ○ System context and flow diagrams ○ Wireframes, prototypes, or mockups ○ Information architecture and mapping ○ Configuration and customization specifications for screens ○ Business processes, rules, and workflows ○ Functional system interfaces 	<p>Plan</p> <p><i>Informs D-09 and D-10</i></p>	<p>Within the first two months. Updated annually throughout implementation.</p>	No	<p>Requirements Grouping: 5%</p>
D-09	Business Requirements Documents (BRD)	<p>A suite of documents that presents all the business requirements the new system must meet. Must include process models, logical data models, business rules, interface matrices, and functional requirements and specify the functional, non-functional, interface, and data requirements in sufficient detail to provide criteria for design verification.</p> <p>DHCR has already developed select BRDs to varying degrees of completion; the Contractor must incorporate and/or update these BRDs to fulfill this deliverable.</p>	<p>Artifacts</p> <p><i>Output of D-08</i></p>	<p>Each BRD must be completed prior to its associated sprint session. Updated monthly throughout implementation.</p>	No	
D-10	Requirements Traceability Matrix (RTM)	<p>Provides bi-directional traceability between associated requirements as well as other development artifacts such as test descriptions and results. Feeds development, configuration, testing, training, and OCM.</p>	<p>Artifact</p> <p><i>Output of D-08</i></p>	<p>Within the first two months. Updates aligned to each sprint thereafter.</p>	No	
D-11	Product Backlog	<p>The Contractor must create a product backlog based on the Requirements Matrix included in the RFQ. The Contractor must</p>	<p>Artifact</p>	<p>Within the first two months. Updated after</p>	No	

RRSM DELIVERABLES

ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<p>define how DHCR's requirements will be implemented, as mutually agreed to by DHCR, and provide sufficient detail to utilize in the sprint process. This includes design and development, test planning, and test script preparation. The Contractor must prioritize product backlog items in coordination with DHCR and ITS staff.</p> <p>DHCR will develop an initial high-level backlog; the Contractor must revise the backlog once the contract starts and as work on the project progresses to fulfill this deliverable.</p>		each sprint throughout implementation.		
D-12	Sprint Product Report	<p>This deliverable is composed of both reports and product increments.</p> <p>Product increments are dependent on the backlog and include system update(s) that result from each sprint; they must implement all functionality.</p> <p>Reports must provide the following information for each sprint:</p> <ul style="list-style-type: none"> Planned backlog items Completed and released backlog items Issues encountered and how each was resolved Newly created backlog items 	Report	At the end of each sprint.	No	Product Increments Grouping: 75%
D-13	System Design and Development Plan	Defines and describes design activities and deliverables. The plan must incorporate appropriately spaced rounds of usability testing and ensure design activities sit within the framework, capabilities, and constraints of the solution's technology.	Plan <i>Informs D-14 and D-15</i>	Within the first two months. Updated annually throughout implementation.	No	Technical Documentation Grouping: 10%
D-14	Capability Model Diagram	Describes and visualizes how the solution aligns to the requirements laid out in the RFQ and in the Requirements Matrix; should at a minimum include functional and platform capabilities.	Artifact <i>Output of D-13</i>	Within the first month. Updated as needed or at DHCR request.	Yes	
D-15	System Design and Technical Specification Documentation	<p>This suite of documents must include but is not limited to the following items:</p> <ul style="list-style-type: none"> Specifications on implementing each work product Configurations and customizations details Environments descriptions How configuration and customization could affect other areas of the solution External connectivity requirements and how data is exchanged with outside entities System capacity specifications 	Artifacts <i>Output of D-13</i>	Developed for any design and development efforts.	No	

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ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<ul style="list-style-type: none"> • Third-party software details • Data dictionary and data element specifications • Business objects and components • Data objects • Data entities list • Application style guide • Organization structure • User role structure • Report specifications • Print output layouts and designs • User security, groups, roles, etc. • Future state process flows (business process models, use cases, context diagrams, etc.) • Interface design documents • Architecture design documents • Any work products necessary to depict, describe, and implement the completed design of the solution, such as user guides and mockups <p>These deliverables must be reviewed and approved by ITS.</p>				
D-16	Test Plan, Strategy, and Approach	<p>Describes the testing of all releases, including planning for and facilitating UAT testing pre- and post-release, and outlines cumulative testing strategies to enable validation of all levels of the application from individual modules through a completely integrated system.</p> <p>The plan must, at a minimum:</p> <ul style="list-style-type: none"> • Identify what items will be tested (including environment definitions), how items will be tested, and expected test results • Describe methodologies for identifying defects or deficiencies and solutions for corrective action • Establish quality assurance procedures and processes, risk identification, assessment, impact analysis, and mitigation strategies • Describe all testing activities, including: <ul style="list-style-type: none"> ○ Unit Testing ○ Incremental Testing ○ Interface Testing ○ Security Testing ○ Performance, Stress and Load Testing ○ Disaster Recovery Testing ○ Failover Testing ○ Accessibility Testing ○ User Acceptance Testing (UAT) 	Plan <i>Informs D-17</i>	Within the first two months. Updated annually throughout implementation or at DHCR request.	No	

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ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<ul style="list-style-type: none"> ○ Regression Testing ○ Calculation Testing ○ End-to-End Testing ○ Pilot Testing ○ Smoke Testing 				
D-17	Testing Documentation	<p>This document suite includes all test plans, documentation, processes, procedures, standards, and test results. At a minimum, the following must be included:</p> <ul style="list-style-type: none"> ● Test overview, including stakeholders ● Test process flowchart ● Test environment ● Test tools ● Dependencies ● Expected results ● Issues and mitigation plans ● Actual results ● Approvals <p>This documentation must be available to both DHCR and ITS staff.</p>	Artifacts <i>Output of D-16</i>	Developed for any testing efforts.	No	
D-18	Defect Remediation Plan	Describes how all critical defects will be identified, documented, tracked, reported on, and resolved during testing.	Plan	Within the first two months. Updated annually or at DHCR request.	No	
D-19	Release Management Plan	Includes roadmaps for planned releases and upgrades and describes plan for ensuring that application code and configuration migrations to pre-production and production environments originate from the version control solution and allow for controlled testing and roll-back. Describes plans for maintaining project code base and supplying it to the build and release management system for converting to working, releasable software.	Plan	Within the first two months. Updated annually throughout implementation or at DHCR request.	No	
D-20	Data Migration Plan	<p>Must include, at a minimum:</p> <ul style="list-style-type: none"> ● Definitions and descriptions of data elements that must be migrated ● Dictionary listing each data element name, description, data type, field length, if the element is required or optional, and primary or foreign key designation ● Data transformation and mapping specifications ● Delta Data Migration Plan ● Required technical resources (for connectivity to DW or legacy systems) and staff/resource responsibilities ● Initial plan and updated plan for each iteration 	Plan	Within the first six months. Updated for each release.	Yes	

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ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<ul style="list-style-type: none"> Procedures for verifying that records have been migrated <p>This deliverable must be reviewed and approved by ITS.</p>				
D-21	Cutover and Transition Plan	<p>Must include, at a minimum:</p> <ul style="list-style-type: none"> Strategy and schedule for the transition from the legacy systems to the new solution Contractor, DHCR, and ITS roles and responsibilities during each cutover and go-live transition period, including enhanced support Criteria for confirming that each data migration iteration is complete Resources and procedures for approving legacy data Stabilization procedures for addressing incidents and defects after go-live A list of go-live activities and established acceptance criteria for successful go-live completion; to be used in go/no go meeting to approve readiness Rollback Plan Cutover and transition dress rehearsals with documented results Contractor support system Confirmation of active user accounts Solution connectivity verification (SSO, communications plan, etc.) <p>If any transitioned functionality does not perform as required, the Contractor must provide an updated Cutover and Transition Plan.</p> <p>This deliverable must be reviewed and approved by ITS.</p>	Plan	Within the first two months. Updated for each release.	Yes	
D-22	Data Management Plan	<p>Describes a strategy and framework for data management and data governance, including, at a minimum:</p> <ul style="list-style-type: none"> Principles, policies, and processes that will ensure quality and timely data Metadata management, definitions, and maintenance of taxonomies Access, usage, and security <p>The plan must also describe the creation of a Data Governance Board, composed of Vendor, DHCR, and ITS resources, to continue proper oversight.</p>	Plan	Within the first month. Updated annually or at DHCR request.	No	
D-23	Enterprise-Level Data Model	<p>Must include, at a minimum, a conceptual model, logical model, physical model, and glossary.</p>	Artifact	Within the first three months. Updated annually.	No	

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ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		This deliverable must be reviewed and approved by ITS.				
D-24	System User Manual	<p>Single electronic document that provides detailed procedures for maintaining and supporting the system post-implementation. The manual must include, at a minimum, all essential information needed to support daily operations, special operations, troubleshooting, and all other tasks required to keep the system running within the expected performance limits and to prevent unplanned outages. This includes specific procedures for:</p> <ul style="list-style-type: none"> • Management of user accounts, roles, and security • Checklist for error and exception diagnosis and handling • Changing system constants and parameters (e.g., rates and deadlines) • Reviewing system and database logs for general activities and problems • Creating and modifying system workflows • Creating and modifying business rules and field validations • Creating and modifying graphical representations of query/report results (e.g., dashboards and scorecards) • Creating and modifying document types and templates • Monitoring and managing interfaces and data imports and exports 	Artifact	Initial version created by the end of the first sprint. Updated with every release throughout implementation and annually thereafter.	No	
D-25	Knowledge Transfer Plan	Outlines areas and tasks that require knowledge transfer and indicates the method as well as the criteria for considering the transfer to be complete and successful.	Plan	Within the first two months. Updated with each release throughout implementation and annually thereafter.	No	Operational Support and Training Grouping: 5%
D-26	Training Plan	<p>Describes training that will be developed for internal and external users, including, at a minimum, the following:</p> <ul style="list-style-type: none"> • UAT training • Initial user readiness for system rollout and system iterations following go-live • Administrative user training for updating user accounts and creating system dashboards, reports, and other items • External user training webinars 	Plan	Within the first two months. Updated with each release throughout implementation and annually thereafter.	No	

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ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<p>The plan must address on-site hands-on training for internal users as well as a variety of instructional methodologies:</p> <ul style="list-style-type: none"> • Synchronous • Asynchronous • On-site • Virtual • Blended • Online 				
D-27	Ongoing Operations and Support Plan	<p>Describes any processes necessary to support activities integral to the system's ongoing operations. This includes:</p> <ul style="list-style-type: none"> • Monitoring and reconciling all system interfaces, including the identification and resolution of transmission failures • Monitoring daily production • Monitoring system-generated charges and resolving charge posting failures • Managing all third-party licenses and maintenance agreements • Monitoring all scheduled and unscheduled system activities, processes, and functions • Monitoring system performance • Job monitoring • Database administration • ITS operational support plans • Processes for trouble reporting, service requests, and enhancements • Steps for establishing help desk contact 	Plan	Created by the end of the first sprint. Updated with each release throughout implementation and annually thereafter.	No	
D-28	Technical Operations and Support Desk Status Report	<p>Provides an overview of technical operations and support desk activities, including:</p> <ul style="list-style-type: none"> • Detailed information regarding change requests • Report on upcoming maintenance, releases, and enhancements • If applicable, updates as a result of state and federal regulation changes • Status of open tickets • Report of closed tickets • Status of change requests • Recently resolved tickets and identification of the root cause of the incident or defect • Recurring incidents and a plan for resolution • Results and actions taken to rectify any incidents 	Report	Every two weeks once implementation begins or at DHCR request.	No	
D-29	Site and System Security Plan	Addresses how security will be implemented within the system and its applications, including what steps the Contractor will take to secure and protect the system, information, users, and services and avoid or	Plan	Within the first month. Updated annually.	Yes	

RRSM DELIVERABLES

ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<p>mitigate risk to the confidentiality, integrity, and availability of information. The plan must include, at a minimum:</p> <ul style="list-style-type: none"> • Security roles and responsibilities • System criticality level • Information classification • System security profile objectives • System profile • System decomposition • Vulnerability and threat assessments • Security controls documentation <p>This deliverable must be reviewed and approved by the ITS CISO.</p>				
D-30	Annual Security Assessment	<p>The assessment must be conducted by a third-party Vendor approved by DHCR. The report must address both the security of the system and consultant services.</p> <p>This deliverable must be reviewed and approved by the ITS CISO.</p>	Report	Within the first six months. Updated annually.	No	
D-31	Security Incident and/or Breach Response Plan	<p>Describes policies and procedures enacted after the discovery of a security incident and/or security breach. Must include, at a minimum, the following:</p> <ul style="list-style-type: none"> • Procedures for monitoring and responding to alerts from security monitoring systems • Standardized process flow for handling incidents and/or breaches • Stakeholders, roles, responsibilities, and communication and contact strategies, including notification of relevant regulatory bodies, if applicable • Incident and/or breach triggering sources, types, and severity levels • Business recovery and continuity procedures • Data backup processes • Analysis of legal requirements for reporting data security incidents and/or breaches • Coverage and responses of all critical system components • Any additional procedures required by relevant regulatory bodies • Requirements for annual testing, lessons-learned activities, and collection of metrics for use in gauging response effectiveness <p>All security incident processes must comply with the requirements of New York's Cyber Incident Response Standard as well as</p>	Plan	Within the first month. Updated annually.	No	

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ID	Name	Description	Type	Post-Award Cadence	Technical Response	Grouping Weight
		<p>relevant incident response requirements of applicable state and federal policies and regulations.</p> <p>All security breach processes must comply with the requirements of applicable breach policies and laws, including the Cyber Security Citizen's Notification Policy contained within the DHCR Information Security Policy, the NYS Information Security Breach and Notification Act (NYS residents and non-NYS residents), the Notification Standard for Certain Types of Regulated Data (NYS-S17-003), and all applicable DHCR, state, and federal policies and regulations as well as those outlined in this RFQ.</p> <p>This deliverable must be reviewed and approved by the ITS CISO.</p>				
D-32	Disaster Recovery Plan	Must include Contractor, DHCR, and ITS roles and responsibilities and address data recovery services and restoration, critical systems, operational redundancy, and how service interruptions will be minimized.	Plan	Within the first month. Reviewed every six months. Updated annually or at DHCR request.	Yes	
D-33	Support Status Meeting	Must be held with DHCR and ITS staff at regular intervals during a critical outage.	Meeting	As needed or at DHCR request.	No	
D-34	Root Cause Analysis Report	Contains detailed analysis on repeated and/or recurring critical incidents and/or defects.	Report	As needed or at DHCR request.	No	