



**CONSULTING AND TECHNICAL SERVICES (CATS) II  
TASK ORDER REQUEST FOR PROPOSALS (TORFP)**

**CENTRAL COLLECTIONS UNIT (CCU)  
MODERNIZATION  
PROJECT STAFFING SERVICES**

**CATS II TORFP #  
F50B0400050**

**DEPARTMENT OF INFORMATION TECHNOLOGY (DOIT)**

**ISSUE DATE: DECEMBER 8, 2010**

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## KEY INFORMATION SUMMARY SHEET

This Consulting and Technical Services II (CATS II) Task Order Request for Proposals (TORFP) is issued to obtain the services necessary to satisfy the requirements defined in Section 2 - Scope of Work. All CATS II Master Contractors approved to perform work in the functional area under which this TORFP is released are invited to submit a Task Order (TO) Proposal to this TORFP. Master Contractors choosing not to submit a proposal must submit a Master Contractor Feedback form. The form is accessible via your CATS II Master Contractor login screen and clicking on TORFP Feedback Response Form from the menu. In addition to the requirements of this TORFP, the Master Contractors are subject to all terms and conditions contained in the CATS II RFP issued by the Maryland Department of Information Technology and subsequent Master Contract Project Number 060B9800035, including any amendments.

<b>TORFP Title:</b>	CCU Modernization Project Staffing Services
<b>Functional Area:</b>	10 – IT Management Consulting Services
<b>TORFP Issue Date:</b>	12/08/2010
<b>Closing Date and Time:</b>	01/11/2011 at 2:00 PM
<b>TORFP Issuing Agency:</b>	DoIT, Central Collections Unit Project Office
<b>Send Questions and Proposals to:</b>	Robert Krauss proposals@doit.state.md.us
<b>TO Procurement Officer:</b>	Robert Krauss, PMP Office Phone Number: 410-260-6135 Email: proposals@doit.state.md.us
<b>TO Manager:</b>	Jackie Abercrombie Office Phone Number: 410-767-8616 Email: jackie.abercrombie@doit.state.md.us
<b>TO Project Number:</b>	F50B0400050
<b>TO Type:</b>	Time and Materials
<b>Period of Performance (POP):</b>	24 months, plus two option periods
<b>MBE Goal:</b>	0 percent
<b>Small Business Reserve (SBR):</b>	No
<b>Primary Place of Performance:</b>	DoIT, 301West Preston Street, Baltimore, MD 21201
<b>TO Pre-proposal Conference:</b>	DoIT, 45 Calvert Street, Annapolis, MD 21401 12/22/2010 at 10:00AM See Attachment 4 for directions.

## **SECTION 1 - ADMINISTRATIVE INFORMATION**

### **1.1 RESPONSIBILITY FOR TORFP AND TO AGREEMENT**

The TO Procurement Officer has the primary responsibility for the management of the TORFP process, for the resolution of TO Agreement (TOA) scope issues, and for authorizing any changes to the TOA.

The TO Manager has the primary responsibility for the management of the work performed under the TOA; administration functions, including issuing written directions; ensuring compliance with the terms and conditions of the CATS II Master Contract; and, in conjunction with the selected Offeror, achieving completion of the Scope of Work on-budget and on-time.

### **1.2 TO AGREEMENT**

Based upon an evaluation of TO Proposal responses, an Offeror will be selected to conduct the work defined in Section 2 - Scope of Work. A specific TOA will be entered into between the State and the selected Offeror, which will bind the selected Offeror (TO Contractor) to the contents of its TO Proposal, including the price proposal.

### **1.3 TO PROPOSAL SUBMISSIONS**

The TO Procurement Officer will not accept submissions after the date and exact time stated in the Key Information Summary Sheet above. The date and time of submission is determined by the date and time of arrival in the TO Procurement Officer's e-mail box.

The TO Proposal should be submitted via two separate emails. The first email should have in the subject line "CCU Modernization Project Staffing Services – Technical Proposal" and include the technical proposal as an attachment in MS Word format.\*

The second email should have in the subject line "CCU Modernization Project Staffing Services – Attachments" and include separate .PDF files of the following TORFP attachments with required signatures clearly visible:

- TORFP Attachment 1 – Price Proposal
- TORFP Attachment 3 - Conflict of Interest and Disclosure Affidavit
- TORFP Attachment 8 – Living Wage Affidavit of Agreement

\*Note – DoIT has a 10 megabyte size limit on any one email, please ensure each transmittal is under that limit.

### **1.4 ORAL PRESENTATIONS / INTERVIEWS**

All Offerors and proposed staff will be required to make an oral presentation to State representatives. Significant representations made by an Offeror during the oral presentation shall be submitted in writing. All such representations will become part of the Offeror's proposal and are binding, if the TOA is awarded. The Procurement Officer will notify Offerors of the time and place of oral presentations.

### **1.5 CONFLICT OF INTEREST**

The Offeror awarded the TO Agreement shall provide IT technical and/or consulting services for State agencies or component programs with those agencies, and must do so impartially and without any conflicts of interest. Each Offeror shall complete and include a Conflict of Interest Affidavit in the form included as TORFP Attachment 3 this TORFP with its TO Proposal. If the TO Procurement Officer makes a determination that facts or circumstances exist that give rise to or could in the future give rise to a conflict of interest within the meaning of COMAR 21.05.08.08A, the TO Procurement Officer may reject an Offeror's TO Proposal under COMAR 21.06.02.03B.

Offerors should be aware that the State Ethics Law, State Government Article, §15-508, might limit the selected Offeror's ability to participate in future related procurements, depending upon specific circumstances.

## **1.6 NON-DISCLOSURE AGREEMENT**

State documents and other information may need to be reviewed by the Offeror awarded the TOA (TO Contractor) in order to fulfill the requirements of the TOA. The TO Contractor, employees and agents who review such documents will be required to sign, including but not limited to, a “Non-Disclosure Agreement (TO Contractor)” in the form of TORFP Attachment 7.

## **1.7 LIMITATION OF LIABILITY CEILING**

Pursuant to Section 28 (C) of the CATS II Master Contract, the limitation of liability per claim under this TORFP shall not exceed the total TOA amount.

## SECTION 2 - SCOPE OF WORK

### 2.1 PURPOSE

DoIT is seeking proposals from Offerors experienced in information technology (IT) consulting to provide experienced IT professionals to staff the CCU modernization project. The goal is to establish a human resource outsourcing partnership allowing the State rapid provision and flexible levels of appropriately skilled and experienced staff. Resources may be provided via the Offeror's internal resources, through subcontractors, or both. The requested labor categories for this TORFP are listed in Section 2.5 and in Attachment 1, the Price Proposal form. Full labor category descriptions can be found in the CATS II RFP document online at:

[http://doit.maryland.gov/contracts/Documents/CATSII\\_RFPdocs/CATS\\_II\\_RFP.pdf](http://doit.maryland.gov/contracts/Documents/CATSII_RFPdocs/CATS_II_RFP.pdf)

DoIT will engage personnel via this TOA full or part time and as needed at different points in the project life cycle.

### 2.2 REQUESTING AGENCY INFORMATION

DoIT is managing this procurement on behalf of the Maryland Department of Budget and Management (DBM) which operates the CCU program. The DBM CCU program office employs the executive sponsor and project sponsors and the majority of State collections subject matter expertise and system end users. DBM's CCU mission is to collect all delinquent accounts of the State of Maryland. Since its inception in 1973, the CCU has grown to a 115 person organization that supports a total of 400 Clients with a portfolio size of 1.5 million accounts and over \$1.4 billion in receivables.

DoIT serves as the IT support and operations organization for DBM and as such is a major stakeholder in the CCU Modernization Project. DoIT has the responsibility of planning for, provisioning and managing the necessary contractual resources for the project.

### 2.3 PROJECT BACKGROUND

The CCU's primary IT system was implemented 24 years ago. Several risks have been identified that are driving the replacement of that system. The goal of the CCU Systems Modernization project is to use IT to improve business operations and increase the percentage of debt accounts collected in part or in full.

Once fully implemented, the new solution will provide the following functionality:

- Replacement of the core collection system with a state-of-the-art Commercial-off-the-Shelf (COTS) product designed specifically for the government centralized collections market
- Development of a web application with workflow and approval cycles for clients to interact with the CCU to submit new client requests, debt referrals, and debt payment adjustments
- Implementation of a web portal / dashboard for debtors to review account status, clients to review reports, and CCU supervisors / management to review collection metrics
- Development of an interface between the existing telephony, Interactive Voice Response (IVR), Integrated Predictive Dialer (IPD), Automated Call Distribution (ACD), electronic payment processing, and collection systems
- Implementation of a digital imaging archiving system to capture the image of any document associated with an account including debtor correspondence and client files
- Automation of the payment plan contracts with the ability to capture digital signatures
- Enhancement of the accounting module to provide easier reconciliation, balancing, closing, and reporting
- Automation of skip tracing with interaction to nationally recognized investigation services

- Integration of the legal module to produce legal and court documents for judgment filings
- Improvement of the interface architecture
- Consolidation and integration of several desktop databases and spreadsheets used to augment the legacy application
- Implementation of kiosks for accepting payments
- Modification of the CCU-Satellite facilities to accommodate system changes
- Delivery of a fully integrated solution with single sign-on capabilities, hierarchical user level security, and extensive audit and history logging capability

## 2.4 TORFP ROLES AND DEFINITIONS

- A) TO Procurement Officer - DoIT staff person listed in the Key Information Summary Sheet (Page 3) responsible for managing the TORFP process resulting in a TO Agreement for CCU Modernization Project Staffing Services;
- B) TO Manager – DoIT staff person listed in the Key Information Summary Sheet responsible for administration of the resulting TO Agreement from execution through TO close out.
- C) Offerors – CATS II Master Contractors who submit proposals in response to this TORFP.
- D) TO Contractor – The CATS II Master Contractor awarded a TO Agreement as a result of this TORFP. The TO Contractor shall provide the labor categories described in Section 2.5 and Attachment 1. The TO Contractor shall also provide the written deliverables described in Section 2.6.2.
- E) TO Staff - The human resources provided by the TO Contractor under this TORFP. TO Staff shall report to the CCU Project Manager.
- F) TO Contractor Liaison – The TO Contractor designated point of contact with whom the TO Manager will interface. The TO Contractor Liaison will be responsible for providing all deliverables required under the TO Agreement.
- G) Requested Labor Category – Labor category identified by the State as one likely to be needed temporarily or full-time, at the State’s discretion, during the execution of the CCU Modernization Project.
- H) Substitute Labor Category – Labor category provided by an Offeror as a substitution for a Requested Labor Category. One Substitute Labor Category shall be provided by the Offeror for each Requested Labor Category for which the Offeror does not have approved labor rates under the CATS II master contract.
- I) Additional Labor Category – Any Labor Category the Offeror feels would be necessary in addition to the Requested/Substitute Labor Categories during the execution of the CCU Modernization Project. Any Additional Labor Categories provided in the technical and price proposal by an Offeror will not be part of the evaluated price for this TO.

## 2.5 LABOR CATEGORIES, REQUIRED EXPERIENCE, AND DUTIES & RESPONSIBILITIES

Offerors either internally or through sub-contracting relationships identified in their proposals, shall be capable of providing qualified resources in all of the requested labor categories in the table below. In order to propose a rate for a labor category at the Task Order level, the Offeror must have provided a maximum labor rate for that labor category at the CATS II Master Contract level. A substitute labor category may be provided only in the event the Offeror does not have an approved labor rate for a particular labor category. For each requested labor category requiring a substitute, the Offeror must provide a descriptive justification of how a substitute labor category will be a suitable replacement given the variance in experience and roles between the two. The justification shall be documented in the Offeror’s *Staffing Management Plan* (see TORFP Section 2.6.2.2) submitted as part of their proposal.

Prior to project assignment at the TO Manager’s request, the TO Contractor Liaison shall provide a resume(s) for the TO staff needed on the project for a duration to be determined by the TO Manager. TO Staff shall be

interviewed by the TO Manager to determine adequacy of candidate skills and experience. In addition to the Preferred Resource Selection Criteria listed in the table below, TO Staff shall have the education, training and experience commensurate with corresponding labor category descriptions in the CATS II Master Contract.

Note – The list of requested labor categories in this section is indicative of the staffing needs anticipated throughout the project lifecycle. However, in the TO Proposals, Offerors may also propose additional labor categories to further optimize CCU project staff and address the fact that labor categories cannot be added after task order award (See Section 3.2.1, Item #3 and Attachment 1). Offerors must have provided approved labor rates for any proposed additional labor categories under the CATS II Master Contract. Assignment of TO Staff to the CCU Project in any labor categories will be authorized via written change order and candidate interviews. The overall number of project staff may vary during the CCU project life cycle at the sole discretion of the State.

The table below represents the set of requested labor categories, which the awarded TO Contractor shall provide during the TO at the sole discretion and request of the TO Manager.

<b>Labor Category</b>	<b>Preferred Resource Selection Criteria</b>	<b>Duties &amp; Responsibilities</b>
1. Project Manager (CATS II Master Contract Labor Category #2)	<p>Must be a Certified Project Management Professional (PMP) by Project Management Institute (PMI). Minimum of ten years experience in program management / leadership roles implementing complex system integration and software solutions.</p> <p>Preferred Experience:</p> <p>Working knowledge of the State of Maryland debt collection laws, regulations, and practices.</p>	<ul style="list-style-type: none"> <li>• Provides project management duties as described in the State of Maryland SDLC and PMI PMBOK</li> <li>• Manages the project for all lifecycle phases</li> <li>• Responsible and accountable for project execution and closing of the CCU project</li> <li>• Provides contract management oversight</li> <li>• See Attachment 9 for full scope of responsibilities</li> </ul>
2. Senior Subject Matter Expert (3)	<p>Six years minimum experience in any of the following areas:</p> <ul style="list-style-type: none"> <li>• Debt Collection for government agencies</li> <li>• Computer Telephony Integration (CTI) / unified communications</li> <li>• Accounting and payment processing (e.g. financial auditing, accounting, reconciliation)</li> <li>• Legal measures and collection litigation</li> <li>• Large IT project schedule creation and maintenance of Microsoft Project schedules with more than 5,000 tasks and 50 resources.</li> <li>• Other project related areas</li> </ul>	<ul style="list-style-type: none"> <li>• Provides consulting expertise to the core project team</li> <li>• Advises the business on policy issues, best practices, and compliance</li> </ul>



3. Subject Matter Expert (4)	<p>Three years minimum experience in any of the following areas:</p> <ul style="list-style-type: none"> <li>• Debt Collection for government agencies</li> <li>• Computer Telephony Integration (CTI) / unified communications</li> <li>• Accounting and payment processing (e.g. financial auditing, accounting, reconciliation)</li> <li>• Legal measures and collection litigation</li> <li>• Large IT project schedule creation and maintenance of Microsoft Project schedules with more than 5,000 tasks and 50 resources.</li> <li>• Other project related areas</li> </ul>	<ul style="list-style-type: none"> <li>• Provides consulting expertise to the core project team</li> <li>• Advises the business on policy issues, best practices, and compliance</li> </ul>
4. Applications Development Expert (11)	<p>Three years minimum experience with standard ad-hoc report writers, SQL query language, business intelligence software, and SharePoint</p>	<ul style="list-style-type: none"> <li>• Creates ad-hoc and special reports</li> <li>• Creates SharePoint forms and workflows</li> </ul>
5. Senior Database Management Specialist (23)	<p>Three years minimum experience with standard relational databases and database administrative tools used to perform analysis, monitoring, and tuning. Must have experience with database clustering, data warehousing, data analytics, business intelligence and data mining.</p>	<ul style="list-style-type: none"> <li>• Provides DBA role including but not limited to database design, development, construction, installation, configuration and ongoing management during the project.</li> <li>• Responsible for knowledge transfer of all aspects of the database(s) supporting the CCU system. This would include through formal and informal training and all documentation of the database.</li> </ul>
6. Senior Quality Assurance Consultant (25)	<p>Three years minimum experience with quality improvement methodologies</p>	<ul style="list-style-type: none"> <li>• Provides quality assurance consulting expertise to the core project team</li> <li>• Identify and mitigate quality issues</li> </ul>
7. Testing Specialist (27)	<p>Three years minimum experience with system and user acceptance testing, setting up and maintaining a test management tool</p>	<ul style="list-style-type: none"> <li>• Provides consulting expertise to the core project team for system and user acceptance testing</li> <li>• Provides oversight of the CCU implementation contractor's testing process and results</li> <li>• Responsible for accurate testing results analysis</li> <li>• Tracks test results and proposes resolutions</li> </ul>

8. Training Specialist / Instructor (CATS II Labor Category #28)	Three years minimum experience with training a group of at least 20 people using computer based and classroom training; lesson plan creation and evaluation; both technical and non-technical staff.	<ul style="list-style-type: none"> <li>• Provides consulting expertise to the core project team to ensure that CCU training requirements are met</li> <li>• Evaluates CCU implementation contractor training and recommends training improvements</li> </ul>
9. Senior Systems Engineer (29)	<p>Three years minimum experience with requirements management and integrating complex COTS solutions, enterprise architecture/solutions, knowledgeable in CMMI and ITIL compliance and best practices, understanding of networking and CTI/UC solution, experience with enterprise systems management tools</p> <p>Preferred Experience:</p> <p>Prior experience using Requisite Pro, Prior experience designing debt collection systems.</p>	<ul style="list-style-type: none"> <li>• Provides consulting expertise to the core project team for requirements management using Requisite Pro, system design and integration of complex COTS solutions</li> <li>• Evaluates system designs and proposed solutions</li> <li>• Provides expert advise on systems integration issues</li> </ul>
10. Senior Help Desk Specialist (45)	<p>Three years minimum experience with providing help desk support.</p> <p>Preferred experience:</p> <p>Experience using Remedy software for help desk support.</p>	<ul style="list-style-type: none"> <li>• Provides consulting expertise to the core project team to ensure that CCU help desk requirements are met</li> <li>• Works with the CCU system implementation team to identify tier level support</li> <li>• Provides oversight of Help Desk Support</li> <li>• Provides analysis of Help Desk support efficiency</li> <li>• Recommends Help Desk Support best practices</li> </ul>
11. Systems Administrator (47)	Three years minimum experience with administering Windows and UNIX operating systems in a complex enterprise data center environment. Must be a Microsoft Certified Systems Engineer.	<ul style="list-style-type: none"> <li>• Represents DoIT to provide system administration (e.g. applying patches, configuring ports, managing clusters, install software) for the CCU</li> <li>• Serves as a supplement to the implementation contractor's system administrators</li> </ul>
12. INFOSEC Engineer (52)	<p>Certified Information Systems Security Professional (CISSP)</p> <p>Minimum of twelve (12) years of experience in system security</p> <p>Minimum of seven (7) years of highly specialized experience in one or more information, computer, or network security disciplines</p>	<ul style="list-style-type: none"> <li>• Derive and document the <b>security requirements</b> ensuring information protection, compliance with DoIT security standards, and resolution of recent CCU audit findings</li> <li>• Completes the system <b>Security Risk Assessment</b>, which tests the solution against the security requirements to identify vulnerabilities and potential threats.</li> </ul>

<p>13. Technical Writer / Editor (56)</p>	<p>Three years minimum experience in technical environments, developing technical documentation such as requirements specification, design documents, and production support documents</p>	<ul style="list-style-type: none"> <li>• Turn drafts into smooth, tight writing that eliminates verbosity and results in easier reading and better understanding.</li> <li>• Edit written material for clarity, flow, proper English and unobtrusive grammar.</li> <li>• Take hand drawn illustrations (e.g. workflow diagrams), re-draw them to MS Visio, and embed them into Microsoft Word documents.</li> <li>• Scan documents, add meta tags, and store in the Microsoft SharePoint project repository.</li> <li>• Interview team members, research topics and incorporate findings into documents.</li> </ul>
<p>14. Project Control Specialist (57)</p>	<p>Three years minimum experience with monitoring financials and performing administrative aspects of Contracts and deliverables.</p> <p>Two years minimum experience maintaining a Microsoft Project schedule with more than 5,000 tasks and 50 resources.</p>	<ul style="list-style-type: none"> <li>• Monitors financial and/or administrative aspects of assigned Contracts and deliverables.</li> <li>• Tracks and validates financial information, establishes and maintains master Contract files, prepares and monitors status of all deliverables and tracks the value of Contracts.</li> <li>• Uses automated systems to track deliverables, financial transactions, and management information.</li> <li>• Perform weekly schedule updates and generate reports used for tracking project progress.</li> </ul>
<p>15. Computer Graphics Illustrator (62)</p>	<p>Three years minimum experience with creating graphs, charts, and visual illustrations</p>	<ul style="list-style-type: none"> <li>• Turns rough drafts into visually appealing presentations</li> <li>• Creates web content</li> <li>• Creates graphical representations of business processes</li> </ul>

<p>16. Systems Design Architect (64)</p>	<p>Minimum of six (6) years (within the last 10 years) of experience designing, building, and implementing IT COTS systems, including integration with external system interfaces, web, and mainframe components</p> <p>Minimum of four (4) years experience developing technical architectures</p> <p>Experience developing system level conceptual and logical architectures for mid-range or large integrated systems</p> <p>Experience documenting usability, capacity, performance, reliability, design, implementation, interface, and physical requirements</p> <p>Experience with modeling language (e.g. UML)</p>	<ul style="list-style-type: none"> <li>• Represents the CCU organization to provide architectural expertise throughout the project lifecycle.</li> <li>• Derive and document <b>architecture requirements</b> ensuring that the architectural recommendations are in compliance with DoIT EA and resolves recent CCU audit findings.</li> <li>• Develop a <b>CCU Project Conceptual Architecture Diagram</b> that creates the high-level organizing structure of the system, identifies architectural components and their responsibilities and relationships. The architect is responsible to validate that the architecture meets stakeholder goals, and where it does not, assess the impact.</li> <li>• Develop a <b>CCU Project Logical Architecture</b> that provides a definition of the application architecture, at a logical level, including both the business subsystems, with dependencies, and the distribution strategy for the business subsystems.</li> <li>• Provides architectural expertise for the solicitation process for the replacement system</li> </ul>
<p>17. Senior Cost Accountant (66)</p>	<p>Preferred Experience: Prior experience with government collections programs</p>	<ul style="list-style-type: none"> <li>• Tracking, management and reporting of project expenditures against approved budget</li> <li>• Provide cost/benefit analyses for project related scenarios as needed</li> </ul>
<p>18. Senior Financial Analyst (67)</p>	<p>Preferred Experience: Prior experience with government collections programs</p>	<ul style="list-style-type: none"> <li>• Provide input and analysis regarding project fund management.</li> <li>• Provide analysis and validation of requirements, specifications, design and development of system's various collections and accounting functions</li> </ul>
<p>19. Financial Analyst (68)</p>	<p>Preferred Experience: Prior experience with government collections programs</p>	<ul style="list-style-type: none"> <li>• Provide input and analysis regarding project fund management.</li> <li>• Provide analysis and validation of requirements, specifications, design and development of system's various collections and accounting functions</li> </ul>

<p>20. Senior Business Process Consultant (72)</p>	<p>Prior experience working with any of the following as determined by the current need of the project:</p> <ul style="list-style-type: none"> <li>• Debt Collection Systems</li> <li>• Credit Card Processing</li> <li>• Point of Service Operations</li> <li>• Call Center Operations</li> <li>• Legal Case Management</li> <li>• Sub-Ledger Accounting</li> <li>• Letter Handling</li> <li>• Kiosk Operations</li> <li>• Web Applications</li> </ul> <p>Preferred Experience:</p> <p>Three years minimum experience and expertise with debt collection solutions for government agencies.</p>	<ul style="list-style-type: none"> <li>• Provides consulting expertise to the core project team on business requirements and business processes re-engineering methodologies</li> <li>• Solves application and process related problems by creating detail process and system design specifications; and works with other areas across the CCU to support a total solution approach</li> </ul>
<p>21. Senior Group Facilitator (73)</p>	<p>Three years minimum experience with Business Performance Management (BPM), and corporate strategy management</p>	<ul style="list-style-type: none"> <li>• Facilitates group discussions between CCU and State agencies to promote change. The group discussions will include requirements validation, organizational change management and other needs as determined by the PM.</li> </ul>

**2.6 DELIVERABLES**

**2.6.1 DELIVERABLE FORMATS, QUALITY, AND TIME OF PERFORMANCE**

Offerors shall be capable of providing personnel with skills and knowledge sufficient to complete all duties and responsibilities described in Section 2.5, and create, update, and maintain high quality deliverables as described in Section 2.6.2. Proposals shall demonstrate that Offerors can provide such personnel from in-house and/or through strategic alliances with other firms as named in Offeror proposals.

**2.6.2 DELIVERABLE DESCRIPTIONS**

The main deliverable required by this TORFP is staffing as described in Section 2.5. Other deliverables are documents as described below in conjunction with the staffing services deliverable. The TO Contractor’s role with written deliverables is to update and maintain them as current. The TO Contractor Liaison shall be the sole point of contact for coordinating delivery of all deliverables under this task order. The TO Contractor may recommend improvements or create new written deliverables to improve the quality and success of staffing services activities. Written deliverables shall not contain structural errors such as poor grammar, misspellings or incorrect punctuation, and shall represent current factual information. The time of performance for all deliverables for this TORFP is ongoing throughout the task order period of performance.

ID#	Performance Deliverable
2.6.2.1	<p><b>CCU Modernization Project Staffing Services</b> – Encompasses all of the duties and responsibilities in Section 2.5 and culminates in the overall effective execution of CCU project staff duties. The quality of this deliverable shall be assessed via monthly TO performance ratings by the TO Manager (Section 2.7).</p>

	<b>Written Deliverables</b>
2.6.2.2	<p><b>Staffing Management Plan</b> – This plan shall describe the Offeror’s overall strategy and approach to providing and managing staff for the CCU project. The plan shall describe the methodology and timeline for how requested resources will be identified, vetted and proposed to the TO Manager. The plan shall also describe the strategy for maintaining appropriate staff levels required by DoIT. The plan shall include the Offeror’s strategy for developing resources and ensuring performance. The plan shall provide a description of the Master Contractor’s strategy for training resources and monitoring performance. The plan shall include mitigating strategies for poor performance. As described in TORFP Section 2.5, Offerors shall also provide substitute labor categories per section 2.5 and how those labor categories fulfill the intended purpose of the requested labor category.</p> <p>Plan components include: 1) Acquisition strategy including steps and timetable for acquiring staff, and whether staff will be provided internally or through sub-contractors; 2) Responsibility Matrix showing staff roles and responsibilities; 3) Resource Chart showing which personnel are allocated when over the course of the CCU project life cycle; 4) Training strategy; 5) Poor performance mitigation strategy; and 6) Staff Contact List showing names, labor categories, and current contact information.</p> <p>Note – This deliverable’s format and content may be adjusted with the approval of the TO Manager in order to best meet the needs of the CCU project. The ongoing quality of this deliverable is a factor in monthly TO performance ratings by the TO Manager .</p>
2.6.2.3	<p><b>Bi-Weekly Activity Report</b> – An ongoing series of reports that summarize staff activity and achievements from the past two weeks tied to staff assignments. The report will show assignments planned but not started and why, assignments in progress with completion status, and assignments completed and milestones met for the period. The report will contain descriptions of any issues staff are working to resolve and issue dispositions. The report shall support time sheets and invoicing under the TO.</p> <p>Note - This deliverable’s format and content may be adjusted with the approval of the TO Manager in order to best meet the needs of the CCU project. The ongoing quality of this deliverable is a factor in monthly TO Performance ratings by the TO Manager.</p>

## **2.7 MONTHLY PERFORMANCE RATINGS AND MITIGATION PROCEDURES**

### **2.7.1 Monthly Performance Ratings for Deliverable 2.6.2.1**

Based on the quality of deliverable 2.6.2.1, each month the TO Manager shall issue a corresponding performance rating on the monthly Deliverable Product Acceptance Form (DPAF) provided as Attachment 6 (Attachment 10 for a project manager). At the time a resource is brought on to work on the project, at the State’s discretion, the DPAF (Attachment 6) shall be modified by the TO Manager to include role specific performance evaluation factors for each resource. These factors shall be determined based on the specific need for the individual resource and may be modified by the State during the course of the resource’s time on the project. In the event of poor or non-performance on the deliverable resulting in a rating of “unacceptable” or “partially unacceptable”, full or partial payment may be withheld pending the outcome of the mitigation procedures below.

### **2.7.2 Mitigation Procedures for Poor or Non-Performance**

At any time during the task order period of performance, should the quality of deliverable 2.6.2.1 be rated “unacceptable” or “partially unacceptable” due to poor or non-performance as determined by the TO Manager, DoIT shall pursue the following mitigation procedures prior to requesting a replacement employee:

A) The TO Manager shall document performance issues and give written notice to the TO Contractor, clearly describing problems and delineating remediation requirement(s).

B) The TO Contractor shall respond with a written remediation plan within three business days and implement the plan immediately upon written acceptance by the TO Manager.

C) Should performance issues persist, the TO Manager may give written notice or request the immediate removal of person(s) whose performance is at issue, and determine whether a substitution is required.

## **2.8 REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES**

The TO Contractor shall be required to comply with all applicable laws, regulations, policies, standards and guidelines affecting information technology projects, which may be created or changed periodically. The TO Contractor shall adhere to and remain abreast of current, new, and revised laws, regulations, policies, standards and guidelines affecting project execution. The following policies, guidelines and methodologies can be found at <http://doit.maryland.gov/policies/Pages/ContractPolicies.aspx> under "Policies and Guidance." These may include, but are not limited to:

- The State's System Development Life Cycle (SDLC) methodology
- The State Information Technology Security Policy and Standards
- The State Information Technology Project Oversight
- The State of Maryland Enterprise Architecture
- The TO Contractor shall follow the project management methodologies that are consistent with the Project Management Institute's (PMI) Project Management Body of Knowledge Guide (PMBOK). TO Contractor's staff and sub-contractors are to follow a consistent methodology for all TO activities.

## **2.9 MINIMUM QUALIFICATIONS**

DoIT has established minimum qualifications that must be met in order for a proposal to be considered reasonably susceptible for award. If DoIT determines a proposal does not meet the minimum qualifications, DoIT will notify the Offeror accordingly and purge the associated price proposal from DoIT files unopened. Minimum qualifications are as follows:

- Five years successful experience in providing staffing resources as described in this TORFP.
- The Offeror's technical proposal document must be well written, without poor grammar, misspellings, incorrect punctuation, poor organization, unnecessary repetition, unnecessary content, excessive marketing information, and without factual errors.
- Ability to have any requested resources, with the additional resource selection criteria defined in Section 2.5, reporting for duty as required by the TO Manager for any and all labor categories within five business days of the request by the TO Manager.
- Offeror must have provided maximum prices for each requested labor category in this TORFP (Section 3.2.1, Item #3 and Attachment 1) and any additional Labor Category proposed in the TO Proposal at the CATS II Master Contract level. For example, the ability to provide a Business Process Consultant is a requirement of this TORFP. If the Offeror did not include maximum rates at the CATS II Master Contract level for a Business Process Consultant, then the Offeror shall propose a substitute labor category as a replacement, for which a maximum rate was proposed at the CATS II Master Contract level. Failure to provide a substitute labor category in the absence of any of the requested labor categories in this TORFP may result in the Offeror's response being deemed not having met Minimum Qualifications.

## 2.10 INVOICING

Within three working days after every fourth week in the task order period of performance, the TO Contractor shall submit timesheets for the preceding four weeks for all resources provided under the task order.\*

The time sheets shall be weekly and shall show at a minimum:

- Title: “Time Sheet for CCU Modernization Project Staffing Services”
- Issuing company name, address, and telephone number
- Employee / resource name
- The week ending date, e.g., “Week Ending: mm/dd/yyyy” (weeks run Sunday through Saturday)
- Tasks completed that week and the associated deliverable names and ID#s
- Number of hours worked each day
- Total number of hours worked that week
- Weekly variance above or below the agreed upon number of hours
- Annual number of hours planned under the TO
- Annual number of hours worked to date
- Balance of hours remaining
- Annual variance to date (Sum of weekly variances)
- Signature and date lines for the TO Manager

Submission of time sheets shall be to the TO Manager for approval by signature. Upon receiving approval of each set of four time sheets, the TO Contractor shall submit a DPAF, provided as TORFP Attachment 6, to the TO Manager for signature. If a PM is acquired via this TO Agreement, the TO Contractor shall submit an additional DPAF provided as Attachment 10.

DPAFs shall be submitted as MS Word documents by email. Following the return of the executed DPAF indicating “Accepted” and signed by the TO Manager, the TO Contractor shall submit an invoice in accordance with the procedures in Section 2.11.1. The invoice must be accompanied by a copy of the executed DPAF or payment may be withheld.

\*Note: This procedure may be adjusted at the TO Manager’s discretion, for example, to synchronize DPAFs and invoice periods with the calendar months.

### 2.10.1 INVOICE SUBMISSION PROCEDURE

- A) The invoice shall identify “DoIT Fiscal Services” as the recipient and contain the following information:
  - 1) Date of invoice
  - 2) TO Agreement number
  - 3) TO Contractor point of contact with telephone number
  - 4) Deliverable name “CCU Modernization Project Staffing Services”
  - 5) Deliverable number “2.6.2.1”
  - 6) Period of performance covered by the invoice,
  - 7) Names of all personnel covered by the invoice, hours worked by each, hourly labor rate for each, invoice amount for each, and total invoice amount.



- B) The TO Contractor shall email the invoice along with a copy of the executed, corresponding DPAF to “DoIT Fiscal Services” at email address: [LaFrance.Garlington@doit.state.md.us](mailto:LaFrance.Garlington@doit.state.md.us), with a copy to the TO Manager.
  
- C) Invoices for final payment shall be clearly marked as “FINAL” and submitted when all work requirements have been completed and no further charges are to be incurred under the TO Agreement. In no event shall any invoice be submitted later than 60 calendar days from the TO Agreement termination date.

## **SECTION 3 - TASK ORDER PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS**

### **3.1 REQUIRED RESPONSE**

Each Master Contractor receiving this CATS II TORFP must respond within the submission time designated in the Key Information Summary Sheet. Each Master Contractor is required to submit one of two possible responses: 1) a proposal; or 2) a completed Master Contractor Feedback Form. The feedback form is accessible via the CATS II Master Contractor login screen and clicking on TORFP Feedback Response Form from the menu.

### **3.2 FORMAT**

If a Master Contractor elects to submit a TO Proposal, they shall do so in conformance with the requirements of this CATS II TORFP. All proposal documents (e.g., TO Price Proposal) shall be identifiable by the CATS TORFP number. A TO Proposal shall contain the following sections IN ORDER:

#### **3.2.1 TECHNICAL PROPOSAL**

- 1) Executive Summary: A brief overview of the Offeror's technical proposal.
- 2) *Staffing Management Plan*: The Offeror's version of Deliverable 2.6.2.2. Specific information should be provided addressing the requirements to provide Offeror's:
  - a) Overall Staffing Strategy
  - b) Resource Development and Performance Strategy
  - c) Requested labor categories, substitute labor categories and the justification (per TORFP section 2.5)
- 3) Additional Labor Categories (optional): Identify and explain the roles of any labor categories proposed by the Master Contractor in addition to the requested/substitute labor categories described in Section 2.5 and Attachment 1. The object is to optimize the CCU project team and address the fact that labor categories cannot be added after task order award.
- 4) Subcontractors: Identify all proposed subcontractors and each subcontractor's role in the TO Agreement. NOTE: Subcontractors may not be added after the TO Agreement is ratified.
- 5) Master Contractor Company Experience.

Provide at least three verifiable examples of staffing engagements the Master Contractor has performed on that are similar to Section 2 - Scope of Work. Each example must include the following information in order:

- a) Name of client organization.
  - b) Contact name, telephone number, and email address.
  - c) Services provided as they relate to Section 2 - Scope of Work.
  - d) Start and end dates for each engagement.
  - e) Any labor categories provided that match the labor categories in this TORFP
  - f) Explanation why if the Master Contractor no longer provides the services
- 6) State of Maryland Experience: If applicable, the Master Contractor shall submit a list of all contracts it currently holds or has held within the past five years with any entity of the State of Maryland. For each identified State of Maryland contract, the Master Contractor shall provide:
    - a) Contract or task order name.

- b) Contract award value in dollars
- c) Name of State agency.
- d) Agency contact name, title, telephone number, and email address.
- e) Types of services provided.
- f) Start and end dates for contract or task order. If the Master Contractor is no longer providing the services, explain why not.
- g) Indicate if the contract was terminated before the original expiration date.
- h) Indicate if any renewal options were not exercised.

Note: State of Maryland experience is neither required nor given more weight in proposal evaluations. The information is used to alert the State to any past partnerships that may affect susceptibility for award.

- 7) *Sample Bi-Weekly Activity Report*: A sample version of Deliverable 2.6.2.3 showing the Master Contractor's concept for this deliverable.
- 8) *Assumptions*: A description of any assumptions formed by the Master Contractor's in developing the Technical Proposal. Assumptions shall not impose conditions, contingencies, or exceptions to the technical proposal.
- 9) *Key Management Staff*: Provide the names and titles of the Master Contractor's key management staff responsible for the fulfillment of services under the TOA.

### **3.2.2 PRICE PROPOSAL (ATTACHMENT 1)**

- 1) A description of any assumptions on which the Master Contractor's Price Proposal is based (Assumptions shall not impose conditions, contingencies, or exceptions to the price proposal);
- 2) A completed Price Proposal with all requested labor categories shown at fully loaded hourly rates.
- 3) Any necessary substitute labor categories, per TORFP section 2.5, shown at fully loaded hourly rates.
- 4) Master Contractors may propose additional labor categories to optimize project staffing. Additional labor categories shall show fully loaded hourly rates. Additional labor categories shall not be part of the price evaluation. Master Contractors must have proposed maximum rates at the CATS II Master Contract level in order to propose them in response to this TORFP.

### **3.3 CONFIDENTIALITY**

Master Contractors should give specific attention to the identification of those portions of its proposal that it considers confidential, proprietary commercial information or trade secrets, and provide justification why such materials, upon request, should not be disclosed by the State under the Public Information Act, Title 10, Subtitle 6, of the State Government Article of the Annotated Code of Maryland. Contractors are advised that, upon request for this information from a third party, the TO Procurement Officer will be required to make an independent determination regarding whether the information may be disclosed.

## **SECTION 4 – TASK ORDER AWARD PROCESS**

### **4.1 OVERVIEW**

The TO Contractor will be selected from among all eligible Offerors within the appropriate functional area responding to the CATS II TORFP. In making the TOA award determination, DoIT will consider all information submitted in accordance with Section 3.

### **4.2 TECHNICAL PROPOSAL EVALUATION CRITERIA**

If the minimum qualifications in Section 2.9 are met, the following technical criteria shall be used to evaluate proposals in descending order of importance (Failure to meet minimum qualifications shall disqualify a proposal):

- A) Ability internally or through sub-contracting to provide resources in the requested labor categories and any proposed additional labor categories.
- B) Quality of the proposed strategy for providing staff over the project life cycle per the requirements in TORFP Section 2.6.2.2.
- C) Methodology for managing staff, including how the provision of full-time v. part-time staff is managed and the process for mitigating poor performance per TORFP Section 2.6.2.2.
- D) Strength of past experience. See TORFP Section 3.2.1(5)
- E) Turn-around time for provision of staffing per TORFP Section 2.6.2.2.
- F) Overall written quality of the *Staffing Management Plan* per TORFP Section 2.6.2.2.
- G) Quality of the sample *Bi-Weekly Activity Report* per TORFP Section 2.6.2.3.

### **4.3 SELECTION PROCEDURES**

- A) Technical proposals will be evaluated by an evaluation committee using the criteria in Section 4.2. For technical proposals deemed reasonably susceptible for award (i.e., meets minimum qualifications), the associated price proposals will be opened.
- B) For proposals deemed not reasonably susceptible for award (i.e., does not meet minimum qualifications), the associated price proposals will not be opened.
- C) Qualified technical proposals will be compared in combination with the corresponding price proposals. Technical merit will receive greater weight than price in the comparisons.
- D) The proposal deemed most advantageous to the State, considering both the technical and price submissions, shall be selected for TO award.
- E) All Master Contractors who proposed shall receive written notice from the Procurement Officer identifying the awardee.

### **4.4 COMMENCEMENT OF WORK UNDER A TOA**

Commencement of work in response to a TOA shall be initiated only upon issuance of a fully executed TOA (TORFP Attachment 2), a Non-Disclosure Agreement (TORFP Attachment 7), and a Purchase Order and / or Notice to Proceed (TORFP Attachment 5).

**ATTACHMENT 1 – PRICE PROPOSAL  
FOR CATS II TORFP # F50B0400050**

Hourly rates below may be lower than, but shall not exceed, the Offeror’s financial proposal under the CATS II Master Contract #060B9800035. Hourly rates are for the first year of the task order and shall not increase in subsequent years more than the dollar increase shown in the Offeror’s original CATS II labor rate chart for the respective years of the master contract. The number of hours shown are for evaluation purposes only and may not reflect actual work hours under the task order. Offeror must include rates for each of the Requested Labor Categories (or any Labor Categories requiring a substitute per TORFP Section 2.5) below and any additional labor categories added by the Offeror.

Requested Labor Categories	A	B	C
	Hourly Rate	Evaluation Hours	Proposed Price
1. Project Manager (2)	\$	2000	\$
2. Senior Subject Matter Expert (3)	\$	1000	\$
3. Subject Matter Expert (4)	\$	1000	\$
4. Applications Development Expert (11)	\$	1000	\$
5. Senior Database Management Specialist (23)	\$	1000	\$
6. Senior Quality Assurance Consultant (25)	\$	1000	\$
7. Testing Specialist (27)	\$	1000	\$
8. Training Specialist/Instructor (28)	\$	1000	\$
9. Senior Systems Engineer (29)	\$	1000	\$
10. Senior Help Desk Specialist (45)	\$	1000	\$
11. Systems Administrator (47)	\$	1000	\$
12. INFOSEC Engineer (52)	\$	1000	\$
13. Technical Writer Editor (56)	\$	1000	\$
14. Project Control Specialist (57)	\$	1000	\$
15. Computer Graphics Illustrator (62)	\$	1000	\$
16. Systems Design Architect (64)	\$	1000	\$
17. Sr. Cost Accountant (66)	\$	1000	\$
18. Sr. Financial Analyst (67)	\$	1000	\$
19. Financial Analyst (68)	\$	1000	\$
20. Senior Business Process Consultant (72)	\$	1000	\$
21. Senior Group Facilitator (73)	\$	1000	\$
<b>Substitute Labor Categories</b> – Offerors shall list each substitute labor category below, per TORFP Section 2.5, and in parentheses, the requested labor category for which it is a substitute. There shall be an equivalent number of Substitute Labor Categories listed as there are Requested Labor Categories above with no labor rate provided.			
Substitute Labor Category (Requested Labor Category)	\$	1000	\$
Substitute Labor Category (Requested Labor Category)	\$	1000	\$

<b>ADD ROWS AS NEEDED</b>	
<b>GRAND TOTAL EVALUATION PRICE</b>	<b>\$</b>

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Print Authorized Individual's Name Company Name

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Authorized Individual's Signature Date

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Title Company Tax ID #

The Hourly Labor Rate is the actual rate the State will pay for services and must be recorded in dollars and cents. The Hourly Labor Rate cannot exceed the Master Contract Rate, but may be lower. Rates must include all direct and indirect costs and profit for the Master Contractor to perform under the TOA.

**SUBMIT AS A .PDF FILE WITH THE PRICE PROPOSAL**

## ATTACHMENT 2 – TASK ORDER AGREEMENT

### CATS II TORFP F50B0400050 OF MASTER CONTRACT #060B9800035

This Task Order Agreement (“TO Agreement”) is made this **day** of **Month**, 2011 by and between **Task Order Contractor (TO Contractor)** and the STATE OF MARYLAND, Department of Information Technology (DoIT).

IN CONSIDERATION of the mutual premises and the covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. Definitions. In this TO Agreement, the following words have the meanings indicated:
  - a. “Agency” means DoIT, as identified in the CATS II TORFP # F50B0400050.
  - b. “CATS II TORFP” means the Task Order Request for Proposals # F50B0400050, dated 12/08/2010, including any addenda.
  - c. “Master Contract” means the CATS II Master Contract between the Maryland Department of Information Technology and **TO Contractor** dated \_\_\_\_\_.
  - d. “TO Procurement Officer” means the individual so identified in the TORFP Key Information Summary Sheet. The Agency may change the TO Procurement Officer at any time by written notice to the TO Contractor.
  - e. “TO Agreement” means this signed TO Agreement between DoIT and **TO Contractor**.
  - f. “TO Contractor” means the CATS II Master Contractor awarded this TO Agreement, whose principal business address is \_\_\_\_\_.
  - g. “TO Manager” means Jackie Abercrombie of the Agency. The Agency may change the TO Manager at any time by written notice to the TO Contractor.
  - h. “TO Proposal - Technical” means the TO Contractor’s technical response to the CATS II TORFP F50B0400050.
  - i. “TO Proposal – Price” means the TO Contractor’s price proposal to the CATS II TORFP F50B0400050.
  - j. “TO Proposal” collectively refers to the TO Proposal - Technical and TO Proposal - Price.
2. Scope of Work
  - 2.1 This TO Agreement incorporates all of the terms and conditions of the Master Contract and shall not in any way amend, conflict with or super-cede the Master Contract.
  - 2.2 The TO Contractor shall, in full satisfaction of the specific requirements of this TO Agreement, provide the services set forth in Section 2 of the CATS II TORFP. These services shall be provided in accordance with the Master Contract, this TO Agreement, and the following Exhibits, which are attached and incorporated herein by reference. If there is any conflict among the Master Contract, this TO Agreement, and these Exhibits, the terms of the Master Contract shall govern. If there is any conflict between this TO Agreement and any of these Exhibits, the following order of precedence shall determine the prevailing provision:
    - a. The TO Agreement,
    - b. Exhibit A – CATS II TORFP
    - c. Exhibit B – TO Proposal-Technical
    - d. Exhibit C – TO Proposal-Price

2.3 The TO Procurement Officer may, at any time, by written order, make changes in the work within the general scope of the TO Agreement. No other order, statement or conduct of the TO Procurement Officer or any other person shall be treated as a change or entitle the TO Contractor to an equitable adjustment under this Section. Except as otherwise provided in this TO Agreement, if any change under this Section causes an increase or decrease in the TO Contractor's cost of, or the time required for, the performance of any part of the work, whether or not changed by the order, an equitable adjustment in the TO Agreement price shall be made and the TO Agreement modified in writing accordingly. The TO Contractor must assert in writing its right to an adjustment under this Section within thirty (30) days of receipt of written change order and shall include a written statement setting forth the nature and cost of such claim. No claim by the TO Contractor shall be allowed if asserted after final payment under this TO Agreement. Failure to agree to an adjustment under this Section shall be a dispute under the Disputes clause of the Master Contract. Nothing in this Section shall excuse the TO Contractor from proceeding with the TO Agreement as changed.

### 3. Time for Performance

Unless terminated earlier as provided in the Master Contract, the TO Contractor shall provide the services described in the TO Proposal and in accordance with the CATS II TORFP on receipt of a Notice to Proceed and / or purchase order from the TO Manager. The term of this TO Agreement is for a period of 24 months, plus two 12 month options, commencing on the date of Notice to Proceed.

### 4. Consideration and Payment

4.1 The consideration to be paid the TO Contractor shall be done so in accordance with the CATS II TORFP and shall not exceed the total amount of the task order. Any work performed by the TO Contractor in excess of the not-to-exceed ceiling amount of the TO Agreement without the prior written approval of the TO Manager is at the TO Contractor's risk of non-payment.

4.2 Payments to the TO Contractor shall be made as outlined Section 2 of the CATS II TORFP, but no later than thirty (30) days after the Agency's receipt of an invoice for services provided by the TO Contractor, acceptance by the Agency of services provided by the TO Contractor, and pursuant to the conditions outlined in Section 4 of this Agreement.

4.3 Each invoice for services rendered must include the TO Contractor's Federal Tax Identification Number which is \_\_\_\_\_. Charges for late payment of invoices other than as prescribed by Title 15, Subtitle 1, of the State Finance and Procurement Article, Annotated Code of Maryland, as from time-to-time amended, are prohibited. Invoices must be submitted to the Agency TO Manager unless otherwise specified herein (See Section 2.10.1).

4.4 In addition to any other available remedies, if, in the opinion of the TO Procurement Officer, the TO Contractor fails to perform in a satisfactory and timely manner, the TO Procurement Officer may refuse or limit approval of any invoice for payment, and may cause payments to the TO Contractor to be reduced or withheld until such time as the TO Contractor meets performance standards as established by the TO Procurement Officer.



IN WITNESS THEREOF, the parties have executed this TO Agreement as of the date hereinabove set forth.

**TO Contractor Name**

\_\_\_\_\_  
By: Type or Print TO Contractor POC

\_\_\_\_\_  
Date

Witness: \_\_\_\_\_

STATE OF MARYLAND, DoIT

\_\_\_\_\_  
By: Robert Krauss, TO Procurement Officer

\_\_\_\_\_  
Date

Witness: \_\_\_\_\_

### **ATTACHMENT 3 – CONFLICT OF INTEREST AFFIDAVIT AND DISCLOSURE**

- A) "Conflict of interest" means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the State, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.
- B) "Person" has the meaning stated in COMAR 21.01.02.01B(64) and includes a bidder, Offeror, Contractor, consultant, or sub-contractor or sub-consultant at any tier, and also includes an employee or agent of any of them if the employee or agent has or will have the authority to control or supervise all or a portion of the work for which a bid or offer is made.
- C) The bidder or Offeror warrants that, except as disclosed in §D, below, there are no relevant facts or circumstances now giving rise or which could, in the future, give rise to a conflict of interest.
- D) The following facts or circumstances give rise or could in the future give rise to a conflict of interest (explain in detail—attach additional sheets if necessary):
- E) The bidder or Offeror agrees that if an actual or potential conflict of interest arises after the date of this affidavit, the bidder or Offeror shall immediately make a full disclosure in writing to the Procurement Officer of all relevant facts and circumstances. This disclosure shall include a description of actions which the bidder or Offeror has taken and proposes to take to avoid, mitigate, or neutralize the actual or potential conflict of interest. If the contract has been awarded and performance of the contract has begun, the Master Contractor shall continue performance until notified by the Procurement Officer of any contrary action to be taken.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

Date: \_\_\_\_\_ By: \_\_\_\_\_

(Authorized Representative and Affiant)

SUBMIT AS A .PDF FILE WITH TO PROPOSAL

## **ATTACHMENT 4 – DIRECTIONS**

### **TO THE PRE-TO PROPOSAL CONFERENCE**

#### **From Baltimore Area:**

- Take I-97 off the Baltimore Beltway heading south to Annapolis.
- I-97 will end and turn into Route 50 East.
- Take Rowe Blvd. exit toward downtown Annapolis.

#### **From the Eastern Shore or Route 2:**

- Cross the Severn River Bridge and exit on Rowe Blvd.

#### **From Either Direction:**

- Follow Rowe Blvd. to the third traffic light.
- Stay to the right when the road splits before the Treasury Building.
- Turn right onto Calvert St.
- 45 Calvert Street is the first building immediately on the right.
- Stop and register with the Security Guard; you will be directed to the conference room.

#### **Parking:**

- The closest garage is next to 45 Calvert St. but must be entered from Clay St. This is the second right turn after turning onto Calvert St. Turn right onto Clay St. immediately after passing 45 Calvert St.
- Another garage is available about a half of a block down from 45 Calvert St. on the left, called Gotts' Garage.
- There is also limited metered parking available on Calvert and surrounding streets.

## ATTACHMENT 5 – NOTICE TO PROCEED

Month Day, Year

TO Contractor Name

TO Contractor Mailing Address

Re: CATS II Task Order Agreement # F50B0400050

Dear TO Contractor Contact:

This letter is your official Notice to Proceed as of Month Day, Year, for the above-referenced Task Order Agreement. Robert Krauss of DoIT will serve as your contact person on this Task Order. Mr. Krauss can be reached at 410-260-6135, email Robert.krauss@doit.state.md.us.

Accompanying this Notice to Proceed is an original, fully executed Task Order Agreement and purchase order.

Sincerely,

Robert Krauss

Task Order Procurement Officer



## ATTACHMENT 7 – NON-DISCLOSURE AGREEMENT (TO CONTRACTOR)

**THIS NON-DISCLOSURE AGREEMENT** (“Agreement”) is made as of this \_\_\_ day of \_\_\_\_\_, 2011, by and between the State of Maryland (“the State”), acting by and through DoIT (the “Department”), and \_\_\_\_\_ (“TO Contractor”), a corporation with its principal business office located at \_\_\_\_\_.

### RECITALS

**WHEREAS**, the TO Contractor has been awarded a Task Order Agreement (the “TO Agreement”) for CCU Modernization Project Support Services, TORFP No. F50B0400050 dated \_\_\_\_\_, (the “TORFP” issued under the Consulting and Technical Services procurement issued by the Department, Project Number 060B9800035; and

**WHEREAS**, in order for the TO Contractor to perform the work required under the TO Agreement, it will be necessary for the State to provide the TO Contractor and the TO Contractor’s employees and agents (collectively the “TO Contractor’s Personnel”) with access to certain confidential information regarding \_\_\_\_\_ (the “Confidential Information”).

**NOW, THEREFORE**, in consideration of being given access to the Confidential Information in connection with the TORFP and the TO Agreement, and for other good and valuable consideration, the receipt and sufficiency of which the parties acknowledge, the parties do hereby agree as follows:

1. Confidential Information means any and all information provided by or made available by the State to the TO Contractor in connection with the TO Agreement, regardless of the form, format, or media on or in which the Confidential Information is provided and regardless of whether any such Confidential Information is marked as such. Confidential Information includes, by way of example only, information that the TO Contractor views, takes notes from, copies (if the State agrees in writing to permit copying), possesses or is otherwise provided access to and use of by the State in relation to the TO Agreement.
2. TO Contractor shall not, without the State’s prior written consent, copy, disclose, publish, release, transfer, disseminate, use, or allow access for any purpose or in any form, any Confidential Information provided by the State except for the sole and exclusive purpose of performing under the TO Agreement. TO Contractor shall limit access to the Confidential Information to the TO Contractor’s Personnel who have a demonstrable need to know such Confidential Information in order to perform under the TO Agreement and who have agreed in writing to be bound by the disclosure and use limitations pertaining to the Confidential Information. The names of the TO Contractor’s Personnel are attached hereto and made a part hereof as Exhibit A. Each individual whose name appears on Exhibit A shall execute a copy of this Agreement and thereby be subject to the terms and conditions of this Agreement to the same extent as the TO Contractor. TO Contractor shall update Exhibit A by adding additional names as needed, from time to time.
3. If the TO Contractor intends to disseminate any portion of the Confidential Information to non-employee agents who are assisting in the TO Contractor’s performance of the TORFP or who will otherwise have a role in performing any aspect of the TORFP, the TO Contractor shall first obtain the written consent of the State to any such dissemination. The State may grant, deny, or condition any such consent, as it may deem appropriate in its sole and absolute subjective discretion.
4. TO Contractor hereby agrees to hold the Confidential Information in trust and in strictest confidence, to adopt or establish operating procedures and physical security measures, and to take all other measures necessary to protect the Confidential Information from inadvertent release or disclosure to unauthorized third parties and to prevent all or any portion of the Confidential Information from falling into the public domain or into the possession of persons not bound to maintain the confidentiality of the Confidential Information.
5. TO Contractor shall promptly advise the State in writing if it learns of any unauthorized use, misappropriation, or disclosure of the Confidential Information by any of the TO Contractor’s Personnel or the TO Contractor’s former Personnel. TO Contractor shall, at its own expense, cooperate with the State in seeking injunctive or other equitable relief against any such person(s).
6. TO Contractor shall, at its own expense, return to the Department, all copies of the Confidential Information in its care, custody, control or possession upon request of the Department or on termination of the TO Agreement.

7. A breach of this Agreement by the TO Contractor or by the TO Contractor's Personnel shall constitute a breach of the TO Agreement between the TO Contractor and the State.
8. TO Contractor acknowledges that any failure by the TO Contractor or the TO Contractor's Personnel to abide by the terms and conditions of use of the Confidential Information may cause irreparable harm to the State and that monetary damages may be inadequate to compensate the State for such breach. Accordingly, the TO Contractor agrees that the State may obtain an injunction to prevent the disclosure, copying or improper use of the Confidential Information. The TO Contractor consents to personal jurisdiction in the Maryland State Courts. The State's rights and remedies hereunder are cumulative and the State expressly reserves any and all rights, remedies, claims and actions that it may have now or in the future to protect the Confidential Information and/or to seek damages from the TO Contractor and the TO Contractor's Personnel for a failure to comply with the requirements of this Agreement. In the event the State suffers any losses, damages, liabilities, expenses, or costs (including, by way of example only, attorneys' fees and disbursements) that are attributable, in whole or in part to any failure by the TO Contractor or any of the TO Contractor's Personnel to comply with the requirements of this Agreement, the TO Contractor shall hold harmless and indemnify the State from and against any such losses, damages, liabilities, expenses, and/or costs.
9. TO Contractor and each of the TO Contractor's Personnel who receive or have access to any Confidential Information shall execute a copy of an agreement substantially similar to this Agreement and the TO Contractor shall provide originals of such executed Agreements to the State.
10. The parties further agree that:
  - a. This Agreement shall be governed by the laws of the State of Maryland;
  - b. The rights and obligations of the TO Contractor under this Agreement may not be assigned or delegated, by operation of law or otherwise, without the prior written consent of the State;
  - c. The State makes no representations or warranties as to the accuracy or completeness of any Confidential Information;
  - d. The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement;
  - e. Signatures exchanged by facsimile are effective for all purposes hereunder to the same extent as original signatures; and
  - f. The Recitals are not merely prefatory but are an integral part hereof.

**TO Contractor/TO Contractor's Personnel:**

**DoIT:**

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

SUBMIT AS REQUIRED IN SECTION 1.6 OF THE TORFP

## ATTACHMENT 8 – LIVING WAGE AFFIDAVIT OF AGREEMENT

Contract No. F50B0400050

Name of Contractor \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

### If the Contract is Exempt from the Living Wage Law

The Undersigned, being an authorized representative of the above named Contractor, hereby affirms that the Contract is exempt from Maryland's Living Wage Law for the following reasons: (check all that apply)

- Bidder/Offeror is a nonprofit organization
- Bidder/Offeror is a public service company
- Bidder/Offeror employs 10 or fewer employees and the proposed contract value is less than \$500,000
- Bidder/Offeror employs more than 10 employees and the proposed contract value is less than \$100,000

### If the Contract is a Living Wage Contract

A. The Undersigned, being an authorized representative of the above named Contractor, hereby affirms our commitment to comply with Title 18, State Finance and Procurement Article, Annotated Code of Maryland and, if required, to submit all payroll reports to the Commissioner of Labor and Industry with regard to the above stated contract. The Bidder/Offeror agrees to pay covered employees who are subject to living wage at least the living wage rate in effect at the time service is provided for hours spent on State contract activities, and to ensure that its Subcontractors who are not exempt also pay the required living wage rate to their covered employees who are subject to the living wage for hours spent on a State contract for services. The Contractor agrees to comply with, and ensure its Subcontractors comply with, the rate requirements during the initial term of the contract and all subsequent renewal periods, including any increases in the wage rate established by the Commissioner of Labor and Industry, automatically upon the effective date of the revised wage rate.

B. \_\_\_\_\_ (initial here if applicable) The Bidder/Offeror affirms it has no covered employees for the following reasons (check all that apply):

- All employee(s) proposed to work on the State contract will spend less than one-half of the employee's time during every work week on the State contract;
- All employee(s) proposed to work on the State contract will be 17 years of age or younger during the duration of the State contract; or
- All employee(s) proposed to work on the State contract will work less than 13 consecutive weeks on the State contract.

The Commissioner of Labor and Industry reserves the right to request payroll records and other data that the Commissioner deems sufficient to confirm these affirmations at any time.

Name of Authorized Representative: \_\_\_\_\_

Signature of Authorized Representative: \_\_\_\_\_

Date: \_\_\_\_\_ Title: \_\_\_\_\_

Witness Name (Typed or Printed): \_\_\_\_\_

Witness Signature & Date: \_\_\_\_\_



## ATTACHMENT 9 – PROJECT MANAGEMENT ACTIVITIES

Project Management Activities	
1	<p>Become thoroughly knowledgeable on all current CCU system collection activities to function as the CCU Modernization Project PM. Perform the role of the CCU Modernization Project PM consistent with PMI standards and in accordance to PMBOK principles of project management and the State of Maryland Software Development Life Cycle. Define PM best practices for project and perform CCU Modernization Project activities consistent with the 9 knowledge areas including:</p> <ul style="list-style-type: none"> <li>• <b>Procurement Management</b> consisting of COTS and/or peripheral system(s) procurement planning, contracts planning, requesting solicitation responses, selecting contractor(s), administering contract(s), and contract(s) closing activities.</li> <li>• <b>Schedule Management</b> consisting of activity definition and sequencing, resource estimating, duration estimating, schedule development, and schedule control activities.</li> <li>• <b>Integration Management</b> consisting of project plan development, project plan execution, and integrated change control activities.</li> <li>• <b>Scope Management</b> consisting of project initiation, scope planning, scope definition and scope change control activities.</li> <li>• <b>Cost Management</b> consisting of resource planning, cost estimating, budgeting and cost control activities.</li> <li>• <b>Human Resources Management</b> consisting of organizational planning, project team acquisition, and staff development activities.</li> <li>• <b>Risk Management</b> consisting of risk management planning, risk identification, risk quantitative and qualitative analysis, response planning, monitoring, and control activities.</li> <li>• <b>Quality Management</b> consisting of quality planning, quality assurance, and quality control activities.</li> <li>• <b>Communications Management</b> consisting of communications planning, information distribution, progress and performance reporting, and stakeholder communications management activities.</li> </ul>
2	<p>Create and maintain an ongoing CCU Modernization Project <b>Project Management Plan (PMP)</b>, which describes the PM’s processes and activities for the CCU Modernization Project and how the project will be executed, monitored and controlled. The plan defines the managerial, technical, and supporting processes and activities and should address topics such Scope Management, Schedule Management, Financial Management, Quality Management, Resource Management, Communications management, Project Change Management, Risk Management, Procurement Management and others deemed necessary to manage the modernization project. In addition, the PMP defines the organization and infrastructure required to execute the CCU Modernization Project.</p>
3	<p>Manage all project resources and provide overall CCU Modernization Project management, which includes the COTS Contractor(s) and their PM who will be selected to customize and/or implement their COTS application and/or peripheral system(s).</p>
4	<p>Create and maintain an ongoing CCU Modernization Project <b>Integrated Master Schedule</b> suitable for tracking all current and pending CCU Modernization Project’s related project activities including project management activities, COTS Contractor(s) activities and agency activities. At a minimum, the master schedule shows milestones, deliverables, times of performance, degrees of completion and resources for</p>

	all CCU Modernization Project activities starting with NTPs and ending with award of solicitation(s). Subsequent SDLC phases from GAPs analysis and detail requirements to implementation shall be added and integrated once the COTS Contractor(s) for the replacement of CUBS system and/or peripheral system(s) have been selected. Prior to the Master Schedule, Project Manager will develop a high level Work Breakdown Structure (WBS) for all CCU Modernization Project implementation solicitation(s) and SDLC phase activities.
5	Work with COTS Contractor(s) once selected to integrate their plan and methodology into the CCU Modernization Project <b><i>Integrated Master Schedule</i></b> once the COTS Contractor(s) is selected to track project progress. Revise and maintain ongoing updates to the appropriate CCU Modernization Project <b><i>Project Management Plan</i></b> and related project components as outlined in the State's SDLC methodology.
6	Create and maintain an ongoing CCU Modernization Project <b><i>Communications Plan</i></b> for all project stakeholders including stakeholder contact list, distribution structure, description of information to be disseminated, schedule listing when information will be produced and method for updating the communications plan. Ensure all appropriate stakeholders have been identified and their requirements and expectations have been documented and managed within the scope of the project.
7	Develop and maintain an ongoing CCU Modernization Project <b><i>Master Risk Management Plan (RMP)</i></b> and <b><i>Risk Registry</i></b> . The CCU Modernization Project <b><i>Master RMP</i></b> shall identify and prioritize potential risks to successful completion of the CUBS implementation solicitation(s). The CCU Modernization Project <b><i>Master RMP</i></b> shall identify potential risk impacts and recommended risk responses. The CCU Modernization Project <b><i>Master RMP</i></b> shall incorporate pertinent risk information found in the CCU Modernization Project <b><i>Master Project Status Report</i></b> . The CCU Modernization Project <b><i>Master RMP</i></b> will keep a <b><i>Risk Registry</i></b> of all CCU Modernization Project risk and the <b><i>Risk Registry</i></b> will be updated throughout the project.
8	Develop documented issues escalation and resolution processes for the CCU Modernization Project and communicate the processes with all CCU Modernization Project stakeholder and project team members.
9	Develop a CCU Modernization Project <b><i>Deliverable Comments Matrix (DCM) Template</i></b> for use in documenting comments and recommended changes to all deliverables from COTS Contractor(s) and CCU Modernization Project SDLC phases prior to acceptance. The Project Manager will review and submit completed deliverable comment matrices to COTS Contractor(s) or document author and review subsequent versions of CCU Modernization Project deliverables to ensure all comments and/or changes have been addressed adequately. Additionally, review contract deliverables for completeness, adherence to standards and contract requirements.
10	Develop a CCU Modernization Project <b><i>Change Management Plan</i></b> that describes the processes for assuring that the project has adequate control over changes to all items (scope, requirements, and cost) necessary for creating or supporting the project deliverables. At a minimum, the plan should address the change management procedure, approvals process, and tools used (i.e. change request form, change order). The Change Management Plan should include: <ol style="list-style-type: none"> <li>1. Coordination with TO Manager for process to review and approval of proposed changes to the project;</li> </ol>

	<p>2. Coordination with COTS Contractor(s) for process to review and agree on proposed changes to COTS activities and deliverables; and</p> <p>3. For approved changes, perform project integration management consistent with the PMBOK.</p>
11	<p>Develop a CCU Modernization Project <b>Quality Assurance Plan</b> that captures the plan to ensure that all steps of the project from procurement through the State of Maryland SDLC phases are monitored with proper acceptance criteria defined for each stage of the SDLC. The plan should also define signoff procedures for various milestones and deliverables. Additionally, the PM will provide CCU Modernization Project deliverable Quality Assurance (QA) by evaluating and providing critical comments on all CCU Modernization Project deliverables. QA shall be based on comparing deliverables to the detailed requirements of the CCU Modernization Project solicitation(s) and Project Manager's industry expertise. Comments shall describe changes required for deliverable acceptance. Comments shall be documented in the CCU Modernization Project <i>Deliverable Comments Matrix</i>.</p>
12	<p>Obtain comments on all CCU Modernization Project deliverables from DBM and DoIT staff as identified by the TO Manager. Also obtain comments from key stakeholders on all SDLC deliverables and COTS Contractor(s) deliverables submitted. Compile comments in the CCU Modernization Project <i>Deliverable Comments Matrix</i>.</p>
13	<p>Schedule and facilitate regular weekly CCU Modernization Project status, risk and issue discussions with the TO Manager covering all pending and current CCU Modernization Project activities. Status, hours worked, project financials, risk and issue dispositions for the past week, and action items for week pending, shall be captured and tracked in table format in a CCU Modernization Project <b>Master Status Report</b>. The CCU Modernization Project <i>Master Status Report</i> also shall have sections describing Project Management activities, updates to the CCU Modernization Project <i>Integrated Master Schedule</i> and CCU Modernization Project <i>Master RMP</i>. The CCU Modernization Project <i>Master Status Report</i> shall contain a section on lessons learned from CCU Modernization Project and any other pertinent status information.</p>
14	<p>Coordinate with CCU Modernization Project COTS Contractor(s) to control CCU Modernization Project to agreed upon CCU Modernization Project <i>Project Management Plans</i>. Work with CCU Modernization Project COTS Contractor(s) to address schedule variances. Document schedule variances in the CCU Modernization Project <i>Integrated Master Schedule</i> and CCU Modernization Project <i>Master Status Report</i>.</p>
15	<p>Collect, organize, store, and manage CCU Modernization Project artifacts and information. This includes maintaining current and archival CCU Modernization Project files (electronic and paper), collecting and distributing information to and from project stakeholders, entering CCU Modernization Project updates into DoIT internal weekly status reports, Clarity, and project tracking systems, and recommending ways to optimize DoIT's project management office for the CCU Modernization Project .</p>
16	<p>Function as a liaison between DoIT personnel, DBM personnel, CCU Modernization Project Stakeholders and the COTS Contractor(s).</p>

17	Perform other minor duties related to CCU Modernization project management support as assigned by the TO Manager. Minor duties may include responding to CCU Modernization Project related phone calls and email, making photo copies, scheduling and attending ad hoc CCU Modernization Project related meetings, engaging in TO performance discussions, coordinating CCU Modernization Project COTS Contractor(s) invoice receipt and approval, and participating in IV&V assessments.
<b>Procurement Activities</b>	
1	Identify CCU Modernization Project objectives, CCU Modernization Project deliverables, and all Scope of Work requirements for incorporation into the one or more CCU Modernization Project solicitation(s) for the modernization project.
2	Work with TO Manager to determine appropriate procurement strategy for the modernization of the CCU systems including evaluation of CUBS and peripheral system(s) to be upgraded. Recommend an appropriate strategy for the CCU Modernization Project solicitation(s).
3	Compile CCU Modernization Project target project information for incorporation into SOW(s) for one or more CCU Modernization Project solicitation(s).
4	Work with DBM as an advisor to assist in the solicitation process including the finalization of the solicitation(s), evaluation of responses to the solicitation(s), perform due diligence in review of potential COTS financials for completeness as well as confirming the CCU Modernization Project COTS Contractor(s) are SAS 70 certified prior to final selection, and other duties as assigned directly related to the CCU Modernization Project solicitation(s).
5	Draft the CCU Modernization Project solicitation(s). The solicitation(s) will capture at a minimum the CCU Modernization Project purpose, description, agency background, functional requirements, proposal format and evaluation criteria for the CUBS replacement system and/or peripheral system(s) as part of the modernization project.
6	Facilitate the DBM effort in gathering and validating requirements and in the selection of the best software package(s).
7	Participate in procurement processes to include: Provide input on CCU Modernization Project procurement schedule; Formulate proposal evaluation criteria; Provide input to amendments to CCU Modernization Project solicitation(s); Create DoIT responses to Master Contractor questions; and Serve on evaluation committee.
8	Manage change orders in accordance with the CCU Modernization Project <b><i>Change Management Plan</i></b> . Work with the DoIT Procurement Officer to define change order scope and cost, and impact on CCU Modernization Project. Perform cost / benefit analyses, and provide valid justifications for change orders. Document changes orders in a <i>Change Order information Sheet</i> to be provided by the TO Manager. Coordinate the implementation of change orders with the Contract Manager and CCU Modernization Project Contractor(s).

9	Upon COTS Contractor(s) selection and NTPs, schedule and facilitate informal “meet and greet” session with the CCU Modernization Project Contractor(s) to discuss roles and set expectations for the CCU Modernization Project. Document session points in the CCU Modernization Project <i>Master Status Report</i> .
<b>Other SDLC Duties</b>	
1	Conduct CCU Modernization Project Kickoff Meeting and follow-on Kick-off meeting(s) with COTS Contractor(s).
2	Schedule and facilitate bi-weekly CCU Modernization Project status and issue discussions with COTS Contractor(s) based on project status report deliverables submitted by COTS Contractor(s). Transfer pertinent COTS Contractor(s) status and issue dispositions to the CCU Modernization Project <i>Master Status Report</i> .
3	Prepare and submit to DoIT quarterly CCU Modernization Project financial and status reports.
4	Make available through project team meetings required SDLC and reporting documentation and prepare summary minutes for all meetings.
5	Ensure project governance processes are documented and practiced.
6	Review and as necessary develop a written procedure for configuration control for application code promotion.
7	Perform QA tasks throughout the duration of the project to ensure the State receives a thorough tested and integrated COTS working system.
8	Coordinate and manage appropriate product-related training for users.
9	Work closely with DoIT functional managers to resolve team members’ workload conflicts.
10	Participate and provide Independent Verification and Validation Contractor with all project artifacts to accurately assess project health as required.
11	Other duties as assigned by TO Manager for the successful implementation of the CCU Modernization Project.

**ATTACHMENT 10- DELIVERABLE PRODUCT ACCEPTANCE FORM (DPAF)**

**(Submit one DPAF monthly)**

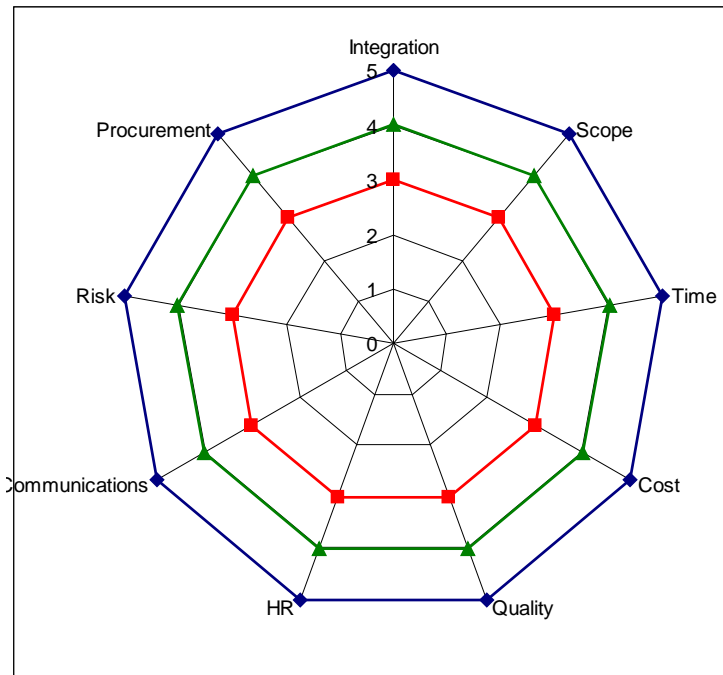
**TO Requesting Agency:** Department of Information Technology  
**TO Agreement Name:** CCU Modernization Project Staffing Services  
**TO Agreement #:** F50B0400050  
**DOIT Contact:**  
**TO Contractor:**  
**TO Contractor Contact:**

The TO Contractor has submitted the deliverable described below for the above referenced TO Agreement.

Deliverable ID#	Deliverable Title	Hours	Monthly Price

**The Information Below Shall Be Completed by TO Manager**

**DELIVERABLES AND PROJECT MANAGEMENT PERFORMANCE RATING DISPOSITION:**



PM Processes	Rating**
Procurement Management	
Schedule Management	
Scope Management	
Cost Management	
Risk Management	
Human Resources Management	
Quality Management	
Communications Management	
Integration Management	
Total Average Score for Applicable Processes	

\*\*Rating is based on *Monthly Project Management Process Evaluation Rating Criteria Sheet*. Project Manager should maintain

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score of 3 or higher for each process area and/or average score of 3. Scores below 3 are deemed poor or non-performance and Project Manager should take Mitigation Procedures for Poor Or Non-Performance as defined in Section 2.6.2 of TORFP.

Deliverables and Project Management Processes are accepted.

Deliverables and Project Management Processes are rejected (for reasons indicated below).

REASON(S) FOR UNACCEPTABLE DELIVERABLE / PROJECT MANAGEMENT PERFORMANCE RATING:  
(List Deliverables or PM Process Areas)

OTHER COMMENTS:

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TO Manager Signature

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Date Signed