



CONSULTING AND TECHNICAL SERVICES II (CATS II)

TASK ORDER REQUEST FOR PROPOSALS (TORFP)

DEPARTMENT OF HUMAN RESOURCES

OFFICE OF TECHNOLOGY FOR HUMAN SERVICES

**ENTERPRISE CONTENT MANAGEMENT SOLUTION
(ECMS)**

**CATS II TORFP # OTHS/OTHS-11-007-S
PURCHASE ORDER #N00B1400048**

DEPARTMENT OF HUMAN RESOURCES

OFFICE OF TECHNOLOGY FOR HUMAN SERVICES

ISSUE DATE: NOVEMBER 1, 2010

MINORITY BUSINESS ENTERPRISES ARE ENCOURAGED TO RESPOND TO THIS SOLICITATION

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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 in response to this TORFP. Master Contractors choosing not to submit a TO 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.

TORFP Title:	Maryland Department of Human Resources Office of Technology for Human Services Enterprise Content Management Solution
Functional Area:	Functional Area 3 – Electronic Document Management
TORFP Issue Date:	11/01/2010
Closing Date and Time:	01/07/11 at 2:00 PM
TORFP Issuing Agency:	Maryland Department of Human Resources Office of Technology for Human Services (DHR OTHS)
Send Questions and Proposals to:	Hattie Crosby HCrosby@dhr.state.md.us
TO Procurement Officer:	Hattie Crosby Office Phone Number: 410-238-1339 Office FAX Number: 410-238-1260
TO Manager:	Isabel FitzGerald Chief Information Officer (CIO) Office Phone Number: 410-238-1204 Office FAX Number: 410-238-1260
TO Project Number:	OTHS/OTHS-11-007-S Purchase Order # N00B1400048
TO Type:	Combination of Firm, Fixed Price (FFP) and Time and Materials (T&M)
Period of Performance:	August 2011 – May 2014
MBE Goal:	35 percent
Small Business Reserve (SBR):	No
Primary Place of Performance:	Department of Human Resources Information Systems 6800 Deerpath Road, Suite 105 Elkridge, MD 21075
TO Pre-Proposal Conference:	Saratoga State Center 311 W. Saratoga Street Conference Room 104 Baltimore, MD 21201 11/23/10 at 10:00 AM See Attachment 6 for directions.

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 Master Contractor, achieving on budget/on time/on target (e.g., within scope) completion of Section 2, Scope of Work.

1.2 TO AGREEMENT

Based upon an evaluation of TO Proposal responses, a Master Contractor will be selected to conduct the work defined in Section 2, Scope of Work. A specific TOA, Attachment 3, will then be entered into between the State and the selected Master Contractor, which will bind the selected Master Contractor (TO Contractor) to the contents of its TO Proposal, including the Financial Proposal.

1.3 TO PROPOSAL SUBMISSIONS

In response to this TORFP, and at its own expense, the Offeror will prepare and submit the Technical Proposal and Financial Proposal (collectively "TO Proposal") via e-mail to the TO Procurement Officer. The soft copies are to be submitted as two separate attachments in Adobe PDF format. The "subject" line in the e-mail submission shall state: TORFP #OTHS/OTHS-11-007-S PO# N00B1400048. The first file will be the technical response to this TORFP and titled, "CATS II TORFP #OTHS/OTHS-11-007-S PO#N00B1400048 Technical." The second file will be the financial response to this TORFP and titled, "CATS II TORFP #OTHS/OTHS-11-007-S PO#N00B1400048 Financial." Both soft copies must be submitted to the TO Procurement Officer by the exact date and time stated in the Key Information Summary Sheet. The TO Procurement Officer will not accept submissions after the closing time and date. The date and time of submission is determined by the date and time stamp of arrival of the e-mail(s) in the TO Procurement Officer's e-mail inbox. Offerors are strongly encouraged to allow sufficient e-mail delivery time to ensure timely receipt by the TO Procurement Officer. DHR is not responsible for late deliveries by any e-mail system. Oral Proposals will not be accepted. Proposals may not be delivered by hand or via facsimile, as they will not be accepted.

The following Proposal documents must be submitted via e-mail (as a PDF file) with clearly visible required signatures:

1. Attachment 1-A through 1-D, Financial Proposal
2. Attachment 2 – MBE Forms D-1 and D-2
3. Attachment 4 – Conflict of Interest Affidavit and Disclosure
4. Attachment 13 – Living Wage Affidavit of Agreement

1.3.1 ECONOMY OF PREPARATION

TO Proposals should be prepared simply and economically, providing a straightforward, concise description of the Offeror's response to meeting the requirements of this TORFP.

The Offeror's proposed solution must be completely demonstrated within the body of the technical response, and shall not exceed 200 single-sided pages, when printed. This page count does not include appendices, attachments or exhibits, which are to be used for clarification and illustration purposes only and not to explain the concept of the proposed solution. DHR expects all appendices, attachments or exhibits to be concise and clearly demonstrate the necessity for inclusion in the TO Proposal. All appendices, attachments or exhibits combined shall not exceed 50

single-sided pages, when printed. The required attachments cited in Section 1.3, TO Proposal Submissions do not count towards the page limit requirements cited in this section.

1.3.2 ALTERNATE PROPOSALS

An Offeror shall not submit an alternate Proposal in response to this TORFP.

1.3.3 MULTIPLE PROPOSALS

An Offeror shall not submit more than one (1) Proposal in response to this TORFP.

1.3.4 DATA AND DOCUMENT OWNERSHIP

All data and documentation produced as a result of the Contract will become the exclusive property of the Department of Human Resources, State of Maryland and may not be removed by the TO Contractor or subcontractor(s) or used, sold, reproduced or duplicated in any way for any purpose by the TO Contractor or subcontractor(s) without the written permission of DHR. Technical Proposals received from Offerors in response to this TORFP and the corresponding Financial Proposals from qualified Offerors will become the property of the Department of Human Resources, State of Maryland, and will not be returned to the Offeror.

1.3.5 ORAL PRESENTATIONS

Selected Offerors who submit a Proposal in response to this TORFP will be required to make an oral presentation of the Proposal to the Evaluation Committee, possibly on short notice. All Key Personnel (see Section 2.3.3.1, Proposed Key Personnel) must be present at and participate in the oral presentation. This oral presentation will include a demonstration of the proposed ECMS, addressing ECMS Phase 1 of the project, at a minimum. Offerors shall use the same scanner model(s) they are proposing for the ECMS at the demonstration. Each Offeror will have up to four (4) hours allotted for their presentation. All representations made by an Offeror during an oral presentation will include an oral and written response and the product demonstration. All such written representations will become part of the Offeror's Proposal and are binding if the Contract is awarded. The Procurement Officer will notify Master Contractors of the time and place of oral presentations. The oral presentation will assist the Evaluation Committee with its ranking of the Technical Proposal.

1.3.6 RIGHTS TO RECORDS

The TO Contractor agrees that all documents and materials, including but not limited to, reports, workpapers, studies, computations and data, tests, maps, design, and graphics prepared by the TO Contractor for purposes of this Contract shall be the sole property of DHR and shall be available to DHR as described in Section 1.3.6.2., Workpapers and Records, DHR shall have the right to use the same without restriction and without compensation to the TO Contractor other than that specifically provided by this Contract.

To the extent that the TO Contractor incorporates any of its materials, reports or data into the documents and materials delivered under any Deliverable, the TO Contractor hereby grants to the State a royalty-free, non-exclusive right to use such TO Contractor's information solely for the State's use and that of its agents.

Notwithstanding anything to the contrary in the Contract, the TO Contractor shall have the right to retain a copy of all its workpapers and administrative records and shall be entitled to use such documents.

1.3.6.1 WORKS FOR HIRE

The TO Contractor agrees that at all times during the term of the Contract and thereafter, the works created and services performed under the Contract shall be "works made for hire" as that term is interpreted under U.S. copyright law. To the extent that any products created under the Contract are not determined to be works for hire for the Department, the TO Contractor hereby relinquishes, transfers, and assigns to the State all of its rights, title,

and interest (including all intellectual property rights) to all such products created under the Contract, and shall cooperate reasonably with the State in effectuating and registering any necessary assignments.

The TO Contractor shall not affix any restrictive markings upon any data and if such markings are affixed, the Department shall have the right at any time to modify, remove, obliterate, or ignore such warnings.

1.3.6.2 WORKPAPERS AND RECORDS

- A. All of the services performed by the TO Contractor relating to the subject of this Agreement are subject to the review, inspection and approval of DHR and, therefore, any and all written and electronic records, including, but not exclusively limited to, any books, papers, notes, files, records, memos, drafts, findings, draft reports, and reports related to such services (hereinafter "workpapers" or "workpaper") shall be subject to the inspection and approval of DHR. The TO Contractor shall furnish all workpapers and additional information requested by DHR to DHR and grant DHR's duly authorized representatives free access to any workpapers at all reasonable times, upon twelve (12) hours notice to the TO Contractor. At DHR's request, the TO Contractor shall provide DHR with certified copies of workpapers in the possession or control of the TO Contractor. The workpapers may be provided in an electronic format that is acceptable to DHR.
- B. The TO Contractor agrees that all workpapers shall remain the property of DHR and all workpapers retained by the TO Contractor are retained on behalf of DHR. The TO Contractor shall retain and maintain all records and documents in any way relating to this Contract for three (3) years after final payment by the State of Maryland if applicable, or any applicable statute of limitations, whichever is longer, and shall make them available for inspection and audit by authorized representatives of the State, including the TO Procurement Officer or designee, at all reasonable times. All records related in any way to the Contract are to be retained for the entire time provided under this section. During the retention period, as defined in Section 1.3.6.2, Workpapers and Records (C), the TO Contractor shall maintain all workpapers in its possession in the office or facility closest to DHR's office that is appropriate for the retention of documents. After or during the retention period or upon completion of the services provided in accordance with this Contract and any regulatory or legal proceeding associated with the services provided, DHR may take possession of any original workpapers retained by the TO Contractor and the TO Contractor shall submit such workpapers to DHR in accordance with DHR's direction. The TO Contractor may retain photocopies of the original workpapers and may retain any original workpapers DHR does not wish to possess. All such materials are to be kept confidential and in a secure location.
- C. The TO Contractor shall retain and maintain all records and documents in any way relating to this Contract for three (3) years after final payment by the State of Maryland if applicable, or by the company being examined under this Contract or any applicable statute of limitations, whichever is longer, and shall make them available for inspection and audit by authorized representatives of the State, including the TO Procurement Officer or designee, at all reasonable times. All records related in any way to the Contract are to be retained for the entire time provided under this section.
- D. The TO Contractor agrees to take all reasonable steps necessary to safeguard the workpapers, or other information from loss, destruction, unauthorized disclosure or erasure during the course of the Contract and the retention period specified in Section 1.3.6.2, Workpapers and Records (C), above.

1.3.7 PATENTS, COPYRIGHTS AND INTELLECTUAL PROPERTY

As used in this section, the term "Deliverables" shall mean reports, documents, templates, studies, strategies, operating models, technical architectures, design ware, software objects, software programs, source code, object code, specifications, documentation, abstracts and summaries thereof, and other work product and materials which are originated and prepared for the State and delivered by the TO Contractor (either independently or in concert with State or third parties) during the course of the TO Contractor's performance under this Contract. The term

“TO Contractor IP” shall mean any intellectual property owned or licensed by the TO Contractor other than the Deliverables.

The State shall have a perpetual, nontransferable, non-exclusive paid-up right and license to use, copy, modify and prepare derivative works of the TO Contractor IP. In no event shall either party be precluded from developing for it, or for others, materials which are competitive with, or similar to, the Deliverables. In addition, each party shall be free to use its general knowledge, skills and experience, and any ideas, concepts, know-how, and techniques that are acquired or used in the course of performing the Contract.

If the TO Contractor furnishes any design, device, material, process, Deliverable or other item, which is covered by a patent or copyright or which is proprietary to or a trade secret of another, the TO Contractor shall obtain the necessary permission or license to permit the State to use such item or items.

The TO Contractor will defend or settle, at its own expense, any claim or suit against the State alleging that any such item furnished by the TO Contractor infringes any patent, trademark, copyright, or trade secret. If a third-party claims that a product infringes that party’s patent or copyright, the TO Contractor shall defend the State against that claim at the TO Contractor’s expense and shall pay all damages, costs and attorney fees that a Court finally awards, provided the State: (1) promptly notifies the TO Contractor in writing of any claim that comes to the knowledge of the State; and (2) cooperates with TO Contractor in the defense and any related settlement negotiations. The obligations of this paragraph are in addition to those stated below.

If any products furnished by the TO Contractor become, or in the TO Contractor’s opinion are likely to become, the subject of claim of infringement, the TO Contractor shall, after consultation with the State, and at its own expense: a) procure for the State the right to continue using the applicable item; b) replace the product with a non-infringing product substantially complying with the item’s specifications; c) modify the item so that it becomes non-infringing and performs in a substantially similar manner to the original item; or, d) refund to the State the fees paid for such Deliverable, less a reasonable amount for State’s use of the Deliverable up to the time of return.

The TO Contractor shall report to DHR promptly and in written detail, each notice of claim of copyright infringement received by the TO Contractor with respect to all data delivered under this agreement.

1.3.8 OWNERSHIP OF DATA, SOFTWARE, INFORMATION AND REPORTS

Any data, software objects, software programs, source code, object code, information and reports collected, developed, or prepared by the TO Contractor or subcontractor(s) in the course of performing its duties and obligations under a Contract resulting from this TORFP shall be deemed owned by DHR. The ownership provisions are in consideration of the TO Contractor’s use of public funds in collecting or preparing such data, information, and reports. These items shall not be used by the TO Contractor or subcontractor(s) for any independent project of the TO Contractor or subcontractor(s) or publicized by the TO Contractor or subcontractor(s) without written permission from DHR. Subject to applicable State and Federal law and regulations, DHR shall have full and complete rights to reproduce, duplicate, disclose, and otherwise use all such data, information, and reports. At the expiration or termination of the Contract, the TO Contractor and subcontractor(s) shall make available data, information, and reports to DHR within thirty (30) days following the expiration or termination of the Contract or such longer period as approved by DHR.

Except as otherwise provided in this section, if any copyrightable or patentable material is developed by the TO Contractor or subcontractor(s) in the course of performance of a Contract resulting from this TORFP, DHR, the State of Maryland, and the Federal Government shall have a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use the work and authorize others to do so. The State may grant to the Federal government a royalty-free, non-exclusive, and irrevocable license in such software, modifications and documentation designed, developed or installed in whole or part with Federal financial participation in accordance with Federal regulations at 45 CFR 95.617.

1.3.9 NONDISCLOSURE AND CONFIDENTIALITY OF PROPRIETARY INFORMATION

The TO Contractor shall not release any information concerning the services provided pursuant to the Contract or any part thereof to any member of the public, press, business entity, or any official body unless prior written consent is obtained from DHR. Any violation of the data disclosure and confidentiality laws and policies could result in Contract termination and impact future awards as well as any potential legal ramifications.

- A. In accordance with applicable State and Federal law, DHR and the TO Contractor agree that all workpapers, working papers, recorded information, documents and copies thereof, and all other information written or oral, produced by, obtained by or disclosed to DHR and the TO Contractor in the course of providing the services contemplated by this Contract ("Proprietary Information") shall be forever given confidential treatment, shall not be subject to subpoena and shall not be made public by DHR or the TO Contractor, except in accordance with the provisions of the Maryland Public Information Act or other applicable laws;
- B. Proprietary Information shall not include information which (1) is or becomes available to the public other than as a result of a disclosure by the TO Contractor or its representatives; (2) was or becomes available to the TO Contractor on a non-confidential basis from a source other than DHR, provided that such source is not known by the TO Contractor to be bound by a confidentiality agreement with or other contractual, legal or fiduciary obligation of confidentiality to DHR with respect to such Proprietary Information; (3) is developed by the TO Contractor independently of any disclosures of information by DHR;
- C. The TO Contractor further agrees not to use such Proprietary Information for any purpose other than the provision of services as contemplated by the Contract. The TO Contractor agrees that damages would not be a sufficient remedy for any breach of the Contract by the TO Contractor or its representatives and, thus, that, in addition to all other remedies, DHR shall be entitled to seek specific performance and injunctive or other equitable relief as a remedy for any such breach. The TO Contractor also agrees to waive, and to use its best efforts to cause its representatives to waive, any requirement for the securing or posting of any bond in connection with any such remedy;
- D. The TO Contractor shall be permitted to disclose Proprietary Information only to the TO Contractor's employees who will have need of such data or information in connection with the performance of this Contract. The TO Contractor shall clearly instruct such employees not to violate the confidentiality provisions contained herein, and the TO Contractor shall take appropriate steps to ensure that such obligations are fulfilled; and
- E. In the event that the TO Contractor is requested or directed (by deposition, interrogatories, requests for information or documents in legal proceedings, subpoenas, civil investigative demand or similar process), in connection with any legal or regulatory proceedings, to disclose any Proprietary Information, the TO Contractor shall give DHR prompt written notice of such request or direction so that DHR may independently or jointly seek an appropriate protective order or other remedy. If DHR agrees that the requested disclosure is appropriate and permissible under the relevant provisions of the Contract and any relevant State or Federal laws, the TO Contractor shall furnish only that portion of the Proprietary Information that is legally required to be disclosed.

1.3.10 LIMITATION OF LIABILITY

For breach of this Contract, negligence, misrepresentation or any other claim arising in tort or Contract, the TO Contractor shall be liable as follows:

- A. Without limitation for damages for bodily injury (including death) and damage to real property and tangible personal property based on actual damages sustained or awarded. As provided in Section IV(b) of the Standard Services Contract, the TO Contractor shall without limitation, indemnify, defend and hold harmless the State and its officers, employees and agents, from and against any third-party claims, demands, loss, damage or expenses (including counsel fees and court costs) relating to bodily injury or

death of any person or damage to real and/or tangible personal property directly caused by the negligence or willful misconduct of the TO Contractor in the course of performing its obligations under the Contract.

- B. As set forth in the Contract, in the event of any loss of data or records necessary for the performance of this Contract, where such loss is due to the error or negligence of the TO Contractor, the TO Contractor shall be responsible for actual damages sustained in an amount not to exceed three (3) times the total annual value of this Contract for recreating such lost data or records.
- C. For all other claims, damages, loss, expenses, suits or action in any way related to this Contract, regardless of the form, the TO Contractor's liability shall not exceed two (2) times the total annual value of this Contract.
- D. For infringement of patents, trademarks, trade secrets, and copyrights against the State or TO Contractor, that any Deliverable infringes the presently existing U.S. intellectual property of any third-party, the TO Contractor will defend such claim at its expense and will pay any costs or damages that may be finally awarded against the State. The TO Contractor will not have to indemnify the State if the claim of infringement is caused by (1) the State's misuse or modification of the Deliverable; (2) the State's failure to use corrections or enhancements made available by the TO Contractor; (3) the State's use of the Deliverable in combination with any product or information not owned or developed by TO Contractor; (4) the State's distribution, marketing or use for the benefit of third parties of the Deliverable; or (5) information, direction, specification or materials provided by the State or any third-party not under the TO Contractor's direction.

1.3.11 LIQUIDATED DAMAGES – FAILURE TO MEET PERFORMANCE REQUIREMENT

The TO Contractor agrees that in the event of a failure to meet timelines in an approved project plan and deliverable due dates as defined in Section 2.6, Project Deliverables, damage shall be sustained by DHR. Actual damages to the State may be extremely difficult and impractical to determine. It is therefore agreed that the State, at its sole option and after the TO Contractor has been given reasonable opportunity, of which the timeframe will be determined at the sole discretion of the State, to cure the failure and fails to do so, may require the TO Contractor to pay Liquidated Damages for such failures according to the following subsections. Damages will be limited as outlined in Section 1.3.10, Limitation of Liability, and any Liquidated Damages assessed would count against the Limitations of Liability Threshold.

In addition, a single event of failure on the part of the TO Contractor or its subcontractors will only result in the imposition of damages in one Liquidated Damage Category.

Liquidated Damages as more fully detailed in Section 1.3.11.2, Liquidated Damages – Failure to Meet Deliverable Schedule Criteria, are limited as follows:

- A. In the event of a force majeure event, or a failure due to third parties outside of the TO Contractor's reasonable control, no Liquidated Damages will apply.
- B. In the event of a failure other than an excusable failure as described in subsection (a) above, resulting from the TO Contractor, the maximum amount for Liquidated Damages will not exceed 10% of the total charges invoiced in an average monthly period. The average will be calculated based on all previous invoices submitted to date prior to the assessment of Liquidated Damages.

Amounts due the State as Liquidated Damages will be deducted by the State from any money payable to the TO Contractor pursuant to this Contract. The State will notify the TO Contractor in writing of any claim for Liquidated Damages before the date the State deducts such sums from money payable to the TO Contractor. No delay by the State in assessing or collecting Liquidated Damages shall be construed as a waiver of such rights.

The TO Contractor shall not be liable for Liquidated Damages when, in the opinion of DHR, incidents or delays result from excusable failure. DHR shall adopt a reasonable standard of review, which takes into consideration the totality of the circumstances. The TO Contractor will bear the burden of providing evidence, that the delay is attributable to, and the responsibility of, another entity outside and independent of the custody, control, supervision

and/or direction of the TO Contractor, its officers, agents or employees. Failure to provide such proof will result in the TO Contractor being responsible and liable for all Liquidated Damages hereunder.

1.3.11.1 LIQUIDATED DAMAGES – FAILURE NOTIFICATION REQUIREMENT

Written notification of failure to meet a performance requirement shall be given by the TO Manager to the TO Contractor. The TO Contractor shall have three (3) business days from the date of receipt of the written notification of failure to perform the specifications to cure the failure set forth in the written notification. If the failure is not resolved or if the TO Contractor fails to provide a plan to cure the failure that is acceptable to DHR within this period, Liquidated Damages may be imposed retroactively to the date of failure to perform, excluding days used by DHR to review the product if it proves acceptable. However, if the product is not acceptable these review days may be included in the computation of Liquidated Damages. Such review shall be done within a reasonable time period and in no event exceed more than ten (10) business days.

1.3.11.2 LIQUIDATED DAMAGES – FAILURE TO MEET DELIVERABLE SCHEDULE CRITERIA

For any failure by the TO Contractor to meet a critical project Deliverable due date, DHR may require the TO Contractor to pay Liquidated Damages in the amount of \$2,500 per calendar day per Deliverable, each and every day thereafter up to the maximum penalty until such Deliverable is completed and accepted by DHR. If the TO Contractor fails to complete the Deliverable, which is subsequently accepted by the State within thirty (30) calendar days, the State may move to terminate the Contract for default. Deliverables and any associated due dates are listed in Section 2.6, Project Deliverables.

1.3.11.3 LIQUIDATED DAMAGES – TRANSITION OUT TIMELINES

Transition Out Performance Standard: The incumbent TO Contractor is responsible for ensuring that the services provided to DHR are not jeopardized by delays in the Transition Out schedule, as agreed and defined in the final Transition Out Plan of the incumbent TO Contractor that has been approved by DHR.

The incumbent TO Contractor must ensure that the State is not charged for any additional effort required to meet these schedules. In addition, the incumbent TO Contractor must perform in such a manner that it facilitates the attainment of the due dates by the incoming TO Contractor. The incumbent TO Contractor will participate in all meetings, produce all documentation within three (3) business days of request, and complete all assigned tasks in accordance with the Transition Out Plan approved by DHR.

Liquidated Damages: If the TO Contractor fails to complete the required Transition Out tasks and subtasks in accordance with the defined due dates, Liquidated Damages of \$2,500 per calendar day shall be paid by the TO Contractor to DHR for every calendar day, or fraction of a day that the schedule is delayed, from the date of written notification by the TO Manager to the TO Contractor that the schedule is late. Delays that occur that are not within scope of control of the TO Contractor as previously defined will not result in Liquidated Damages.

1.3.11.4 LIQUIDATED DAMAGES – SERVICE LEVELS/SYSTEM PERFORMANCE

The TO Contractor shall be responsible for performance of the services in accordance with the minimum standards as set forth in the Service Level Agreements and System/Application Performance Requirements, based on requirements set forth in Section 2.4.5.11, Service Level Agreements Requirements, and Section 2.4.1.2.10, System/Application Performance, of the TORFP. Each of the referenced Service Levels shall be measured at the request of DHR and on a monthly basis at 15-minute intervals during the randomly selected day at randomly selected locally attached terminals or workstations.

The TO Contractor shall provide the necessary equipment and/or methodology for measuring performance and shall perform those measurements. Such equipment and/or methodology are subject to approval by DHR. Measurements shall be taken on a schedule to be provided by DHR. Additional measurement periods shall be required, at the option of DHR, on demand and unannounced.

For each performance measurement that is missed, the TO Contractor shall pay the State Liquidated Damages in the amount of \$2,500 per calendar day up to 5% of the total monthly invoice as described in Section 1.3.11, Liquidated Damages – Failure to Meet Performance Requirement, (B) if the responses do not meet or exceed the performance requirements as a result of the randomly performed tests.

1.3.11.5 LIQUIDATED DAMAGES – KEY PERSONNEL

In the event that the TO Contractor diverts or replaces Key Personnel without the prior written approval of DHR, the TO Contractor is subject to Liquidated Damages in the amount of \$2,500 per business day for diversion of the TO Contractor’s Program or Project Manager and \$1,000 per business day for all other Key Personnel, until the Key Personnel member’s replacement is approved by DHR and begins work. The damages will begin the first business day of the diversion or replacement of Key Personnel by the TO Contractor and applies only to replacement of Key Personnel by the TO Contractor that is within the TO Contractor’s control. The provision is intended to be a disincentive against the unilateral removal by the TO Contractor of Key Personnel and no Liquidated Damages will be payable by the TO Contractor if removal or reassignment of such personnel is required as a result of the following, provided that the TO Contractor provides written notification to DHR within five (5) business days of such removal/reassignment and exercises commercially reasonable efforts to find a suitable replacement for the Key Personnel:

- a) When such personnel voluntarily resign from TO Contractor’s employment
- b) When such personnel are dismissed by the TO Contractor for non-performance or for misconduct
- c) When such personnel are unable to work due to a disability of more than fifteen (15) business days
- d) When DHR initiates the request for the replacement or reassignment of such personnel

1.4 FEDERAL ACCESS

The United States Department of Health and Human Services and the United States Department of Agriculture, Food and Nutrition Services, or any of their duly authorized representatives, shall have access to the TO Contractor’s documents, papers, and records which are directly pertinent for the purpose of making audit, examination, excerpts, and transcriptions for work performed under this Contract. The TO Contractor shall cooperate with all reviews and supply copies of any requested materials.

The U.S. Departments of Health and Human Services and Agriculture, and the State of Maryland shall have a royalty-free, non-exclusive and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to do so, all application software including but not limited to all source and object code, instructions, files, and documentation which is required by this Contract. The TO Contractor claims no proprietary rights to the application software, files, databases, or other components of the application developed or modified specifically for the State under this Contract. The State may grant to the Federal government a royalty-free, non-exclusive, and irrevocable license in such software, modifications and documentation designed, developed or installed in whole or part with Federal financial participation in accordance with Federal regulations at 45 CFR 95.617.

The provisions of this section shall be incorporated in any subcontract that relates to the subject matter of this article.

1.5 MINORITY BUSINESS ENTERPRISE (MBE)

A Master Contractor that responds to this TORFP shall complete, sign, and submit all required MBE documentation (Attachment 2 - Forms D-1 and D-2) at the time of its TO Proposal submission. **Failure of a Master Contractor to complete, sign, and submit all required MBE documentation at the time of its TO Proposal submission will result in the State’s rejection of the Master Contractor’s TO Proposal.**

1.6 CONFLICT OF INTEREST

The TO Contractor awarded the TOA 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 Master Contractor shall complete and include a Conflict of Interest Affidavit in the form included as Attachment 4 of 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 the Annotated Code of Maryland Regulations (COMAR) 21.05.08.08A, the TO Procurement Officer may reject a Master Contractor's TO Proposal under COMAR 21.06.02.03B.

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

1.7 NON-DISCLOSURE AGREEMENT

Certain documentation may be required by the TO Contractor awarded the TOA in order to fulfill the requirements of the TOA. The TO Contractor, employees and agents will be required to sign, including but not limited to, a Non-Disclosure Agreement (TO Contractor) in the form of Attachment 11.

1.8 LIMITATION OF LIABILITY CEILING

Pursuant to Section 27 (C) of the CATS II Master Contract, the limitation of liability per claim under this TORFP shall not exceed the total TOA amount.

1.9 STATE-SUPPLIED SERVICES AND FACILITIES

If the TO Contractor should require workspace at the State's worksite:

1. The State shall provide workspace for the TO Contractor, as needed and approved by the TO Manager or designee. It is anticipated that at a minimum, the TO Contractor Project Manager shall be onsite at DHR.
2. The State shall provide access to State facilities for the duration of the Contract, as needed and approved by the TO Manager.
3. The State shall provide space for office equipment necessary to perform agreed upon work for the duration of the Contract as needed and approved by the TO Manager.
4. The State shall provide access to DHR classrooms for ECMS training activities, as needed. DHR has several training classrooms across the State. Please see Appendix I, State Training Facilities for more information.

Unless otherwise determined by the TO Manager, the TO Contractor shall provide its own computer or laptop. TO Contractor equipment must meet or exceed DHR's standards for virus protection and security. To be compliant with DHR virus protection standards a workstation or server must:

1. Be regularly assessed for security patches and patched accordingly as recommended by Operating System Vendors that pertain to the stability and security of the Operating System.
2. Utilize anti-virus software that is licensed and has the capability to mitigate most common virus attacks and be updated on a regular basis.

1.9.1 DEPARTMENT OF HUMAN RESOURCES INFORMATION SYSTEMS (DHRIS)

DHRIS is a secure facility currently located at 1100 Eastern Boulevard, Essex, Maryland, 21221. The Department anticipates relocating DHRIS to a secure facility at 6800 Deerpath Road, Elkridge Maryland, 21075 in early 2011. The Department shall make available the following items as needed for the staff proposed by the TO Contractor. It is DHR's expectation the majority of TO Contractor staff will be off-site, and only Key Staff will be housed at the State facility. DHRIS may be the primary work location for the on-site TO Contractor Project Manager; however, TO Contractor staff may also be located at Saratoga State Center (SSC) to facilitate communication with the

LAN/WAN unit. The TO Contractor is expected to attend meetings at both locations as well as off-site locations. DHR will provide:

1. Photo identification badges (the TO Contractor shall be responsible for the cost incurred in obtaining State-issued photo identification badges)
2. Office space and/or cubicles
3. Office furniture (desk and chair)
4. Telephone and fax equipment (local use only)
5. Shared networked printer(s)
6. Security privileges to connect to appropriate applications and system resources
7. Meeting rooms with whiteboards and supplies for conducting facilitated sessions based on availability
8. Free parking on the DHRIS surface lot

1.9.2 SARATOGA STATE CENTER (SSC)

SSC, the headquarters for DHR, is a secure facility located at 311 W. Saratoga Street, Baltimore, Maryland, 21201. In the event that any ECMS project meetings or activities must occur at SSC, DHR will provide:

1. Photo identification badges (the TO Contractor shall be responsible for the cost incurred in obtaining State-issued photo identification badges)
2. Office space and/or cubicles
3. Office furniture (desk and chair)
4. Telephone and fax equipment (local use only)
5. Shared networked printer(s)
6. Hardware, software and security privileges to connect to appropriate applications/system resources
7. A meeting room with whiteboards and supplies for conducting facilitated sessions based on availability

Parking is available nearby. However, any parking fees are at the TO Contractor's expense.

1.9.3 ECMS PROJECT HOURS

There are three categories of hours for the ECMS project: business hours, system availability/support hours and extended hours. The TO Contractor will abide by each of the three types of hours set forth in this Contract.

1.9.3.1 BUSINESS HOURS

The TO Contractor's Program and Project Manager's and Key Staff's onsite working hours shall be consistent with DHR. Regular DHR business hours are Monday through Friday, 8 AM to 5 PM Eastern Standard Time (EST). It is expected that, when needed, the TO Contractor's Program and Project Manager and Key Staff shall be required to work evenings, nights, weekends, holidays, and other non-standard work hours as dictated by the services outlined in the Offeror's response to this TORFP.

1.9.3.2 SYSTEM AVAILABILITY/SUPPORT HOURS

The ECMS will be available Monday through Friday, 7 AM to 8 PM EST and Saturdays from 8 AM to 8 PM EST. ECMS maintenance will occur outside of system availability/support hours. Any emergency maintenance that requires system downtime during system availability/support hours must first be approved by the TO Manager or designee. The ECMS Help Desk must be staffed to support the system availability/support hours. It is expected that, when needed, and with as much advance notice from DHR as possible, the system will be available and

supported evenings, nights, weekends, holidays and other non-standard business hours (hours outside regular DHR business hours). Services requiring non-standard work hours may include problem resolution and research, emergency maintenance, disaster recovery testing and support, and other activities that must occur outside regular DHR business hours.

1.9.3.3 EXTENDED HOURS - EMERGENCY EFFORT PREPAREDNESS

The TO Contractor may be called upon to work extended hours to support emergency preparedness efforts. According to The Maryland Administrative Code (COMAR), Executive Order 01.01.1991.02, State of Maryland Emergency Management Policy, in the event of a disaster, DHR shall be available to serve as a member of Maryland's Emergency Management Agency (MEMA) Rapid Response Team. To that end, DHR must have a comprehensive Continuity of Operations (COOP) strategy and preparedness plan in order to respond to the needs of MEMA and serve as part of the Rapid Response effort.

As such, the TO Contractor shall be required to support the Department's efforts in the event of an unforeseen circumstance or disaster. Support may include and not be limited to: participating in planning discussions for event response activities which can occur with short notice, remaining on-call and available to the Department within specified timeframes when the Department's participation is activated, temporarily working unconventional hours to support the processing of eligibility determination for refugees entering the country or the state; supporting the temporary need for additional and/or relocated or consolidated equipment for displaced workers responding to events, etc.

These COMAR requirements are documented at:

<http://www.dsd.state.md.us/comar/comarhtml/01/01.01.1991.02.htm>

1.10 CONTRACT MANAGEMENT OVERSIGHT ACTIVITIES

The Maryland Department of Information Technology (DoIT) is responsible for contract management oversight on the CATS II Master Contract. As part of that oversight, DoIT has implemented a process for self-reporting contract management activities of CATS II Task Orders (TO). This process shall typically apply to active TOs for operations and maintenance services valued at \$1 million or greater, but all CATS II TOs are subject to review.

Attachment 12 is a sample of the TO Contractor Self-Reporting Checklist. DoIT will send initial checklists out to applicable TO Contractors approximately three (3) months after the award date for a TO. The TO Contractor shall complete and return the checklist as instructed on the checklist. Subsequently, at six (6)-month intervals from the due date on the initial checklist, the TO Contractor shall update and resend the checklist to DoIT.

1.11 ACCEPTANCE OF TERMS AND CONDITIONS

By submitting a TO Proposal in response to this TORFP, an Offeror shall be deemed to have accepted all the terms, conditions and requirements set forth in this TORFP and all attachments thereto. Any exceptions to this TORFP or the Contract must be clearly identified and submitted as an attachment to the Transmittal Letter (see Section 3.2.1.1, Transmittal Letter, of this TORFP).

Exceptions to terms and conditions may result in having the TO Proposal deemed unacceptable or classified as not reasonably susceptible for award.

1.12 CONTRACT TERMINATION FOR CONVENIENCE

DHR reserves the right to terminate the Contract that results from this TORFP under COMAR 21.07.02.09.

The performance of work under this Contract may be terminated by the State in accordance with this clause in whole, or from time to time in part, whenever the TO Procurement Officer shall determine that such termination is in the best interest of the State. Any such termination shall be affected by delivery to the TO Contractor of a Notice of Termination specifying the extent to which performance of work under the contract is terminated, and the date upon which such termination becomes effective.

After receipt of a Notice of Termination, and except as otherwise directed by the TO Procurement Officer, the TO Contractor shall:

1. Stop work under the Contract on the date and to the extent specified in the Notice of Termination;
2. Place no further order or subcontracts for materials service or facilities, except as may be necessary for completion of the portion of the work under the Contract as is not terminated.

1.13 OFFEROR QUESTIONS

Questions from prospective Offerors should be e-mailed to the Procurement Officer prior to the Pre-Proposal conference. If possible and appropriate, such questions will be answered at the Pre-Proposal conference. No substantive question will be answered prior to the Pre-Proposal conference. Questions, both oral and written, will also be accepted during the Pre-Proposal Conference. If possible and appropriate, these questions will be answered at the Pre-Proposal Conference.

Questions will also be accepted subsequent to the Pre-Proposal Conference and should be submitted in a timely manner prior to the Proposal due date to the Procurement Officer. Time permitting, answers to all substantive questions that have not previously been answered, and are not clearly specific only to the requestor, will be e-mailed to all vendors who are known to have received a copy of the TORFP.

2 SCOPE OF WORK

2.1 INTRODUCTION

The Maryland Department of Human Resources (DHR) Office of Technology for Human Services (OTHS) is issuing this CATS II TORFP to obtain a secure, Internet-accessible, Web-based Enterprise Content Management Solution (ECMS) for the Department. In the context of this project, Enterprise Content Management (ECM) encompasses the strategies, methods and tools used to capture, manage, store, preserve, and deliver content and documents related to the organizational processes of DHR. ECM tools and strategies enable the management of unstructured information, wherever that information exists.

The overall project goal is to provide DHR with an ECMS that will enable secure, electronic management of case and client content effectively across the organization. In regards to this solicitation, content refers to both physical and electronic objects generated or received by DHR, assisting case workers to serve and act as advocates for Maryland residents in need. Physical objects, such as paper case files, and electronic objects, such as images and associated data and metadata, are examples of objects for which DHR seeks an ECMS.

The immediate goal for this project is for the TO Contractor to provide image capture and retrieval services for selected Health and Human Services (HHS) programs administered through and supported by DHR. Subsequent project goals, as outlined in this TORFP, are to establish and develop an enterprise-level document repository as well as incorporate advanced document management technologies. The long term goal is to link the ECMS to a future Business Process Management Solution (BPMS) for DHR. While there are no immediate plans for the implementation of a BPMS for DHR, the TO Contractor should be aware of DHR's intended future goal.

It is anticipated that only one Contract will be awarded as a result of this TORFP. The Contract resulting from this TORFP shall be for a period of two (2) years and ten (10) months, beginning on or about August 2011 through May 2014. Due to the expiration of CATS II in May 2014, no option years are available for this effort.

2.1.1 CONTRACT BREAKDOWN

Due to the nature of this TORFP, DHR has divided the Contract into two portions: firm fixed-price (FFP) and time and materials (T&M). A system of this magnitude and scope is groundbreaking for the Department and it is vital to provide a Contract of this makeup to ensure that DHR will get the services it needs in a cost-effective and efficient manner. In addition, all information presented is based on what is known at the time of release of this TORFP and DHR is aware that other information may manifest between TORFP release and Contract award. In order for Offerors to be able to respond to this solicitation as accurately as possible, the T&M portion of the Contract is in place to address any unknown future variables that may be related to or impact the ECMS project. T&M Services are further defined in Section 2.4.4. Unless otherwise indicated for T&M, Offerors will respond to requirements under FFP.

2.1.2 AGENCY BACKGROUND

DHR is the State's social services provider. The agency collaborates with 24 local jurisdictions to administer the State's public assistance, social services, child support enforcement, and community-based programs. The State's jurisdictions include 23 counties and Baltimore City. DHR also administers programs for homeless persons, refugees, migrant workers, victims of crime and women who are displaced, battered or assaulted. DHR is the fourth largest agency in Maryland, serving over 760,000 people in need last year.

The critical mission of DHR is to work to safeguard and provide services to some of Maryland's most vulnerable citizens. DHR touches the lives of thousands of children and families every year, working hard to ensure that Maryland's most disadvantaged residents receive the services they are eligible for as well as protection from abuse and neglect.

Within the Department there are three program administrations: the Family Investment Administration (FIA), the Child Support Enforcement Administration (CSEA), and the Social Services Administration (SSA). OTHS, which

resides within DHR, is the enterprise-wide Information Technology (IT) organization that manages all IT services and strategies across DHR including the three program administrations as well as various administrations that support the day-to-day operations of the Department, and local departments of social services (LDSS). In general, each LDSS house staff for all three administrations, but in some cases there are standalone sites known as metro or satellite offices that provide access to specific program administrations. A list of DHR sites that will be addressed in this TORFP is included in Appendix A, DHR Site List.

2.1.3 OFFICE OF TECHNOLOGY FOR HUMAN SERVICES (OTHS)

More than 6,400 employees at DHR rely on OTHS to develop, enhance, and maintain mission-critical systems that support the delivery of social services, track activities, and manage outcomes. OTHS maintains and enhances approximately 49 mainframe, non-mainframe, client server, and Web-based applications supporting HHS programs administered and managed by DHR in 119 locations across the State. OTHS oversees the Department's IT infrastructure including personal computers, hardware and software, office applications and network upgrades, Internet and Intranet, and telephone systems and related equipment.

OTHS, in concert with its business partners and stakeholders, established a Mission and Vision that supports the Department's objectives and priorities. The Mission and Vision statements closely align OTHS with the Department's vision and focuses on the delivery of technology services with professionalism and commitment to the customer's experience:

Mission: OTHS will enable DHR to provide excellent customer service to the citizens of Maryland through innovative and efficient use of technology.

Vision: We envision an OTHS in which operational excellence has been achieved and maintained, we exhibit a consultancy mindset and serve as a trusted business partner to each Program to provide innovative technical solutions in an efficient and timely manner.

The mission and vision are aligned with the Department's IT Master Plan (ITMP) for Fiscal Year (FY) 2011 which can be found on the DoIT Website at:

<http://doit.maryland.gov/policies/documents/policyplanning/fy2011stateitmp.pdf>.

OTHS has three divisions:

Enterprise IT Policy and Planning and IT Procurement – The IT Policy and Planning division develops the OTHS IT Master Plan and sets the strategic direction of OTHS, ensuring compliance with the Department's overall goals and mission. This division supports OTHS customers by planning and managing OTHS' inventory of IT projects, ensuring compliance with statewide policies and strategic plans, monitoring OTHS' strategic information asset base, managing the relationship with federal partners, and ensuring the efficient and effective use of IT contracts. Included in Enterprise IT Policy Planning and IT Procurement is the DHR Enterprise Project Management Office (EPMO) which provides project management oversight, governance, and quality assurance to DHR technology initiatives.

Systems Management/Technical Services – Systems Management/Technical Services supports OTHS customers by developing and maintaining OTHS' IT hardware, network, infrastructure and security. This division is also responsible for ensuring that proper virus/malware prevention is applied, ensuring proper capacity management is performed, as well as administering the general management and oversight of storage, security and the DHR network.

Systems Development – The Systems Development Division (SDD) supports the OTHS program, the business needs of each DHR administration, and the customers they serve through software application development, implementation, operations and maintenance of the Department's IT systems.

2.1.4 FAMILY INVESTMENT ADMINISTRATION (FIA)

FIA and its associated community partners work to administer Temporary Cash Assistance (TCA), the Temporary Disability Assistance Program (TDAP), Medical Assistance (MA), Long Term Care (LTC), Emergency Assistance, Burial Assistance, Electronic Benefits Transfer (EBT), Food Supplement Program (FSP), the Maryland Children's Health Program (MCHP), Maryland Reaching Independence and Stability through Employment (RISE) programs and other programs which assist families in need. The Office of Home Energy Programs (OHEP), an operating unit within FIA, is designed to assist Maryland residents with home energy costs through programs such as the Maryland Energy Assistance Program (MEAP) and the Electric Universal Service Program (EUSP). Eligibility determinations for most programs are based upon income and technical eligibility requirements.

One of the primary goals of FIA is to equip families with children and an employable parent to take steps toward self-sufficiency. These programs are meant to serve as a stepping stone to guide families toward that goal. To that end, programs such as TCA require participation in work activities and compliance with substance abuse provisions as conditions of eligibility. To better understand eligibility requirements, customers can use the Service Access Information Link (SAIL) at <https://www.marylandsail.org> for an eligibility screening and to apply or re-apply for benefits online. Customers may also opt to apply in person at an LDSS.

FIA has 50 district offices across the State. Of those offices, there are a mixture of LDSS, community action centers, one Customer Care Center (CCC) and one Long Term Care Center (LTCC). Each LDSS is open Monday through Friday and provides the means for customers to interact with FIA clerks and case workers directly. CCC staff members do not interact with customers in person, but serve them by processing SAIL applications for designated jurisdictions. The LTCC processes long term care applications and paperwork for designated jurisdictions to provide benefits for Maryland's functionally disabled citizens in need of State-funded assistance.

2.1.5 CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSEA)

CSEA works proactively to ensure present and future care for children by working with hospitals and other health care providers to establish paternity at birth. CSEA petitions the courts to set child support amounts and ensures delivery of those monies to custodial parents.

The main goals of CSEA are to raise the standard of living for children by enforcing their right to receive support from parents as well as to reduce or recover welfare costs incurred by the State. The administration, which serves 112,000 children annually, has child support enforcement offices in each jurisdiction. Of those offices, five of them are standalone sites known as metro offices. Metro offices are not collocated with LDSS.

CSEA offices provide customers with access to an array of services including parent location, paternity establishment, employment services, obtaining and enforcing court orders for child support and health insurance coverage, and seeking reviews and possible adjustments of support amounts.

2.1.6 SOCIAL SERVICES ADMINISTRATION (SSA)

SSA serves children in the State's foster care and adoption system and champions the establishment and maintenance of environments that protect the overall well-being of Maryland's most vulnerable children, families and adults. SSA provides the statutory and policy guidance for the delivery of child welfare services as outlined in the COMAR and delivers those services through LDSS in 24 jurisdictions throughout the State.

Each LDSS provides a continuum of programs that afford services to those in need. SSA programs include Child Protective Services (CPS), Continuing CPS/In-Home Family Preservation, Out of Placement Services, Kinship Care, Subsidized Guardianship, and Adoption Services. SSA works with DHR's Office of Licensing and Monitoring (OLM) to ensure that all child placement agencies and residential treatment programs are properly licensed and monitored for compliance with State mandates regarding the services and care provided.

Please note: the information in this section is provided only for background information. While SSA will not be served by this ECMS effort, DHR seeks a solution that will not exclude SSA in the future.

2.1.7 PROJECT TERMS

DHR has opted to define some important terminology that recurs throughout this TORFP, but expects Offerors to use the Project Glossary in Appendix B to familiarize themselves with all project terms, acronyms and their associated definitions.

Content management – the technologies, strategies, methods and tools used to capture, manage, share, store, protect and deliver content related to an organization and its processes.

Document – a single or multi-page (physical or digital) object that represents information about a particular subject.

ECMS Phase – Enterprise Content Management Solution Phase refers to a phase in the three-phase approach to delivering the services requested in this TORFP:

- Phase 1 – ECMS Document Input and Retrieval
- Phase 2 – ECMS Statewide Electronic Document Repository (SEDR) Data Migration
- Phase 3 – ECMS Advanced Features (Retrieval, Reports, User Account Management)

Image – the digital equivalent of one side of a single sheet of paper.

LDSS – Local Department(s) of Social Services house staff for all three administrations (FIA, CSEA, SSA) with some exceptions. In some districts, CSEA operations are handled in a separate office known as a metro or satellite office and are not collocated with LDSS. Some LDSS also house entities that partner with DHR to serve its customer base.

Page – the physical or digital equivalent of both sides of a single sheet of paper.

SDLC Phase – System Development Life Cycle Phase refers to a phase in the State of Maryland SDLC methodology.

SEDR – Statewide Electronic Document Repository

Shall – precedes a requirement that must be addressed by the Offeror in response to this TORFP.

Site – refers to any DHR location that engages in work that receives and/or processes client/case information related to any of the programs administered through FIA and CSEA. Synonyms include: LDSS, district office(s), satellite office and metro office.

2.2 PROJECT SCOPE

This TORFP solicits the provision of any necessary services, tools and experience needed to capture document images from designated sites, facilitate electronic access to those images through a secure, Internet-accessible, Web-based user interface, store the images securely and provide the means to share the images enterprise-wide. The TO Contractor may establish subcontractor relationships for the purpose of executing the ECMS, but has the primary responsibility of ensuring that all required Deliverables and services are delivered as defined in this TORFP. The resulting ECMS from this TORFP will include all necessary application software and implementation services to include design, construction, installation, testing, training, deployment, and maintenance.

2.2.1 PROJECT BACKGROUND

DHR district offices face a growing number of challenges. Front line workers are finding it increasingly difficult to efficiently manage the volumes of paper received and generated on a daily basis, all of which must be processed within required Federal and State timelines. The activities involved in handling paper case files, such as copying, storing and searching for documents are barriers to providing timely service to customers. Hiring freezes, staff shortages and employee turnover compound the issue and the number of people seeking assistance is growing exponentially. Between December 2008 and November 2009, the number of recipients of the Statewide Nutrition

Assistance Program (SNAP) benefits had increased from 638,000 to 760,000. Maryland residents were applying and qualifying for SNAP benefits at the rate of 10,000 new cases per month, for over ten months, as caseloads ballooned nearly 20% in less than one year.

In addition to serving an increased amount of citizens, DHR operates with 15% less staff. Individually, each of these constraints indicates a strong need to introduce sensible, nimble technology. Taken together, however, these statistics highlight that the Department has an urgent need for a foundation of new technologies and business processes to help DHR serve people with increased innovation and efficiency.

A snapshot of LDSS daily life reveals waiting rooms filled to capacity and district workers pushing themselves to meet customer needs as quickly as possible – making copies, answering questions, collecting and recording data, and screening people to ensure that they can pinpoint needs accurately and efficiently. In the midst of serving on-site customers, there is also a measure of attention that must be given to those who request services by phone or mail. In the process of this balancing act, documents are lost, mail processing is delayed and some phone calls are missed, yet front line workers and those who support their activities continue to deliver, day after day, striving to fulfill the DHR mission.

DHR executives note that front line staff experience duplicative and counter-intuitive work processes, complex workarounds, lack of sufficient equipment or standard front desk tracking tools, and challenges with using the current systems and applications in place. The Department takes pride in its dedicated staff and wants to ensure that they will have access to the tools and processes needed to perform at a higher level. DHR's commitment to aggressively pursue opportunities to assist people in economic need, provide prevention services, and protect vulnerable children and adults has resulted in the issuance of this TORFP. The executive leadership of DHR has identified the ECMS project as a viable path with attainable objectives that will provide the solution needed to ensure district office activities are in line with goals set forth in the Maryland Department of Human Resources 2008 – 2011 Strategic Plan (<http://dhr.maryland.gov/co/pdf/spd.pdf>).

Ultimately, DHR wants to enter into a relationship with a TO Contractor that will provide the State with the flexibility to allow for future technical and programmatic expansion of the ECMS throughout the life of the project and beyond.

2.2.2 PROJECT OBJECTIVES

DHR stakeholders have identified these objectives for the ECMS project:

1. Provide an Internet-accessible, Web-based, scalable and secure ECMS that makes efficient use of non-proprietary and commercial-off-the-shelf (COTS) applications.
2. Implement secure, authentication-driven input, retrieval and reporting capabilities for designated CSEA and FIA sites.
3. Reduce time spent looking for documents, therefore providing workers with more time for case management.
4. Reduce or eliminate reliance on paper files as resources for case management, thereby setting the foundation for future integration with a BPMS for DHR.
5. Reduce wait time for LDSS customers who need to drop off eligibility verification information.
6. Reduce or eliminate the need for customers to submit forms and verification documents multiple times.
7. Create a secure, centralized SEDR.
8. Send electronic documents from ECMS and disparate imaging systems to the SEDR to facilitate secure information sharing across jurisdictions, sites and administrations.
9. Create a statewide retrieval interface that allows for advanced cross-jurisdiction, cross-site and cross-administration retrieval capability.

10. Provide a permanent, secure back-up of specified case documents.

2.2.3 DHR INFRASTRUCTURE OVERVIEW

The Offeror should be familiar with the landscape of DHR including its locations, systems and any imaging systems that are in place or planned for the future. This section provides information known at the time of the issuance of this TORFP. Although the State believes that this information is factual, it makes no warranty that the information is either accurate or error-free. Where projections are provided, they are estimates prepared by the State for its own use but the State makes no warranty with respect to the data on which the projections are based or that future experience will conform to the projections.

2.2.3.1 DHR SITES

DHR is headquartered at 311 W. Saratoga Street in downtown Baltimore. Executives for FIA, CSEA and SSA reside at headquarters. DHR also has an IT oversight body known as OTHS. OTHS staff members work between headquarters and the Department of Human Resources Information Systems (DHRIS) location at 1100 Eastern Boulevard, Essex, Maryland, 21221 (Future DHRIS address: 6800 Deerpath Road, Elkridge, Maryland 21075). FIA, CSEA and SSA have offices in each of the 24 jurisdictions. A list of DHR sites to be addressed in this TORFP is in Appendix A. Point of Contact (POC) names and contact information for each site will be provided to the TO Contractor after the Notice to Proceed (NTP).

2.2.3.2 DHR NETWORK ARCHITECTURE

The DHR network (DHRNet) is hosted and maintained by a third-party contractor through a Multiprotocol Label Switching (MPLS) cloud. The ECMS will reside on DHRNet. The TO Contractor is expected to work with DHR's hosting provider to install and configure the ECMS within DHR's secure network.

DHRNet is hosted at a secure facility in Dallas, Texas. The construct of the network environment is housed within an MPLS cloud and is piped via a D3 connection to a Central Data Center at SSC. At the time of this TORFP, there are plans to implement DHRIS as the failover data center.

A high-level view of the Current Network Architecture is in Appendix C-1. The local jurisdictions that are migrated to network Maryland (nwMD) connect to the DHR's network via Verizon T1 (1.5Mbps) circuits or nwMD Ethernet circuits (2-5Mbps). The T1's are aggregated to DHR's Optical Carrier 3 (OC-3 - 155.5Mbps) circuit and the nwMD Ethernet connections are aggregated to DHR's nwMD Baltimore Metropolitan Area Network (BMAN) connection which are both terminated on a single router at SSC (Baltimore Cisco 7206). The sites that are on DHR's legacy network connect via Verizon T1's and are aggregated to DHR's Digital Signal 3 (DS3) circuits on the Cisco IGX switches. The IGX switches connect to core (Cisco 7206) routers in the regional cores.

2.2.3.3 DHR SYSTEMS

FIA case workers complete their work in LDSS across the State and maintain active and closed customer files onsite. CSEA case workers spend much of their time in court, but also work in the office setting. They also keep active and closed files on site, as they often need to access physical case files for use in court proceedings. SSA social workers are primarily out in the field to service customers, conducting home studies and visits as needed. They also maintain active and closed case files, but have less of a document requirement than FIA and CSEA. Much of the data regarding an SSA case is entered and maintained electronically on the Maryland Children's Electronic Social Services Information Exchange (MD CHESSIE). Across DHR, in general, closed records are kept onsite for at least one year before being sent to an approved DHR archived records facility.

There are five main systems used to process client and case data:

1. Client Automated Resource and Eligibility System (CARES)
2. Child Support Enforcement System (CSES)

- 3. MD CHESSIE
- 4. SAIL
- 5. WORKS

CARES and CSES are subsystems of the Client Information System (CIS), a mainframe-hosted system that currently resides in Dallas, TX. CARES is a mainframe application that maintains individual (client) and case-level information and is used by FIA case workers to determine technical and financial eligibility for public assistance programs. CSES is a Web-based application that maintains a database which allows CSEA case workers access to any information that pertains to child support cases registered in Maryland. MD CHESSIE, used by SSA social workers, is a Web-based application that affords staff with access to client and case-level data in order to make informed decisions and act on behalf of those served by their program. All systems reside on DHRNet.

SAIL is the benefit evaluation system that is a public facing, Web-based application used by Maryland citizens to determine benefit eligibility. SAIL enables Maryland residents who have human service needs to apply, renew, change or learn about various social services programs administered by the State of Maryland. SAIL allows individuals or community representatives to access the Web-based system to complete eligibility screening, on-line applications, report changes in household circumstances, and complete the renewal process to continue their benefits. In addition, SAIL contains information and links to community resources that may be beneficial to the individual.

WORKS is the Web-based Work Programs System that enables FIA to attain its goal of helping clients to achieve self-sufficiency. The system provides two important functions. First, it provides a data-entry component used in tracking clients’ activities and attendance. Secondly, it provides a reporting function to assist FIA in ensuring the federally defined work participation rates are being met.

DHR has reviewed the major systems in use and has determined that MD CHESSIE has document input and retrieval functionality built into the application. Due to lack of scanning equipment as well as a low requirement for paper documents, SSA is not currently using this functionality. In responding to this TORFP, the Offeror should note that while a document input and retrieval solution will not be provided to SSA, DHR does not want an ECMS that excludes the future integration of SSA. By contrast, FIA and CSEA applications (CARES and CSES) do not have input and retrieval functionality and will therefore benefit most from the ECMS project.

A partial list of DHR systems and network information is provided in Appendix C-2 for the Offerors’ information.

2.2.3.4 EXISTING IMAGING SYSTEMS

Within FIA and CSEA, some district offices have taken advantage of funding available within their district to implement imaging systems. Table 1 shows the imaging systems in place at the time of this TORFP.

<i>Administration</i>	<i>Location</i>	<i>Imaging System</i>
FIA	Baltimore County Department of Social Services (DSS) Drumcastle Center, Towson, MD	IBM Content Manager
CSEA	Baltimore City Office of Child Support Enforcement (OCSE)	OnBase
CSEA	Prince George’s County OCSE	FileTrail

Table 1 – DHR Sites with Imaging Systems

The Drumcastle Center site of the Baltimore County DSS in Towson, MD has an imaging solution in place and will not be included in ECMS Phase 1. No other DSS in Baltimore County has an imaging solution.

The Baltimore City OCSE handles all child support cases for the city, has an imaging system in place, and will not be included in ECMS Phase 1.

The Prince George's County OCSE employs an imaging system and handles all child support cases for its entire jurisdiction through its offices in Temple Hills, Landover and Hyattsville and will not be included in ECMS Phase 1.

Montgomery County FIA was not included in Table 1 because they are currently developing a customized imaging solution that will support their district's needs. The estimated implementation of this solution is not known at the time of this TORFP. Therefore, Montgomery County FIA will not be included in any phases of the ECMS project. By contrast, Montgomery County CSEA will be included in all project phases because it does not have an imaging solution.

While DHR does not seek an imaging solution for the exceptions noted in Table 1, the Department expects the Offeror to propose how those sites will be integrated into ECMS Phase 2. Secure document sharing is a key capability in this project, and DHR expects Offerors to propose solutions that embrace data migration strategies.

2.2.4 ECMS PHASE 1 – DOCUMENT INPUT AND RETRIEVAL OVERVIEW

As part of the technical response to this TORFP, the Offeror must propose a strategy for implementing an imaging solution that incorporates document input and basic retrieval capabilities for CSEA and FIA offices. DHR expects that ECMS phases will be run concurrently and encourages such to provide the required features as soon as possible.

DHR believes that imaging paper case files will remove a case worker's reliance on finding physical data to process or manage a case. It should also reduce or eliminate the repeated collection of verification information from customers. To achieve this, a basic workflow must be incorporated to facilitate:

1. Document Imaging
2. Indexing (associating data that identifies images)
3. Quality Control (ensuring quality images were scanned, verifying the associated data is correct and providing the means to fix inerrant data)
4. Editing (a means to correct data once it has completed the document input process)
5. Retrieval

Additionally, the Offeror must propose how it will incorporate basic reporting features in ECMS Phase 1. At a minimum, the Offeror will provide a User Activity Report that gives data about input and retrieval actions performed by ECMS users.

To address input and retrieval capabilities as quickly as possible and devise a structured deployment, ECMS Phase 1 has two parts: Phase 1A and Phase 1B.

2.2.4.1 ECMS PHASE 1A – ECMS PILOT OVERVIEW

The imaging solution will initially be implemented at one (1) FIA site and one (1) CSEA site. This first part of ECMS Phase 1 will be known as the ECMS Pilot. Within 120 days of the NTP, the TO Contractor shall roll out a fully functional solution to the Pilot sites. It is important for the Offeror to understand that the phrase, "fully functional," means that the ECMS will not be a prototype or trial version of the proposed software solution. While DHR understands that there may be a period during the Pilot when modifications will take place, the overall solution must be fully functional at the time of implementation and thereafter. DHR will identify the Pilot sites and communicate them to the TO Contractor.

At ECMS Pilot go-live, the solution must include the functionality discussed in Section 2.2.4, ECMS Phase 1 – Document Input and Retrieval Overview. State staff must be able to scan documents, view the resulting document images, perform QC on the images, engage in basic indexing and retrieve the images after they have been verified by designated staff.

The Pilot will be subject to pass/fail criteria. Each criterion will relate to the successful completion of input and retrieval tasks. To pass the pilot, the trained workers at the pilot sites must be able to perform the following functions, and do so with a level of efficiency:

1. Scanning of documents and viewing the resulting images
2. Image adjustment capabilities (lighten, rotate, etc.)
3. Indexing of images (associating identifying data to images)
4. Verification/Quality Control of images (checking accuracy of index information)
5. Editing of indexed images and data
6. Successful retrieval of images and corresponding index data

2.2.4.2 ECMS PHASE 1B – ECMS DEPLOYMENT OVERVIEW

The imaging solution will be rolled out to the remaining FIA and CSEA sites, excluding the exceptions noted in Section 2.2.3.4, Existing Imaging Systems. This second part of ECMS Phase 1 will be known as the ECMS Deployment. The TO Contractor will work with DHR and OTHS to solidify a timeframe and strategy for enterprise rollout activities. The ECMS Deployment must be completed within twelve (12) months of DHR acceptance of the ECMS Pilot.

2.2.4.3 DOCUMENTS OVERVIEW

This section seeks to give the Offeror an idea of the types of documents each administration handles regularly. The majority of the documents in case files are standard 8½ x 11 letter-sized pages, but files may also contain legal-sized pages (8½ x 14), over-sized documents that must be folded to fit into a file, and documents smaller than 8½ x 11. State staff may encounter multi-part forms with carbon copies and in rare cases, booklet style forms. Some documents have information on both sides of a page. A list of document types known at the time of this TORFP is included in Appendix G. DHR reserves the right to change, add or delete document types at any time.

Examples of documents FIA case workers receive:

1. FIA Application for Assistance
2. FIA Change Report Form
3. Request for Information to Verify Eligibility Form
4. Proof of Income (pay stubs, W-2 forms, bank statements)
5. Photo Identification (Driver's License, Maryland ID, or Employment ID)
6. Proof of Address (from Apartment or house lease; electric, gas, water, or phone bill; rent book; rent receipt; or mortgage statement)
7. Birth Certificate
8. Social Security Card

Examples of documents CSEA case workers receive:

1. CSEA Application for Enforcement Services
2. Legal documents (orders, appeals, hearing notices, divorce decrees)
3. Photo Identification (Driver's License, Maryland ID, or Employment ID)

4. Proof of Address (from Apartment or house lease; electric, gas, water, or phone bill; rent book; rent receipt; or mortgage statement)
5. Birth Certificate
6. Documentation regarding proof of paternity (paternity affidavit)
7. Documentation about the absent parent
8. Social Security Card

2.2.5 ECMS PHASE 2 – SEDR DATA MIGRATION OVERVIEW

The SEDR will house images and associated electronic data generated from the ECMS and disparate imaging systems throughout the State. In ECMS Phase 2 of the project, the TO Contractor must collect images and corresponding index data from those FIA and CSEA sites that have their own customized document imaging solution, (including but not limited to those outlined in Section 2.2.3.4, Existing Imaging Systems, and integrate this data into the SEDR. As part of the technical response to this TORFP, the Offeror will propose a strategy for developing Requirements, Analysis and Design documents for each of these disparate systems. Developing, testing and implementing the actual mechanisms to migrate the data from disparate imaging systems into the SEDR shall be addressed as a T&M Service. Details regarding this approach are outlined in Section 2.1.1, Contract Breakdown, Section 2.4.2, ECMS Phase 2 SEDR Data Migration Requirements, and Section 2.4.4, T&M Services.

2.2.5.1 INTERFACE WITH EXISTING SYSTEMS OVERVIEW

As part of ECMS Phase 2, the ECMS must interface with existing imaging systems (outlined in Section 2.2.3.4, Existing Imaging Systems) to provide a mechanism for centrally located images. At the time of TORFP issuance, the following imaging systems were in use:

1. FileTrail
2. IBM Content Manager
3. OnBase

As part of the technical response to this TORFP, the Offeror shall propose a strategy for how the ECMS will interact with the imaging systems cited in this section and future imaging systems in the State. While DHR recognizes the challenge of interacting with unknown systems, it is seeking an Offeror with technical foresight and the ability to plan strategically to address the challenge.

2.2.6 ECMS PHASE 3 – ADVANCED FEATURES OVERVIEW

In ECMS Phase 3, the ECMS must allow for cross-jurisdiction, cross-site and cross-administration access. The following examples are provided to give the Offeror an idea of each scenario:

- A. Cross-jurisdiction – A customer moves from one jurisdiction to another. The customer calls the receiving jurisdiction to ask a question about his/her case. The receiving jurisdiction needs electronic access to case file documents to answer the question.
- B. Cross-site – A customer goes to an FIA site in his/her jurisdiction that is closest to his/her home. The customer moves to another area in the same jurisdiction and is now closer to a different site. He/she begins to go to the closer site to obtain service. The FIA case worker at that site will need access to the electronic case file documents to assist the customer.
- C. Cross-administration – A customer has applied for TCA and has minor children. TCA is an FIA program. The customer is referred to the CSEA Child Support First program to check eligibility for child support benefits. The CSEA case worker needs access to specific electronic case file documents from FIA to process the case and avoid requesting duplicate information from the customer.

As part of the technical response to this TORFP, the Offeror must propose a strategy for implementing a statewide retrieval interface for FIA and CSEA that provides document sharing and advanced retrieval capabilities between and among offices.

Within FIA and CSEA, there is common information obtained from customers that is beneficial to both administrations. Additionally, cases are often transferred between districts because a customer moves. In the context of this solicitation, document sharing means that access to image files for a particular case or person is shared by more than one jurisdiction, site or administration. DHR believes that document sharing between FIA and CSEA will reduce or eliminate the repeated collection of verification information from customers.

ECMS Phase 3 will also include providing designated DHR entities and partners with retrieval-only training and access to the SEDR. DHR believes that such DHR entities and partners would benefit from being able to retrieve images of case documents to complete actions on behalf of a DHR customer. For example, local health departments (LHDs) partner with FIA to process medical assistance claims and collect some of the same information and paperwork as FIA. In addition, DHR entities such as the Office of the Inspector General (OIG) access case files for investigative purposes.

Advanced reporting features and user account administration tools will also be provided in ECMS Phase 3.

2.3 TO ROLES AND RESPONSIBILITIES

The State will enter into a contractual agreement with the selected Offeror. The selected Offeror shall be responsible for all services as required by this TORFP. Subcontractors, including those used to meet Minority Business Enterprise (MBE) subcontracting requirements, must be identified and a complete description of their role must be included in the TO Proposal.

The TO Contractor shall not subcontract the delivery of all or any part of the services provided to the Department without the express prior written consent of the Department. The Department's approval of a subcontractor shall not relieve the TO Contractor of its obligations under this agreement. Nothing contained in this agreement shall create any contractual relationship between a subcontractor or a TO Contractor and the Department.

The TO Contractor agrees to bind every subcontractor and contractor by the terms and conditions of this agreement, as far as appropriate and applicable, to the work to be performed by the TO Contractor or subcontractor. The TO Contractor shall be fully responsible to Department for the acts and omissions of all TO Contractors and subcontractors and of persons directly or indirectly employed or contracted by any of them.

2.3.1 PROJECT MANAGEMENT ROLES AND RESPONSIBILITIES

The following project management roles and responsibilities under this TORFP are listed below. Please note that this list is not exhaustive and additional roles and responsibilities may be required by DHR to successfully execute project activities.

- A. **DHR Sponsor:** The Agency Project Sponsor is the senior spokesperson for the project, and is responsible for ensuring that the needs and accomplishments within the business area are widely known and understood. The Sponsor is also responsible for ensuring that adequate financial and business process resources to address their business area needs are made available in a timely manner.
- B. **DHR Chief Information Officer:** The DHR Chief Information Officer (CIO) is the senior technical spokesperson for the Department and the project, and is responsible for ensuring that the needs and accomplishments within the technical area are widely known and understood. The CIO is also responsible for ensuring that adequate technical resources to address the technical area needs are made available in a timely manner, and is responsible for setting the technical direction for DHR, and this Contract.
- C. **TO Procurement Officer:** The TO Procurement Officer or approved designee is authorized to formulate, enter into, or administer the Contract or make written determinations and findings with respect to this Contract.

- D. **TO Manager:** The TO Manager or approved designee manages the overall work performance under the TO, oversees schedule compliance, and administers the TO through activities such as monitoring invoices, MBE reports, and Deliverable submissions. The TO Manager is charged with ensuring successful execution of all project phases.
- E. **TO Contractor Program Manager:** The TO Contractor Program Manager is the lead liaison between the State and the TO Contractor and deals with all contractual matters. The TO Contractor Program Manager oversees the work performed under the Contract and communicates closely with the TO Contractor Project Manager, who ensures execution of tasks. The TO Contractor Program Manager has the ability to make legally binding Contract decisions and works with the TO Manager to facilitate successful execution of all project phases.
- F. **TO Contractor Project Manager:** The TO Contractor Project Manager manages and oversees all work performed by TO personnel, is responsible for completing all TO Requirements and Deliverables and reports directly to the TO Manager or designee. The TO Contractor Project Manager is responsible for the day-to-day operations of the Contract and for monitoring all Deliverable sign-offs, reports, scheduling and other documents to ensure that the TO Contractor is meeting the terms of the Contract.
- G. **State Oversight Team:** Secretary of DoIT and Agency CIO oversight activities provide advice and counsel to the TO Contractor Project Manager on the conduct and requirements of all project phases. Additionally, oversight activities provide information, judgments and recommendations to the Agency decision makers during project reviews and in support of project decision milestones.
- H. **Quality Assurance Team:** The QA Team works as a contractor to DHR and continually reviews the state of the product so the rest of the project team can focus on assigned tasks. Quality Assurance's goal is to support the product development processes.
- I. **TO Contractor Training Team:** The TO Contractor training component coordinates and schedules the development and delivery of all training and facilitates the development of systems training methods and materials. It advises and assists development teams in the preparation of user training and monitors user feedback on training adequacy.

2.3.2 TECHNICAL MANAGEMENT ROLES AND RESPONSIBILITIES

This list briefly outlines some of the roles and responsibilities for technical TO Contractor personnel. Please refer to Appendix H for a complete list of labor categories that may be used for this effort.

- A. **TO Contractor Systems Team:** The Systems Team is made up of analysts, programmers, developers and engineers who work together to conduct systems activities such as, but not limited to design, test, analysis, data migration and coding.
- B. **DHR Technical Support Team:** The Technical Support Team are involved in activities such as granting access rights to the program, setting up workstations or terminals to access the system, and maintaining operating systems (server and workstation). Technical support personnel may be involved with issuing user IDs or login names and passwords.
- C. **TO Contractor Help Desk Team:** The Help Desk Team provides day-to-day user help for the system. Help Desk personnel should be informed of all changes or modifications to the system. Users contact Help Desk personnel when there are questions about or problems with the system that need resolution. Help Desk personnel must remain proficient with system troubleshooting and be able to guide users in proper system usage.
- D. **TO Contractor Database Administrator (DBA):** The DBA performs tasks to ensure that accurate and valid data are entered into the system. The DBA may create the information systems database, make necessary configurations to integrate the database with application software, maintain database security and integrity, and develop plans for disaster recovery. The DBA may be called upon to create queries and

reports for a variety of user requests and will often maintain a data dictionary. The data dictionary provides a description of each field in the database, the field characteristics, and what data is maintained within the field.

- E. **TO Contractor Lead Active Directory (AD) Engineer:** As a member of the TO Contractor's key personnel, the Lead AD Engineer will work with OTHS' AD Technical Team, providing support, guidance and technical solutions to implement ECMS AD authentication. The Lead AD Engineer must have documented experience administering and maintaining Lightweight Directory Access Protocol (LDAP) and Organization Units (OU). This Engineer will also assist the OTHS AD Technical Team in preparing the ECMS User Account Management SOPs document.

2.3.3 PROJECT STAFFING

DHR expects the Offeror to propose a mix of Key and Non-Key Personnel to perform all tasks required to meet all of the requirements set forth in this TORFP.

2.3.3.1 PROPOSED KEY PERSONNEL

There are several Key Personnel identified by DHR for the ECMS Project:

1. Program Manager
2. Project Manager
3. Senior Help Desk Specialist
4. Senior Computer Systems Analyst
5. Senior Advanced Technology Applications Developer
6. Senior Database Administrator
7. Senior Systems Engineer
8. Lead Active Directory Engineer
9. Senior Computer Systems Analyst
10. Site Deployment Manager(s)

If any of the proposed Key Personnel are not currently employed by the Offeror, letters of intent to accept employment are required and must be included in the technical response. Only Key Personnel resumes are to be submitted as part of the Proposal. Please see Section 3.2.1.3, Volume I Technical Proposal, for additional information. DHR reserves the right to reject or ask for the replacement of proposed Key Personnel at any time during the contractual period.

2.3.3.2 NON-KEY PERSONNEL

While Non-Key Personnel resumes are not to be submitted in the Proposal response, the Offeror must be aware that all Non-Key Personnel are subject to approval by DHR. Non-Key Personnel resumes will be required during contract negotiations for review by DHR. DHR reserves the right to reject or ask for the replacement of Non-Key Personnel at any time during the contractual period.

2.4 REQUIREMENTS

The selected Offeror will strategize and provide the qualified staff to perform all tasks dictated by the requirements in this section and its associated subsections. All development, help desk, and support and maintenance operations for the ECMS shall be conducted within the continental United States. All TO Contractor personnel shall be located within the continental United States and able to perform work in Maryland as DHR requires.

Offerors are requested to address the project in three phases. ECMS Phase 1 shall address providing the labor and strategies required to conduct document input activities (to include scanning, indexing, verifying, and editing), and image retrieval, allowing FIA and CSEA to convert paper documents into electronic images. ECMS Phase 1 shall also include basic reporting features that summarize user activity. ECMS Phase 2 shall address collecting images from the jurisdictions and/or sites that already have a scanning solution into the SEDR. ECMS Phase 3 shall include: advanced retrieval features allowing those with proper user privileges to access images across jurisdictions, sites, and administrations; a tool for sites to manage their own ECMS user accounts; and advanced document input reporting features. Where feasible, DHR requests that the Offeror will include any graphical representations and/or diagrams of the proposed solution in its Technical response to this TORFP. The Offeror must be aware that the ECMS phases shall run concurrently, in order to provide required features as soon as possible.

To ensure that the TO Contractor's approach is aligned with DHR's vision for the delivery of the required services requested under this TORFP, the State desires to establish project checkpoints, where necessary, to approve the direction of the project. After the NTP, DHR will meet with the TO Contractor to jointly establish a working schedule of checkpoint reviews that the TO Contractor will incorporate into the Project Work Plan. These checkpoints will occur throughout each ECMS Phase. Each ECMS Phase and its associated requirements are detailed in the subsections that follow.

2.4.1 ECMS PHASE 1 DOCUMENT INPUT AND RETRIEVAL

This section defines functional/business requirements, core services/business processes and technical requirements. For the first phase of the ECMS, Offerors shall address the following:

1. ECMS Phase 1 shall include document input and retrieval features to allow FIA and CSEA to convert paper documents into electronic images.
2. The TO Contractor shall provide the core software solution as well as procure, configure and install the document input workstations.
3. Within 120 days of the NTP, the TO Contractor shall roll out a fully functional solution to the Pilot sites.
4. From the time that the pilot is installed at the first two (2) sites and is accepted by DHR, the TO Contractor shall install the remaining workstations in accordance with the DHR Site List, Appendix A, to the remaining 54 sites within twelve (12) months.

The Offeror must describe in their Technical Proposal how they will meet these requirements.

2.4.1.1 FUNCTIONAL/BUSINESS REQUIREMENTS

With the significant growth of FIA and CSEA caseloads, the management of physical files is becoming increasingly difficult. These administrations need a content management system to help manage the multitude of documents collected on a daily basis. In order to achieve the goals of this system, the proposed solution shall address the functional/business requirements as provided in this section.

The Offeror must describe in their Technical Proposal how they will meet all functional/business requirements defined in this section and its subsections.

2.4.1.1.1 CORE SERVICES/BUSINESS PROCESSES

The TO Contractor shall be responsible for providing an ECMS. The Offeror's core solution must support the following:

- A. Document Input
- B. Image Retrieval
- C. Training
- D. Reports

2.4.1.1.2 DOCUMENT INPUT – PURPOSE AND PROCESS

The State of Maryland’s FIA and CSEA programs provide needed human resource support and services to the residents of Maryland. Applications are received via mail, e-mail, through SAIL, or brought to the sites in person. Clerks check the mainframe system, CARES or CSES, to obtain the Client Identification Number (CLID) or Individual Registration Number (IRN). If no number exists, the clerk will enter the customer data into the proper legacy system, thereby generating a new CLID/IRN. The CLID/IRN follows the case to completion. Clients are then required to provide a series of documentation so the case worker can determine eligibility for benefits and/or services. Documents can be collected during the in-person visit or eligibility interview, via mail or fax, or the client may bring the documents in during a follow-up visit. The Offeror’s proposed solution must allow State staff to scan applications and supporting documents into the SEDR during any phase of the case, from receiving the initial application to scanning in final documents at case closeout. SOPs will continue to direct case workers to continue to use CARES and CSES to manage the data flow of cases and track the progress of applications, re-certifications and case maintenance activities.

To address the business needs of the ECMS, the Offeror shall meet the following business requirements in the proposed solution:

- A. The solution shall allow only authorized users to access the system.
- B. The solution shall facilitate the transfer of document images and corresponding data to the server in as close to real-time as possible to avoid delays in case processing (i.e. the data should be sent to the sever as soon as possible without any delays from batch processing, night time processing, etc.).
- C. The solution shall allow documents to be scanned and stored in a manner that sets the foundation for the SEDR that shall be implemented in ECMS Phase 2.
- D. The solution shall provide a means of data recovery to support business continuity, avoid data loss disasters and minimize delays in case processing. These disaster recovery provisions shall allow DHR to resume business across the State within five (5) business days and ensure that the SEDR will not be unavailable for an extended period of time.
- E. The scanning solution shall provide a data entry component allowing designated staff to enter key data, setting the stage for the retrieval of images.
- F. The solution shall provide mechanisms to simplify the scanning and indexing process, such as with the use of barcodes, dropdown lists, checkboxes and features that allow the option to maintain data elements from one document to the next.
- G. The solution shall provide a mechanism to allow a QC worker to ensure that the electronic images and corresponding index data meet applicable standards.
- H. The solution shall provide a mechanism to allow management to modify data that has already been through the QC process, if needed.
- I. The Offeror’s solution shall include a reporting component that will be implemented during ECMS Phase 1 of the project providing management with a means of analyzing the usage of the system.
- J. The system shall include auditing features such as tracking user input, content modifications, and retrieval activities. Basic user activity reports shall be provided during ECMS Phase 1B. Detailed auditing reports can be delivered via ad-hoc reporting.

The Offeror must describe in their Technical Proposal how their proposed document input component meets all of the requirements in Section 2.4.1.1.2, Document Input – Purpose and Process.

2.4.1.1.3 IMAGE RETRIEVAL – PURPOSE AND PROCESS

As a case navigates through the system, documents for the case may be required by case workers, clerical staff, management, legal representatives, and even other administrations and/or sites. The current process of handling

physical files is a cumbersome and tedious task. At some sites, files are maintained by the assigned case worker. Other sites maintain a file room where workers are required to travel to in order to collect the necessary files. The ECMS will set the foundation for overcoming case management difficulties such as the inability to locate physical files, creation of duplicate files and unauthorized access to files.

To address the business needs of the ECMS, the Offeror shall meet the following business requirements in the proposed solution:

- A. The solution shall only allow authorized users to access the system.
- B. Users shall only be allowed to access data within their respective sites and administrations.
- C. Retrieval users shall only be allowed to retrieve images that have completed the QC process.
- D. The solution shall provide a search mechanism for users to retrieve images associated to a case or client name.
- E. The system shall allow multiple retrieval users to access the same document simultaneously.

The Offeror must describe in their Technical Proposal how their proposed image retrieval component will meet all of the business requirements defined in Section 2.4.1.1.3, Image Retrieval – Purpose and Process.

2.4.1.2 TECHNICAL REQUIREMENTS

This section outlines the technical requirements for the ECMS.

2.4.1.2.1 INTERFACES

In regards to interfacing with existing systems, the Offeror shall propose a solution that meets the requirements outlined in this section:

- A. The user screens for document input, retrieval, and report components shall be Web-based.
- B. The TO Contractor, shall follow, at a minimum, the requirements set forth in DHR's Web Publishing Standards (Appendix F).
- C. The system shall be developed to comply with the guidelines established in the Americans with Disabilities Act (ADA), Section 508. As the system application is completed, it shall be verified using online tools that test for ADA compliance. The results of the test shall be provided to DHR with all errors addressed and explanations of any warnings received during the ADA testing.
- D. The TO Contractor shall customize and/or develop the necessary interfaces and mechanism for the ECMS under this scope of work and shall grant DHR ownership of all elements needed to customize, develop and maintain those interfaces and mechanisms. A copy of the latest version of all customized code developed for this project shall be stored on a shared drive or directory on a server that DHR will provide after NTP.

The Offeror must describe in their Technical Proposal how their proposed approach to interfaces will meet all technical requirements defined in Section 2.4.1.2.1, Interfaces, in its response to this TORFP.

2.4.1.2.2 LEVELS OF ACCESS/USER ACCOUNT ADMINISTRATION

DHR is currently implementing Microsoft AD throughout the State. It is anticipated that the deployment will be complete by December 2010. The ECMS shall integrate with Microsoft AD and authenticate users via the User ID and password associated to each user. This will eliminate the need for an additional User ID and password that is application-specific.

In regards to system access levels, the Offeror shall propose a solution that meets the requirements outlined in this section:

- A. All components of the system shall contain standard security features that allow only authorized users to access the system.
- B. For ECMS Phase 1 of the project, access controls shall restrict authorized users to performing only functions that are specifically assigned to them within their jurisdiction, site and administration.
- C. Future phases of the project shall allow authorized users to retrieve data across other jurisdictions, sites and administrations.
- D. The TO Contractor shall provide a Lead AD Engineer, who shall work with and support the OTHS' AD Technical Team through all phases of the project with activities such as:
 - 1. Provide technical expertise, guidance and assistance to implement the configurations required for the ECMS to work with the AD authentication method.
 - 2. Assist with development and rollout of a hierarchical structure of user account access.
 - 3. Within thirty (30) calendar days of the NTP, lead the creation of the ECMS User Account Management SOPs document working with the AD Technical Team and other DHR and OTHS security stakeholders. The completed document is to be delivered within forty-five (45) calendar days of the NTP.
 - 4. Assist OTHS' AD Technical Team with user AD maintenance activities such as troubleshooting, and user account management and access activities.
- E. The TO Contractor shall work with DHR's hosting contractor to ensure proper server access.

The Offeror must describe in their Technical Proposal how their proposed approach to access levels will meet all technical requirements defined in Section 2.4.1.2.2, Levels of Access/User Account Administration, in its response to this TORFP.

2.4.1.2.3 AVAILABILITY

In regards to system availability, The Offeror shall propose a solution that meets the requirements outlined in this section:

- A. The system shall be available from 7 AM to 8 PM EST, Monday through Friday and 8 AM to 8 PM on Saturdays.
- B. Any maintenance activities that may require system downtime or may cause contention for system resources shall be conducted outside of regular business hours.

The Offeror must describe in their Technical Proposal how their proposed approach to system availability will meet all technical requirements defined in Section 2.4.1.2.3, Availability, in its response to this TORFP.

2.4.1.2.4 ANTICIPATED DATA LOAD

A key component to the success of this ECMS endeavor is to properly size the system in accordance with the anticipated data load. DHR has provided an estimate of the anticipated data load in the tables below. Considering the challenge that the current environment is strictly paper based, along with the daily fluctuation of caseloads, it is important to note that these estimates are based on anecdotal conversations and historical data and should be used for estimation purposes only. Estimates are based on day forward data (the day of "go live" and beyond). Please note that backfile conversion data is not included in these estimates as no historical or backfile data should be considered within the scope of this effort. The ECMS is designed to be a day forward system. No provisions should be made to capture backfile or historical data in any of the ECMS phases for the Contract period. Actual data load for 2011 may be lower than the total image estimate since this is the year the system will be gradually rolled out to the sites throughout the State. Given the nature of the business that this document repository will support, economical fluctuations can have a significant influence on the data load, which in turn can increase or decrease the image count estimates.

In regards to data load, the Offeror shall propose a solution that meets the requirements outlined in this section:

- A. The TO contractor shall work with the hosting contractor to size the server and storage units based on the estimates given below.
- B. The system shall be sized for five (5) years of data and growth.
- C. The TO Contractor shall closely monitor monthly data load metrics and projections to help ensure that there is ample storage to support the system. This data shall be provided as part of the Storage Utilization and Availability Metrics in the Monthly Status Report as defined in Section 2.4.5.2.2, Project Management Reports.

Five year data load estimate for FIA:

<i>Year Into Project</i>	<i>Calendar Year</i>	<i>Total Image Estimate</i>
Year 1	2011	26,219,562
Year 2	2012	23,597,606
Year 3	2013	24,777,486
Year 4	2014	26,016,360
Year 5	2015	26,666,769
	Total Estimated Images (FIA)	127,277,783

Table 2 – FIA 5-Year Estimated Data Load

Five year data load estimate for CSEA:

<i>Year Into Project</i>	<i>Calendar Year</i>	<i>Total Image Estimate</i>
Year 1	2011	3,218,432
Year 2	2012	2,682,027
Year 3	2013	2,682,027
Year 4	2014	2,682,027
Year 5	2015	2,682,027
	Total Estimated Images (CSEA)	13,946,540

Table 3 – CSEA 5-Year Estimated Data Load

Five year data load estimate for FIA and CSEA:

<i>Year Into Project</i>	<i>Calendar Year</i>	<i>Total Image Estimate</i>
Year 1	2011	29,437,994
Year 2	2012	26,279,633
Year 3	2013	27,459,513
Year 4	2014	28,698,387
Year 5	2015	29,348,796
	Total Estimated Images (FIA/CSEA)	141,224,323

Table 4 – FIA/CSEA 5-Year Estimated Data Load

2.4.1.2.5 BASIC DOCUMENT INPUT FEATURES

In regards to basic indexing features, the Offeror shall propose an input component that meets, at a minimum, the requirements outlined in this section. Technical requirements are described as follows:

- A. The input component shall allow only authorized users to scan images into the system.
- B. The input component shall automatically detect single and double-sided pages and image them accordingly.
- C. The input component shall ignore blank pages.
- D. The input component shall allow a collection of documents for one or multiple cases to be scanned in simultaneously.
- E. Scanned images shall be stored in the following format:
 - 1. Bitonal (black and white)
 - 2. 300 dpi
 - 3. TIFF with CCITT Group 4 compression
- F. The input component shall allow the user to perform QC of the scanned documents and allow the user to rotate, delete, and re-scan images and save revised images to the SEDR.
- G. The input component shall allow the worker to:
 - 1. rotate the image
 - 2. reverse image tones
 - 3. lighten/darken image
 - 4. save modifications to images
 - 5. view thumbnails of images
 - 6. select thumbnail orientation
 - 7. navigate through document images
 - 8. zoom in/out on image
 - 9. print full images
 - 10. print specified page(s) of multi-page images
 - 11. print images to 8½ x 11 or 8½ x 14 paper
 - 12. electronically save documents and images to a specified drive on the local workstation
- H. The input component shall provide a feature to upload images locally from the workstation with the following file types:
 - 1. .jpg
 - 2. .pdf
 - 3. .tif
 - 4. .doc and .docx (Microsoft Word)
 - 5. .xls and .xlsx (Microsoft Excel)
 - 6. .mpp and .mppx (Microsoft Project)
 - 7. .ppt and .pptx (Microsoft PowerPoint)

8. .vsd and .vsdx (Microsoft Visio)
- I. As part of the input component, the system shall provide an indexing element that shall include data fields to allow workers to enter key data to help identify documents for future retrieval.
- J. Key data elements for FIA shall include and may not be limited to the following:
 1. Document Type
 2. CLID/IRN
 3. Client First Name
 4. Client Middle Name
 5. Client Last Name
 6. Client SSN/Alien Number
 7. Date of Birth
 8. Case Manager Name
 9. Scanner Name
 10. Received Date
 11. Scanned Date
- K. Key data elements for CSEA shall include and may not be limited to the following:
 1. Document Type
 2. CLID/IRN
 3. Case Number
 4. Non-Custodial Parent First Name
 5. Non-Custodial Parent Middle Name
 6. Non-Custodial Parent Last Name
 7. Non-Custodial Parent SSN/Alien Number
 8. Custodial Parent First Name
 9. Custodial Parent Middle Name
 10. Custodial Parent Last Name
 11. Custodial Parent SSN/Alien Number
 12. Case Manager Name
 13. Court Order Number
 14. Scanner Name
 15. Received Date
 16. Scanned Date
- L. The input component shall employ technology (such as bar coding) to separate the documents and expedite the scanning process.
- M. The input component shall provide a mechanism (such as drop down boxes) to minimize repetitive typing.

- N. The input component shall pre-populate data such as Scanner Name, Scanner ID, and Scanned Date (using current system date).
- O. The input component shall allow a mechanism to maintain current field data allowing the user to scan and index several documents that are associated with the same case without having to re-enter certain key data elements.
- P. The input component shall allow the user to scan several documents that are associated with the same case without having to re-enter the CLID/IRN.
- Q. After the document has gone through the scanning and indexing activities, the system shall provide a mechanism to allow a QC worker to ensure that the electronic images and corresponding index data meet applicable standards.
- R. The system shall provide a mechanism to allow management to modify data that has already been through the QC process.
- S. The TO Contractor shall configure the COTS product and/or develop, test, and implement the interface required to meet the above stated requirements in accordance with DoIT's SDLC methodology.

The Offeror must describe in their Technical Proposal how their proposed approach to basic input features will meet all technical requirements defined in Section 2.4.1.2.5, Basic Document Input Features, in its response to this TORFP.

2.4.1.2.6 BASIC RETRIEVAL FEATURES

In regards to basic retrieval features, the Offeror shall propose a retrieval solution that meets, at a minimum, the requirements outlined in this section. Technical requirements are described as follows:

- A. The retrieval component shall assist users in retrieving images stored in the SEDR.
- B. For ECMS Phase 1, the retrieval component shall only allow users to retrieve images within their respective sites and administrations.
- C. The retrieval component shall allow users to search for the same data fields that were indexed.
- D. The retrieval component shall allow users to conduct searches by date ranges.
- E. The retrieval component shall allow users to select a single record from the list of returned values.
- F. The retrieval component shall allow the user to:
 - 1. rotate the image
 - 2. reverse image tones
 - 3. lighten/darken image
 - 4. view thumbnails of images
 - 5. select thumbnail orientation
 - 6. navigate through document images
 - 7. zoom in/out on image
 - 8. print full images
 - 9. print specified page(s) of multi-page images
 - 10. print images to 8½ x 11 or 8½ x 14 paper
 - 11. electronically save images to a specified drive on the local workstation

- G. For images that are not TIFF images (i.e. they were uploaded from the local workstation in some other format), the retrieval component shall open the proper application from the user's workstation to view the image that has been selected from the search results list.
- H. The retrieval component shall retain search parameters for possible subsequent inquiries.
- I. The TO Contractor shall configure the COTS product and/or develop, test, and implement the interface required to meet the above stated requirements in accordance with DoIT's SDLC methodology.

The Offeror must describe in their Technical Proposal how their proposed approach to basic retrieval features will meet all technical requirements defined in Section 2.4.1.2.6, Basic Retrieval Features, in its response to this TORFP.

2.4.1.2.7 BASIC REPORTING FEATURES

In regards to basic reporting features, the Offeror shall propose a reporting solution that meets, at a minimum, the requirements outlined in this section. Technical requirements are described as follows:

- A. Basic Web-based reporting features shall be implemented during ECMS Phase 1B.
- B. The Offeror shall propose a user activity reporting feature, providing document input and retrieval data at jurisdiction, site and administration levels.
- C. The user activity report shall also provide statewide totals of document input and retrieval data.
- D. The user activity report shall allow users to run the report by a date range.
- E. The user activity report shall include retrieval activity from retrieval-only sites and users.
- F. The user activity report shall be exportable to comma-separated values (CSV) and Microsoft Excel formats.
- G. The TO Contractor shall configure the COTS product and/or develop, test, and implement the interface required to meet the above stated requirements in accordance with DoIT's SDLC methodology.

The Offeror must describe in their Technical Proposal how their proposed approach to basic reporting features will meet all technical requirements defined in Section 2.4.1.2.7, Basic Reporting Features, in its response to this TORFP.

2.4.1.2.8 FUTURE SYSTEM EXPANSION

As stated earlier in this TORFP, DHR wants to establish a relationship with a TO Contractor that possesses the vision to build a solution that will allow for future expansion. The Offeror shall propose how its solution provides the flexibility to integrate with and/or meet the following future expansion features:

- A. The system shall be flexible to allow for the integration of future workflow process and business process management capabilities.
- B. The system shall be scalable, allowing other State agencies to utilize the product for input and/or retrieval only activities with minimal system configuration required by the vendor.
- C. The system shall be flexible to allow future system functionality for real-time user role updates that will enable input permissions between sites in order to provide a way for sites to help other sites with heavier work loads.
- D. The system shall be flexible to integrate with various Web-based, front-end user interface technologies that connect to DHR's existing mainframes.
- E. The system shall be flexible to allow future document management capabilities such as annotation and image cropping capabilities.

- F. The system shall be flexible to allow for additional input capabilities, such as using self-service kiosks or designated workstations where clients can scan their own documents into the system.

The Offeror must describe in their Technical Proposal how their proposed approach to system expansion will meet all technical requirements defined in Section 2.4.1.2.8, Future System Expansion, in its response to this TORFP.

2.4.1.2.9 NETWORK ARCHITECTURE

In response to this TORFP, the Offeror shall propose how it will operate within the current DHR network infrastructure, as depicted in the high-level Current Network Architecture Diagram (Appendix C-1), to meet the following requirements:

- A. The Offeror shall propose an Internet-accessible, Web-based application.
- B. Since this system will capture confidential and sensitive data, it is State policy to place the servers that capture such data behind a Demilitarized Zone (DMZ) where they are not directly accessible from the Internet and can only interact with DMZ components through a firewall. A high-level ECMS Architecture Diagram to depict this scenario can be found in Appendix D. Calls from the Internet shall be passed through DHR's segmented firewall where it will be sent to the Web application server. The Web application server shall then pass data requests to the database server through the segmented firewall. The Offeror shall describe how their solution will comply with this architecture.
- C. The ECMS shall integrate with DHR's Microsoft AD structure for user authentication.
- D. The Offeror shall propose strategies for minimizing network utilization rates. For example, the Offeror shall describe the efficiency of its technical solution such as specifying that documents be displayed in HTML format in order to conserve bandwidth.
- E. The TO Contractor shall maintain current application updates and patches.
- F. The system shall provide in-transit encryption of data over network lines.

The Offeror must describe in their Technical Proposal how their proposed network architecture approach will meet all technical requirements defined in Section 2.4.1.2.9, Network Architecture, in its response to this TORFP.

2.4.1.2.10 SYSTEM/APPLICATION PERFORMANCE

In regards to system/application performance requirements, the Offeror shall propose a solution that meets, at a minimum, the requirements outlined in this section. Technical requirements are described as follows:

- A. Search results shall be displayed on the search results screen within five (5) seconds of submitting the search criteria.
- B. The first image of the selected document shall be displayed within three (3) seconds of selecting the desired item from the search results screen.
- C. After scanning a document or a batch of documents, the resulting images shall be displayed on the monitor within three (3) seconds of scan completion.

The Offeror must describe in their Technical Proposal how their proposed approach to system and application performance will meet all technical requirements defined in Section 2.4.1.2.10, System/Application Performance, in its response to this TORFP.

2.4.1.2.11 SYSTEM/APPLICATION MAINTENANCE AND SUPPORT

DHR currently contracts out the data center/hosting services and application maintenance for its applications. The contractor responsible for this ongoing effort is a critical business partner to both DHR and the TO Contractor providing the ECMS as defined in this TORFP. The three entities – DHR, the TO Contractor and the data center/hosting services and application maintenance contractor – must work together to provide seamless service to

all of DHR's customers. The prospective TO Contractor shall describe its proposed collaboration approach to streamline system maintenance and support activities. The approach shall consider all requirements listed in Section 2.4.1.2.12, Help Desk, and Section 2.4.5.11, Service Level Agreements Requirements. In regards to the approach, the prospective TO Contractor shall:

- A. Ensure all system application, maintenance and support activities and staff are conducted and located within the continental United States.
- B. Work with DHR and the hosting/data center services contractor to support the ECMS project and provide problem resolution strategies.
- C. Coordinate work with DHR and the application maintenance contractor on supporting both application maintenance activities and problem-resolution activities in terms of providing technical expertise and insight from an ECMS perspective, where applicable.
- D. Provide qualified technical personnel to monitor, troubleshoot and maintain applications on the application/web server, including all applications that are customized by the TO Contractor (e.g.: Application Software Development/Customization – Document Input, Application Software Development/Customization – Retrieval, Application Software Development/Customization – Phase 1 Reporting Feature, Application Software Development/Customization – Phase 3 Advanced Retrieval and Reporting Features).
- E. Coordinate releases and software upgrades, and thoroughly test applicable changes that may impact the ECMS in the test/development environment prior to deploying into production.
- F. The TO Contractor shall procure proper maintenance coverage through the vendor of the core software application and shall provide qualified personnel to work with the vendor to maintain the core software (i.e. update software with new releases and patches, fix bugs, etc.).
- G. The latest versions of all code developed for this TORFP shall be maintained and stored on a shared drive or directory on a server that DHR will provide after the NTP.
- H. Work with Help Desk technicians to troubleshoot and resolve application/web server issues.
- I. Create and maintain system documentation that will guide system administrators in all technical aspects of the operation, maintenance and configuration of the ECMS. The TO Contractor shall follow the DoIT SDLC System Administration Manual template for creating this documentation (see <http://doit.maryland.gov/policies/Pages/SDLCTemplates.aspx>). Updates to the document shall be made as soon as changes or updates are made to the system throughout the contractual period. A copy of the latest System Administration Manual shall be maintained on a shared drive or directory on a server that DHR will provide after the NTP.
- J. Monitor and manage storage utilization and system application performance and devise ongoing strategies for improvement and usage.
- K. Monitor system performance and usage closely to ensure that productivity is not adversely affected due to contention for system resources. This data shall be provided as part of the Performance Metrics as provided in the Monthly Status Report as defined in Section 2.4.5.2.2. The TO Contractor shall alert DHR of current contention or performance degradation issues as well as forecast any future issues; DHR may subsequently issue a TO for additional user licenses to be added under the T&M Services Contract should the need arise.
- L. Participate in conference calls and in-person meetings, working proactively to support application maintenance and problem-resolution efforts, where applicable.
- M. Adhere to defined deadlines and work toward agreed-upon milestones, when applicable and related to application maintenance efforts. There are occasions when application maintenance project activities overlap or intersect with hosting and data center activities (for example, a critical software release is

scheduled in the same month as a key technical upgrade, and testing and coordination activities must take place to facilitate a seamless outcome for the users).

- N. Consult with the application maintenance contractor to provide recommendations and advice regarding design and development activities to ensure that their application maintenance work adheres to the DHR target architecture and technical standards with regards to this ECMS effort.
- O. Coordinate hardware maintenance and replacements.
- P. Adhere to defined deadlines and work towards any agreed-upon milestones related to task collaboration.
- Q. Adhere to standards for application response times and meet all prescribed SLAs.
- R. Report a summary of all system/application maintenance and support activities as part of the Monthly Status Report.
- S. Maintain, as part of the ongoing system maintenance and support activities, responsibility for all database administration activities. Offeror's responses shall address the following database administrator (DBA) activities at a minimum:
 - 1. The TO Contractor shall perform the necessary, standard administration and configuration of the application server and database environment.
 - 2. Maintenance activities shall include monitoring and adjusting the memory, data, table spaces, optimization and other normal application server and database duties.
 - 3. Keep the TO Manager apprised of overall health of the system and present system adjustments, tuning, and other system improvement recommendations to upper management for review and approval.
 - 4. Import and export of data from one server to another (e.g.: transferring data between the development/test and production servers for testing purposes) shall be the responsibility of the TO Contractor.
 - 5. Work with the hosting contractor to ensure that full and incremental backups are complete and can be used for data recovery.
 - 6. Work with the hosting contractor to troubleshoot any server related issues that may be affecting the security, integrity or performance of the system.
 - 7. Work with Help Desk technicians to troubleshoot and resolve database issues.
 - 8. Prepare reports, metrics and document monthly database administrator activities and system health as part of the Monthly Status Report.
 - 9. Provide TO Manager with necessary database or system reports and/or run queries to satisfy any DHR ad-hoc report requests.
 - 10. Maintain database and coordinate database releases, upgrades, security patches, bug fixes, etc., and thoroughly test applicable changes that may impact the ECMS in the test/development environment prior to deploying into production.

The Offeror must describe in their Technical Proposal how their proposed approach to system and application maintenance and support will meet all technical requirements defined in Section 2.4.1.2.11, System/Application Maintenance and Support, in its response to this TORFP.

2.4.1.2.12 HELP DESK

The TO Contractor shall provide help desk support for the ECMS. The ECMS Help Desk shall provide support for all ECMS issues. In regards to help desk requirements, the Offeror shall propose a solution that meets, at a minimum, the technical requirements outlined in this section. Technical requirements are described as follows:

- A. Proposed help desk activities shall include responses regarding all workstation issues, including monitors, desktops, scanners, all associated peripheral equipment, and Uninterruptible Power Supply (UPS) devices.
- B. Proposed help desk activities shall include responses regarding all application issues, with the exception of questions about enterprise-specific applications (Attachmate 9, Symantec Antivirus, and Microsoft Office 7), which should be directed to DHR's OTHS Help Desk.
- C. Proposed help desk activities shall include responses regarding any server or storage-related issues.
- D. Although OTHS' AD technical personnel and local security administrators will manage user accounts (see Section 2.4.1.2.2, Levels of Access/User Account Administration), in the event that the help desk receives a user account related call, the help desk shall provide guidance to the caller (such as how user accounts are administered, the types of privileges that are available, etc.) and shall then guide the caller to contact the appropriate party (such as his/her local security monitor) that can handle the actual account request.
- E. The help desk technicians shall be knowledgeable with the ECMS User Account Management SOPs document. These SOPs will be created by the OTHS AD technical personnel in conjunction with the Lead AD Engineer after the NTP.
- F. All ECMS-related help desk calls will be initiated through the DHR OTHS Help Desk and then routed to the TO Contractor via e-mail. Any calls received directly to the TO Contractor's Help Desk shall be directed to first contact the DHR OTHS Help Desk.
- G. The TO Contractor shall supply the help desk e-mail account.
- H. The ECMS Help Desk shall operate from the TO Contractor's facilities.
- I. The TO Contractor shall supply their own equipment to operate the help desk.
- J. All Help Desk operations and technical staff shall be located within the continental United States.
- K. The TO Contractor shall supply a Maryland-based help desk phone number, and/or a toll free number to serve as a means for follow-up help desk communication.
- L. The TO Contractor shall supply an emergency contact number for all Key DHR Personnel for emergency/high priority contact situations such as a total system outage.
- M. The TO Contractor shall coordinate communication with the hosting contractor to diagnose and troubleshoot server-related issues. Should the TO Contractor find that an ECMS issue is related to a DHR/OTHS system component, such as the DHR Intranet or router, it is the TO Contractor's responsibility to report the findings back to the DHR/OTHS Help Desk for further investigation by DHR/OTHS.
- N. The ECMS Help Desk shall be operational during regular business hours from 8 AM to 5 PM EST, Monday through Friday and 8 AM to 8 PM on Saturdays.
- O. The TO Contractor shall promptly document all help desk calls upon receipt, and monitor, control, communicate, and report on each problem until it is resolved and/or completely corrected. All low and medium priority help desk tickets shall be responded to within two (2) business hours from the time the e-mail was submitted to the ECMS Help Desk e-mail account. High priority help desk issues shall be responded to within fifteen (15) minutes.
- P. To respond to a help desk call, the ECMS Help Desk Technician (TO Contractor) shall speak with the caller to advise the caller that their issue has been received, gather additional pertinent information if needed, and provide an estimated time to completion. The technician shall attempt to resolve the issue immediately over the phone, if possible.
- Q. The TO Contractor shall make every effort to resolve the issue remotely. VPN shall be used for remote troubleshooting capabilities. The ECMS Help Desk Technician shall notify the site worker prior to making the VPN connection to the workstation.

- R. The TO Contractor shall be familiar with and adhere to the DHR Remote Access Policy:
http://doit.maryland.gov/support/documents/security_guidelines/remote_access_policy.pdf
- S. In the event that a problem cannot be resolved remotely, the TO Contractor shall provide on-site support and travel to the site to resolve the problem. On-site support shall be provided no later than the next business day after determination that the problem cannot be resolved remotely.
- T. If the TO Contractor determines that the reported issue is not related to the ECMS, the user shall be advised to contact the DHR/OTHS Help Desk.
- U. The TO Contractor shall use a standard, commercially available tool to track all help desk calls. At a minimum, the help desk tracker shall collect the following data for each call:
 - 1. Date
 - 2. Call Time
 - 3. Caller's name
 - 4. Caller site
 - 5. Administration (FIA or CSEA)
 - 6. Issue Title
 - 7. Issue Description
 - 8. Classification (high, medium, low, no urgency)
 - 9. On-Site Support Required (Y/N)
 - 10. Resolution Description
 - 11. Help Desk Technician's name
- V. A copy of each month's help desk log shall be provided along with the corresponding Monthly Status Report.
- W. The TO Contractor shall have specific strategies for problem management processes, procedures, controls and communications, including escalation procedures congruent with what DHR currently utilizes as provided in the Service Level Agreements Table in Section 2.4.5.11, Service Level Agreements Requirements. Situations that cannot be resolved in the specified timeframes shall be reported to Key DHR Personnel within four (4) business hours with a plan of action.
- X. As part of the Transition Out Plan, the TO Contractor shall work with DHR to devise a plan for training OTHS and/or incoming contractor help desk staff on how to handle ECMS issues.

The Offeror must describe in their Technical Proposal how their proposed help desk approach will meet all technical requirements defined in Section 2.4.1.2.12, Help Desk, in its response to this TORFP.

2.4.1.2.13 SECURITY

In regards to security requirements, the Offeror shall propose a solution that meets, at a minimum, the technical requirements outlined in this section. Technical requirements are described as follows:

- A. System Security shall follow at the minimum the guidelines set forth by DoIT found at:
http://doit.maryland.gov/support/Documents/security_guidelines/DoITsecurityPolicy.pdf.
- B. The system shall provide a means of user authentication for system access.
- C. Password management for all accounts, including workstations and server passwords, shall follow the DoIT Password and Policy Guidance at:
http://doit.maryland.gov/support/documents/security_guidelines/password_policy.pdf

- D. Index and image data shall be subject to in-transit encryption. The TO Contractor’s encryption approach shall be in accordance with the DoIT Acceptable Encryption policy, which can be found at: http://pilot.doit.maryland.gov/support/Documents/security_guidelines/Acceptable_Encrypt_Policy.pdf
- E. The Web-based application shall utilize the Secure Sockets Layer (SSL) cryptographic protocol to provide security for communications over the Internet.
- F. Web-applications shall be built with industry standard security measures. Applications, including document input, retrieval and edit components and reporting mechanisms shall include, at a minimum, measures such as: bounds checking and user input validations to help minimize buffer overflows and scripting attacks.
- G. The Offeror shall propose a backup of all Web, application, server and image data in a Continuity of Operations (COOP) Plan for the ECMS that will ensure continued functionality in the event of a disaster. Since the server and storage shall be hosted by DHR’s Hosting contractor, the plan shall address the coordination of backup and disaster recovery activities and will detail communications activities as well as distinguish responsibilities. The proposed policy shall include off-site storage policies for backups and shall meet the criteria listed in Table 5.

<i>Backup Retention</i>	<i>Backup</i>	<i>Minimal Retention Length</i>
Minimum length of time backups are to be retained	Daily	2 weeks
	Weekly	6 weeks/generation
	Monthly	4 months/generation
	Quarterly	9 quarters/generation
	Annually	2 years/generation

Table 5 – Backup Retention Requirements

The Offeror must describe in their Technical Proposal how their proposed security approach will meet all technical requirements defined in Section 2.4.1.2.13, Security, in its response to this TORFP.

2.4.1.2.14 HARDWARE, SOFTWARE, AND MATERIALS

The TO Contractor shall provide the ECMS software solution as well as the workstation hardware required for the sites to be able to perform document input activities. For the server and storage components, DHR outsources hosting services to a hosting contractor. The ECMS server and storage components shall be procured, hosted and maintained by the DHR hosting contractor. The production system will reside at the hosting site in Dallas, TX and the development system will reside at the hosting site in Indianapolis, IN. Although the hosting contractor is maintaining server and storage-related software, the TO Contractor is expected to maintain the ECMS-specific software applications (via remote access) that reside on the servers.

In its response to this TORFP, the Offeror shall propose how it will meet the following requirements outlined in this section.

- A. Workstation Hardware
 - 1. The TO Contractor shall be responsible for procuring, configuring, installing, and maintaining the ECMS workstations at each site that requires the input solution. In some cases, there may be several sites at one location that will require multiple installations. A list of sites along with required ECMS workstation installation numbers is provided in Appendix A.

2. The TO Contractor shall procure and configure four (4) additional workstations to be used to assist the TO Contractor with training activities (see 2.4.5.1, Training Requirements). These designated training workstations shall match the equipment and configurations of the workstations that are provided to the sites.
3. Desktops and peripherals shall be configured with the proper specifications to support the application and meet the system performance requirements, and shall meet, at a minimum, the hardware requirements specified in DHR's PC Desktop Standards, provided in Appendix E.
4. DHR currently utilizes Windows XP as the standard workstation operating system. DHR anticipates upgrading to Windows 7 in the future. Desktops shall be configured to allow for Windows 7 upgrades without additional hardware modifications.
5. Monitors shall be flat panel, color, and have a screen size of seventeen (17) inches.
6. Scanners shall meet the system performance requirements and be compatible with the proposed software application.
7. At least one of the scanners (per site, per administration) shall have a document feeder as well as a flatbed option for scanning delicate, thick, or oddly-shaped documents.
8. Each scanner shall be able to scan at least ninety (90) pages per minute.
9. Each scanner shall automatically detect single or double-sided pages.
10. Each scanner shall have the ability to detect and ignore blank pages.
11. Each scanner shall have a factory-authorized consumables kit complete with instructions and cleaning supplies. The kit shall provide replacements for consumables that wear naturally during normal use. Additional scanner kits may be requested by Task Order as a T&M Service.
12. Each proposed scanner shall be compatible with the proposed ECMS software to meet the requirements specified in section 2.4.1.2.5, Basic Document Input Features.
13. The Offeror's Proposal shall provide an explanation for why the recommended scanner is the best scanner for the proposed ECMS.
14. Each workstation shall have a UPS with enough power to provide ten (10) minutes of continuous power to the workstation during a power outage, allowing a staff member to complete an activity and perform a proper workstation shutdown.
15. UPS devices shall also provide surge protection, power conditioning and adjustable voltage sensitivity.
16. All workstation hardware components (desktop, scanner, monitor, and UPS) shall include a full three (3)-year Next Business Day Onsite Warranty.

B. Workstation Software

1. The TO Contractor shall be responsible for procuring all required licenses for each workstation for three (3) full years.
2. The TO Contractor shall be responsible for installing, configuring and maintaining all workstation software with the exception of enterprise software (see #3 below).
3. The software specifications shall meet, at a minimum, the software requirements specifications provided in DHR's PC Desktop Standards (see Appendix E), with the following exceptions:
 - a. Enterprise software will be installed and configured by the State and/or County's Local IT Personnel at the time of workstation installation and includes: Attachmate 9 and Symantec antivirus software, and Microsoft Office 2003 and 2007 Professional, as needed. The TO Contractor shall ensure that the proposed application software is compatible with DHR's standard applications.
 - b. DHR currently utilizes Internet Explorer version 7 as the standard Web browser. The application software shall be compatible with Internet Explorer version 7 and upwards compatible to Internet Explorer version 8.

- c. DHR currently utilizes Windows XP as the standard workstation operating system. The application software shall be compatible with Windows XP and upwards compatible to Windows 7.

C. Server and Storage

DHR's hosting contractor will procure, host and maintain (hardware components, operating system, patch installations, etc.) the ECMS servers (to include application and database servers for production and development/test) and storage at their secure facilities in Dallas, TX, and Indianapolis, IN. The Offeror shall provide specifications for the servers and storage solution in response to this TORFP. The DHR hosting contractor will procure the equipment and software in accordance with the TO Contractor's specifications upon receiving the NTP. The Offeror's response shall address the following:

1. The Offeror shall propose an economical and robust production servers and storage solution that will provide data integrity, security, and protect against data loss due to failure of system components.
2. The Offeror's response shall describe how their approach to the servers and storage specifications is economical while still remaining robust enough to handle the anticipated data load and system utilization without system performance or degradation issues.
3. The Offeror shall provide an economical and robust test/development solution. The test/development system shall not be an exact mirror of the production system, but rather a scaled down, economical approach to providing an area where modifications to software can be tested prior to implementation to the production environment.
4. The Offeror shall provide a complete list of required servers and storage hardware and software components (such as Purpose of Server, processor(s), memory, primary controller(s), hard drive specifications, Operating System), from which the DHR shall approve. The DHR hosting contractor will procure all DHR-approved server and storage-related components, with the exception of the ECMS application-specific software, which the TO Contractor shall be responsible for purchasing.
5. The Offeror shall provide an economical approach to fault tolerance and minimize single points of failure for the server and storage components (such as by adding additional CPUs, power supplies, network adapters, etc.).
6. All hardware components must meet DHR's three (3)-year, four (4)-hour, 24 x 7 onsite support warranty.
7. The storage solution shall be sized to accommodate at least five (5) years of growth. The data presented in Section 2.4.1.2.4, Anticipated Data Load, shall be used to help estimate the size and scope of the storage system.
8. The Offeror shall provide specifications for the storage requirements.
9. Within twenty (20) calendar days after the NTP, the TO Contractor shall submit detailed servers and storage configuration instructions to guide the DHR hosting contractor on the preparation of the servers and storage system.
10. The TO Contractor is not expected to travel to the production or development hosting sites. The TO Contractor shall work with the DHR hosting contractor remotely to assist in configuring the servers to the TO Contractor's specifications.
11. The TO Contractor shall configure and fine tune the web/application server.
12. The TO Contractor shall configure and fine tune the database server.
13. The TO Contractor shall monitor reliability and performance consoles and shall work with the hosting contractor to optimize system performance, identify and resolve bottlenecks, etc.

14. The TO Contractor shall install, configure and maintain the ECMS-specific software applications (via remote access) that reside on the servers (such as web/application server applications, core ECMS software and database products).
15. The database and database licensing shall be procured by the hosting contractor; however, the TO Contractor shall maintain and administer the database (via remote access).

D. Application Software

1. The TO Contractor shall be responsible for procuring all required licenses and software products for the core application solution for three (3) full years. The licenses shall be transferable to DHR should the contract be terminated prior to the three (3) full year life span.
2. The TO Contractor shall be responsible for procuring, installing and configuring the core document imaging software product.
3. DHR estimates the following concurrent users during peak hours of the day:
 - a) Document input activities – 132 concurrent users (100% of scanning stations operational at any given time)
 - b) Management/Supervisor activities – 112 (50% of management/supervisor users at any given time)
 - c) Retrieval activities – 1,271 concurrent users (50% of retrieval users at any given time)

The TO Contractor shall purchase an adequate number of licenses to meet this demand. Should the concurrent usage increase above these estimates, additional licenses may be obtained under T&M Services.

E. Licenses

1. The TO Contractor shall manage and maintain all software licenses for software purchased, renewed, installed, updated, upgraded, and operated for the services described in this TORFP, with the exception of server and storage operability licenses (such as operating system, SSL, and remote connection licenses), and database licenses, which will be procured by the DHR hosting contractor, and the enterprise software that will be installed by OTHS and/or local site administrators.
2. The TO Contractor shall provide DHR with an updated inventory report of licenses no less than annually (Annual License Inventory Report), and at the request of DHR. This report will include, at a minimum, the name of the product, the name of the manufacturer/vendor for the product, contact telephone number, the version of the product, the type of license, license renewal date, renewal cost, number of licenses, license key, and contact person's name.
3. On behalf of DHR and under DHR's direction, the TO Contractor shall manage and maintain all software licenses for software purchased, installed, and operated for the services described in this TORFP.
4. With the exception of enterprise software that will be installed by OTHS and/or local site administrators, the TO Contractor shall act as DHR's agent to purchase and administer software licenses, unless DHR makes the decision to purchase the licenses under a separate procurement vehicle. DHR shall retain and maintain ownership of third-party software products. Any new software will be licensed to DHR.
5. The TO Contractor shall not use proprietary, exclusive-use, or limited-license software without previous written approval from DHR's Project Management.

The Offeror must describe in their Technical Proposal how their proposed approach to hardware, software and materials will meet all technical requirements defined in Section 2.4.1.2.14, Hardware, Software and Materials, in its response to this TORFP.

2.4.2 ECMS PHASE 2 SEDR DATA MIGRATION REQUIREMENTS

ECMS Phase 2 shall address collecting data from the jurisdictions and/or sites that have established their own document imaging solution in order to migrate and store this data into the SEDR. Due to the nature of unknowns (i.e.: the complexity of the existing imaging systems and the structure of the future SEDR) for this phase, Offerors shall provide FFP pricing to conduct the requirements, analysis and design efforts. The actual development, testing and implementation tasks shall be addressed on a T&M basis. To address the needs of the ECMS, the Offeror shall meet the following requirements for ECMS Phase 2 in the proposed solution:

- A. The Offeror shall propose a comprehensive plan to conduct a thorough requirements analysis for a mechanism that will copy, send and store the images and corresponding index data for each site that has their own document imaging solution to the SEDR (See Section 2.2.3.4, Existing Imaging Systems, for more information).
- B. The TO Contractor shall work with each site's technical staff to gather the specifics of their document imaging system in order to design the data migration tool.
- C. The TO Contractor shall design solutions that will transmit images nightly, after business hours.
- D. Content shall be collected from day one of implementation of the solution and forward, no backfile conversion data shall be addressed in this phase.
- E. The TO Contractor shall deliver a Requirements, Analysis and Design Document for each of the three jurisdictions/sites detailing the requirements and design for the data migration mechanism.
- F. The Requirements, Analysis and Design Document for each of the three jurisdictions/sites shall be delivered no later than twelve (12) months after the NTP.
- G. The TO Contractor shall not proceed with the development, testing, and implementation efforts on a T&M basis until the following occurs in sequential order:
 1. The Department approves the Requirements, Analysis and Design Documents.
 2. The Department issues a Task Order to the TO Contractor.
 3. The TO Contractor responds to the Task Order and provides a Statement of Work (SOW) that shall include an estimate of labor categories and hours needed to develop, test, and implement the data migration mechanism per site.
 4. The Department approves the Task Order in accordance with the SOW that was provided by the TO Contractor and issues an NTP.
 5. Although it is DHR's desire to have the data migration mechanism components implemented as soon as possible, DHR anticipates that the development of the data migration mechanisms will begin no later than twelve (12) months after the NTP and will be completed no later than eighteen (18) months after the NTP. Although this development is a T&M effort, Offerors shall address in their response to this TORFP their approach to having the qualified personnel to staff these efforts.
- H. Offeror's shall provide pricing for the Requirements, Analysis and Design effort under the FFP section of Pricing. This price should not include any development, testing or implementation efforts.

The Offeror must describe in their Technical Proposal how their proposed approach to data migration will meet all technical requirements defined in Section 2.4.2, ECMS Phase 2 SEDR Data Migration Requirements, in its response to this TORFP.

2.4.3 ECMS PHASE 3 ADVANCED FEATURES REQUIREMENTS

ECMS Phase 3 shall include: advanced retrieval features allowing those with proper user privileges to access images across jurisdictions, sites, and administrations; a tool for sites to manage their own user access controls; and advanced document input reporting features to further assist workers with managing their caseloads.

To address the needs of the ECMS, the Offeror shall meet the following requirements for ECMS Phase 3 in the proposed solution:

A. Advanced Retrieval Features

1. The TO Contractor shall extend access features in the retrieval component to allow authorized individuals to access images and corresponding index data across specified jurisdictions, sites, and administrations. The retrieval user interface shall be modified to allow authorized individuals to conduct searches across jurisdictions, sites and administrations.
2. There are other state entities and community partners that require retrieval-only access to FIA or CSEA data. The TO Contractor shall assist DHR with setting up the initial retrieval-only user access accounts for the following agencies and departments in Table 6.

Table 6 shows, but is not limited to, the estimated number of retrieval-only users for each DHR entity or partner listed in this section. Other DHR entities and partners may require access in the future and will be defined and approved by the TO Manager and relayed to the TO Contractor. DHR will then work with the TO Contractor to address the additional users.

<i>Administration</i>	<i>DHR Entity/Partner</i>	<i>No. of Estimated Retrieval-Only Users</i>
FIA	OHEP	170
FIA	OIG	5
FIA	DHMH Local Health Departments (LHDs)	170
FIA	WORKS vendors	20
CSEA	Cooperative Reimbursement Agencies (CRAs)	94
Total Estimated Retrieval-Only Users:		459

Table 6 – DHR Entity/Partner Estimated Retrieval-Only ECMS Users

While there are 459 estimated retrieval-only users for DHR entities/partners, the TO Contractor shall note that all DHR users in FIA and CSEA shall be given retrieval access. Please see Appendix A for more information on user numbers.

3. The TO Contractor shall configure the COTS products and/or develop/modify, test, and implement the interfaces required to meet the above stated requirements in accordance with DoIT’s SDLC methodology.

B. Advanced Reporting Features

1. To help manage day-to-day document input activities, the TO Contractor shall provide an advanced Web-based report for both FIA and CSEA. Authorized users shall only be allowed to run reports within their respective jurisdiction, site and administration.
2. For FIA, users shall be allowed to run a report for a specified timeframe (i.e.: date range) and shall include, at a minimum, the following data elements:
 - a. Client First Name, Middle Name, Last Name

- b. CLID/IRN
- c. Document Type
- d. Case Worker
3. The Offeror's Proposal shall include an economical approach to gather additional requirements to fine tune the remaining details of the FIA report.
4. For CSEA, users shall be allowed to run a report for a specified timeframe and shall include, at a minimum, the following data elements:
 - a. NCP First Name, Middle Name, Last Name
 - b. CLID/IRN
 - c. Case Number
 - d. Document Type
 - e. Case Worker
5. The Offeror's Proposal shall include an economical approach to gather additional requirements to fine tune the remaining details of the CSEA report.
6. The advanced reports shall be exportable to a CSV file and a Microsoft Excel file.
7. The TO Contractor shall configure the COTS products and/or develop/modify, test, and implement the interfaces required to meet the above stated requirements in accordance with DoIT's SDLC methodology.

C. User Account Management

1. The TO Contractor shall develop a mechanism allowing sites to manage their own ECMS user accounts.
2. Only authorized users of the mechanism shall be allowed to access the tool and make modifications.
3. Authorized users shall be allowed to modify accounts only within their site and administration.
4. Authorized users shall be allowed to add, update or disable users.
5. Authorized users shall be allowed to assign privileges for the different ECMS functions.
6. Authorized users shall be allowed to grant users from other jurisdictions, sites and administrations to retrieve data and/or assign privileges for the other ECMS functions within their site and administration.
7. The TO Contractor shall configure the COTS products and/or develop/modify, test, and implement the interfaces required to meet the above stated requirements in accordance with DoIT's SDLC methodology.

The Offeror must describe in their Technical Proposal how their proposed approach to advanced features will meet all technical requirements defined in Section 2.4.3, ECMS Phase 3 Advanced Features Requirements, in its response to this TORFP.

2.4.4 T&M SERVICES

The State defines T&M Services as any change, modification, enhancement, or new development outside the FFP requirements provided within the scope of this TORFP. DHR expects that T&M Services will occur throughout the term of the Contract. T&M services may be performed on a TO basis Not to Exceed (NTE) \$5,000,000 for the entire contractual period and with an indefinite quantity in accordance with COMAR 21.06.03.05 for optional services as described in this TORFP section. There is no guarantee that the Department will issue task orders during the course of the year or Contract and all T&M services requested by the State are subject to available

funding. To establish rates for T&M Services, the Offeror shall provide, in response to this TORFP, fully burdened maximum hourly rates (see Attachment 1-D) for each of the corresponding Labor Categories provided in Appendix H. In addition, the Offeror shall also supply the proposed costs for the listed services and materials (Attachment 1-C) that DHR may ask the TO Contractor to provide throughout the course of the Contract.

- A. During the term of the Contract, DHR may issue TOs for T&M Services. The Contractor shall be required to respond to the TO within ten (10) calendar days. The Contractor's response shall adhere to the OTHS EP MO standard response format, as outlined below. Each response shall include:
1. Brief Description of work to be performed
 2. Project Background
 3. Project Schedule (to include estimated start and completion dates)
 4. Statement of Work for the proposed services to include:
 - a. Project Scope
 - b. Requirements
 - c. Assumptions
 - d. Risk Assumptions
 - e. Proposed Solution
 - f. Proposed Tools
 - g. Tasks and Deliverables
 - h. Work Breakdown Structure
 - i. Acceptance Criteria
 - j. Implementation Plan
 5. Proposed Personnel to include:
 - a. Resumes
 - b. Certification
 - c. Key Personnel
 - d. MBE Participation
 - e. Subcontractors
 6. Estimated Cost Analysis or Work Hours (by resource type)
- B. Only labor categories provided in Appendix H and corresponding T&M rates that are provided in the Offeror's response to this TORFP shall be used for these efforts. Upon acceptance of the SOW, DHR will issue the NTP to the TO Contractor. Invoicing and payment shall be based on TO completion. The TO process will govern the completion of T&M Services.
- C. Work performed as T&M Services shall span all phases of the system development life cycle (from requirements definition through implementation) as well as all areas of functionality within the DHR environment. DHR may issue a TO describing the services required for additional services not defined in the TORFP. These additional services may be required at any point during the term of the Contract.
- D. A list of T&M Services outside the scope of this TORFP that DHR may wish to solicit from the TO Contractor during the period of performance (POP) is provided below. DHR reserves the right not to issue a TO for any tasks listed below and reserves the right to grant additional TOs for tasks that follow:

1. Develop, test and integrate the SEDR data migration mechanisms to collect the data from sites that already have an imaging system solution.
2. Provide maintenance support for data migration mechanisms that are developed by the TO Contractor.
3. Conduct research, analysis and design activities for any sites that have existing imaging systems that are discovered between the time of the issuance of the TORFP and/or following the NTP.
4. Develop, test and integrate the SEDR data migration mechanisms to collect the data from sites with existing imaging systems that are discovered between the time of issuance of the TORFP and/or following the NTP.
5. Address additional sites not included in the DHR Site List in Appendix A.
6. Address the need for additional workstations or individual workstation components (such as scanners or scanner consumable kits) for sites that are or are not listed in Appendix A.
7. Address additional, changed or deleted document types for FIA and CSEA.
8. Provide additional input and retrieval, retrieval-only, management, and/or technical training.
9. Provide additional training and/or system and/or training materials as specified by DHR.
10. Address additional ECMS users, which may effect licensing regulations, system performance, system maintenance, etc.
11. Provide additional management and/or technical/non-technical support personnel to address other activities not listed within this TORFP that may be required for the health of the project.

The Offeror must describe in their Technical Proposal how their proposed approach to T&M services will meet all technical requirements defined in Section 2.4.4, T&M Services, in its response to this TORFP.

2.4.5 NON-FUNCTIONAL/NON-TECHNICAL REQUIREMENTS

In its response to this TORFP, the Offeror shall propose how it will meet the following non-functional/non-technical requirements outlined in this section and its subsections.

2.4.5.1 TRAINING REQUIREMENTS

The TO Contractor must provide comprehensive training to all identified user groups within the ECMS project. Each ECMS Phase will dictate different training needs. Comprehensive training for all ECMS Phases includes instruction, instructional documentation, an assessment of skills learned and a plan for providing remedial instruction, as needed. Any additional training needs across ECMS Phases will be determined jointly by the TO Contractor and DHR management, but shall be aligned with the structure of the requirements presented in this section.

The timeframe and schedule for the TO Contractor to conduct initial and subsequent training sessions must be detailed in the Training Plan that will be jointly developed and agreed to by the TO Contractor and the State.

DHR expects the fulfillment of each training requirement presented in this section, but will also entertain any additional cost-effective training solutions proposed by the Offeror. DHR has initially identified four (4) user groups for this project and will require training that is suited for each respective audience and correlates with a DHR employee's specific job duties. In the event that additional user groups are identified during the course of the project, DHR may elect to have the TO Contractor provide training that is relevant to the user group's responsibilities under the T&M agreement. The four (4) user groups identified at the time of TORFP issuance are:

1. **Input/Retrieval users** – This group is made up of case workers, clerical staff and any other user that must access case files or handle customer documents as a part of their daily work processes. The training provided to them will enable them to successfully operate the ECMS to input and retrieve case file content.

2. **Retrieval users** – This group includes DHR entities and partners that will be given access to the SEDR (ECMS Phase 3) and will need to know how to retrieve case file content for the administrations they support (FIA, CSEA).
3. **Management users** – This group is made up of management-level and supervisory staff that oversee the work of the Input/Retrieval user group.
4. **Technical users** – This group includes system administrators and/or any other technical staff who would benefit from being able to manage users, operate, maintain and configure the system without the assistance of the TO Contractor. The TO Contractor shall provide system administration for the Contract period, but should ensure that DHR technical stakeholders have a solid, technical understanding of ECMS functionality to proactively facilitate the transition.

A. Training Areas

1. DHR has initially identified four (4) areas of training that must be addressed by the TO Contractor over the course of the project. The TO Contractor shall provide instruction for those identified areas as well as use their expertise to identify any other areas that would provide a complete training picture. In the event that additional areas of training are identified during the course of the project, DHR may elect to have the TO Contractor provide additional training for the subject matter identified under the T&M agreement. The four (4) training areas identified at the time of TORFP issuance are:
 - a. Input and Retrieval Training –The TO Contractor shall provide users with instruction on document preparation, basic scanner maintenance, scanning documents, quality control of images, and associating identifying data to images (indexing). The TO Contractor shall also provide users with instruction on searching for and retrieving images from the ECMS.
 - b. Retrieval-Only Training – The TO Contractor shall provide users with instruction on searching for and retrieving images from the ECMS.
 - c. Management Training – The TO Contractor shall train designated supervisory/management and lead DHR staff to be able to manage user accounts at the site/administration level as well as use advanced retrieval and report generation capabilities.
 - d. Technical Training – The TO Contractor shall provide designated DHR IT staff with a comprehensive review of how to administer the ECMS so that DHR IT staff will have the knowledge and skills necessary to maintain and support the ECMS. This course shall include, at a minimum, how to perform user account administration activities functions such as adding users, modifying account privileges, synchronizing IDs and passwords with Active Directory, suspending account access, and disabling accounts. Depending on the participants that DHR/OTHS identifies after the NTP, the training may also include more technical and administrative activities such as perform data migration activities, perform system start-up and shutdown, perform data, document, and application software back-ups, perform system configuration, perform tuning, install patches and upgrades, etc.
2. The TO Contractor shall provide comprehensive training to all identified user groups within the ECMS project. Comprehensive training shall include instruction, instructional documentation, an assessment of skills learned and a plan for providing remedial instruction, as needed.
3. The TO Contractor shall work with DHR to understand training needs (number of classes required per number of users within a user group, if make-up sessions are required for absentees, format and medium, number of trainers required, class length, number of students per training class, scheduling constraints, etc.).
4. The TO Contractor shall, with DHR’s guidance, design applicable training curriculums to address each user group and develop training schedules to track each user group’s participation.

5. The Offeror shall propose how the training facilities will be set up for each training class, including an economical approach to providing the required training workstations.
6. The Offeror shall propose how the test/development system will be used for training purposes. Training data shall not be stored on the production database.

B. Training Sessions

1. The Offeror shall propose the length and duration of all training sessions and explain the rationale behind the recommendations.
2. The TO Contractor shall provide just-in-time training for ECMS user groups to avoid the potential loss of knowledge that can occur when training sessions are provided too far in advance of system go-live.
3. For all ECMS Phases, the TO Contractor shall conduct training at a State training facility (see Appendix I).
4. As needed, the TO Contractor shall provide instructor-led training in at a State training facility, as designated by DHR. DHR has training facilities around the State that will be available to the TO Contractor. Classroom sessions should be planned to take advantage of user proximity to the training facilities. Travel by the TO Contractor will be required to conduct training that serves the needs of the various jurisdictions.
5. The TO Contractor shall work with DHR to set up classrooms for ECMS training. The set up includes installing all necessary hardware and applications used in the training and providing training materials at the time of instruction.
6. The TO Contractor shall work with DHR to deliver training that incorporates instruction, hands-on exercises and case studies to show users how to work through scenarios they will encounter using the ECMS in daily work processes.
7. For any non-classroom training proposed, the TO Contractor shall provide a means to allow the student to request and promptly receive assistance regarding the subject matter being taught.
8. For ECMS Phase 1, the TO Contractor shall provide instructor-led training in a train-the-trainer format for each designated FIA and CSEA site included in the ECMS project. Training attendees will be identified by DHR. This training shall take place within one (1) week of the successful installation and implementation of ECMS workstations at a site. Those trained individuals will, in turn, train the remaining staff at their respective sites.
9. For ECMS Phase 1, the TO Contractor shall train a maximum of ten (10) Input/Retrieval users per site, per administration (FIA and CSEA) using a train-the-trainer approach. The training area addressed will be: Input and Retrieval.
10. For ECMS Phase 1, the TO Contractor shall train a maximum of two (2) Management users per site, per administration. The training area addressed will be: Management.
11. For ECMS Phase 1, the TO Contractor shall provide at least two (2) members of the training team to provide at least two (2) business days of side-by-side support training during the week of go-live for each site.
12. For ECMS Phase 2, the TO Contractor shall train a maximum of two (2) technical users per jurisdiction using a train-the-trainer approach. In regards to technical training in ECMS Phase 2, the TO Contractor shall work with DHR OTHS to determine training needs, schedule training sessions and address technical training issues. DHR will identify the technical staff to receive the training. The training area addressed will be: Technical.
13. For ECMS Phase 3, the TO Contractor shall train 459 Retrieval-Only users using a train-the-trainer approach. The training area addressed will be: Retrieval-Only.

C. Training Equipment

1. The TO Contractor shall utilize the four (4) designated training workstations (see 2.4.1.2.14, Hardware, Software, and Materials) that were procured for training purposes.
2. During and after go-live, the TO Contractor shall utilize the equipment that is installed at the site for on-site training and support.
3. State Training Facilities (Appendix I) are equipped with desktops for training purposes. The existing training desktops do not have scanning devices. The TO Contractor shall strategically schedule and plan to provide ECMS training workstations with scanning capability in order to provide students with opportunities to practice using the scanners for input functions.

D. Training Documentation

1. Using Microsoft Word 2003, the TO Contractor shall create training materials that incorporate screenshots and step-by-step instruction.
2. The TO Contractor shall develop, design and deliver the following training materials:
 - a. Input and Retrieval Guide – contains information that enables end users to navigate the ECMS and perform input and retrieval functions.
 - b. Retrieval Guide – contains information that enables retrieval users to perform ECMS retrieval functions.
 - c. Management Guide – contains information that enables managers/supervisors to correct index or image data.
 - d. Technical Guide – at a minimum, contains user account management information that enables users to perform user account administration activities functions such as adding users, modifying account privileges, synchronizing IDs and passwords with Active Directory, suspending account access, and disabling accounts. May include additional technical information depending on who DHR/OTHS identifies as the training attendees. Portions of the System Administration Manual (see Section 2.4.1.2.11, System/Application Maintenance and Support) may be used as part of the Technical Guide.
 - e. Each course shall include, at a minimum, how to Job aids – any document such as a Quick Reference sheet that provides a user group with condensed, step-by-step instruction on commonly used features of the ECMS such as scanning and indexing.
3. The TO Contractor shall update all training documentation to keep its content relevant throughout the life of the project and deliver updated versions as DHR directs. Each version of a delivered guide shall include the revision date incorporated into the title page and footer of the document.
4. For ECMS Phase 1A, also known as the ECMS Pilot, the TO Contractor shall supply, at a minimum, DHR-approved draft versions of training documentation during training sessions. Final versions shall be provided for training conducted for Phase 1B and forward.
5. The TO Contractor shall provide one (1) hard copy of the Input and Retrieval Guide to each Input/Retrieval user designated for training at the time of training.
6. The TO Contractor shall provide two (2) hard copies of the Retrieval Guide to each Retrieval-Only user designated for training at the time of training.
7. The TO Contractor shall provide one (1) hard copy of the Management Guide to each Management user designated for training at the time of training.
8. The TO Contractor shall provide one (1) hard copy of the Technical Guide to each Technical user designated for training at the time of training.
9. The TO Contractor shall provide hard copies of job aids to each user, that are relevant to their job responsibilities, at the time of training.

10. The TO Contractor shall provide twenty (20) additional hard copies of each guide cited in this section, including all job aids to each FIA and CSEA site that does not have an imaging solution in place, at the time of training at the site.
11. The TO Contractor shall provide ten (10) hard copies of each guide cited in this section, including all job aids to DHR Headquarters, after all training for ECMS Phase 1 is complete.
12. The TO Contractor shall provide electronic copies of all original and updated guides and job aids to DHR at agreed-upon intervals established between DHR and the TO Contractor.
13. The TO Contractor shall grant DHR, at project closeout, a perpetual royalty-free license to use, reproduce, edit and distribute unlimited additional copies of training materials to DHR staff. DHR will incur the costs of reproducing such materials.

E. Training Communication

1. The TO Contractor shall provide a survey for students to complete at the end of each training session and submit the results along with training recommendations to the TO Manager or designee.
2. DHR shall conduct an ongoing evaluation of the effectiveness of training sessions and communicate any deficiencies found in the TO Contractor's training delivery. In the event that any deficiency is discovered, the TO Contractor shall correct the deficiencies prior to continuing with training.

The Offeror must describe in their Technical Proposal how their proposed approach to training will meet all requirements defined in Section 2.4.5.1, Training Requirements, in its response to this TORFP.

2.4.5.2 PROJECT MANAGEMENT

DHR expects that the TO Contractor's approach to project management will, at a minimum, address the requirements in this section and its subsections. DHR will entertain any additional proposed project management provisions deemed necessary or beneficial to this effort. Project management requirements include:

- A. The Offeror shall include a detailed description of its project management methodology in response to this TORFP. In addition, the TO Contractor shall develop a Project Management Plan (PMP) within sixty (60) calendar days of the NTP. The PMP will define how the TO Contractor will apply its project management methodology to DHR and the ECMS to achieve maximum benefit for the State. The methodology and PMP must address, at a minimum, the following:
 1. Issue management and resolution
 2. Risk management and mitigation
 3. Resource management and deployment approach
 4. Automated tools, including application of software solutions
 5. Project management – work breakdowns, schedules, milestones, and resources
 6. Document repository and control
 7. Calendar of events and deadlines
 8. Decision support and prioritization
 9. Project Deliverable review procedures
 10. Customer/stakeholder relationship management
 11. Reporting of status and other regular communications with DHR, including a description of the TO Contractor's proposed method for ensuring adequate and timely reporting of information to DHR project personnel and executive management.
- B. The Offeror shall deliver an initial Staffing Plan with its response to this TORFP. The Staffing Plan must include an organization chart showing how the Offeror proposes to staff the project. The Staffing Plan must name key TO Contractor personnel and clearly describe all personnel including, but not limited to,

title, function, etc., and roles, and responsibilities. The TO Contractor shall deliver a final Staffing Plan within fifteen (15) calendar days from the NTP. Updates to this plan must be provided as staffing changes occur.

- C. The TO Contractor shall provide and manage the necessary staff to perform all tasks related to the requirements under Section 2, Scope of Work. All development, help desk, and support and maintenance operations for the ECMS shall be conducted within the continental United States. All TO Contractor personnel shall be located within the continental United States.
- D. The TO Contractor shall work with OTHS to ensure that all project activities related to the ECMS are in line with the Department's IT Master Plan (ITMP) for Fiscal Year (FY) 2011 which can be found on the DoIT Website at: <http://doit.maryland.gov/policies/documents/policyplanning/fy2011stateitmp.pdf>.
- E. The TO Contractor shall provide a comprehensive updated Project Work Plan, using the Project Work Plan that was submitted with the Proposal as the basis, within thirty (30) calendar days of the receipt of the NTP. The Project Work Plan will, at a minimum, include fields to track the task, resource, planned resource work hours for each task, planned start date, revised start date, actual start date, planned end date, revised end date, actual end date, percent complete, critical path, task dependencies, and checkpoint reviews (as established with DHR). The work hours provided for each element of a task shall not exceed 80 hours. Any tasks greater than 80 hours shall be broken down into smaller tasks. The Project Work Plan shall include all major tasks that will be required to complete the project. The Project Work Plan should be developed using MS Project 2000. DHR will review and approve the Project Work Plan. The TO Contractor will update the Project Work Plan weekly and will provide the most recent updated version in the Monthly Status Report.
- F. The TO Contractor shall be responsible for developing and maintaining a Communication Plan that serves as the guideline to manage communications across DHR including status reporting and other key communications. The TO Contractor shall complete the Communication Plan within forty-five (45) calendar days of the NTP. The TO Contractor will first develop and submit to the TO Manager an outline of the proposed content of the Communication Plan within fifteen (15) calendar days of the NTP. Upon completion of DHR's review of the outline, the TO Contractor will submit a draft of the Communication Plan that incorporates any changes or comments provided by DHR within five (5) calendar days. The final Communication Plan will be submitted to the TO Manager within five (5) calendar days of the receipt of DHR's comments or in any event, not later than forty-five (45) calendar days from the NTP.
- G. The TO Contractor shall be responsible for developing a Transition Out Plan. The TO Contractor shall complete and deliver the Transition Out Plan 180 calendar days before the end of the Contract period. Please see Section 2.4.5.4, Transition Out, for more information about DHR Transition Out expectations.
- H. The TO Contractor shall produce a Monthly Status Report of activities by the second Tuesday of the following month. The first monthly status report must be submitted within thirty (30) calendar days of the NTP.
- I. The TO Contractor shall hold weekly status meetings with DHR and provide a brief written status update including activities completed, upcoming activities, issues, and risks to the project management office on a weekly basis. DHR and the TO Contractor will determine the recurring day and time for this meeting. Weekly status meetings must begin within thirty (30) calendar days of the NTP.
- J. The TO Contractor shall be responsible for working with the State-appointed Change Control Board (CCB) to define procedures for the collection, management, and prioritization of change requests. Requested enhancements shall also be reviewed by the CCB for policy/procedure compliance, cost/benefit analysis, and enhancement feasibility. The CCB shall require an impact statement from the TO Contractor before reaching a decision to authorize or disapprove the request(s).

The Change Control Board will review, approve and document all proposed changes. While the TO Contractor will participate in these meetings, the TO Contractor will not be a voting member. Approval of any items which may affect the terms and conditions of the Contract must be submitted to the Procurement Officer for review, approval and processing as necessary. All requests shall originate with and be approved by this Board. Changes governed by the Change Control Board may include, but not be limited to:

1. Project Work Plan
 2. Business Needs
 3. Software Specifications
 4. Hardware Specifications
 5. Development of Contract Modifications (if necessary)
- K. The TO Contractor shall develop written documentation of the Deliverable sign-off procedures. The TO Contractor shall develop sign-off templates. Both the procedures and templates must be approved by DHR. Deliverable sign-off procedures and template(s) are due within five (5) calendar days of the NTP.
- L. The TO Contractor shall maintain a project library. At a minimum the library will contain copies of the TORFP, TO Contractor Proposal, Contract, and all final Deliverables. This library will be delivered to DHR upon conclusion of the Contract.
- M. The TO Contractor shall work with DHR and DHR's management-consulting contractor on quality assurance activities. The TO Contractor shall also provide access to resource allocation information, issues, risks, action items, budgetary information or other information as deemed appropriate by DHR's EP MO. The TO Contractor may be required to contribute to reporting on an as-needed basis as dictated by the project and directed by DHR and/or DHR's EP MO.
- N. Configuration Management Plan – Within thirty (30) calendar days of the NTP the TO Contractor shall develop and implement a configuration management plan that addresses the methods and tools to be used for maintenance, problem reporting, and version control to maintain software as it is being developed, maintained or enhanced. The plan will be reviewed and approved by DHR and/or DHR's EP MO.
- O. Quality Assurance (QA)/Quality Control (QC) Plan – Within thirty (30) calendar days of the NTP, the TO Contractor shall provide a QA/QC Plan to describe the methods, procedures, and measures followed to implement the ECMS. The TO Contractor shall define how quality will be built into products and services and how continuous improvement will be sustained and supported throughout the life of the Contract.
- P. The TO Contractor's QA/QC Plan shall also describe an approach to implement a QA/QC program for their Deliverables. The TO Contractor's QA/QC Plan shall include, at a minimum, the following areas:
1. Automated and manual configuration management
 2. System support for DHR and the application maintenance contractor in unit and systems test planning, management and execution
 3. Conformance with the SDLC Policy Guidelines promulgated by the Maryland Department of Budget and Management or successor agency responsible for State IT policy
 4. Implementation/change management and update of the TO Contractor's QA/QC Plan
 5. Compliance with OTHS written standards and procedures
 6. Definition, compilation and reporting on performance criteria and measures/metrics against an established baseline
 7. Description of corporate approach to QA/QC, training/staff development, personal and organizational certifications, accreditations and memberships

- Q. The TO Contractor shall document the outcome of all key stakeholder meetings and publish meeting minutes within four (4) business days of the meeting.
- R. The TO Contractor shall use DHR's standard portfolio management tool, Clarity, to record hours expended for services under this Contract and other pertinent data. The hours recorded into Clarity are used for planning and management purposes only and should not be construed as a means to bill additional hours. DHR will provide the TO Contractor access to this software under its existing licensing agreements.
- S. The TO Contractor must effectively organize and manage the individuals proposed on the project. This involves utilization and integration of both TO Contractor and DHR staff. As dictated by work assignments, the TO Contractor shall be responsible for developing work plans and task lists that clearly delineate DHR responsibilities (if any) as well as TO Contractor responsibilities and timelines. Such items as staff training and knowledge transfer must be addressed throughout the Contract period.
- T. The TO Contractor shall be responsible for providing training and knowledge transfer of its staff or subcontractors as a result of turnover that may occur during the Contract period to assure continuity of service to DHR.

The Offeror must describe in their Technical Proposal how their proposed approach to project management will meet all requirements defined in Section 2.4.5.2, Project Management, in its response to this TORFP.

2.4.5.2.1 PROJECT MANAGEMENT MEETINGS

Project communication is vital to the success of the ECMS project. In regards to ECMS project meetings, the TO Contractor shall:

- A. Organize and facilitate all ECMS project meetings. Key DHR staff will be expected to attend such meetings, but will not engage in their creation or facilitation.
- B. Engage Key DHR staff in an ECMS Kickoff meeting within fifteen (15) calendar days of the NTP. The Kickoff meeting shall include at a minimum: a review of the updated schedule, an outline of major project milestones, identification of critical action items, a list of required DHR information/support, and a list of TO Contractor Key Personnel with contact information and roles and responsibilities identified.
- C. Attend and provide project status updates at weekly status meetings.
- D. Provide monthly briefings to the TO Manager or designee.
- E. Attend bi-weekly CIO meetings to brief the DHR CIO on ECMS project status.

The Offeror must describe in their Technical Proposal how their proposed approach to project management meetings will meet all requirements defined in Section 2.4.5.2.1, Project Management Meetings, in its response to this TORFP.

2.4.5.2.2 PROJECT MANAGEMENT REPORTS

The TO Contractor shall provide the following reports during the term of the Contract. Report submissions begin thirty (30) days following the NTP and adhere to the frequency as defined in the following requirements. Following the NTP, the TO Manager and/or designees shall determine recipients, specific due dates dependent upon frequency as defined in the following requirements, and format of all reports. This list of reports is the minimum required under this Contract and must be customized to meet DHR's specific needs:

- A. Weekly Status Report – a high level report that outlines the status of all work required in this TORFP shall be submitted to the TO Manager. The report must include a list of activities completed for the previous period and a list of activities planned for the next week. Problems, issues, concerns or special activities should be highlighted in this report. The first Weekly Status Report must be submitted within thirty (30) calendar days of the NTP.

- B. Monthly Status Report – a detailed report that shall be submitted by the second Tuesday of each month and shall contain data pertaining to the activities of the previous calendar month. At a minimum, this report shall include:
1. A summary list of activities accomplished for the month, categorized by all three phases, and a complete list of problems, issues, and concerns describing how they were resolved or the plan of action to address each remaining open item;
 2. A summary of all system/application maintenance and support activities;
 3. Updated Project Work Plan;
 4. A list of major milestones and activities planned for the next reporting period, categorized by all three phases;
 5. Status of ECMS deployment activities, as necessary;
 6. Updated Schedule;
 7. Updated Staffing Chart (with any staffing changes highlighted);
 8. Help Desk Log detailing the month’s activities (refer to Help Desk section for log features);
 9. Help Desk Metrics, at a minimum, shall chart out the amount of calls received each month;
 10. Performance Metrics, at a minimum, shall include application availability, server availability, application utilization statistics, application contention statistics, response times from remote locations, and network contention;
 11. Storage Utilization and Availability Metrics, charting how much storage has been utilized, how much is remaining, and an estimate of what the storage utilization will be throughout the project;
 12. Updated Risk Management Plan;
 13. Monthly Training Report – this report shall describe any training activities (to include at a minimum: number and types of users trained and their locations for the current reporting period, training surveys, and plans for training activities for the next reporting period) the TO Contractor engages in to keep DHR informed about user progress; and
 14. The TO Contractor shall also include specific suggestions and recommendations for improvements to DHR’s existing business activities and protocols to minimize recurrence of duplication and increase efficiency.
- C. The TO Contractor shall respond to DHR’s request for ad-hoc or off-cycle reports to meet emergent business needs or address areas of concern. The turnaround time for these reports will be determined by the TO Manager at the time of request and based upon the urgency of the information. Some of these reports shall be prepared within twelve (12) hours of request and provided via e-mail to the TO Manager, DHR’s CIO and/or the CIO’s designees. DHR estimates that no more than 340 ad-hoc reports will be requested over the two (2)-year, ten (10)-month Contract period, averaging 10 ad-hoc or off-cycle reports, combined, per month.

The Offeror must describe in their Technical Proposal how their proposed approach to project management reports will meet all requirements defined in Section 2.4.5.2.2, Project Management Reports, in its response to this TORFP.

2.4.5.3 ENTERPRISE ARCHITECTURE REQUIREMENTS

The State of Maryland began its Enterprise Architecture (EA) Program in 2004 by initiating the Maryland Technical Architecture Framework (MTAF) Project. DHR IT projects function under established EA guidelines. In response to this TORFP, the Offeror shall address the following requirements:

- A. The Offeror shall be familiar with the State of Maryland EA guidelines, which can be found at <http://doit.maryland.gov/policies/Pages/eaLibrary.aspx>.
- B. The Offeror shall align its proposed solution with the current ITMP as well as the DHR Strategic Plan.

- C. The Offeror shall propose a solution that is in line with key EA goals such as interoperability.
- D. The TO Contractor shall work with DHR's third-party contractor which provides support for EA activities to ensure that all IT-related activities abide by EA guidelines.
- E. The TO Contractor shall use DHR's EA tool, Telelogic to manage IT activities for the ECMS. DHR will provide access to Telelogic.
- F. The system shall be compatible with DHR workstation configuration standards, Web-browser standards, encryption standards, and any other IT-related DHR standards.
- G. Since many of these documents contain medical, healthcare and other Personally Identifiable Information (PII), it is pertinent that this content be kept confidential. The system design and architecture shall be compliant with Health Insurance Portability and Accountability Act (HIPAA) guidelines.

The Offeror must describe in their Technical Proposal how their proposed approach to EA will meet all requirements defined in Section 2.4.5.3, Enterprise Architecture Requirements, in its response to this TORFP.

2.4.5.4 TRANSITION OUT REQUIREMENTS

As the Contract heads towards closeout, the TO Contractor must outline a plan for a seamless transition. To that end, the TO Contractor shall:

- A. Clearly outline the approach to Transition Out activities. Transition Out activities apply to the last six (6) months of the Contract period. The TO Contractor's response shall describe the strategy to successfully accomplish a seamless transition between the TO Contractor's team and DHR and the new contractor's team and DHR.
- B. Submit the Transition Out Plan to the TO Manager six (6) months before the end of the Contract period. The Plan shall include a specific approach and schedule to transition between the TO Contractor's team and DHR's third-party data center, hosting and application maintenance contractors and the new contractor's team and DHR's third-party data center, hosting and application maintenance contractors and clearly identify the tasks and level of effort. The Plan shall include a clear breakdown of tasks and responsibilities, including that which will be the responsibility of DHR during the transition. This Plan shall include an entire system test activity to demonstrate competency of the new contractor and capability to deliver reliable service to DHR.
- C. Report any outstanding Deliverables and/or tasks and time frames for completion.
- D. Provide a strategy for ensuring that all Contract documentation has been updated to reflect all changes, enhancements, modifications, etc., and has been delivered to DHR. Documentation shall be written in plain English and be delivered by hardcopy and at least one electronic copy on CD in MS Word or applicable medium (PDF) and format at time of turnover.
- E. Assure that all required support training, and transition information has been transitioned to DHR through the oversight of the TO Manager or designee. This includes, but is not limited to:
 - a. Help Desk Training
 - b. ECMS Training (input, retrieval, reports, etc.)
 - c. Managing ECMS User Accounts
- F. Provide access to operating systems and applicable training during normal working hours or extended hours as required including nights, weekends, and holidays.
- G. Provide space, desks, and reasonable office support (copiers, fax machines, etc.) for appropriate transition staff of the successor contractor or DHR, as applicable.

- H. Submit a final Transition Out Plan, by the date provided by the TO Manager, that contains a description of the resources that the TO Contractor will commit and the functions that the TO Contractor will perform, along with time frames, in transferring the operation to the incoming contractor.
- I. Complete all turnover activities as provided for in the TO Contractor's turnover plan and within DHR-approved timeframes that will enable the successful takeover of the operation with no delays or decreases in services.
- J. Cooperate with the incoming contractor and provide requested documentation by the defined deadline, participate in meetings, completed assigned tasks in accordance with the incoming contractor's work plan, and behave in a courteous, and professional manner at all times in order to effectuate a seamless transition.

The Offeror must describe in their Technical Proposal how their proposed transition approach will meet all requirements defined in Section 2.4.5.4, Transition Out Requirements, in its response to this TORFP.

2.4.5.4.1 TRANSITION OUT EXPECTATIONS

During the Transition Out effort, DHR expects that the TO Contractor shall:

- A. Work cooperatively and proactively with the incoming contractor, existing DHR contractors and DHR management to facilitate a smooth and efficient transition of services.
- B. Participate fully in all meetings called by the incoming contractor as well as the TO Manager, and in addition to partnering to accomplish all tasks assigned to them, the TO Contractor shall, wherever possible, offer guidance, subject matter expertise and other consultancy services to the transition process.
- C. Work with the management-consulting contractor, which will be monitoring the Transition Out activities and providing periodic reports of progress.
- D. Work in full cooperation with the management-consulting contractor to ensure that all status reports of Transition Out activity are accurate and forthright.
- E. Work during the Transition Out period as if time is of the essence, because this period of time provides an opportunity for the new contractor staff to gain a full understanding of the technical environment in order to provide all the services outlined in this TORFP and thereby support all system users.

The Offeror must describe in their Technical Proposal how their proposed transition approach will meet all requirements defined in Section 2.4.5.4.1, Transition Out Expectations, in its response to this TORFP.

2.4.5.4.2 TRANSITION OUT ACCEPTANCE CRITERIA

The TO Contractor and the TO Manager shall jointly determine Transition Out Acceptance Criteria prior to the kick-off of the transition activities. At a minimum, Acceptance Criteria shall include:

- A. Active participation in all meetings and discussions.
- B. Delivery of requested information within five (5) calendar days or less of request.
- C. Meeting all defined due dates as determined and approved by DHR.
- D. Making recommendations throughout the Transition Out effort to mitigate risk and advocate for DHR.
- E. Active participation and cooperation in all activities required by DHR to assess the incoming contractor's readiness and capabilities to assume complete control and management of application maintenance and enhancement services.

The Offeror must describe in their Technical Proposal how their proposed transition approach will meet all requirements defined in Section 2.4.5.4.2, Transition Out Acceptance Criteria, in its response to this TORFP.

2.4.5.5 RISK MANAGEMENT REQUIREMENTS

In response to this TORFP, the Offeror shall provide a Risk Management Plan detailing the significant risks that the Offeror has considered for this project. The plan shall list each risk, the anticipated percentage of probability of occurrence, how the Offeror will accept, mitigate, or transfer the risk, and the percentage of probability of occurrence post mitigation. The Plan shall include the TO Contractor's approach to managing risk as well as describe the TO Contractor's understanding of risk management and mitigation strategy.

- A. Within thirty (30) calendar days from the NTP, the TO Contractor shall submit an updated Risk Management Plan. The updated plan shall follow DoIT's SDLC Risk Management Plan template (which can be found on the DoIT Website at: <http://doit.maryland.gov/policies/Pages/SDLCTemplates.aspx>).
- B. The updated Risk Management Plan shall include any new risks identified after on boarding activities as well as any modifications to previously identified risks.
- C. An updated version of the Risk Management Plan should be submitted to DHR for review and approval with every Monthly Status Report.

The Offeror must describe in their Technical Proposal how their proposed risk management approach to working with the DHR application maintenance contractor will meet all requirements defined in Section 2.4.5.5, Risk Management Requirements, in its response to this TORFP.

2.4.5.6 MANAGEMENT CONSULTING CONTRACTOR ACTIVITIES REQUIREMENTS

DHR contracts with a third-party contractor to provide overarching QA, QC, and Independent Validation and Verification (IV&V) services as well as support for both the Enterprise Project Management Office (EPMO) and the EA planning activities. This third-party vendor is referred to as the management-consulting contractor. The management-consulting contractor is an integral member of the technical team and DHR relies upon their expertise to provide independent, third-party assessments of the TO Contractor's performance.

The TO Contractor shall have clear approaches to:

- A. Working with DHR and the management-consulting contractor on QA/QC, EPMO, and project management activities to meet the needs of DHR.
- B. Including the management-consulting contractor in all relevant project-related communication. Relevant project-related communication includes but is not limited to e-mail correspondence, meeting invitations, meetings, and draft Deliverable reviews as well as technical design discussions, as appropriate.
- C. Responding to requests and supporting the activities of the management-consulting contractor, as directed by DHR.
- D. Working with the management-consulting contractor such that the TO Manager shares the same understanding of Deliverable and release due dates, updates to project work plans and milestones, and overall project status – as performance metrics are based upon that crucial project data.

The Offeror must describe in their Technical Proposal how their proposed approach to working with the DHR management-consulting contractor will meet all requirements defined in Section 2.4.5.6, Management Consulting Contractor Activities Requirements, in its response to this TORFP.

2.4.5.7 ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO) ACTIVITIES REQUIREMENTS

DHR's information system project management activities are governed by the EPMO. The EPMO provides project oversight, support and guidance to project team members at all levels. The EPMO also promotes and enforces the use of consistent project management tools and techniques across the organization.

The TO Contractor shall perform the work outlined in this TORFP in alignment with the EPMO's processes and procedures.

The TO Contractor shall have clear approaches to:

- A. Providing access to resource allocation information, project work plans, issues, risks, action items, budgetary information or other information to EPMO staff and their designees.
- B. Participating in EPMO reporting as dictated by project activities.
- C. Working with the EPMO to refine performance measures and tracking procedures and providing suggestions for improvement where applicable.
- D. Responding to the EPMO on matters related to deliverables and project hours for FFP and T&M work as requested by DHR.
- E. Working with the EPMO to promote compliancy with all enterprise-wide processes and procedures by adhering to DHR project standards.
- F. Attending EPMO-related meetings to obtain the latest processes, procedures, and project management information and disseminating the information to relevant TO Contractor team members.

The Offeror must describe in their Technical Proposal how their proposed approach to working with the EPMO will meet all requirements defined in Section 2.4.5.7, Enterprise Project Management Office (EPMO) Activities Requirements, in its response to this TORFP.

2.4.5.8 MANAGEMENT OF ECMS DEPLOYMENT ACTIVITIES REQUIREMENTS

DHR expects that the ECMS deployment will require a dedicated team to ensure that each installation is handled strategically and efficiently. The Offeror shall propose how it will meet the following requirements for the ECMS Deployment Team in ECMS Phase 1:

- A. The TO Contractor shall designate no less than five (5) people to serve on the ECMS Deployment Team. These staff members shall be known as Site Deployment Managers. DHR's jurisdictions are divided among four regions: Eastern Shore, Northern, Southern and Western. The Department envisions that each member of this team would be a single POC for a specified grouping of sites, and also have specific knowledge of deployment activities statewide.
- B. The TO Contractor ECMS Deployment Team shall be responsible for coordinating deployment activities for the ECMS project. Deployment activities include, but are not limited to:
 - 1. Working with DHR to solidify a schedule for the ECMS deployment.
 - 2. Communicating deployment dates to each site that will receive the ECMS prior to the deployment.
 - 3. Communicating with each site during the ECMS installation in person, via phone and through e-mail.
 - 4. Working with OTHS and each site, prior to its deployment, to identify and designate physical space for ECMS workstations.
 - 5. Coordinating with TO Contractor PC Implementation Specialists to ensure that ECMS workstations are promptly and properly installed at the designated sites.
 - 6. Working with OTHS to rectify any issues that would prohibit the installation of an ECMS workstation such as lack of adequate electrical outlets, network drops, etc.
 - 7. Providing information for the Monthly Status Report about the status of the deployment.
- C. At the conclusion of the ECMS deployment, the TO Contractor ECMS Deployment Team shall create an ECMS Deployment Lessons Learned document about the deployment and deliver it to DHR. At a minimum, the document must address:

1. Successful activities, strategies and processes that worked well.
2. Activities, strategies and processes that did not work well.
3. Suggestions for future activities, strategies and processes.

The Offeror must describe in their Technical Proposal how their proposed approach to managing deployment activities will meet all requirements defined in Section 2.4.5.8, Management of ECMS Deployment Activities Requirements, in its response to this TORFP.

2.4.5.9 STATEMENT ON AUDITING STANDARDS NO. 70 (SAS 70) REQUIREMENTS

In response to this TORFP, the Offeror shall propose how it will meet the following requirements:

- A. The TO Contractor shall be expected to participate fully in activities related to DHR’s annual SAS 70 Audit activities. This includes, but is not limited to, providing information upon request in the form of reports, statistics, and various other performance metrics within the timeframe defined by the SAS auditor or by DHR management. DHR shall choose an independent auditor to conduct the audit. The audit shall encompass the previous twelve (12) months’ operations.

The Offeror must describe in their Technical Proposal how their proposed approach to SAS 70 will meet all requirements defined in Section 2.4.5.9, Statement on Auditing Standards No. 70 (SAS 70) Requirements, in its response to this TORFP.

2.4.5.10 PERFORMANCE REVIEW COMMITTEE (PRC) REQUIREMENTS

The Performance Review Committee (PRC) is a cross-functional group that shall be formed to evaluate the TO Contractor’s performance on at least an annual basis. The purpose of the PRC is to evaluate the TO Contractor’s performance, discuss progress and determine corrective actions, if any apply. The PRC shall consist of DHR staff and the management-consulting contractor staff.

In regards to PRC, the TO Contractor shall:

- A. Provide appropriate management staff to prepare for and participate in the PRC meetings.
- B. Receive at least fourteen (14) calendar days notice prior to any PRC activity.
- C. Have fourteen (14) calendar days from the PRC meeting date to respond with any clarifications for the record.

The Offeror must describe in their Technical Proposal how their proposed approach to working with the PRC will meet all requirements defined in Section 2.4.5.10, Performance Review Committee Requirements, in its response to this TORFP.

2.4.5.11 SERVICE LEVEL AGREEMENTS REQUIREMENTS

The TO Contractor shall provide service at or above the defined performance standards in this section. These standards are in the form of Service Level Agreements (SLAs). Failure to meet SLAs as defined in this TORFP may result in liquidated damages, as outlined in Section 1.3.11.4, Liquidated Damages – Service Levels/System Performance.

DHR and the TO Contractor acknowledge and agree that pursuant to the terms of this Contract, failure to meet established performance standards may indicate a breach of this Contract and could result in its termination. If a breach of this Contract has occurred, DHR will take into account any excusable delay for which the TO Contractor is not responsible pursuant to the terms defined herein.

- A. The TO Contractor shall have a comprehensive approach to measuring service levels in regards to the ECMS.

B. The TO Contractor shall define and communicate the specific methodologies utilized to achieve the SLAs provided in Table 7.

Table 7 depicts DHR’s Service Level expectations. It is DHR’s expectation that the TO Contractor shall observe the same level of responsiveness as DHR employees when assigned Help Desk requests for research and support for all severity levels. The TO Contractor agrees to perform the services and agrees that with respect to such performance, the TO Contractor shall meet or exceed the Performance Standards detailed in Table 7. The TO Contractor shall provide support in accordance with the response and resolution times provided in Table 7.

<i>Severity</i>	<i>Classification</i>	<i>Definition</i>	<i>Response Availability</i>	<i>Response Time</i>	<i>Anticipated Resolution Time</i>
1	High	Total customer outage or an outage having an impact on a customer’s business, affecting the majority of users or major applications. (Examples: 1. The server is down during scheduled availability and the entire State cannot scan to the server; 2. Users across the State cannot retrieve images)	7 days/week, 24 hrs/day	Respond to Key DHR/OTHS Personnel within fifteen (15) minutes of receiving help desk e-mail and/or phone call.	Communicate plan of action to Key DHR/OTHS Personnel within two (2) hours.
2	Medium	Problem affecting an individual or a small user group. An alternate bypass may be available. (Examples: 1. Scanning workstations at one site are not functional; 2. Request to add user accounts or modify privileges; 3. Authorized user has a question about application functionality).	6 days/week, Mon-Fri, 7AM-8PM EST; 8AM-8PM, Saturdays	Respond to caller within two (2) business hours of receiving the help desk ticket.	Within four (4) business hours after response time if can be resolved remotely. For issues requiring onsite troubleshooting or resolution, a technician should be onsite within 1 business day.
3	Low	Problem that is inconvenient and not critical to customer’s business. (Examples: 1. The alarm to the UPS periodically goes off and the staff member has to keep pressing the reset button; 2. The system is not automatically bringing up today’s date and the worker has to keep entering the date by hand; 3. The monitor is missing pixels)	6 days/week, Mon-Fri, 7AM-8PM EST; 8AM-8PM, Saturdays	Respond to caller within two (2) business hours of receiving the help desk ticket.	Within four (4) business hours after response time if can be resolved remotely. For issues requiring onsite troubleshooting or resolution, a technician should be onsite within 3 business days.
4	No Urgency	Problem that requires an enhancement, but with no urgency	6 days/week, Mon-Fri, 7AM-8PM EST; 8AM-8PM, Saturdays	Respond to caller within two (2) business hours of receiving the help desk ticket.	Present enhancement request to Key DHR/OTHS Personnel within five (5) business days. Notify caller that their request is being reported to management for review and consideration.

Table 7 – Service Level Agreements

The Offeror must describe in their Technical Proposal how their proposed approach to ECMS service levels will meet all requirements defined in Section 2.4.5.11, Service Level Agreements Requirements, in its response to this TORFP.

2.5 PROJECT POLICIES, GUIDELINES AND METHODOLOGIES

The TO Contractor shall be required to comply with all applicable laws, regulations, policies, standards and guidelines affecting IT projects, which may be created or changed periodically. TO Contractor’s staff and subcontractors are to follow a consistent methodology for all TO activities. The TO Contractor shall adhere to and remain abreast of current, new, and revised laws, regulations, policies, standards and guidelines affecting project execution. These may include, but are not limited to:

- A. The State’s SDLC methodology at:
<http://doit.maryland.gov/policies/pages/sdlc.aspx>
- B. The State Information Technology Security Policy and Standards at:
<http://doit.maryland.gov/support/pages/securitypolicies.aspx>
- C. The State Information Technology Project Oversight at:
<http://doit.maryland.gov/policies/pages/projectoversight.aspx>
- D. The State of Maryland Enterprise Architecture at:
<http://doit.maryland.gov/policies/Pages/eaAbout.aspx>
- E. The Project Management Institute’s Project Management Body of Knowledge Guide

2.5.1 INITIATION

For this effort, the Initiation Phase signifies the initial project start up and encompasses all of the on-boarding activities that are necessary to build a viable foundation. During this time, TO Contractor staff members are formally introduced to DHR management and IT stakeholders.

The TO Contractor shall submit a Project Charter during this phase. The Project Charter provides key project information such as project roles and responsibilities, project team structure, success factors, constraints, assumptions, important milestones and project scope.

2.5.2 PLANNING

During the Planning Phase, the PMP is created and delivered. The plan is revisited at the end of each SDLC Phase or as new information becomes available that must be reflected in the PMP. The PMP is essential to the success of the entire project and documents the project scope, tasks, schedule, allocated resources, and interrelationships with other projects. The TO Contractor should provide a work breakdown structure (WBS) as part of the PMP.

The PMP provides details on the functional units involved, required job tasks, cost and schedule performance measurement, milestone and review scheduling. It also includes an acquisition planning section to show how all government human resources, TO Contractor support services, hardware, software and telecommunications capabilities are acquired during the life of the project. The PMP includes a section on change management to describe the process that will be used to identify, manage, control, and audit the project’s scope. In addition, the configuration management structure, roles, and responsibilities to be used in executing these processes are defined.

2.5.3 REQUIREMENTS ANALYSIS

The Requirements Analysis Phase will begin when the previous phase documentation has been approved. Documentation related to user requirements from the Planning Phase shall be used as the basis for further user

needs analysis and the development of detailed user requirements. The analysis may reveal new insights into the overall information systems requirements, and, in such instances, all Deliverables should be revised to reflect this analysis. During this phase, the Requirements Document and associated data flow diagrams will be created, as well as the Test and Evaluation Master Plan.

During the Requirements Analysis Phase, the system shall be defined in more detail with regard to system inputs, processes, outputs, and interfaces (both internal and external). This definition process occurs at the functional level.

The system shall be described in terms of the functions to be performed, not in terms of computer programs, files and data streams. The emphasis in this phase is on determining what functions must be performed rather than how to perform those functions. This is best done through first identifying outputs, inputs, and processes. During the Requirements Phase, the TO Contractor will work with DHR to:

1. Further define and refine functional and data requirements,
2. Complete business process engineering of the functions to be supported,
3. Develop detailed data and process models,
4. Define functional and system requirements that are not easily expressed in data and process models. Functional and system requirements also include the requirements of the business process, the user requirements, and operational requirements,
5. Refine the high level architecture and logical design to support the system and functional requirements, and
6. Continue to identify and mitigate risk that the technology can be phased-in and coordinated with the business.

2.5.4 DESIGN

The objective of the Design Phase is to transform the detailed, defined requirements into complete, detailed specifications for the system to guide the work of the Development Phase. The decisions made in this phase address, in detail, how the system will meet the defined functional, physical, interface, and data requirements. Design Phase activities may be conducted in an iterative fashion, producing first a general system design that emphasizes the functional features of the system, then a more detailed system design that expands the general design by providing all the technical detail.

2.5.5 DEVELOPMENT

The objective of the Development Phase will be to convert the deliverables of the Design Phase into a complete information system. Although much of the activity in the Development Phase addresses the computer programs that make up the system, this phase also puts in place the hardware, software, and communications environment for the system and other important elements of the overall system.

The activities of this phase translate the system design produced in the Design Phase into a working information system capable of addressing the information system requirements. The development phase contains activities for requirements analysis, design, coding, integration, testing, and installation and acceptance related to software products. At the end of this phase, the system will be ready for the activities of the Integration and Test Phase.

2.5.6 INTEGRATION AND TEST

The Integration and Test Phase is necessary to prove that the developed system satisfies the requirements defined in the Functional Requirements Document (FRD). Another purpose is to perform an integrated system test function as specified by the design parameters. This function will be the responsibility of the system testers and will be heavily supported by the user participants.

Prerequisites of this phase are the FRD, PMP and schedule, system baseline software and documents, and a test plan containing all test requirements and schedules.

Several types of tests will be conducted in this phase. First, subsystem integration tests will be executed and evaluated by the development team to prove that the program components integrate properly into the subsystems and that the subsystems integrate properly into an application. Next, the testing team conducts and evaluates system tests, including stress tests, to ensure the developed system meets all technical requirements, including performance requirements. Next, the testing team and the Security Manager will conduct security tests to validate that the access and data security requirements are met. Finally, users participate in a user acceptance testing to confirm that the developed system meets all user requirements as stated in the FRD. Acceptance testing shall be done in a simulated “real” user environment with the users using simulated or real target platforms and infrastructures.

2.5.7 IMPLEMENTATION

In the Implementation Phase, the system or system modifications are installed and made operational in a production environment. The phase is initiated after the system has been tested and accepted by the user. Activities in this phase include notification of implementation to end users, execution of the previously defined training plan, data entry or conversion, completion of security certification and accreditation and post implementation evaluation. This phase continues until the system is operating in production in accordance with the defined user requirements.

The new system can fall into three categories, replacement of a manual process, replacement of a legacy system, or upgrade to an existing system. Regardless of the type of system, all aspects of the Implementation Phase should be followed. This will ensure the smoothest possible transition to the organization’s desired goal.

2.5.8 OPERATIONS AND MAINTENANCE

More than half of the life cycle costs are attributed to the operations and maintenance of systems. In this phase, it is essential that all facets of operations and maintenance are performed. The system is being used and scrutinized to ensure that it meets the needs initially stated in the Planning Phase. Problems are detected and new needs arise. This may require modification to existing code, new code to be developed, and/or hardware configuration changes. Providing user support is an ongoing activity. New users will require training and others will require training as well. The emphasis of this phase will be to ensure that user needs are met and the system continues to perform as specified in the operational environment. Additionally, as operations and maintenance personnel monitor the current system they may become aware of better ways to improve the system and therefore make recommendations. Changes will be required to fix problems, possibly add features, and make improvements to the system. This phase will continue as long as the system is in use.

2.6 PROJECT DELIVERABLES

All ECMS work and the resulting Deliverables must adhere to DHR’s System Development Life Cycle (SDLC) methodology. There are two categories of Deliverables for this project: written and non-written. For more detailed descriptions and access to DHR-approved templates for written Deliverables, the Offeror shall use the SDLC resources on the DoIT Website at <http://doit.maryland.gov/policies>. The TO Contractor shall use the templates as guidance for creating document Deliverables. All written Deliverables may not have an associated template. When this is the case, the TO Contractor is expected to work with the TO Manager, or designee to understand what is required by the State. Non-written Deliverables must also adhere to SDLC methodology.

The TO Contractor shall provide the Deliverables outlined in this section, Section 2.6, Project Deliverables, and its subsections.

2.6.1 TIME-SENSITIVE PROJECT DELIVERABLES

The Offeror must describe in their Technical Proposal how all time-sensitive project deliverables will be provided as requested in Section 2.6.1, Time-Sensitive Project Deliverables, in its response to this TORFP. In Table 8, each time-sensitive written and non-written deliverable is indicated as such and has been mapped to its associated requirement reference in this TORFP. The delivery date refers to the final date the deliverable is due to DHR. For

example, the final Staffing Plan is due fifteen (15) days from the NTP. The response time refers to the maximum time DHR has established to receive a response from the TO Contractor for a specified deliverable. For example, Meeting Minutes are required within four (4) business days of a meeting.

Table 8 lists the time-sensitive project deliverables for the ECMS project:

<i>ID</i>	<i>Deliverables</i>	<i>Deliverable Category</i>	<i>Delivery Date/ Response Time</i>
2.4.1.2.2 D	ECMS User Account Management SOPs Document	Written Deliverable	NTP + 45 Calendar Days
2.4.2 E, F	Requirements, Analysis and Design Document – Drumcastle	Written Deliverable	NTP + 12 Months
2.4.2 E, F	Requirements, Analysis and Design Document – Baltimore City OCSE	Written Deliverable	NTP + 12 Months
2.4.2 E, F	Requirements, Analysis and Design Document – Prince George’s County OCSE	Written Deliverable	NTP + 12 Months
2.4.5.2 D	Project Work Plan	Written Deliverable	NTP + 30 Calendar Days
2.4.5.2 B	Staffing Plan	Written Deliverable	NTP + 15 Calendar Days
2.4.5.2.1 B	Kickoff Meeting	Non-Written Deliverable	NTP + 15 Calendar Days
2.4.5.2 D	Communication Plan	Written Deliverable	NTP + 45 Calendar Days
2.4.5.2 A	Project Management Plan	Written Deliverable	NTP + 60 Calendar Days
2.4.1.2.14 C 9	Detailed server and storage configuration instructions for the DHR hosting contractor	Written Deliverable	NTP + 20 Calendar Days
2.4.5.2 G; 2.4.5.2.2 B	Monthly Status Report	Written Deliverable	NTP + 30 Calendar Days (Every 2nd Tuesday of the month)
2.4.5.2.2 A	Weekly Status Report	Written Deliverable	NTP + 30 Calendar Days (Report date TBD by TO Manager)
2.4.5.2 J	Deliverable sign-off procedures and templates	Written Deliverable	NTP + 5 Business Days
2.4.5.2 N	QA/QC Plan	Written Deliverable	NTP + 30 Calendar Days
2.4.5.5	Risk Management Plan	Written Deliverable	NTP + 30 Calendar Days
2.4.5.2 F; 2.4.5.4	Transition Out Plan	Written Deliverable	End of Contract Period (minus) 180 Calendar Days
2.4.5.4 H	Final Transition Out Plan	Written Deliverable	TBD by TO Manager
2.4.5.2 H	Weekly Status Meetings	Non-Written Deliverable	NTP + 30 Calendar Days
2.4.5.2 K	Project Library	Written Deliverable	End of Contract Period

<i>ID</i>	<i>Deliverables</i>	<i>Deliverable Category</i>	<i>Delivery Date/Response Time</i>
2.4.5.2 M	Configuration Management Plan	Written Deliverable	NTP + 30 Calendar Days
2.4.5.2 Q	Meeting Minutes	Written Deliverable	Within 4 Business Days of Meeting
2.4.5.2.2 C	DHR-requested ad-hoc/off-cycle Reports	Written Deliverable	Within 12 hours of request

Table 8 – Critical Project Deliverables

2.6.2 ADDITIONAL PROJECT DELIVERABLE DOCUMENTS

The Offeror must describe in their Technical Proposal how all additional project deliverables will be provided as requested in Section 2.6.2, Additional Project Deliverable Documents, in its response to this TORFP.

The Offeror shall provide a Deliverable Submission Schedule in response to this TORFP to map out an approximate time frame for submitting each required written Deliverable in this section:

- A. Project Charter
- B. Functional Requirements Document
 - a. Data Flow Diagrams
- C. Test and Evaluation Master Plan
- D. Security Plan
- E. Conversion Plan
- F. Disaster Recovery Plan (COOP)
- G. System Design Document
- H. Implementation Plan
- I. ECMS Deployment Lessons Learned Document
- J. Maintenance Manual
- K. System Administration Manual
- L. Training Plan
- M. Training Documentation
 - a. Input and Retrieval Guide
 - b. Retrieval Guide
 - c. Management Guide
 - d. Technical Guide
 - e. Job aids
- N. Software Development Document
- O. Integration Document
- P. Test Analysis Report

- a. Test Files/Data
- b. Test Analysis Approval Determination
- c. Test Problem Reports
- Q. IT Systems Security Certification and Accreditation
- R. Change Implementation Notice
- S. Version Description Document
- T. Post-Implementation Review Report
- U. In-Process Review
- V. User Satisfaction Review
- W. Annual License Inventory Report

2.6.3 DELIVERABLE SUBMISSION GUIDELINES

The TO Contractor shall submit each draft and final version of a written Deliverable to the TO Manager as one hard copy and one electronic copy compatible with Microsoft Office 2003, Microsoft Project 2003 and/or Microsoft Visio 2003.

Written Deliverables defined as “draft” documents must demonstrate due diligence in meeting the scope and requirements of the associated final written Deliverable. Drafts of written Deliverables are required at least fourteen (14) calendar days in advance of the delivery dates referenced in Table 8 with three exceptions – no drafts are required for deliverable sign-off procedures and templates, the Staffing Plan, or the detailed server and storage configuration instructions for the DHR hosting contractor. All three will be submitted as final deliverables subject to review and acceptance by DHR.

Upon receipt of a final written Deliverable, the TO Manager, or designee shall commence a review of the Deliverable as required to validate the completeness and quality in meeting requirements. DHR will complete its review or notify the TO Contractor of a required extension to complete a Deliverable review within ten (10) business days of receipt of the Deliverable. In no instances will the Deliverable review process exceed thirty (30) calendar days.

DHR will ensure that all requirements for non-written deliverables are satisfied by the TO Contractor and will notify the TO Contractor of any changes required by the State for a specified non-written deliverable.

All deliverables are subject to approval by DHR through the TO Manager or designee. There are no provisions for automatic acceptance of a deliverable due to Agency delays. Upon completion of validation, the TO Manager, or designee shall issue to the TO Contractor notice of acceptance or rejection of the Deliverables. In the event of rejection, the TO Contractor shall correct the identified deficiencies or non-conformities within five (5) calendar days. The corrected Deliverable will be submitted to the TO Manager. DHR will review the corrected Deliverable within ten (10) business days. Subsequent project tasks may not continue until deficiencies with a Deliverable are rectified and accepted by the TO Manager, or designee or unless and until the TO Manager, or designee has specifically issued, in writing, a waiver for conditional continuance of project tasks. Once the State’s issues have been addressed and resolutions are accepted by the TO Manager, or designee, the TO Contractor shall incorporate the resolutions into the Deliverable and resubmit the Deliverable for acceptance. Accepted Deliverables shall be invoiced within thirty (30) calendar days in the applicable invoice format (Reference Section 2.9, Invoicing).

2.6.4 ACCEPTANCE CRITERIA

For written Deliverables, the draft may contain limited structural errors such as poor grammar, misspellings or incorrect punctuation, but must:

- A. Be presented in a format appropriate for the subject matter and depth of discussion;
- B. Be organized in a manner that presents a logical flow of the Deliverable's content;
- C. Represent factual information reasonably expected to have been known at the time of submittal;
- D. Present information that is relevant to the Deliverable being discussed; and,
- E. Represent a significant level of completeness towards the associated final written Deliverable.

When presented for acceptance, a written Deliverable defined as a "final" document must fully satisfy the scope and requirements of this Contract for that Deliverable. Final written Deliverables shall not contain structural errors such as poor grammar, misspellings or incorrect punctuation, and must:

- A. Be presented in a format appropriate for the subject matter and depth of discussion.
- B. Be organized in a manner that presents a logical flow of the Deliverable's content.
- C. Represent factual information reasonably expected to have been known at the time of submittal.
- D. Present information that is relevant to the section of the Deliverable being discussed.

All non-written Deliverables shall be reviewed by DHR in order to validate completeness and quality in meeting the requirements set forth in this TORFP.

2.7 REQUIRED TO CONTRACTOR EXPERTISE

The required expertise outlined in this section is mandatory. The Offeror must demonstrate that the proposed ECMS project team collectively possesses the level of expertise in all areas defined in Section 2.4, Requirements, of this TORFP. The Offeror must propose personnel who have a strong knowledge base in project management, systems engineering, training and user support (help desk). Such knowledge shall be reflected in the resumes submitted by the Offeror.

- A. The TO Contractor shall:
 - 1. Demonstrate documented successful experiences (references) in projects for governmental or private sector entities of a similar nature. The Offeror shall supply a minimum of three (3) and a maximum of five (5) project references of similar scope, size and complexity of the ECMS project. At a minimum, the information shall include a brief description of the project, dates of the project and whom the project was for. The information shall clearly state how the experience is of similar scope, size and complexity.
- B. The Offeror's proposed program manager shall:
 - 1. Have at least five (5) years of experience in managing Contract support operations for programs or projects of similar scope, size and complexity to the ECMS project within the past ten (10) years.
 - 2. Have at least five (5) years of experience in managing the implementation and sustainment of an ECMS (imaging, retrieval, storage, managing image access, etc.) within the past ten (10) years.
 - 3. Possess project life-cycle experience as the prime program or project manager on at least one (1) ECMS project that matches the scope, size and complexity of the project defined in this TORFP.
 - 4. Possess a project management certification from an accredited project management program.
 - 5. Verify experience with leading a project that uses Project Management Body of Knowledge (PMBOK) or another industry-accepted project management methodology on at least two (2) projects of similar scope, size and complexity to the ECMS project within the past ten (10) years.
- C. The Offeror's proposed project manager shall:

1. Have at least five (5) years of experience in managing the implementation and sustainment of an ECMS (imaging, retrieval, storage, managing image access, etc.) within the past ten (10) years.
2. Possess project life-cycle experience as the prime project manager on at least one (1) ECMS project that matches the scope, size and complexity of the project defined in this TORFP.
3. Possess a project management certification from an accredited project management program.
4. Verify experience with leading a project that uses Project Management Body of Knowledge (PMBOK) or another industry-accepted project management methodology on at least one (1) project of similar scope, size and complexity to the ECMS project within the past five (5) years.

D. The Offeror's proposed key personnel shall:

1. Have a minimum of two (2) years of experience in their subject matter within the past four (4) years.
2. Have government or public sector experience with enterprise-level projects.
3. Demonstrate knowledge of industry best practices within the realm of ECM.

In response to this TORFP, the Offeror shall submit resumes for key staff that meet all of the requirements outlined in Section 2.7, Required TO Contractor Expertise.

2.8 MINIMUM TO CONTRACTOR QUALIFICATIONS

The following minimum qualifications are mandatory. The Offeror shall be capable of successfully furnishing all necessary services and resources required to successfully complete all tasks and work requirements and produce high quality Deliverables described within this TORFP. The Offeror shall demonstrate in its Proposal that it possesses such expertise in-house or has fostered strategic alliances with other firms to serve the needs of the resulting Contract from this TORFP.

For the purposes of this TORFP, the Offeror must be the Prime TO Contractor. A subcontractor for this effort is defined as any entity that is under contract to the Prime TO Contractor to provide a service that is requested in this TORFP. The Offeror shall:

- A. Document experience as the prime contractor within the past five (5) years, successfully constructing and maintaining two (2) or more large scale electronic document repository projects with a minimum of 500 users.
- B. Document experience for projects within the past five (5) years that are similar in scope, size and complexity of the ECMS where the TO Contractor was required to provide qualified personnel to conduct document conversion and system integration services for imaging solutions.

The Offeror shall specify how it meets the requirements in Section 2.8, Minimum TO Contractor Qualifications, in its response to this TORFP. For each Minimum TO Contractor Qualification, the Offeror shall provide the project name, customer name, customer point of contact and number where DHR can call to verify the provided information. The Offeror shall also provide details of how the Offeror's experience with that particular project satisfies the minimum qualification requirements.

2.9 INVOICING

Payment will only be made upon completion and acceptance of the Deliverables defined in Section 2.6, Project Deliverables.

Invoice payments to the TO Contractor shall be governed by the terms and conditions defined in the CATS II Master Contract. A proper invoice for payment shall contain the TO Contractor's Federal Tax Identification Number, as well as the information described below, and must be submitted to the TO Manager, or designee for payment approval. Payment of invoices will be withheld if a signed Acceptance of Deliverable form – Attachment 9, is not submitted.

The TO Contractor shall submit invoices for payment upon acceptance of separately priced Deliverables, on or before the 15th day of the month following receipt of the approved notice(s) of acceptance from the TO Manager, or designee. A copy of the notice(s) of acceptance shall accompany all invoices submitted for payment.

2.9.1 INVOICE SUBMISSION PROCEDURE

The TO Contractor shall provide a monthly invoice to the TO Manager or designee electronically and in hard copy. Two hard copies will be provided with original signatures. The invoices shall be submitted for the previous month's service by the 15th calendar day of the following month, i.e.: a copy of June's bill will be submitted by the 15th of July. To achieve even, consistent billing, the State expects the TO Contractor's monthly billing for the FFP component will include 1/12 of the fixed annual contract price and indicate any relevant project deliverables that were accepted during the invoice period.

The monthly invoice shall include, at a minimum, the following:

- A. Name and Address of the TO Contractor
- B. Account Number
- C. Invoice number and date
- D. Billing period/service period
- E. Purchase Order Number
- F. Total current charges
- G. Total billed to date
- H. Remittance address
- I. Telephone number or contact name, e-mail and phone number for billing inquiries
- J. Federal Identification Number or SSN
- K. Signed Timecards for each employee working on the project (signed by both the employee and the employee's manager, digital signatures accepted)

Accompanying the invoice, the TO Contractor must submit a Monthly Status Report outlining the activities completed to date for which the TO Contractor is requesting payment. The TO Contractor shall provide information detailing the specific Deliverable(s), phase or task as appropriate. Invoices submitted without the required information will not be processed for payment until the TO Contractor provides the required information and will not be deemed submitted until such time as the required information is provided.

The TO Contractor will designate a Billing Point of Contact (BPOC) to the TO Manager for routine billing issues. The final payment under the Contract will not be made until after certification is received from the Comptroller of the State that all taxes have been paid. 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 sixty (60) calendar days from the TO Agreement termination date. DHR is not required to pay final invoices submitted more than sixty (60) calendar days past the termination date of the TO Agreement.

The TO Contractor shall be paid according to the terms and conditions stated in this TORFP. However, as a general rule, the TO Contractor shall expect payment in the following manner:

The TO Contractor shall be paid in the month following the completion and approval of a Deliverable, milestone or task as described in the Contract. Partially completed Deliverables will not be accepted or paid unless written approval is obtained from the TO Manager, or designee. If the TO Contractor fails to perform in a satisfactory and timely manner, the TO Manager 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 under this Contract.

Funding for any TO Agreement resulting from this TORFP is dependent upon appropriations from the Maryland General Assembly.

The Department reserves the right to reduce or withhold payment in the event the TO Contractor does not provide the Department with all required Deliverables within the time frame specified in the Contract or in the event that the TO Contractor otherwise materially breaches the terms and conditions of the Contract.

The TO Contractor shall address the invoice to:

Director of Information Systems
Department of Human Resources
Office of Technology for Human Services
6800 Deerpath Road, Suite 105
Elkridge, MD 21075

2.10 MBE PARTICIPATION REPORTS

Monthly reporting of MBE participation is required in accordance with the terms and conditions of the CATS II Master Contract by the 15th day of each month. The TO Contractor shall provide a completed MBE Participation form (Attachment 2, Form D-5) to Maryland Department of Human Resources at the same time the invoice copy is sent. The TO Contractor shall ensure that each MBE Subcontractor provides a completed MBE Participation Form (Attachment 2, Form D-6). Subcontractor reporting shall be sent directly from the subcontractor to Maryland Department of Human Resources. The Maryland Department of Human Resources will monitor both the TO Contractor's efforts to achieve the MBE participation goal and compliance with reporting requirements. The TO Contractor shall e-mail all completed forms, copies of invoices and checks paid to the MBE directly to the TO Procurement Officer and TO Manager, or designee.

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 and date designated in the Key Information Summary Sheet. Each Master Contractor is required to submit one of two possible responses: 1) a TO Proposal; or 2) a completed Master Contractor Feedback Form. The feedback form helps the State understand for future Contract development why Master Contractors did not submit Proposals. The 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, the Master Contractor shall do so in conformance with the requirements of this CATS II TORFP. Regarding the format of the TO Proposal, the Offeror shall adhere to the requirements of this section and its subsections.

3.2.1 PROPOSAL PREPARATION REQUIREMENTS

This section outlines, in detail, the required format of the TO Contractor's Technical and Financial response to this TORFP.

3.2.1.1 TRANSMITTAL LETTER

A transmittal letter prepared on the Offeror's business stationery shall accompany the Proposal. The purpose of this letter is to transmit the Proposal; therefore, it should be brief. The letter shall contain the title of the solicitation, include the Offeror's name, federal tax identification or social security number, eMaryland Marketplace identification number and address, and shall be signed by an individual who is authorized to bind the firm to all statements, including services and prices, contained in the Proposal. The letter shall also acknowledge any addenda to the TORFP that were received.

Any exceptions to this TORFP or the terms and conditions of the Contract must be clearly identified and submitted as an attachment to the transmittal letter.

Any technical and/or financial assumptions must be clearly identified and submitted as an attachment to the transmittal letter. Each assumption must be clearly traced to the requirement or section it refers to in the TORFP. Assumptions shall not constitute conditions, contingencies, or exceptions to the TO Proposal. All assumptions must be included in the transmittal letter. **Offerors shall not include any assumptions in the Technical and or/ Financial volumes that are not first attached to the transmittal letter.**

Information, which is claimed to be confidential, shall be included as an attachment to the transmittal letter. The information must be easily separable and the reason for each claim shall be included.

3.2.1.2 TWO-VOLUME SUBMISSION

The selection procedure for this procurement requires that the technical evaluation and ranking of the Technical Proposals be completed before the Financial Proposals are distributed to the Evaluation Committee. Consequently, each Proposal shall be submitted as two separate enclosures as indicated in Section 1.3, TO Proposal Submissions: Volume I shall be titled CATS II TORFP #OTHS/OTHS-11-007-S PO#N00B1400048 Technical. Volume II shall be titled CATS II TORFP #OTHS/OTHS-11-007-S PO#N00B1400048 Financial.

3.2.1.3 VOLUME I – TECHNICAL PROPOSAL

The Technical Proposal Volume I shall be titled CATS II TORFP #OTHS/OTHS-11-007-S PO#N00B1400048 Technical and shall be prepared in a clear and precise manner. It shall address all appropriate points of this TORFP

except the price information and all pages shall be consecutively numbered. No pricing information shall be included in the Technical Volume. The Technical Volume shall contain, at a minimum, the following sections:

A. Executive Summary

This section shall provide background information about the Offeror as well as any subcontractors that are teaming with the Offeror to bid on this TORFP.

Further, this section shall provide the Department with an overall understanding of the Offeror's proposed solution in a brief overview or summary, written in less technical terms than the subsequent sections.

B. Proposed Service – Requirement Response

This section shall contain a definitive description of the Offeror's proposed plan to achieve the objectives of the TORFP. Section 2 of this TORFP provides requirements and the Offeror's response to them in the Technical Proposal should be organized and numbered in the same order as Section 2. Please note: it is imperative that the Offeror's Technical Volume adhere to this format; Technical Volumes failing to adhere to this format will be deemed not compliant. Each requirement as outlined in Section 2 shall be restated, and the Offeror's response shall directly follow. This Proposal organization will allow State officials and the Evaluation Committee to "map" Offeror's responses directly to the TORFP requirements.

For example:

1.1 The TO Contractor shall provide twelve (12) boxes of pencils for the Department's use.

The Department requires twelve (12) boxes of pencils for its use. The TO Contractor shall furnish twelve (12) boxes of sharpened pencils within two (2) days of the NTP.

In its Proposed Service – Requirement Response, the Offeror shall describe how the proposed services or product will satisfy the State requirements or conditions. The Offeror shall identify all proposed subcontractors, including MBEs, and their roles in the performance of Section 2, Scope of Work.

The Offeror shall detail their overall understanding of the work required as outlined in Section 2, Scope of Work. In its response to each requirement, the Offeror shall provide DHR with a technical approach for establishing and operating a reliable, efficient and secure ECMS. The Offeror shall demonstrate, as evidenced in their Proposed Solution, the ability to satisfy or exceed the Technical Requirements listed in Section 2, Scope of Work. The Offeror shall not defer specific solutions or responses to requirements contingent upon becoming familiar with the DHR environment following the NTP. Any paragraph that responds to a work requirement shall include an explanation with the emphasis on how the work will be done. Offerors shall address the requirements within the page limits defined in Section 1.3.1, Economy of Preparation. Please note that while attachments, appendices and exhibits may be used to support and illustrate the Offeror's approach, they may not be used to respond to requirements.

The Offeror shall demonstrate understanding and acceptance of DHR's proposed Service Levels. The Offeror's clearly demonstrated methodologies shall meet, achieve, and provide corrective action, when needed, to attain DHR's Service Levels. The Offeror shall demonstrate a commitment to continuous improvement of Service Levels.

The Offeror shall demonstrate a commitment to providing DHR with ongoing consultancy services, conducting assessments and providing recommendations for ways to make improvements, gain overall efficiencies, and implement new processes. The Offeror shall display an understanding that DHR seeks a collaborative partnership with a TO Contractor interested in supporting long-range planning activities and demonstrates the ability to offer and/or implement new technology on behalf of DHR during a defined time period.

The Offeror shall describe all of the methods, practices, tools and techniques that will be used to accomplish a seamless transition of the services and activities from the current IT environment to the proposed IT environment. The Offeror shall demonstrate a commitment to achieving the transition without

interruption to DHR's critical systems and during the specified period of time. The Offeror shall demonstrate an understanding and awareness of risk and propose mitigation strategies to reduce risk around the transition. Any special equipment requirements or approaches shall also be explained in this section.

The Offeror shall propose the appropriate team to meet the requirements outlined in this TORFP. The Offeror's staffing model shall demonstrate the technical and managerial aptitude to address the scope of work defined in this TORFP. The Offeror shall demonstrate an understanding of the client and the specific service(s) requested and articulate a personnel solution to meet DHR's needs.

C. Project Work Plan

As part of the response to this Proposal, Offerors shall submit a fully loaded Project Work Plan with the electronic submission of the Proposal. The plan shall show tasks and subtasks, planned resources and estimated hours for each resource per task, the critical path, start and finish dates, and task dependencies. The plan shall include all FFP activities described in this TORFP in the Contract period (2 years and 10 months). Upon Contract award, this draft plan should serve as a basis for creating the comprehensive Project Work Plan as specified in Section 2.4.5.2, Project Management.

D. Assumptions Matrix

Provided that the Offeror has already addressed all technical assumptions in an attachment to the transmittal letter, the Offeror may choose to repeat the assumptions in a table or matrix in the Technical Volume. Each assumption shall be clearly traced to the requirement or appropriate section of the TORFP it refers to. (Assumptions shall not constitute conditions, contingencies, or exceptions to the Technical Proposal).

E. Offeror Qualifications

A description of the Offeror's qualifications shall clearly show the following:

1. Related experience.
2. Demonstrated industry track record, and the capacity to provide the managerial, technical, and physical resources to manage large-scale ECMS operations of similar scope to the requirements described in Section 2, Scope of Work.
3. The Offeror shall exhibit satisfactory past performance, qualifications, and overall experience as well as a proven ability to provide the requested services on a comparable scale and at a similar level of complexity commensurate with the State of Maryland's DHR.

Information about the Offeror and its subcontractor experience and capabilities shall include:

1. At least three (3) and no more than five (5) examples of projects or contracts the Master Contractor has completed that were similar to Section 2, Scope of Work. Each example must include contact information for the client organization complete with the following:
 - a) Name of organization.
 - b) Point of contact name, title, and telephone number
 - c) Services provided as they relate to Section 2, Scope of Work.
 - d) Start and end dates for each example project or contract. If the Master Contractor is no longer providing the services, explain why not.

F. Resumes

This section shall include job descriptions and individual resumes for all proposed Key Personnel who are to be assigned to this project if the Offeror is awarded the Contract. Indicate the role or assignment that each individual is to have in the ECMS project. The Key Personnel identified in the Offeror's Proposal are considered to be essential to the work being performed under this TORFP. DHR has identified roles in the

TORFP that it considers to be Key Personnel. The Offeror may propose additional Key Personnel, but should be able to justify those additions if questioned by DHR. Resumes for Non-Key Personnel are not to be submitted with the Proposal, but will be required during contract negotiations for the successful Offeror. Resumes should be as concise as possible.

G. References

The Offeror shall demonstrate the successful provision of services on contracts that were similar in nature, size and scope to this Contract. References shall be contracts that were entered into within the timeframes outlined below and shall clearly demonstrate the following experience criteria to continue in the Proposal evaluation process:

1. Experience establishing, implementing and maintaining an ECMS or similar solution as described in this TORFP. The experience must have been for a period of twelve (12) or more consecutive months within the past five (5) years.
2. Corporate experience with projects of similar size and scope is required within the last five (5) years.
3. Demonstrated success in the areas addressed in Section 2.8, Minimum TO Contractor Qualifications.

The Evaluation Committee shall conduct reference checks for all Offerors that are deemed reasonably susceptible for award. The Evaluation Committee shall obtain information relevant to the criteria that is deemed critical to not only the successful operation and management of the services provided to the Department of Human Resources, but also to the working relationship between the Department of Human Resources and the Offeror.

It is the Offeror's responsibility to ensure that each reference is willing to discuss the Offeror's performance with the Evaluation Committee. Unresponsive references may be stricken from the Offeror's Proposal after ten (10) business days of unavailability. Meaning, references unable to be contacted may be rejected. In the instance of a rejected reference, the Offeror may not be asked to provide a substitute.

H. State Contracts

As part of its Proposal, each Offeror is to provide a list of all contracts with any entity of the State of Maryland that it is currently performing or which have been completed within the last 5 years. For each identified contract the Offeror is to provide:

1. The State contracting entity
2. Point of contact name, title, and telephone number
3. A brief description of the services/goods provided as they relate to Section 2, Scope of Work
4. The dollar value of the contract
5. The term of the contract
6. The State employee contact person (name, title, telephone number and, if possible, e-mail address)
7. Whether the contract was terminated before the end of the term specified in the original contract, including whether any available renewal option was not exercised.

Information obtained regarding the Offeror's level of performance on State contracts will be considered as part of the responsibility determination by the Procurement Officer.

Note: State of Maryland experience can be included as part of Section G2 above as project or contract experience. State of Maryland experience is neither required nor given more weight in proposal evaluations.

I. Financial Responsibility and Stability

This section shall contain information to show that the Offeror has the capacity in all respects to perform fully the Contract requirements and the fiscal integrity and reliability to assure good faith performance. Information that can be used to demonstrate requisite responsibility and stability include:

1. Audited financial statements (for Offeror only) for the past three years,
2. Dunn and Bradstreet report and rating,
3. Line of Credit issued by a Financial Institution approved by the Maryland State Treasurer, and
4. Evidence of adequate working capital.

The Offeror shall ensure that all proposed sub-contractors are fiscally stable/solvent. All financial information that is not otherwise publicly available, received in response to this section will be maintained as confidential information releasable only to those evaluating the Technical Proposal. Other than the Procurement Officer, persons who will be given access to this information for evaluation purposes will have signed a Confidentiality Statement.

In addition, the Offeror shall describe any docketed or adjudicated civil or criminal litigation that could have a financial impact on the company. The Offeror shall include the following Legal Actions Summary:

1. A statement as to whether there are any outstanding legal actions against the Offeror, and brief description of any such action.
2. A brief description of any settled or closed legal actions against the Offeror over the past five (5) years.

J. Confidentiality

A Master Contractor should give specific attention to the identification of those portions of its TO 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.

K. Additional Information

This section, which is optional, should include any additional information the Offeror deems relevant to this procurement as well as any information that meets the satisfaction of the State's objectives.

L. Company Literature

If company literature or other material is intended to respond to any TORFP requirements, it must be included in this section and the Offeror's responses in previous sections of the Proposal must include reference to the documents by name and page citation. Proposals submitted without these references and citations will be considered complete without need to refer to documents in this section for the Offeror's responses to TORFP requirements.

M. Forms

The Offeror shall submit all required forms as requested in this TORFP (See Section 1.3, TO Proposal Submissions).

N. Submission Format

The technical response will be submitted as an Adobe PDF file.

3.2.1.4 VOLUME II – FINANCIAL PROPOSAL

The Financial Proposal shall contain all price information for all services and products proposed as provided in Attachment 1-A through 1-D. This portion of the Proposal shall be identified as CATS II TORFP #OTHS/OTHS-11-007-S PO #N00B1400048 Financial and shall be submitted electronically as a PDF file. Price Data shall not be presented in any portion in the Technical Proposal. Price Data is defined as any information related, directly or indirectly, to the Offeror's proposed charges for services and deliverables. Price Data consists of, but is not limited to fees, prices, rates, bonuses, discounts, rebates, or the identification of free services, labor or materials.

DHR seeks an Offeror that will price its services using an innovative and cost-effective approach, while pursuing opportunities for cost savings against budgets. The TO Contractor's Proposal submission should demonstrate how it would use its best efforts, including efficient utilization of resources, to minimize the price of the services to DHR.

The Financial Proposal shall include fully loaded rates in Attachments 1-A, 1-B, 1-C, and 1-D (i.e.: inclusive of all costs including equipment, software, taxes, labor, travel, training, telephone, mileage, parking, tolls, hotel, per-diem, out-of-pocket and other expenses). Provided that the Offeror has already addressed all financial assumptions in an attachment to the Transmittal Letter, the Offeror may choose to repeat the assumptions in a table or matrix in the Financial Volume. Each assumption shall be clearly traced to the requirement or appropriate section of the TORFP it refers to. (Assumptions shall not constitute conditions, contingencies, or exceptions to the Financial Proposal).

When completing the pricing sheets, the Offeror shall follow all instructions provided in Attachment 1, Pricing and Rate Sheet Instructions. **Offerors shall NOT make ANY modifications to the Pricing Sheets or the Rate Sheets. Any modifications to the Pricing Sheets or Rate Sheets will be deemed as noncompliant and may result in disqualification. Modifications are defined as changing or deleting any data that the Department has provided on the original template spreadsheets and/or adding any additional rows, columns, explanatory data or symbols to the spreadsheets. Offerors are expected to organize their pricing into the categories that have been provided by the Department.**

Noncompliance with any portion of this section may result in disqualification.

4 TASK ORDER AWARD PROCESS

4.1 OVERVIEW

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

4.2 TECHNICAL PROPOSAL EVALUATION

The State reserves the right, in its sole discretion, to award a Contract based upon the written Proposals received without prior discussions or negotiations. The Evaluation Committee will rank the Proposals according to the criteria established in Section 4.2.1, Technical Evaluation Criteria. In making a determination for contract award, technical merit will have greater weight than cost. Though technical and financial assumptions may be included, no price data shall be provided in the Technical Proposal. During this technical evaluation phase, the Procurement Officer shall reserve the right to enter into discussions with Offerors. If discussions are held, all Offerors who are initially classified as reasonably susceptible for award will be given an equal opportunity for discussion.

Those Proposals determined at any time to be not reasonably susceptible of being selected for award or Offerors determined to be not responsible will be dropped from further consideration in the awarding of the Contract.

A. Responsibility

1. The procurement regulations in Title 21 of the Code of Maryland Regulations (COMAR) define a “responsible” Offeror as one “...who has the capability in all respects to perform fully the Contract requirements, and the integrity and reliability which shall assure good faith performance.”
2. COMAR, Title 21, also requires that the Procurement Officer determine before awarding a Contract to an Offeror whether the Offeror is responsible. The determination of responsibility is based on the subjective judgment of the Procurement Officer about whether the Offeror meets the definition of a “responsible” Offeror.
3. In addition, the unreasonable failure of an Offeror to supply information promptly in connection with the determination of responsibility shall be grounds for a determination that the Offeror is not responsible.

B. Discussions

The State may award a Contract from this solicitation without discussion with any Offeror. The Department reserves the right to discuss and negotiate with qualified or potentially qualified Offerors, i.e.: Offerors which appear to be responsible at the time discussions and negotiations are conducted and whose Proposals are initially judged to be reasonably susceptible of being selected for award. Discussions or negotiations will be conducted with all Offerors that have not previously been eliminated. The Department, however, is not obligated to conduct any discussions or negotiations. Each Offeror should be aware that the Department can select a Proposal without first discussing the matter with the selected Offeror.

4.2.1 TECHNICAL EVALUATION CRITERIA

Any oral presentations and demonstrations shall occur as part of the technical evaluation. Oral presentations shall include a demonstration of the proposed solution.

The criteria that will be used by the Committee for the technical evaluation of the Proposals for this specific procurement are listed below in descending order of importance. Technical Proposals will be ranked according to the following major criteria:

- A. Understanding of the requirements as defined in Section 2, Scope of Work including quality of the approach, proposed solution, schedule and methodology

- B. Offeror Qualifications
- C. Key Personnel
- D. References
- E. Financial Responsibility

4.3 FINANCIAL PROPOSAL EVALUATION

Following the completion of the Technical Evaluation, the separate price volume of each qualifying Proposal will be distributed to the Evaluation Committee for all Proposals deemed reasonably susceptible for award. The Evaluation Committee will determine the total price of each Proposal in order to establish a financial ranking of the Proposals, from lowest to highest price. The entire contract price shall be easily identifiable in the Pricing Sheets, found in Attachment 1-A through 1-D, and shall be identified as the Total Project Price (two (2)-year, ten (10)-month Contract period).

4.4 BEST AND FINAL OFFERS (BAFOs)

When it is deemed in the best interest of the State, the TO Procurement Officer may permit qualified Offerors to revise their initial Proposal by submitting a BAFO. The TO Procurement Officer shall notify each qualified Offeror of the scope of the requested BAFO, and shall establish a date and time for their submission. The TO Procurement Officer may require more than one series of BAFOs and discussions if the Agency head or designee makes a determination that it is in the State's best interest to do so. If more than one BAFO is requested, an Offeror's immediate previous offer shall be construed as its BAFO unless the Offeror submits a timely notice of withdrawal or another BAFO. The TO Procurement Officer may consult with and seek the recommendation of the Evaluation Committee during the BAFO process. However, the State reserves the right to award the Contract without requesting a BAFO.

4.5 DEBRIEFING OF UNSUCCESSFUL OFFERORS

Unsuccessful Offerors shall be debriefed upon their written request, provided the request is made within five (5) business days after receiving notice of not being recommended for award from the TO Procurement Officer. Requests for debriefings shall be honored by the Department at the earliest feasible time after the request is received. Debriefings shall be held in accordance with COMAR 21.05.03.06.

4.6 SELECTION PROCEDURES

TO Proposals will be assessed throughout the evaluation process for compliance with the minimum personnel qualifications in Section 2.8, Minimum TO Contractor Qualifications, response to Section 2, Scope of Work, and adherence to Section 3, Task Order Proposal Format and Submission Requirements. TO Proposals deemed technically qualified will have their financial Proposal considered. All others will be deemed not reasonably susceptible to award and will receive an e-mail notice from the TO Procurement Officer of not being selected to perform the work.

- A. Qualified TO Proposal financial responses will be reviewed and ranked from lowest to highest price proposed.
- B. The most advantageous TO Proposal offer considering technical and financial submission shall be selected for the work assignment.

Upon completion of all discussions and negotiations, and reference checks the Procurement Officer will recommend award of the Contract to the responsible Offeror whose TO Proposal is determined to be the most advantageous to the State considering technical evaluation factors and price factors as set forth in this TORFP. In making the Most Advantageous Offeror determination, technical factors will be given greater weight than price factors. Contract award, if any, resulting from the TORFP is subject to appropriate State approvals.

4.7 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, a Non-Disclosure Agreement (TO Contractor), a Purchase Order, and by the NTP authorized by the TO Procurement Officer.

ATTACHMENT 1 PRICING INSTRUCTIONS

The Offeror shall follow these instructions in completing the Pricing sheets. Noncompliance with any portion of these instructions may result in disqualification.

1. Several pricing sheets have been created to capture firm fixed price (FFP) costs for the base period and to capture costs for possible T&M services. The Offeror shall complete the following pricing sheets which are provided in Attachment 1:
 - a. Summary-Level Pricing Description (Attachment 1-A)
 - b. FFP Detailed-Level Pricing Description (Attachment 1-B)
 - c. T&M Services & Materials Pricing (Attachment 1-C)
 - d. T&M Labor Rates (Attachment 1-D)
2. The Offeror shall complete the Firm Fixed Price pricing matrices specified for the Contract term: Period 1 (12 months), Period 2 (12 months), and Period 3 (10 months).
3. Pricing on the FFP pricing sheets shall be reflective upon the hours and resources that are provided in the Project Work Plan in the Technical Proposal.
4. Extended Cost is the Unit Cost multiplied by the number of those items that were purchased.
5. Unit and Extended Costs shall be rounded up to the nearest dollar.
6. Shaded, gray areas do not require Quantity, Unit Cost, Extended Cost, Subtotal, etc., and should not be filled out by the Offerors.
7. Labor hours provided to conduct Training Sessions and to prepare Training Deliverables are to be provided under one line item, Training. Offerors are not to include any additional staffing/labor hours in the Project Management Staffing line item for these efforts.
8. Offerors shall provide the software product, license and maintenance costs only for the core application product under the Application Software (product/license/maintenance) line item. Any labor required to install, configure, test, and implement this specific component shall be included under the Project Management Staffing line item.
9. DHR acknowledges that some vendors price their core product as separate components. Offerors shall provide only one consolidated price for the software product and/or license costs under the Application Software (product) line item. This price shall also include maintenance costs for the specified time period. Any breakdowns of the vendor's core component pricing can be provided in the Product Description column.
10. For Phase 1 and Phase 3 Application Software Development/Customization, Offerors shall provide all labor hours to develop, configure, test, and implement these components of the application. Maintenance for these items shall be combined with other system/application maintenance and support activities and provided under the System/Application Maintenance and Support line item.
11. Transition Out activities may not be spread across the entire Contract period. Transition Out costs should be anticipated to occur during the last 6 months of Period 3 and is priced as a one-line-item cost, under the Project Management section, broken out separate from the Staffing line item.
12. Pricing for Hardware components on all pricing sheets shall include all hardware components including any accessories such as power cables, peripheral cables, mice, keyboards, etc. It is the TO Contractor's responsibility to procure and deliver all required components for the system to function correctly. Pricing for the 3-Year Base Period shall be fully loaded and include the 3-Year Next Business Day Onsite maintenance/warranty coverage (DHR anticipates that the TO Contractor will purchase the 3-Year warranty up front).

13. Please note that there are 136 workstations allotted on the pricing sheets; 132 workstations are to be installed in accordance to the Site List (see Appendix A) and 4 workstations are to be used for training (see Section 2.4.5.1, Training Requirements).
14. Product Name shall include information such as the manufacturer and the model number of the proposed product.
15. A description of the product shall be given in the Product Description column. It should include brief, key component details of the proposed product, where applicable. As an example, for the proposed desktop, the Offeror may wish to include details such as the manufacturer, processing power, RAM, and memory, etc. Scanners may include such key information as how many pages it scans per minute, what type of scanner it is, such as a flatbed, etc.
16. Training for the FFP components shall include all labor and materials to create the training guides and job aids, as well as all labor required to coordinate training sessions, set up the workstations, conduct the training sessions, provide training feedback, etc. As previously stated, these rates shall also be fully loaded, including any mileage, hotel expenses, etc.
17. All other labor required to fulfill all requirements under Section 2, Scope of Work that is not specified in the above instructions and/or are not called out individually on the FFP Pricing Sheet shall be provided under the Project Management Staffing line item.
18. In addition to completing the FFP Detailed-Level Pricing Sheet (Attachment 1-B), the Offeror shall complete the T&M Services and Materials Pricing Sheet (Attachment 1-C) for T&M Services as specified in Section 2.4.4, T&M Services. The Department may task the TO Contractor with providing additional services and materials outside the scope of the original FFP Contract. This T&M Pricing Sheet shall also govern the cost for those “out of scope” efforts for similar services and materials, as provided in the template, which will require Task Orders from DHR. The TO Contractor shall provide the price for one unit for each item in the spreadsheets. For “Core Application Software (product, licenses and maintenance),” if the vendor of the proposed software application sells units in blocks of licenses only, then the Offeror shall note the block of licenses that is quoted in the Product Description section and shall not change the Qty column that is prefilled with “1.”
19. The Department may task the TO Contractor to provide additional services outside the scope of the Contract and/or provide services not already identified on the T&M Services and Materials Pricing Sheet. To address these needs, the Offeror shall complete the T&M Labor Rate Sheet (Attachment 1-D). The T&M Labor Rate Sheet shall include rates per labor category, as specified by DHR, for each Contract Period. The T&M Labor Rate Sheet includes an Evaluated Hours column with pre-filled hours. These hours do not represent or limit the number of hours that may be expended for T&M Services. The information in this column is only used as a means to calculate an average hourly rate for evaluation purposes only. It is not a measure of actual hours that DHR anticipates utilizing on a T&M Services basis. The T&M Labor Rate Sheet will be used to price potential T&M Services as described in Section 2.4.4, T&M Services. This Rate Sheet shall also govern the cost for any work that requires a Contract modification for additional development, enhancement, or major modifications that exceed the scope of the Contract or available Contract hours. Although DHR expects discounts on the rates proposed, the Offeror shall propose the maximum rate per labor category.
20. Pricing for Hardware components on the T&M Services and Materials Pricing Sheet shall be broken down into two categories: Hardware and Hardware Labor to install and configure the equipment. Pricing for the labor shall be provided based on the four regions of the state (Eastern Shore, Western, Northern, and Southern). DHR reserves the right to procure the equipment (with exact or technically similar components) and have the TO Contractor configure and install the components at the designated sites.

21. Training on the T&M Services and Materials Sheet shall include the maximum rate that the TO Contractor shall charge (including all labor and materials to create training guides and job aids, as well as all labor required to coordinate training sessions, set up the training workstations, conduct the training sessions, provide training feedback, etc.) to conduct any one type of additional training class for each of the four (4) state regions, at a State Training Facility local to that region.
22. Offeror shall complete the Summary-Level Pricing Sheet (Attachment 1-A), which includes subtotals and totals from all spreadsheets as detailed in the template, to provide one Total Evaluated Price.
23. **Offerors shall NOT make ANY modifications to the Pricing Sheets or the Rate Sheets. Any modifications to the Pricing Sheets or Rate Sheets will be deemed as noncompliant and may result in disqualification. Modifications are defined as changing or deleting any data that the Department has provided on the original template spreadsheets and/or adding any additional rows, columns, explanatory data or symbols to the spreadsheets. Offerors are expected to organize their pricing into the categories that have been provided by the Department.**

ATTACHMENT 1-A SUMMARY-LEVEL PRICING

PRICING SHEET	CATEGORY DESCRIPTION	TOTALS
FFP DETAILED-LEVEL PRICING - PERIODS 1, 2 and 3	TOTAL EXTENDED COST	
T&M SERVICES & MATERIALS - PERIOD 1	TOTAL UNIT COST	
T&M SERVICES & MATERIALS - PERIOD 2	TOTAL UNIT COST	
T&M SERVICES & MATERIALS - PERIOD 3	TOTAL UNIT COST	
T&M LABOR PERIOD 1	TOTAL EVALUATED LABOR	
T&M LABOR PERIOD 2	TOTAL EVALUATED LABOR	
T&M LABOR PERIOD 3	TOTAL EVALUATED LABOR	
	TOTAL EVALUATED PRICE	

ATTACHMENT 1-B FFP DETAILED-LEVEL PRICING

TORFP Reference	Product Name	Product Description	Proposed Price		
			Periods 1, 2 and 3		
			QTY	Unit Cost	Extended Cost
	HARDWARE				
2.4.1.2.14	Desktop		136		
2.4.1.2.14	Monitor		136		
2.4.1.2.14	UPS		136		
2.4.1.2.14	Scanner		136		
2.4.1.2.14	Scanner Consumables Kit		136		
	Subtotal				
	SYSTEM SOFTWARE				
2.4.1.2.14	Core Application Software (product, licenses and maintenance)		1		
2.4.1.1.2; 2.4.1.2; 2.4.1.2.5; 2.4.1.2.6	Application Software Development/Customization - Phase 1 Document Input and Retrieval Features		1		
2.4.1.2.7	Application Software Development/Customization - Phase 1 Reporting Feature		1		
2.4.2	Application Software Requirements, Analysis & Design - Phase 2 SEDR Data Migration		1		
2.4.3	Application Software Development/Customization - Phase 3 Advanced Features (Retrieval, Reporting, User Administration Interface)		1		
	Subtotal				

			Proposed Price		
			Periods 1, 2 and 3		
TORFP Reference	Product Name	Product Description	QTY	Unit Cost	Extended Cost
	TRAINING				
2.4.5.1	Training				
	Subtotal				
	SUPPORT				
2.4.1.2.11	Core Application Maintenance and Support				
2.3.1.2.11	System/Application Maintenance and Support				
2.4.1.2.12	Help Desk				
	Subtotal				
	PROJECT MANAGEMENT				
2.0	Staffing				
2.4.5.4	Transition Out Activities				
	Subtotal				
	TIME SENSITIVE PROJECT DELIVERABLES - PROJECT MANAGEMENT REPORTS				
2.4.5.2 G; 2.4.5.2.2 B	Monthly Status Report		34		
2.4.5.2.2 A	Weekly Status Report		146		
2.4.5.2.2 C	DHR-requested Ad-hoc/Off-Cycle Reports		340		
	Subtotal				
	TIME SENSITIVE PROJECT DELIVERABLES				
2.4.1.2.2 D	ECMS User Account Management SOPs Document		1		
2.4.5.2 D	Project Work Plan		1		
2.4.5.2 B	Staffing Plan		1		
2.4.5.2.1 B	Kickoff Meeting		1		

			Proposed Price		
			Periods 1, 2 and 3		
TORFP Reference	Product Name	Product Description	QTY	Unit Cost	Extended Cost
2.4.5.2 E	Communication Plan		1		
2.4.5.2 A	Project Management Plan		1		
2.4.1.2.14 C 9	Detailed server and storage configuration instructions for the DHR hosting contractor		1		
2.4.5.2 J	Deliverable sign-off procedures and templates		1		
2.4.5.2 N	QA/QC Plan		1		
2.4.5 B	Risk Management Plan		1		
2.4.5.2 F; 2.4.5.4	Transition Out Plan		1		
2.4.5.4 I	Final Transition Out Plan		1		
2.4.5.2 H; 2.4.5.2.1 C	Weekly Status Meetings Documentation		146		
2.4.5.2 K	Project Library		1		
2.4.5.2 M	Configuration Management Plan		1		
	Subtotal				
	ADDITIONAL PROJECT DELIVERABLE DOCUMENTS				
2.6.2 A	Project Charter		1		
2.6.2 B	Functional Requirements Document		1		
2.6.2 C	Test and Evaluation Master Plan		1		
2.6.2 D	Security Plan		1		
2.6.2 E	Conversion Plan		1		
2.6.2 F	Disaster Recovery Plan (COOP)		1		
2.6.2 G	System Design Document		1		
2.6.2 H	Implementation Plan		1		
2.6.2 I	ECMS Deployment Lessons Learned Document		1		

			Proposed Price		
			Periods 1, 2 and 3		
TORFP Reference	Product Name	Product Description	QTY	Unit Cost	Extended Cost
2.6.2 J	Maintenance Manual		1		
2.6.2 K	System Administration Manual		1		
2.6.2 L	Training Plan		1		
2.6.2 N	Software Development Document		1		
2.6.2 O	Integration Document		1		
2.6.2 P	Test Analysis Report		1		
2.6.2 Q	IT Systems Security Certification and Accreditation		1		
2.6.2 R	Change Implementation Notice		1		
2.6.2 S	Version Description Document		1		
2.6.2 T	Post-Implementation Review Report		1		
2.6.2 U	In-Process Review		1		
2.6.2 V; 2.4.1.2.14 E 2	User Satisfaction Review		1		
2.6.2 W; 2.4.1.2.14 E 2	Annual License Inventory Report		3		
	Subtotal				
	Total				

ATTACHMENT 1-C T&M SERVICES AND MATERIALS PRICING

TORFP Reference	Item	Product Name	Product Description	Proposed Price Contractual Period					
				Period 1 (12 months)		Period 2 (12 months)		Period 3 (10 months)	
				QTY	Unit Cost	QTY	Unit Cost	QTY	Unit Cost
	HARDWARE								
2.4.1.2.14	Desktop			1		1		1	
2.4.1.2.14	Monitor			1		1		1	
2.4.1.2.14	UPS			1		1		1	
2.4.1.2.14	Scanner			1		1		1	
2.4.1.2.14	Scanner Consumables Kit			1		1		1	
	Subtotal								
	HARDWARE LABOR - CONFIGURATION AND INSTALLATION								
2.4.4	Northern			1		1		1	
2.4.4	Eastern Shore			1		1		1	
2.4.4	Western			1		1		1	
2.4.4	Southern			1		1		1	
	Subtotal								
	TRAINING								
2.4.5.1	Northern			1		1		1	
2.4.5.1	Eastern Shore			1		1		1	
2.4.5.1	Western			1		1		1	
2.4.5.1	Southern			1		1		1	
	Subtotal								
	SOFTWARE								
2.4.1.2.14	Core Application Software (product, licenses and			1		1		1	

TORFP Reference	Item	Product Name	Product Description	Proposed Price Contractual Period					
				Period 1 (12 months)		Period 2 (12 months)		Period 3 (10 months)	
				QTY	Unit Cost	QTY	Unit Cost	QTY	Unit Cost
	maintenance)								
	Subtotal								
	TOTAL								

ATTACHMENT 1-D T&M LABOR RATE SHEET

ID	Labor Category	Period 1 (12 months)			Period 2 (12 months)			Period 3 (10 months)		
		Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price	Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price	Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price
1	Program Manager	\$ -	200	\$ -	\$ -	200	\$ -	\$ -	200	\$ -
2	Project Manager	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
3	Senior Subject Matter Expert	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
4	Subject Matter Expert	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
5	Senior Comp Software Integration Analyst	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
6	Senior Computer Specialist	\$ -	200	\$ -	\$ -	200	\$ -	\$ -	200	\$ -
7	Junior Computer Specialist	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
8	Senior Computer Systems Analyst	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
9	Junior Computer Systems Analyst	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
10	Applications Development Expert	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
11	Computer Systems Programmer	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
12	Senior Advanced Tech Applications Dev	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
13	Junior Advanced Tech Applications Dev	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -

ID	Labor Category	Period 1 (12 months)			Period 2 (12 months)			Period 3 (10 months)		
		Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price	Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price	Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price
14	Senior Information Engineer	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
15	Junior Information Engineer	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
16	Senior Database Administrator	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
17	Junior Database Administrator	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
18	Testing Specialist	\$ -	250	\$ -	\$ -	250	\$ -	\$ -	250	\$ -
19	Training Specialist/ Instructor	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
20	Senior Systems Engineer	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
21	Junior Systems Engineer	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
22	Software Engineer	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
23	Senior Systems Analyst	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
24	Help Desk Manager	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
25	Senior Help Desk Specialist	\$ -	250	\$ -	\$ -	250	\$ -	\$ -	250	\$ -
26	Junior Help Desk Specialist	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
27	Systems Administrator	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
28	Data Security Specialist	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
29	Systems Security Specialist	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -

ID	Labor Category	Period 1 (12 months)			Period 2 (12 months)			Period 3 (10 months)		
		Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price	Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price	Maximum Hourly Rate	Evaluated Hours	Extended Evaluation Price
30	Documentation Specialist	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
31	Technical Writer/Editor	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
32	Project Control Specialist	\$ -	250	\$ -	\$ -	250	\$ -	\$ -	250	\$ -
33	Senior Internet/Intranet Site Developer	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
34	Junior Internet/Intranet Site Developer	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
35	Internet/Web Architect	\$ -	300	\$ -	\$ -	300	\$ -	\$ -	300	\$ -
36	Senior Systems Architect	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
37	Senior Business Process Consultant	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
38	Site Deployment Manager	\$ -	400	\$ -	\$ -	400	\$ -	\$ -	400	\$ -
39	PC Implementation Specialist	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -
40	Lead Active Directory Engineer	\$ -	500	\$ -	\$ -	500	\$ -	\$ -	500	\$ -

Total 14,550 \$ - 14,550 \$ - 14,550 \$ -

	Period 1	Period 2	Period 3
Total Hours for Evaluation Purposes	14,550	14,550	14,550
Average Hourly Rate	\$ -	\$ -	\$ -
Total Evaluated Labor	\$ -	\$ -	\$ -

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

TO CONTRACTOR MINORITY BUSINESS ENTERPRISE REPORTING REQUIREMENTS

CATS II TORFP # OTHS/OTHS-11-007-S PO#N00B1400048

These instructions are meant to accompany the customized reporting forms sent to you by the TO Manager. If, after reading these instructions, you have additional questions or need further clarification, please contact the TO Manager immediately.

1. As the TO Contractor, you have entered into a TO Agreement with the State of Maryland. As such, your company/firm is responsible for successful completion of all deliverables under the contract, including your commitment to making a good faith effort to meet the MBE participation goal(s) established for TORFP. Part of that effort, as outlined in the TORFP, includes submission of monthly reports to the State regarding the previous month's MBE payment activity. Reporting forms D-5 (TO Contractor Paid/Unpaid MBE Invoice Report) and D-6 (Subcontractor Paid/Unpaid MBE Invoice Report) are attached for your use and convenience.
2. The TO Contractor must complete a separate Form D-5 for each MBE subcontractor for each month of the contract and submit one copy to each of the locations indicated at the bottom of the form. The report is due no later than the 15th of the month following the month that is being reported. For example, the report for January's activity is due no later than the 15th of February. With the approval of the TO Manager, the report may be submitted electronically. Note: Reports are required to be submitted each month, regardless of whether there was any MBE payment activity for the reporting month.
3. The TO Contractor is responsible for ensuring that each subcontractor receives a copy (e-copy of and/or hard copy) of Form D-6. The TO Contractor should make sure that the subcontractor receives all the information necessary to complete the form properly, i.e., all of the information located in the upper right corner of the form. It may be wise to customize Form D-6 (upper right corner of the form) for the subcontractor the same as the Form D-5 was customized by the TO Manager for the benefit of the TO Contractor. This will help to minimize any confusion for those who receive and review the reports.
4. It is the responsibility of the TO Contractor to make sure that all subcontractors submit reports no later than the 15th of each month, regardless of whether there was any MBE payment activity for the reporting month. Actual payment data is verified and entered into the State's financial management tracking system from the subcontractor's D-6 report only. Therefore, if the subcontractor(s) do not submit their D-6 payment reports, the TO Contractor cannot and will not be given credit for subcontractor payments, regardless of the TO Contractor's proper submission of Form D-5. The TO Manager will contact the TO Contractor if reports are not received each month from either the prime contractor or any of the identified subcontractors. The TO Contractor must promptly notify the TO Manager if, during the course of the contract, a new MBE subcontractor is utilized. Failure to comply with the MBE contract provisions and reporting requirements may result in sanctions, as provided by COMAR 21.11.03.13.

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS FORM D – 1

MDOT Certified MBE Utilization and Fair Solicitation Affidavit

(submit with bid or offer)

This document **MUST BE** included with the bid or offer. If the Bidder or Offeror fails to complete this form correctly and submit this form with the bid or offer as required, the Procurement Officer shall deem the bid non-responsive or shall determine that the offer is not reasonably susceptible of being selected for award.

In conjunction with the bid or offer submitted in response to Solicitation No. OTHS/OTHS-11-007 PO#N00B1400048, I affirm the following:

1. I acknowledge and intend to meet the overall certified Minority Business Enterprise (MBE) participation goal of **35%** and, if specified in the solicitation, sub-goals of _____% for MBEs classified as African American-owned and _____% for MBEs classified as women-owned. Therefore, I will not be seeking a waiver pursuant to COMAR 21.11.03.11.

OR

 I conclude that I am unable to achieve the MBE participation goal and/or sub-goals. I hereby request a waiver, in whole or in part, of the overall goal and/or sub-goals. Within 10 business days of receiving notice that our firm is the apparent awardee, I will submit all required waiver documentation in accordance with COMAR 21.121.03.11.
2. I understand that if I am notified that I am the apparent awardee, I must submit the following documentation within 10 working days of receiving notice of the potential award or from the date of conditional award (per COMAR 21.11.03.10), whichever is earlier.
 - (a) Outreach Efforts Compliance Statement (**Attachment 2, Form D - 3**)
 - (b) Subcontractor Project Participation Statement (**Attachment 2, Form D - 4**)
 - (c) MBE Waiver Request per COMAR 21.11.03.11 (if applicable)
 - (d) Any other documentation, including waiver documentation, if applicable, required by the Procurement Officer to ascertain Bidder or Offeror responsibility in connection with the certified MBE participation goal.
3. I understand that if I fail to return each completed document within the required time, the Procurement Officer may determine that I am not responsible and therefore not eligible for contract award. If the contract has already been awarded, the award is voidable.
4. In the solicitation of subcontract quotations or offers, MBE subcontractors were provided not less than the same information and amount of time to respond as were non-MBE subcontractors
5. Set forth below are the (i) certified MBEs I intend to use and (ii) the percentage of the total contract amount allocated to each MBER for this project. I hereby affirm that the MBE firms are only providing those products and services for which they are MDOT certified.

Prime Contractor (Firm Name, Address, Phone)	Project Description <u>and</u> Jurisdiction
Project Number:	

List Information For Each Certified MBE Subcontractor On This Project

Minority Firm Name	MBE Certification Number
	FEIN Number or SSN
Certification Category for Dually Certified MBE Subcontractors (<i>Check Only 1 Certification Category</i>) <input type="checkbox"/> African-American Owned <input type="checkbox"/> Woman-Owned	
Percentage of Total Contract:	
Minority Firm Name	MBE Certification Number
	FEIN Number or SSN
Certification Category for Dually Certified MBE Subcontractors (<i>Check Only 1 Certification Category</i>) <input type="checkbox"/> African-American Owned <input type="checkbox"/> Woman-Owned	
Percentage of Total Contract:	
Minority Firm Name	MBE Certification Number
	FEIN Number or SSN
Certification Category for Dually Certified MBE Subcontractors (<i>Check Only 1 Certification Category</i>) <input type="checkbox"/> African-American Owned <input type="checkbox"/> Woman-Owned	
Percentage of Total Contract:	
Minority Firm Name	MBE Certification Number

	FEIN Number or SSN
Certification Category for Dually Certified MBE Subcontractors (<i>Check Only 1 Certification Category</i>) <input type="checkbox"/> African-American Owned <input type="checkbox"/> Woman-Owned	
Percentage of Total Contract:	
Minority Firm Name	MBE Certification Number
	FEIN Number or SSN
Certification Category for Dually Certified MBE Subcontractors (<i>Check Only 1 Certification Category</i>) <input type="checkbox"/> African-American Owned <input type="checkbox"/> Woman-Owned	
Percentage of Total Contract:	

Continue on a separate page, if needed.

Summary

Total African-American MBE Participation _____%

Total Woman-Owned MBE Participation _____%

Total MBE Participation _____%

I solemnly affirm under the penalties of perjury that the contents of this Affidavit are true to the best of my knowledge, information, and belief.

Bidder/Offeror Name

Signature of Affiant

(FOR ONLINE USE - PLEASE TYPE)

Name:

Title:

Date:

SUBMIT AS A .PDF FILE WITH TO RESPONSE

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS FORM D – 2

MINORITY BUSINESS ENTERPRISE PARTICIPATION SCHEDULE

This document shall be included with the submittal of the TO Proposal. If the Offeror fails to submit this form with the TO Proposal, the TO Procurement Officer shall determine that the TO Proposal is not reasonably susceptible of being selected for award.

TO Prime Contractor (Firm Name, Address, Phone)	Task Order Description
Task Order Agreement Number OTHS/OTHS-11-007 PO#N00B1400048	
List Information For Each Certified MBE Subcontractor On This Project	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	

MINORITY BUSINESS ENTERPRISE PARTICIPATION SCHEDULE (CONTINUED)

List Information For Each Certified MBE Subcontractor On This Project	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	

SUBMIT AS A .PDF FILE WITH TO RESPONSE

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS FORM D – 3

OUTREACH EFFORTS COMPLIANCE STATEMENT

In conjunction with the bid or offer submitted in response to TORFP # OTHS/OTHS-11-007 PO#N00B1400048, I state the following:

Offeror identified opportunities to subcontract in these specific work categories:

Attached to this form are copies of written solicitations (with bidding instructions) used to solicit certified MBEs for these subcontract opportunities.

Offeror made the following attempts to contact personally the solicited MBEs:

Offeror assisted MBEs to fulfill or to seek waiver of bonding requirements.

(DESCRIBE EFFORTS)

This project does not involve bonding requirements.

Offeror did/did not attend the pre-proposal conference

No pre-proposal conference was held.

Offeror Name

By: _____
Name

Address

Title

Date

SUBMIT WITHIN 10 WORKING DAYS OF RECEIVING NOTICE OF THE POTENTIAL AWARD

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS FORM D – 4

Subcontractor Project Participation Certification

Please complete and submit one form for each MDOT certified MBE listed on Attachment A within 10 working days of notification of apparent award.

_____ (*prime contractor*) has entered into a contract with _____ (*subcontractor*) to provide services in connection with the Solicitation described below.

Prime Contractor Address and Phone	Project Description
Project Number	Total Contract Amount \$
Minority Firm Name	MBE Certification Number
Work To Be Performed	
Percentage of Total Contract	

The undersigned Prime Contractor and Subcontractor hereby certify and agree that they have fully complied with the State Minority Business Enterprise law, State Finance and Procurement Article §14-308(a)(2), Annotated Code of Maryland which provides that, except as otherwise provided by law, a contractor may not identify a certified minority business enterprise in a bid or proposal and:

- (1) fail to request, receive, or otherwise obtain authorization from the certified minority business enterprise to identify the certified minority business enterprise in its bid or proposal;
- (2) fail to notify the certified minority business enterprise before execution of the contract of its inclusion in the bid or proposal;
- (3) fail to use the certified minority business enterprise in the performance of the contract; or
- (4) pay the certified minority business enterprise solely for the use of its name in the bid or proposal.

PRIME CONTRACTOR SIGNATURE

SUBCONTRACTOR SIGNATURE

By: _____
Name, Title

By: _____
Name, Title

Date

Date

SUBMIT ONE FORM FOR EACH CERTIFIED MBE LISTED IN THE MBE PARTICIPATION SCHEDULE

Provided that _____ is awarded the TO Agreement in
(Prime TO Contractor Name)

conjunction with TORFP No. OTHS/OTHS-11-007 PO#N00B1400048, it and

(Subcontractor Name)

MDOT Certification No. _____, intend to enter into a contract by which the subcontractor shall:

(Describe work to be performed by MBE):

- No bonds are required of Subcontractor
- The following amount and type of bonds are required of Subcontractor:

By:

By:

Prime Contractor Signature

Subcontractor Signature

Name

Name

Title

Title

Date

Date

SUBMIT WITHIN 10 WORKING DAYS OF RECEIVING NOTICE OF THE POTENTIAL AWARD

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS FORM D – 5
MINORITY BUSINESS ENTERPRISE PARTICIPATION TO CONTRACTOR PAID/UNPAID INVOICE REPORT

Report #: _____ Reporting Period (Month/Year): _____ Report is due by the 15th of the following month.	CATS II TORFP #OTHS/OTHS-11-007 PO#N00B1400048 Contracting Unit _____ Contract Amount _____ MBE Sub Contract Amt _____ Contract Begin Date _____ Contract End Date _____ Services Provided _____
--	--

Prime TO Contractor:		Contact Person:	
Address:			
City:		State:	ZIP:
Phone:	FAX:		
Subcontractor Name:		Contact Person:	
Phone:	FAX:		
Subcontractor Services Provided:			
List all unpaid invoices over 30 days old received from the MBE subcontractor named above:			
1.			
2.			
3.			
Total Dollars Unpaid: \$ _____			

**If more than one MBE subcontractor is used for this contract, please use separate forms.

Return one copy of this form to the following address:

Isabel FitzGerald, TO Manager, DHR, Ifitzger@dhr.state.md.us	Hattie Crosby, Procurement Officer, DHR, HCrosby@dhr.state.md.us
---	--

Signature: _____ Date: _____

SUBMIT AS REQUIRED IN TO CONTRACTOR MBE REPORTING REQUIREMENTS

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS FORM D – 6
MINORITY BUSINESS ENTERPRISE PARTICIPATION SUBCONTRACTOR PAID/UNPAID INVOICE REPORT

Report #: _____ Reporting Period (Month/Year): __/_____ Report Due By the 15th of the following Month.	CATS II TORFP #OTHS/OTHS-11-007 PO#N00B1400048 Contracting Unit _____ Contract Amount _____ MBE Sub Contract Amt _____ Contract Begin Date _____ Contract End Date _____ Services Provided _____	
MBE Subcontractor Name: _____		
MDOT Certification #: _____		
Contact Person: _____		
Address: _____		
City: _____	State: _____	ZIP: _____
Phone: _____	FAX: _____	
Subcontractor Services Provided: _____		
List all payments received from Prime TO Contractor during reporting period indicated above. 1. 2. 3. Total Dollars Paid: \$ _____	List dates and amounts of any unpaid invoices over 30 days old. 1. 2. 3. Total Dollars Unpaid: \$ _____	
Prime TO Contractor: _____ Contact Person: _____		

Return one copy of this form to the following address:

Isabel FitzGerald, TO Manager, DHR, Ifitzger@dhr.state.md.us	Hattie Crosby, Procurement Officer, DHR, HCrosby@dhr.state.md.us
---	--

Signature: _____ Date: _____

SUBMIT AS REQUIRED IN TO CONTRACTOR MBE REPORTING REQUIREMENTS

ATTACHMENT 3 – TASK ORDER AGREEMENT

CATS II TORFP#OTHS/OTHS-11-007 PO #N00B1400048 OF MASTER CONTRACT #060B9800035

This Task Order Agreement (“TO Agreement”) is made this day of Month, 20XX by and between Task Order Contractor (TO Contractor) and the STATE OF MARYLAND, Department of Human Resources Office of Technology for Human Services.

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:

Definitions. In this TO Agreement, the following words have the meanings indicated:

- a. “Agency” means the DHR OTHS, as identified in the CATS II TORFP # OTHS/OTHS-11-007 PO#N00B1400048.
- b. “CATS II TORFP” means the Task Order Request for Proposals #OTHS/OTHS-11-007 PO#N00B1400048, dated MONTH DAY, YEAR, 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 Hattie Crosby. 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 DHR OTHS 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 Isabel FitzGerald. 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 dated date of TO Proposal – Technical.
- i. “TO Proposal – Financial” means the TO Contractor’s financial response to the CATS II TORFP dated date of TO Proposal – Financial.
- j. “TO Proposal” collectively refers to the TO Proposal – Technical and TO Proposal – Financial.

Scope of Work

This TO Agreement incorporates all of the terms and conditions of the Master Contract and shall not in any way amend, conflict with or supercede the Master Contract.

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-Financial

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) calendar 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.

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 from the TO Manager. The term of this TO Agreement is for a period of _____, commencing on the date of Notice to Proceed and terminating on Month Day, Year.

Consideration and Payment

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.

Payments to the TO Contractor shall be made as outlined Section 2 of the CATS II TORFP, but no later than thirty (30) calendar 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.

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.

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, DHR OTHS

By: Hattie Crosby, TO Procurement Officer

Date

ATTACHMENT 4 – 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 subcontractor or subconsultant 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 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 RESPONSE

ATTACHMENT 5 – LABOR CLASSIFICATION PERSONNEL RESUME SUMMARY

INSTRUCTIONS:

Master Contractors must comply with all personnel requirements under the Master Contract RFP 060B9800035.

Only labor categories proposed in the Master Contractors Financial Proposal may be proposed under the CATS II TORFP process.

For each person proposed in any of the labor categories, complete one Labor Category Personnel Resume Summary to document how the proposed person meets each of the minimum requirements. This summary is required at the time of the interview.

For example: If you propose John Smith, who is your subcontractor, and you believe he meets the requirements of the Group Facilitator, you will complete the top section of the form by entering John Smith's name and the subcontractor's company name. You will then complete the right side of the Group Facilitator form documenting how the individual meets each of the requirements. Where there is a time requirement such as three months experience, you must provide the dates from and to showing an amount of time that equals or exceeds mandatory time requirement; in this case, three months.

Each form also includes examples of duties to perform. The proposed person must be able to fulfill those duties.

For each subject matter expert, the State will identify the particular area of expertise and the Master Contractor shall provide proof the individual has qualifications within that area of expertise.

Additional information may be attached to each Labor Category Personnel Resume Summary that may assist a full and complete understanding of the individual being proposed.

ATTACHMENT 5 – LABOR CLASSIFICATION PERSONNEL RESUME SUMMARY (CONT.)

Proposed Individual’s Name/Company:	How does the proposed individual meet each requirement?
LABOR CLASSIFICATION TITLE – (INSERT LABOR CATEGORY NAME)	
Education: (Insert the education description from Appendix H for the applicable labor category.)	
Experience: (Insert the experience description from Appendix H for the applicable labor category.)	
Duties: (Insert the duties description from Appendix H for the applicable labor category.)	

The information provided on this form for this labor class is true and correct to the best of my knowledge:

Contractor’s Contract Administrator:

Signature Date

Proposed Individual:

Signature Date

SUBMIT WITH TECHNICAL PROPOSAL
SIGNATURE REQUIRED AT THE TIME OF THE INTERVIEW

ATTACHMENT 6 – DIRECTIONS TO THE PRE-TO PROPOSAL CONFERENCE
DIRECTIONS TO SARATOGA STATE CENTER (SSC)

311 W. SARATOGA STREET
BALTIMORE, MD 21201
(Between Eutaw and Howard Streets)

From the South

- Take I-95 North toward BALTIMORE
- Stay on I-95 North and merge onto I-395 North via EXIT 53 toward DOWNTOWN/M. L. KING BLVD
- I-395 North becomes S. HOWARD ST.
- Turn LEFT onto W. SARATOGA ST.
- End at 311 W. Saratoga St. Baltimore, MD 21201
- Proceed through main entrance to first floor security desk and present a current, valid, state-issued photo ID

From the North

- Take I-95 South toward BALTIMORE
- Stay on I-95 South and merge onto I-395 North via EXIT 53 toward DOWNTOWN/M. L. KING BLVD
- I-395 North becomes S. HOWARD ST.
- Turn LEFT onto W. SARATOGA ST.
- End at 311 W. Saratoga St. Baltimore, MD 21201
- Proceed through main entrance to first floor security desk and present a current, valid, state-issued photo ID

From the West

- Take I-70 East to intersection of I-70 and I-695.
- Take I-695 toward I-95/NEW YORK/TOWSON/BALTIMORE/GLEN BURNIE.
- Merge onto I-95 North via EXIT 11A toward BALTIMORE.
- Merge onto I-395 North via EXIT 53 toward M. L. KING BLVD/DOWNTOWN.
- I-395 North becomes S. HOWARD ST.
- Turn LEFT onto W. SARATOGA ST.
- End at 311 W. Saratoga St. Baltimore, MD 21201
- Proceed through main entrance to first floor security desk and present a current, valid, state-issued photo ID

ATTACHMENT 7 – NOTICE TO PROCEED

Month Day, Year

TO Contractor Name

TO Contractor Mailing Address

Re: CATS II Task Order Agreement # OTHS/OTHS-11-007 PO#N00B1400048

Dear TO Contractor Contact:

This letter is your official Notice to Proceed as of Month Day, Year, for the above-referenced Task Order Agreement. Isabel FitzGerald, TO Manager, will serve as your contact person on this Task Order. Isabel FitzGerald can be reached at 410-238-1204, or Ifitzger@dhr.state.md.us.

Enclosed is an original, fully executed Task Order Agreement and purchase order.

Sincerely,

Hattie Crosby

Task Order Procurement Officer

Enclosures (2)

cc: Isabel FitzGerald

Procurement Liaison Office, Department of Information Technology

Project Management Office, Department of Information Technology

ATTACHMENT 8 – AGENCY RECEIPT OF DELIVERABLE FORM

I acknowledge receipt of the following:

TORFP Title: DHR OTHS ECMS TORFP

TO Agreement Number: #CATS II TORFP # OTHS/OTHS-11-007 PO#N00B1400048.

Title of Deliverable: _____

TORFP Reference Section # _____

Deliverable Reference ID # _____

Name of TO Manager: Isabel FitzGerald

TO Manager Signature

Date Signed

Name of TO Contractor's Project Manager: _____

TO Contractor's Project Manager Signature

Date Signed

SUBMIT AS REQUIRED IN SECTION OF THE TORFP.

ATTACHMENT 9 – AGENCY ACCEPTANCE OF DELIVERABLE FORM

Agency Name: DHR OTHS

TORFP Title: DHR OTHS ECMS TORFP

TO Manager: Isabel FitzGerald, 410-238-1204

To:

The following deliverable, as required by TO Agreement # OTHS/OTHS-11-007 PO#N00B1400048, has been received and reviewed in accordance with the TORFP.

Title of deliverable: _____

TORFP Contract Reference Number: Section # _____

Deliverable Reference ID # _____

This deliverable:

Is accepted as delivered.

Is rejected for the reason(s) indicated below.

REASON(S) FOR REJECTING DELIVERABLE:

OTHER COMMENTS:

TO Manager Signature

Date Signed

ISSUED BY THE TO MANAGER AS REQUIRED IN SECTION OF THE TORFP.

ATTACHMENT 10 – NON-DISCLOSURE AGREEMENT (OFFEROR)

This Non- Disclosure Agreement (the “Agreement”) is made this ___ day of _____ 200_, by and between _____ (hereinafter referred to as "the OFFEROR ") and the State of Maryland (hereinafter referred to as " the State").

OFFEROR warrants and represents that it intends to submit a TO Proposal in response to CATS II TORFP # OTHS/OTHS-11-007 PO#N00B1400048 for the DHR OTHS ECMS TORFP. In order for the OFFEROR to submit a TO Proposal, it will be necessary for the State to provide the OFFEROR with access to certain confidential information including, but not limited, to _____. All such information provided by the State shall be considered Confidential Information regardless of the form, format, or media upon which or in which such information is contained or provided, regardless of whether it is oral, written, electronic, or any other form, and regardless of whether the information is marked as “Confidential Information”. As a condition for its receipt and access to the Confidential Information described above, the OFFEROR agrees as follows:

1. OFFEROR will not copy, disclose, publish, release, transfer, disseminate or use for any purpose in any form any Confidential Information received under Section 1.7, except in connection with the preparation of its TO Proposal.
2. Each employee or agent of the OFFEROR who receives or has access to the Confidential Information shall execute a copy of this Agreement and the OFFEROR shall provide originals of such executed Agreements to the State. Each employee or agent of the OFFEROR who signs this Agreement shall be subject to the same terms, conditions, requirements and liabilities set forth herein that are applicable to the OFFEROR.
3. OFFEROR shall return the Confidential Information to the State within five business days of the State’s Notice of recommended award. If the OFFEROR does not submit a Proposal, the OFFEROR shall return the Confidential Information to Hattie Crosby, DHR on or before the due date for Proposals.
4. OFFEROR acknowledges that the disclosure of the Confidential Information may cause irreparable harm to the State and agrees that the State may obtain an injunction to prevent the disclosure, copying, or other impermissible use of the Confidential Information. 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 for the OFFEROR’S failure to comply with the requirements of this Agreement. The OFFEROR consents to personal jurisdiction in the Maryland State Courts.
5. 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 OFFEROR or any employee or agent of the OFFEROR to comply with the requirements of this Agreement, OFFEROR and such employees and agents of OFFEROR shall hold harmless and indemnify the State from and against any such losses, damages, liabilities, expenses, and/or costs.
6. This Agreement shall be governed by the laws of the State of Maryland.
7. OFFEROR acknowledges that pursuant to Section 11-205.1 of the State Finance and Procurement Article of the Annotated Code of Maryland, a person may not willfully make a false or fraudulent statement or representation of a material fact in connection with a procurement contract. Persons making such statements are guilty of a felony and on conviction subject to a fine of not more than \$20,000 and/or imprisonment not exceeding 5 years or both. OFFEROR further acknowledges that this Agreement is a statement made in connection with a procurement contract.
8. The individual signing below warrants and represents that they are fully authorized to bind the OFFEROR to the terms and conditions specified in this Agreement. If signed below by an individual employee or agent of the OFFEROR under Section 2 of this Agreement, such individual acknowledges that a failure to comply with the requirements specified in this Agreement may result in personal liability.

OFFEROR: _____ BY: _____
NAME: _____ TITLE: _____
ADDRESS: _____

SUBMIT AS REQUIRED IN SECTION 1.7 OF THE TORFP

ATTACHMENT 11 – NON-DISCLOSURE AGREEMENT (TO CONTRACTOR)

THIS NON-DISCLOSURE AGREEMENT (“Agreement”) is made as of this ___ day of _____, 20___, by and between the State of Maryland (“the State”), acting by and through DHR (the “Department”), and _____ (“TO Contractor”), a corporation with its principal business office located at _____ and its principal office in Maryland located at _____.

RECITALS

WHEREAS, the TO Contractor has been awarded a Task Order Agreement (the “TO Agreement”) for the DHR OTHS ECMS TORFP No. OTHS/OTHS-11-007 PO#N00B1400048 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:

DHR OTHS:

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

SUBMIT AS REQUIRED IN SECTION 1.7 OF THE TORFP

ATTACHMENT 12 – TO CONTRACTOR SELF-REPORTING CHECKLIST

*The purpose of this checklist is for CATS II Master Contractors to self-report on adherence to procedures for task orders (TO) awarded under the CATS II master contract. Requirements for TO management can be found in the CATS II master contract RFP and at the TORFP level. The Master Contractor is requested to complete and return this form by the **Checklist Due Date** below. Master Contractors may attach supporting documentation as needed. Please send the completed checklist and direct any related questions to contractoversight@doit.state.md.us with the TO number in the subject line.*

Master Contractor:	
Master Contractor Contact / Phone:	
Procuring State Agency Name:	
TO Title:	
TO Number:	
TO Type (Fixed Price, T&M, or Both):	
Checklist Issue Date:	
Checklist Due Date:	
Section 1 – Task Orders with Invoices Linked to Deliverables	
A) Was the original TORFP (Task Order Request for Proposals) structured to link invoice payments to distinct deliverables with specific acceptance criteria? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, skip to Section 2.)	
B) Do TO invoices match corresponding deliverable prices shown in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____	
C) Is the deliverable acceptance process being adhered to as defined in the TORFP? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____	
Section 2 – Task Orders with Invoices Linked to Time, Labor Rates and Materials	
A) If the TO involves material costs, are material costs passed to the agency without markup by the Master Contractor? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____	
B) Are labor rates the same or less than the rates proposed in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____	
C) Is the Master Contractor providing timesheets or other appropriate documentation to support invoices? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____	
Section 3 – Substitution of Personnel	

Master Contractor:	
Master Contractor Contact / Phone:	
Procuring State Agency Name:	
TO Title:	
TO Number:	
TO Type (Fixed Price, T&M, or Both):	
Checklist Issue Date:	
Checklist Due Date:	
Section 1 – Task Orders with Invoices Linked to Deliverables	
<p>A) Was the original TORFP (Task Order Request for Proposals) structured to link invoice payments to distinct deliverables with specific acceptance criteria? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, skip to Section 2.)</p>	
<p>B) Do TO invoices match corresponding deliverable prices shown in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
<p>C) Is the deliverable acceptance process being adhered to as defined in the TORFP? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
Section 2 – Task Orders with Invoices Linked to Time, Labor Rates and Materials	
<p>A) If the TO involves material costs, are material costs passed to the agency without markup by the Master Contractor? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
<p>B) Are labor rates the same or less than the rates proposed in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
<p>C) Is the Master Contractor providing timesheets or other appropriate documentation to support invoices? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
Section 3 – Substitution of Personnel	
<p>A) Has there been any substitution of personnel? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, skip to Section 4.)</p>	
<p>B) Did the Master Contractor request each personnel substitution in writing? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	

C) Does each accepted substitution possess equivalent or better education, experience and qualifications than incumbent personnel?

Yes No (If no, explain why) _____

D) Was the substitute approved by the agency in writing?

Yes No (If no, explain why) _____

Section 4 – MBE Participation

A) What is the MBE goal as a percentage of the TO value? (If there is no MBE goal, skip to Section 5)

 %

B) Are MBE reports D-5 and D-6 submitted monthly?

Yes No (If no, explain why) _____

C) What is the actual MBE percentage to date? (divide the dollar amount paid to date to the MBE by the total amount paid to date on the TO)

_____ %

(Example - \$3,000 was paid to date to the MBE sub-contractor; \$10,000 was paid to date on the TO; the MBE percentage is 30% (3,000 ÷ 10,000 = 0.30))

D) Is this consistent with the planned MBE percentage at this stage of the project?

Yes No (If no, explain why) _____

E) Has the Master Contractor expressed difficulty with meeting the MBE goal?

Yes No

(If yes, explain the circumstances and any planned corrective actions)

Section 5 – TO Change Management

A) Is there a written change management procedure applicable to this TO?

Yes No (If no, explain why) _____

B) Does the change management procedure include the following?

Yes No Sections for change description, justification, and sign-off

Yes No Sections for impact on cost, scope, schedule, risk and quality (i.e., the impact of change on satisfying TO requirements)

Yes No A formal group charged with reviewing / approving / declining changes (e.g., change control board, steering committee, or management team)

C) Have any change orders been executed?

Yes No

(If yes, explain expected or actual impact on TO cost, scope, schedule, risk and quality)

D) Is the change management procedure being followed?

Yes No (If no, explain why) _____

ATTACHMENT 13 – LIVING WAGE AFFIDAVIT OF AGREEMENT

Contract No. _____

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: _____

**EXHIBIT A - TO CONTRACTOR'S EMPLOYEES AND AGENTS WHO WILL
BE GIVEN ACCESS TO THE CONFIDENTIAL INFORMATION**

Printed Name and Address
of Employee or Agent

Signature

Date

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

APPENDIX A – DHR SITE LIST

The DHR Site List includes the known DHR locations to be addressed by the Offeror in response to this TORFP. It is organized by jurisdiction and provides the physical address for ECMS workstation installation sites. FIA and CSEA user numbers are provided, where applicable. User and workstation numbers are provided and checkmarks indicate which ECMS Phases apply to each respective site.

Note: Grand totals for users and workstations as well as regional information for each jurisdiction are included at the end of this list.

#	OFFICE NAME	ADDRESS	FIA TOTAL USERS	CSEA TOTAL USERS	ADMIN	TOTAL REQUIRED WORKSTATIONS	PHASE 1	PHASE 2	PHASE 3
CENTRAL									
1	Saratoga State Center (SSC)	311 W. Saratoga Street Baltimore, MD 21201	82	26	FIA, CSEA	3	✓		✓
2	Department of Human Resources Information Systems (DHRIS)	6800 Deerpath Road Elkridge, MD 21075	25 (total users)		N/A	2	✓		✓
ALLEGANY COUNTY									
3	Allegany County Department of Social Services (DSS)	1 Frederick Street Cumberland, MD 21502	40	18	FIA, CSEA	3	✓		✓
4	Human Resource Development Center (HRDC)	125 Virginia Avenue Cumberland, MD 21502	8	N/A	FIA	2	✓		✓
ANNE ARUNDEL COUNTY									
5	Anne Arundel County DSS - Annapolis	80 West Street Annapolis, MD 21401	36	N/A	FIA	4	✓		✓
6	Anne Arundel County DSS - Glen Burnie	7500 Ritchie Highway Glen Burnie, MD 21061	32	N/A	FIA	4	✓		✓

#	OFFICE NAME	ADDRESS	FIA TOTAL USERS	CSEA TOTAL USERS	ADMIN	TOTAL REQUIRED WORKSTATIONS	PHASE 1	PHASE 2	PHASE 3
7	Anne Arundel County Office of Child Support Enforcement (OCSE) (Metro Office)	44 Calvert Street Annapolis, MD 21401	N/A	43	CSEA	2	✓		✓
BALTIMORE CITY									
8	Baltimore City DSS – Dunbar-Orangeville Center	2919 E. Biddle Street Baltimore, MD 21213	66	N/A	FIA	2	✓		✓
9	Baltimore City Central Office & FIA Customer Care Center	1510 Guilford Avenue Baltimore, MD 21202	40	N/A	FIA	2	✓		✓
10	Baltimore City DSS – Southwest Center	1223 W. Pratt Street Baltimore, MD 21223	75	N/A	FIA	2	✓		✓
11	Baltimore City DSS – Harford-North Center	2000 N. Broadway Baltimore, MD 21213	55	N/A	FIA	2	✓		✓
12	Baltimore City DSS – Hilton Heights Center	500 N. Hilton Street Baltimore, MD 21229	43	N/A	FIA	2	✓		✓
13	Baltimore City DSS – Northwest Center	5818 Reisterstown Road Baltimore, MD 21215	78	N/A	FIA	2	✓		✓
14	Baltimore City OCSE	1 N. Charles Street Baltimore, MD 21218	N/A	25	CSEA	0		✓	✓
15	Baltimore City DSS – Penn-North Center	2500 Pennsylvania Avenue Baltimore, MD 21217	63	N/A	FIA	2	✓		✓
16	Baltimore City DSS – Harbor View Center	18 Reedbird Avenue Baltimore, MD 21225	37	N/A	FIA	2	✓		✓

#	OFFICE NAME	ADDRESS	FIA TOTAL USERS	CSEA TOTAL USERS	ADMIN	TOTAL REQUIRED WORKSTATIONS	PHASE 1	PHASE 2	PHASE 3
17	Baltimore City DSS – Clifton Johnston Square Center	2000 N. Broadway Baltimore, MD 21213	70	N/A	FIA	2	✓		✓
18	Baltimore City DSS – Central Medical Assistance	1920 N. Broadway Baltimore, MD 21213	46	N/A	FIA	2	✓		✓
19	Baltimore City DSS – FIB Quality Assurance & PI/IM Operations/Job	1510 Guilford Avenue Baltimore, MD 21202	20	N/A	FIA	2	✓		✓
BALTIMORE COUNTY									
20	Baltimore County OCSE (Metro Office)	170 Ridgely Road Lutherville, MD 21093	N/A	55	CSEA	2	✓		✓
21	FIA Long Term Care Center	910 Frederick Road Catonsville, MD 21228	34	N/A	FIA	2	✓		✓
22	Baltimore County DSS – Catonsville	910 Frederick Road Catonsville, MD 21228	11	N/A	FIA	2	✓		✓
23	Baltimore County DSS – Dundalk	1400 Merritt Boulevard Dundalk, MD 21222	22	N/A	FIA	2	✓		✓
24	Baltimore County DSS – Essex	439 Eastern Avenue Essex, MD 21221	22	N/A	FIA	2	✓		✓
25	Baltimore County DSS – Reisterstown	134 Chartley Drive Reisterstown, MD 21136	29	5	FIA	2	✓		✓
26	Baltimore County DSS – Towson	6401 York Road Towson, MD 21286	51	N/A	FIA	2		✓	✓

#	OFFICE NAME	ADDRESS	FIA TOTAL USERS	CSEA TOTAL USERS	ADMIN	TOTAL REQUIRED WORKSTATIONS	PHASE 1	PHASE 2	PHASE 3
CALVERT COUNTY									
27	Calvert County DSS	200 Duke Street Prince Frederick, MD 20678	18	11	FIA, CSEA	2	✓		✓
CAROLINE COUNTY									
28	Caroline County DSS (Satellite office)	300 - 304 Market Street Denton, MD 21629	29	12	FIA, CSEA	3	✓		✓
29	Caroline County DSS	207 S. 3rd Street Denton, MD 21629	N/A	2	CSEA	1	✓		✓
CARROLL COUNTY									
30	Carroll County DSS	10 Distillery Drive Westminster, MD 21157	23	14	FIA, CSEA	3	✓		✓
CECIL COUNTY									
31	Cecil County DSS	170 E. Main Street Elkton, MD 21921	33	13	FIA, CSEA	3	✓		✓
CHARLES COUNTY									
32	Charles County DSS	200 Kent Avenue La Plata, MD 20646	24	9	FIA, CSEA	4	✓		✓
DORCHESTER COUNTY									
33	Dorchester County DSS	627 Race Street Cambridge, MD 21613	18	11	FIA, CSEA	3	✓		✓
FREDERICK COUNTY									

#	OFFICE NAME	ADDRESS	FIA TOTAL USERS	CSEA TOTAL USERS	ADMIN	TOTAL REQUIRED WORKSTATIONS	PHASE 1	PHASE 2	PHASE 3
34	Frederick County DSS	100 E. All Saints Street Frederick, MD 21701	31	12	FIA, CSEA	4	✓		✓
GARRETT COUNTY									
35	Garrett County DSS	12578 Garrett Highway Oakland, MD 21550	15	5	FIA, CSEA	3	✓		✓
36	Garrett County DSS (Satellite office)	28 Hershberger Lane Grantsville, MD 21536	6	N/A	FIA	2	✓		✓
HARFORD COUNTY									
37	Harford County OCSE	101 S. Main Street Bel Air, MD 21014	N/A	20	CSEA	2	✓		✓
38	Harford County – W.A.G.E. Connection DHR/Department of Labor, Licensing and Regulation (DLLR)	975 Beards Hill Road Aberdeen, MD 21001	11	N/A	FIA	2	✓		✓
39	Harford County DSS	2 S. Bond Street Bel Air, MD 21014	30	N/A	FIA	3	✓		✓
HOWARD COUNTY									
40	Howard County DSS	7121 Columbia Gateway Drive Columbia, MD 21044	27	15	FIA, CSEA	3	✓		✓
KENT COUNTY									
41	Kent County OCSE	315 High Street Chestertown, MD 21620	N/A	4	CSEA	2	✓		✓

#	OFFICE NAME	ADDRESS	FIA TOTAL USERS	CSEA TOTAL USERS	ADMIN	TOTAL REQUIRED WORKSTATIONS	PHASE 1	PHASE 2	PHASE 3
42	Kent County DSS	350 High Street Chestertown, MD 21620	8	N/A	FIA	2	✓		✓
MONTGOMERY COUNTY									
43	Montgomery County OCSE (Metro office)	51 Monroe Street Rockville, MD 20850	N/A	55	CSEA	2	✓		✓
PRINCE GEORGE'S COUNTY									
44	Prince George's County DSS and OCSE (Metro Office)	4235 28th Avenue Temple Hills, MD 20748	52	80	FIA, CSEA	2 (FIA)	✓	✓	✓
45	Prince George's County DSS (Satellite OCSE office)	6505 Belcrest Rd Hyattsville, MD 20782	64	2	FIA, CSEA	2 (FIA)	✓	✓	✓
46	Prince George's County DSS (Satellite OCSE office)	425 Brightseat Road Landover, MD 20785	65	2	FIA, CSEA	2 (FIA)	✓	✓	✓
QUEEN ANNE'S COUNTY									
47	Queen Anne's County OCSE	122 Coursevall Drive Centreville, MD 21617	N/A	3	CSEA	2	✓		✓
48	Queen Anne's County DSS	125 Comet Drive Centreville, MD 21617	8	N/A	FIA	2	✓		✓
ST. MARY'S COUNTY									
49	St. Mary's County DSS (Satellite office)	21775 Great Mills Road Lexington Park, MD 20653	8	5	FIA, CSEA	2	✓		✓

#	OFFICE NAME	ADDRESS	FIA TOTAL USERS	CSEA TOTAL USERS	ADMIN	TOTAL REQUIRED WORKSTATIONS	PHASE 1	PHASE 2	PHASE 3
50	St. Mary's County DSS	23110 Leonard Hall Drive Leonardtown, MD 20650	12	9	FIA, CSEA	3	✓		✓
SOMERSET COUNTY									
51	Somerset County DSS	30397 Mt. Vernon Road Princess Anne, MD 21853	18	8	FIA, CSEA	2	✓		✓
TALBOT COUNTY									
52	Talbot County DSS	301 Bay Street Easton, MD 21601	12	3	FIA, CSEA	3	✓		✓
WASHINGTON COUNTY									
53	Washington County DSS	122 N. Potomac Street Hagerstown, MD 21740	46	25	FIA, CSEA	4	✓		✓
WICOMICO COUNTY									
54	Wicomico County DSS	201 Baptist Street Salisbury, MD 21801	28	17	FIA, CSEA	4	✓		✓
WORCESTER COUNTY									
55	Worcester County DSS	299 Commerce Street Snow Hill, MD 21863	16	N/A	FIA	2	✓		✓
56	Worcester County OCSE	422 W. Market Street Snow Hill, MD 21863	N/A	10	CSEA	2	✓		✓

User Numbers:

Total Estimated Site List Users	2,106
Total DHR Entity/Partner Estimated Retrieval-Only Users	459
Grand Total of Estimated ECMS Users	2,565

Workstation Numbers:

Central	5
Allegany County	5
Anne Arundel County	10
Baltimore City	22
Baltimore County	14
Calvert County	2
Caroline County	4
Carroll County	3
Cecil County	3
Charles County	4
Dorchester County	3
Frederick County	4
Garrett County	5

Harford County	7
Howard County	3
Kent County	4
Montgomery County	2
Prince George's County	6
Queen Anne's County	4
St. Mary's County	5
Somerset County	2
Talbot County	3
Washington County	4
Wicomico County	4
Worcester County	4
Grand Total DHR Site List Workstations	132

Site List by Region:

#	Region	Jurisdiction
1	Eastern Shore	Caroline County, Cecil County, Dorchester County, Kent County, Queen Anne’s County, Somerset County, Talbot County, Wicomico County, Worcester County
2	Northern	Anne Arundel County, Baltimore City, Baltimore County, Carroll County, Harford County, Howard County
3	Southern	Calvert County, Charles County, Montgomery County, Prince George’s County, St. Mary’s County
4	Western	Allegany County, Frederick County, Garrett County, Washington County

APPENDIX B – PROJECT GLOSSARY

ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
A	
AD	Active Directory
ADA	Americans with Disabilities Act
Administration	One of the three prime components of DHR (FIA, CSEA, SSA).
AU	Assistance Unit
B	
Backfile	Refers to files, open or closed, that existed before the system go-live.
BAFO	Best and Final Offer
Bitonal	Black and white (for the purpose of this TORFP)
BMAN	Baltimore Metropolitan Area Network
BPMS	Business Process Management Solution
BPOC	Billing Point of Contact
Business day	Any day DHR recognizes as part of the standard work week (Monday – Friday). Synonym: working day
C	
Calendar day	Any day of the week, including non-business days.
CARES	Client Automated Resource and Eligibility System
Case worker	Title given to those who manage cases for FIA and CSEA. Synonym: Case Specialist
CATS II	Consulting and Technical Services II
CCC	Customer Care Center
CCB	Change Control Board
CCITT	International Telegraph and Telephone Consultative Committee

ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
CD	Compact Disc
CFR	Code of Federal Regulations
CIO	Chief Information Officer
CIS	Client Information System
CLID	Client Identification Number
COMAR	Annotated Code of Maryland Regulations
Content Management	The technologies, strategies, methods and tools used to capture, manage, share, store, protect and deliver content related to an organization and its processes.
COOP	Continuity of Operations
COTS	Commercial-off-the-shelf
CP	Custodial Parent
CPS	Child Protective Services
CRA	Cooperative Reimbursement Agency (There are 36 CRAs within the 24 jurisdictions. CRAs are made up of: State's Attorney Offices, Sheriff Offices, Master Offices, and the State Clerk of the Court Office)
CSEA	Child Support Enforcement Administration
CSES	Child Support Enforcement System
CSV	comma-separated values
D	
Day forward	Refers to case files created on the day of ECMS go-live and forward from that date.
DBMS	Database Management System
DHMH	Department of Health and Mental Hygiene
DHR	Maryland Department of Human Resources - synonyms include: the Department; the State
DHRIS	Maryland Department of Human Resources Information Systems

ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
DHRNet	Maryland Department of Human Resources Network
DMZ	Demilitarized Zone
Document	A single or multi-page (physical or digital) object that represents information about a particular subject.
DoIT	Department of Information Technology
dpi	dots per inch
DS3	Digital Signal 3
DSS	Department of Social Services
E	
EA	Enterprise Architecture
EBT	Electronics Benefits Transfer
ECM	Enterprise Content Management
ECMS	Enterprise Content Management Solution
ECMS Phase	Enterprise Content Management Solution Phase refers to a phase in the three-phase approach to delivering the services requested in this TORFP: <ul style="list-style-type: none"> • Phase 1 – ECMS Document Input and Retrieval • Phase 2 – ECMS Statewide Electronic Document Repository (SEDR) Data Migration • Phase 3 – ECMS Advanced Features (Retrieval, Reports, User Account Management)
ECMS Workstation	Any configured workstation solely used for the ECMS.
EPMO	Enterprise Project Management Office
EUSP	Electric Universal Service Program
F	
FFP	Firm, Fixed Price
FIA	Family Investment Administration

ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
FRD	Functional Requirements Document
FSP	Food Supplement Program
FY	Fiscal year
H	
HHS	Health and Human Services
HIPAA	Health Insurance Portability and Accountability Act
Historical	Refers to existing case files created before ECMS go-live that are not current but hold historical data about a case.
HTML	HyperText Markup Language
I	
ID	Identification
Image	The digital equivalent of one side of a single sheet of paper.
IP	Intellectual Property
IRN	Individual Registration Number
IT	Information Technology
ITMP	Information Technology Master Plan
IV&V	Independent Verification and Validation
J	
Jurisdiction	One of the 24 divisions of Maryland which includes 23 counties and Baltimore City.
L	
LAN	Local Area Network
LHD	Local health department
LDAP	Lightweight Directory Access Protocol

ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
LDSS	Local Department(s) of Social Service house staff for all three administrations (FIA, CSEA, SSA) with some exceptions. In some districts, CSEA operations are handled in a separate office known as a metro or satellite office and are not collocated with LDSS. Some LDSS also house entities that partner with DHR to serve its customer base. Synonyms: DSS, district office
LTC	Long Term Care
LTCC	Long Term Care Center
M	
MA	Medical Assistance
Master Contractor	Contractors eligible to bid on any CATS TORFP.
MBE	Minority Business Enterprise
MCHP	Maryland Children’s Health Program
MD CHESSIE	Maryland Children’s Electronic Social Services Information Exchange
MEAP	Maryland Energy Assistance Program
MEMA	Maryland Emergency Management Agency
MMIS II	Medicaid Management Information System
MPLS	Multiprotocol Label Switching
MS	Microsoft
MSDE	Maryland State Department of Education
MTAF	Maryland Technology Architecture Framework
N	
NCP	Non-custodial Parent
NTE	Not to Exceed - This means a discrete dollar amount, stated in any Task order, that may not be exceeded. If a Contractor reaches this NTE Ceiling while performing a Task order it shall stop performing any services for which it would seek payment beyond the NTE Ceiling amount to allow the continuation of services.
NTP	Notice to Proceed

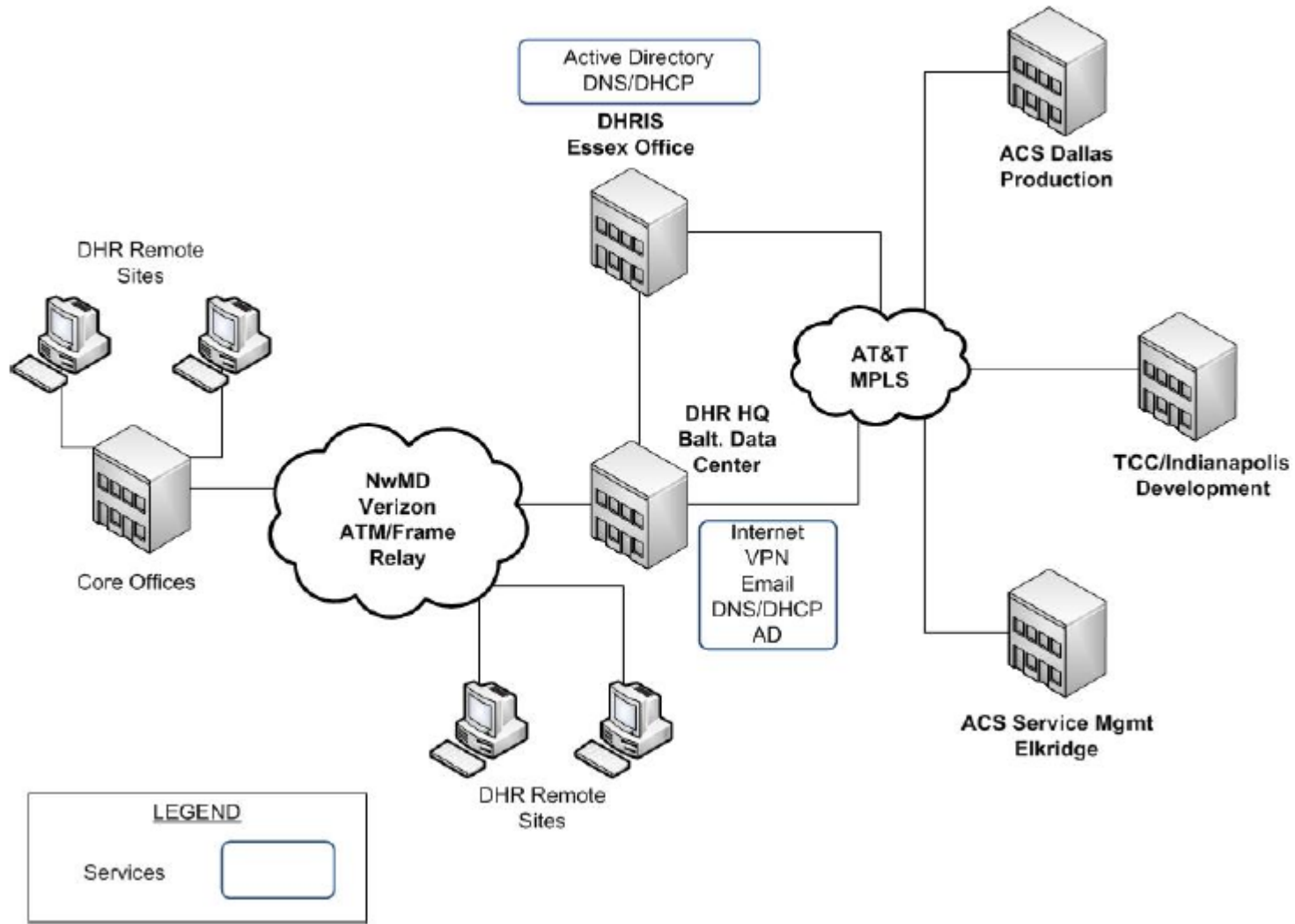
ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
nwMD	network Maryland
O	
OC	Optical Carrier
OCSE	Federal Office of Child Support Enforcement
Offeror	Any respondent to this TORFP.
OHEP	Office of Home Energy Programs
OIG	Office of the Inspector General
OLM	Office of Licensing and Monitoring
OMB	Office of Management and Budget
OPP	Overpayment Processing
OTHS	Office of Technology for Human Services
OU	Organization Unit
P	
Page	The physical or digital equivalent of both sides of a single sheet of paper.
PC	Personal Computer
PDF	Portable Document Format
PII	Personally Identifiable Information
PMP	Project Management Plan
PMBOK	Project Management Body of Knowledge
POC	Purchase of Care
POP	Period of Performance
PPM	Portfolio and Project Management
PRC	Performance Readiness Committee
Q	

ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
QA	Quality assurance
QC	Quality control
R	
RDMBS	Relational Database Management System
RISE	Reaching Independence and Stability through Employment
S	
SAIL	Service Access and Information Link
SAS 70	Statement on Auditing Standards No. 70
SDLC	System Development Life Cycle
SDLC Phase	System Development Life Cycle Phase refers to a phase in the State of Maryland SDLC methodology.
SDD	Systems Development Division
SEDR	Statewide Electronic Document Repository
Shall	Precedes a requirement that must be addressed by the Offeror in response to this TORFP.
Site	Refers to any DHR location that engages in work that receives and/or processes client/case information related to any of the programs administered through FIA and CSEA. Synonyms include: LDSS, district office(s), satellite office and metro office.
SLA	Service Level Agreement
SNAP	Supplemental Nutrition Assistance Program
Social worker	Title given to those who manage cases for SSA.
SOP	Standard Operating Procedure
SOW	Statement of Work
SSA	Social Services Administration
SSC	Saratoga State Center

ECMS Project Glossary	
<i>Acronym/Term</i>	<i>Definition</i>
SSL	Secure Sockets Layer
Subcontractor	Any entity that is under contract to the Prime TO Contractor to provide a service that is requested in this TORFP.
T	
T&M	Time and Materials
TANF	Temporary Assistance to Needy Families
TCA	Temporary Cash Assistance
TDAP	Temporary Disability Assistance Program
TIFF	Tagged Image File Format
TO	Task Order
TOA	Task Order Agreement
TO Contractor	The Master Contractor who receives the Contract award from this CATS II TORFP.
TORFP	Task Order Request for Proposal
U	
UPS	Uninterruptible Power Supply
USC	United States Code
V	
Validation	Checking images for quality.
VPN	Virtual Private Network
W	
WAN	Wide Area Network
WBS	Work Breakdown Structure
WORKS	Program that helps participants transition into and learn skills for jobs.

APPENDIX C-1 – DHR CURRENT NETWORK ARCHITECTURE

Overview of Current Network Architecture



APPENDIX C-2 – DHR SYSTEMS/NETWORK INFORMATION

DHR NETWORK:

DHR Internet

The DHR Internet consists of approximately 5,000 Web pages and receives about 8 million hits per month. The DHR Internet consists of static html pages and some PHP/PERL applications.

DHR Intranet

The DHRNet, the DHR Intranet, consists of approximately 9,000 Web pages and receives about 3 to 4 million hits per month from DHR employees. The DHRNet consists of static html pages and some PHP/PERL applications.

DHR SYSTEMS:

CIS

The Client Information System (CIS) is a mainframe-hosted system currently residing on an IBM mainframe located in a secure IBM GS facility in Gaithersburg, Maryland. The CIS is a set of complex, custom developed, automated processes that provides a centralized store of information on DHR customers and determines their eligibility for agency services.

CIS supports the business activities of many DHR's programs – the Federal Title IV-A (TANF), Title XVI (Supplemental Security Income) and Title IV-D (CSE) of the Social Security Act. The Food Stamps (Title 7 USC) and Medical Assistance Programs (primarily Titles XIV, XIX and XXI of the Social Security Act) are integrated with the previously listed benefits programs and a number of social services reporting requirements.

CIS is composed of the following subsystems: CARES, Services, and CSES.

CARES

The Client Automated Resource and Eligibility System (CARES) component of the DHRIS is a mainframe application that maintains individual and case-level information. CARES determines technical and financial eligibility for public assistance programs, calculates and initiates benefits issuance, produces necessary management reports and interfaces with the Department of Health and Mental Hygiene's (DHMH) Medicaid Management Information System (MMIS II). CARES also identifies, tracks, and provides timely notification to workers and supervisors for all actions required to complete case processing.

CSES

The Child Support Enforcement System (CSES) component of the DHRIS is a Web-based application that maintains a database of information pertaining to child support cases registered in the state of Maryland. CSES also provides functionality for registering child support cases (Intake), locating parties to child support cases (Locate), and establishment of paternity and child support (Establishment), enforcement of child support and medical support court orders (Enforcement), and collecting and disbursing payments (Financial). CSES interfaces with State, Federal and private agencies for the purpose of performing locations, maintaining current participant demographics, payment collection and disbursement, and enforcement of court orders.

SERVICES

The Services component of the CIS is basically a reporting system for the DHR Services programs tracking client registration and program participation.

MD CHESSIE

The Maryland Children's Electronic Social Services Information Exchange (MD CHESSIE) provides DHR Social Services workers with a comprehensive, automated information system that utilizes advanced technology to meet current and projected operational requirements. The functionality of MD CHESSIE is divided into two components: the Functional modules and the System Foundation modules. The Functional modules consist of functionality required to support the child welfare staff and management throughout the lifecycle of a case, including: Intake, Investigation, Service Case Management, and Financial Management. The System Foundation modules serve as a framework to support the case management delivery, and they include: Workload Management, Administrative Functions, Provider Management, Staff Management, Document Management, and Interface Management. MD CHESSIE results in improved productivity through enhanced data accessibility, reduced paperwork for caseworkers, the elimination of redundant data entry, reduced data entry errors, and enhanced monitoring of service delivery and effectiveness.

SAIL

SAIL is the Service Access and Informational Link benefit evaluation system that is a public facing, Web-based application used by Maryland citizens to determine benefit eligibility. SAIL enables Maryland residents who have human service needs to apply, renew, change or learn about various social services programs administered by the State of Maryland. SAIL allows individuals or community representatives to access the Web-based system to complete eligibility screening, on-line applications, report changes in household circumstances, and complete the renewal process to continue their benefits. In addition, SAIL contains information and links to community resources that may be beneficial to the individual.

WORKS

WORKS is the Work Programs System or Work System, a rewrite of the WOMIS application. WORKS is a Web-based system that enables FIA to attain its goal of helping clients achieve self-sufficiency. The system provides two important functions. First, it provides a data-entry component used in tracking clients' activities and attendance. Secondly, it provides a reporting function to assist FIA in ensuring the federally defined work participation rates are being met. An increase or decrease in participation rates can mean millions of dollars of additional federal funding or the potential reduction of existing funding levels.

Adoption Notifications

Adoption Notifications is a Web-based system of posting adoption notices on DHR's Internet page for a specified period of time, 30 calendar days. The notices are time-stamped and retained for future retrieval. The system is a .NET based Front-End and a SQL Server 2005 for the DBMS. The posting is a link from DHR's home page.

eChild

eChild is an extension of the CSES on the Web. The application offers an extension of services via the Web.

OHEP (Office of Home Energy Programs)

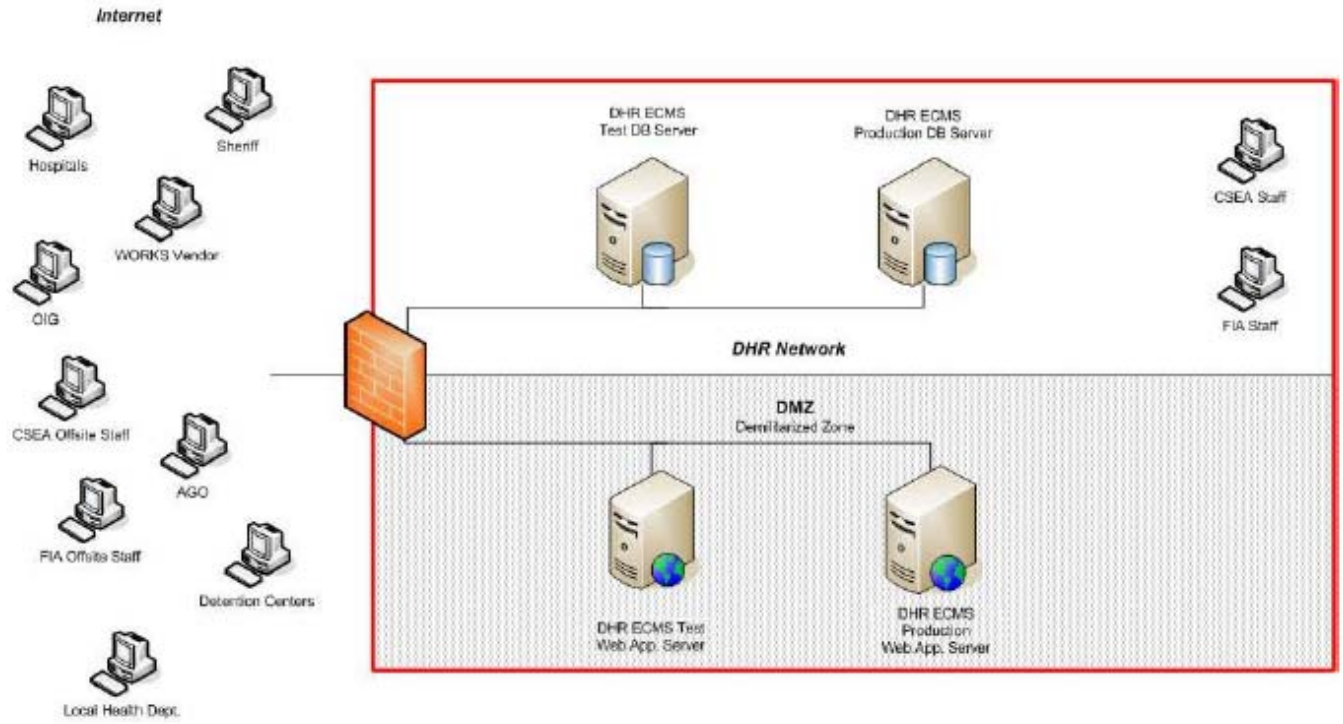
OHEP is a Web-based system used to facilitate the energy assistance program process. OHEP utilizes .NET technologies and Oracle RDBMS.

Clarity

Clarity is the OTHS IT Governance tool. The CA Clarity Application is a robust, scalable and flexible Project and Portfolio Management (PPM) system built on a Web-services platform and consists of PPM functionality, pre-packaged content, and IT governance-specific modules. It provides a systematic approach for managing all risk and control activities from a single system of record.

APPENDIX D – ECMS INTERNET-BASED SAMPLE SYSTEM ARCHITECTURE

**DHR ECMS
Internet-Based Sample System Architecture**



APPENDIX E – DHR PC DESKTOP STANDARDS

Revised July 14, 2010

Dell Hardware is the standard DHR desktop. Listed below are the current Minimum hardware, software and warranty requirements. Solicitations to vendors may be greater.

Hardware Requirements

- Business Class Workstation
- Processor: 2.4 GHz, Pentium 4
- Memory: 2.0 GB
- Monitor: 17’’ Flat Panel Color Monitor, 1024 x 768 resolution @ 75Hz., 64M colors
- Graphics: AGP w/8MB video memory
- Hard Drive 120GB
- Network Card: 10/100 Ethernet
- CD-ROM (24x)/DVD-ROM (8x) Combo Drive
- 1.44MB Floppy Drive
- A minimum of two (2) USB ports
- Mouse: Optical PS/2 or USB

Software and Warranty Requirements

- Operating System: Windows XP Professional
- Office Productivity Suite: Microsoft 2003 and Microsoft 2007 Professional
- Extra Attachment 9.0 (for new desktops that are not replacements)
- Keep Your Hard Drive Option – 3 Year
- Hardware Resource CD
- Warranty: 3 Year Next Business Day Onsite

All components must be certified on the Windows 2000/XP Pro compatibility list.

APPENDIX F – DHR WEB PUBLISHING STANDARDS

Version 4, May 6, 2010

The TO Contractor shall be compliant with the minimum Web publishing standards set forth:

DISABILITY ACCESS

The interface must:

- A. be in compliance with the Americans with Disabilities Act (ADA), Section 508 of the 1998 Rehabilitation Act and the State Information Technology Non-Visual Access Regulations.(COMAR 17.06.02.01A)
- B. use the alt tag on all images to simply describe the image
- C. be able to pass ADA Section 508 compliance testing
- D. be tested on a JAWS or Window-Eyes screen reader

ECONOMIC ACCESS

The interface must:

- A. be designed for a 1024 pixels by 768 pixels screen resolution and be tested to display on Internet Explorer Versions 7 and 8 without errors
- B. all pages must be functionally useable within a range of monitor resolutions such as 800 pixels by 600 pixels and 1280 by 1024 pixels, with a 256 color display
- C. utilize Web page enhancements/plugin file types that can be viewed by current versions of Adobe Acrobat

STYLE

The interface must:

- A. be compliant with the DHR/OTHS branded look
- B. display a “date last revised” footer
- C. have all links in blue, underlined font
- D. ensure that all non-linked text is not in blue and/or underlined font
- E. specify table cell widths using static or dynamic values
- F. specify width and height values for all images

TECHNICAL ELEMENTS

The interface must:

- A. include an appropriate title tag
- B. use subjective links
- C. place images in a subdirectory named, “images”
- D. not contain on any unlinked files on the Website
- E. use a logical, easy-to-follow file naming convention
- F. be written in structured, easily editable, and well-documented code free of unnecessary code characters
- G. have content approved by the DHR Communications Office
- H. be first published on the Web development server, or other internal test site, and receive a customer acceptance sign off before Internet server posting
- I. be reviewed for compliance with these standards by the OTHS CIO or designee
- J. be uploaded to the DHR Internet server by the OTHS Internet office
- K. reduce page size in order to optimize and speed up loading
- L. ensure that source images reside on the Application server

APPENDIX G – DOCUMENT TYPES

The following table lists some of the most common document types for CSEA and FIA. This list is not exhaustive, but is a representative sample of document types. Although the State believes that this information is factual, it makes no warranty that the information is either accurate or error-free. The State reserves the right to modify this list at any time and will ensure that the changes are communicated to the TO Contractor.

<i>CSEA Document Types</i>
1. Application for Enforcement Services 980
2. Birth Certificate
3. Case Audit
4. Certified Statement of Balance (Interstate Cases)
5. Court Orders
6. Fiscal Adjustment Request
7. Guide Line Worksheets
8. Interstate Request for Redirect
9. Investigation or Protest Request
10. Medical Support Changes
11. Miscellaneous Documents
12. Other Legal Documents
13. Photo ID
14. Proof of Address
15. Proof of Income
16. SSN Card
17. Written Request for Closure

<i>FIA Document Types</i>
1. Application for Assistance 9701
2. Asset Verification
3. Birth Certificate
4. Expenses
5. FIA Change Report Form
6. Medical Assistance Application 9708
7. Miscellaneous Documents
8. OHEP Application
9. Photo ID
10. Proof of Address
11. Proof of Income
12. Redetermination Documents (Recertification)
13. Request for Information to Verify Eligibility
14. SSN Card

APPENDIX H – LABOR CATEGORIES

The following section describes the labor categories, duties and required education and expertise to be provided under the TORFP:

1. Program Manager

Duties: Acts as the TO Contractor’s manager for the Contract, and serves as the primary point of contact for the Master Contractor with the State regarding the Contract. Performs overall management for Contract support operations. Organizes, directs, and coordinates the planning and production of all Contract activities, projects and support activities, including those of subcontractors. Oversees the development of or develops work breakdown structures, charts, tables, graphs, major milestone calendars and diagrams to assist in analyzing problems and making recommendations. Demonstrates excellent written and verbal communication skills. Establishes and alters corporate management structure to direct effective and efficient Contract support activities. Must be capable of negotiating and making binding decisions for the TO Contractor.

Education: A Bachelor’s Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline is required. Project management certification from an accredited project management program is required. A Master’s degree is preferred.

General Experience: At least five (5) years of experience in program or project management is required.

Specialized Experience: At least three (3) years of experience in supervision or oversight of IT-related programs or projects is required.

2. Project Manager

Duties: Performs day-to-day management of the project, identifies issues and risks and recommends possible issue and risk mitigation strategies associated with the project. Reports directly to the Program Manager. Works in conjunction with the Program Manager to serve as a facilitator between the State and TO Contractor. Is responsible for ensuring that work performed under TOs is within scope, consistent with requirements, and delivered on time and on budget. Identifies critical paths, tasks, dates, testing, and acceptance criteria. Provides solutions to improve efficiency (e.g., reduce costs while maintaining or improving performance levels). Monitors issues and provides resolutions for up-to-date status reports. Demonstrates excellent writing and oral communications skills. Ensures prompt completion of project deliverables.

Education: A Bachelor’s Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline is required. Project management certification from an accredited project management program is required. A Master’s degree is preferred.

General Experience: At least five (5) years of experience in project management is required.

Specialized Experience: At least three (3) years of experience in managing IT related projects is required. Must be able to demonstrate a leadership role in at least three successful projects that were delivered on time and on budget.

3. Senior Subject Matter Expert

Duties: Offers expert guidance in a particular subject matter area that is vital to the project. The area of expertise may be related to a specific discipline required by the State agency including, but not limited to: information technology, electronic document management, health care, education, public safety, social services, human resources, transportation, and environment. Requires expertise in the formulation of specifications and in the execution of technical initiatives in vertical areas. Defines requirements, performs analyses, and develops plans and requirements for systems.

Education: A Bachelor’s Degree from an accredited college or university in the specific discipline required by the State. A Master’s Degree or Ph.D. Degree is preferred.

General Experience: At least five (5) years of relevant industry experience in the discipline is required.

Specialized Experience: At least five (5) years of combined new and related older technical experience in the IT field directly related to the required area of expertise.

4. Subject Matter Expert

Duties: Defines the problems and analyzes and develops plans and requirements in the subject matter area for moderately complex to complex systems. Coordinates and manages the preparation of analyses, evaluations, and recommendations for proper implementation of programs and systems specifications including, but not limited to: information technology, electronic document management, health care, education, public safety, social services, human resources, transportation, and environment.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline is required. A Master's Degree is preferred.

General Experience: At least three (3) years of experience in the IT field is required.

Specialized Experience: At least two (2) years of combined new and related older technical experience in the IT field directly related to the required area of expertise.

5. Senior Computer Software/Integration Analyst

Duties: Must be knowledgeable in implementing computer systems in a phased approach of requirements analysis and conceptual design, site survey, system design review, critical design review, installation, integration, and testing. Must be knowledgeable in performing requirements analysis for a wide range of users in areas such as electronic document management, content management, data migration and conversion and office automation. Must be able to present system designs for user approval at formal reviews. Must be capable of performing configuration management, software integration, interpreting software test results, and recommending solutions for unsatisfactory test results. Must be knowledgeable in life-cycle support, including maintenance, administration, and management. Must be able to provide solutions to identified software problem reports.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline is required. A Master's Degree is preferred.

General Experience: At least five (5) years of progressive working experience as a computer specialist or a computer systems analyst is required.

Specialized Experience: At least three (3) years of experience as a Computer Systems Analyst is required.

6. Senior Computer Specialist

Duties: Must be able to determine costs for converting computer systems from one language or machine to another by using compilers, simulators, emulators, and/or language translators and to recommend better utilization of operating systems capabilities for improving system efficiency. Develops, manages, maintains, and evaluates current state-of-the-art computer hardware, software, and software development tools; evaluates their ability to support specific requirements and interface with other equipment and systems; determines potential and actual bottlenecks and proposes recommendations for their elimination; and makes recommendations for system improvements that will result in optimal hardware and software use.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required. A Master's Degree is preferred.

General Experience: At least five (5) years of computer experience is required in at least two of the following disciplines: system analysis, system programming, application programming, and equipment analysis.

Specialized Experience: At least three (3) years of experience either as a computer hardware or systems software specialist or as a systems analyst with duties relating to the evaluation of third and fourth generation of current state-of-the-art computer hardware and software and its ability to support specific requirements for hardware and software evaluation, system management, or large-scale system development and maintenance is required.

7. Junior Computer Specialist

Duties: Must be able to determine costs for converting computer systems from one language or machine to another by utilizing compilers, simulators, emulators, and/or language translators and recommend better utilization of operating systems capabilities to improve system efficiency. Must be able to develop, manage, maintain, and evaluate state-of-the-art computer hardware, software, and software development tools; evaluate their ability to support specific requirements and interface with other equipment and systems; determine potential and actual bottlenecks; propose recommendations for their elimination; and make recommendations for systems improvements that will result in optimal hardware and software usage.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least three (3) years of computer experience in at least one (1) of the following disciplines: systems analysis, systems programming, application programming, or equipment analysis is required.

Specialized Experience: At least one (1) year of experience as either a computer hardware and/or systems software specialist, or as a systems analyst with duties relating to the evaluation of third- and fourth-generation or state-of-the-art computer hardware and software and its ability to support specific requirements for systems management or large-scale system development and maintenance is required.

8. Senior Computer Systems Analyst

Duties: Provides technical and administrative direction for personnel performing software development tasks, including the review of work products for correctness, adherence to the design concept and to user standards and for progress in accordance with schedules. Must be able to coordinate with the Program Manager and Project Manager to ensure problem solution and user satisfaction. Makes recommendations, if needed, for approval of major systems installations. Prepares milestone status reports and deliveries/presentations on the system concept to colleagues, subordinates, and end user representatives. Provides daily supervision and direction to support staff.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required. A Master's Degree is preferred.

General Experience: At least five (5) years of computer experience working independently or under general direction on complex application problems involving all phases of systems analysis is required.

Specialized Experience: At least three (3) years of experience in analysis and design of business applications for complex large-scale or mid-tier computer systems, or LAN-based systems, to include experience in database management systems and use of programming languages is required. Knowledge of current storage and retrieval methods and demonstrated ability to formulate specifications for computer programmers to use in coding, testing, and debugging of computer programs is required.

9. Junior Computer Systems Analyst

Duties: Develops requirements for information systems from a project's inception to conclusion. Develops required specifications for simple to moderately complex systems. Assists senior computer systems analyst in preparing input and test data for the proposed system.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least three (3) years of computer experience in assignments of a technical nature working under close supervision and direction is required.

Specialized Experience: At least one (1) year of experience in analyzing and programming applications on large-scale or mid-tier computers (or LAN-based) with a minimum of one (1) year of design and programming of moderately complex IT systems is required.

10. Applications Development Expert

Duties: Provides design recommendations based on long-term IT organization strategy. Develops enterprise-level application and custom integration solutions including major enhancements and interfaces, functions and features. Uses a variety of platforms to provide automated systems applications to customers. Provides expertise regarding the integration of applications across the business. Determines specifications, then plans, designs, and develops the most complex and business critical software solutions, utilizing appropriate software engineering processes – either individually or in concert with a project team. Assists in the most difficult support problems.

Develops programming and development standards and procedures as well as programming architectures for code reuse. Has in-depth knowledge of state-of-the-art programming languages and object-oriented approach in designing, coding, testing and debugging programs. Understands and consistently applies the attributes and processes of current application development methodologies. Researches and maintains knowledge in emerging technologies and possible application to the business. Viewed both internally and externally as a technical expert and critical technical resource across multiple disciplines. Acts as an internal consultant, advocate, mentor and change agent.

Education: A High School Diploma or equivalent is required. Preference for a Bachelor's or a Master's Degree in Computer Science, Information Systems, or other related field or equivalent work experience.

General Experience: At least five (5) years of IT and business/industry work experience is required.

Specialized Experience: At least three (3) years as technical expert in IT organization is required. Experience with coaching and mentoring junior technical staff and providing technical input into the most complex and high-impact IT decisions. Experience with being accountable for the most complex enterprise-wide applications and issues, with the ability to translate highly complex concepts for peers and customers.

11. Computer Systems Programmer

Duties: Creates and/or maintains operating systems, communications software, database packages, compilers, repositories, and utility and assembler programs. Modifies existing software and develop special-purpose software to ensure efficiency and integrity between systems and applications.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required. A Master's Degree is preferred.

General Experience: At least five (5) years of computer experience in information systems design is required.

Specialized Experience: At least three (3) years of experience in IT systems analysis and programming is required.

12. Senior Advanced Technology Application Developer

Duties: Translates applications requirements into Web-based solutions using available technology. Must be able to apply new and emerging technologies to the software development process.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or five (5) years of equivalent experience in a related field is required. A Master's Degree is preferred.

General Experience: At least three (3) years of computer experience in at least two (2) of the following disciplines is required: system analysis, system programming, application programming, and equipment analysis.

Specialized Experience: At least one (1) year of experience developing applications using advanced technologies, including Internet protocols or Web-based technology is required. Technologies include HTML, CGI applications, PERL or JavaScript, and Java.

13. Junior Advanced Technology Application Developer

Duties: Translates applications requirements into Web-based solutions using available technology. Must be able to apply new and emerging technologies to the software development process.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least two (2) years of computer experience in at least one (1) of the following disciplines is required: systems analysis, systems programming, application programming, and equipment analysis.

Specialized Experience: At least one (1) year of experience developing applications using advanced technologies, such as Internet protocols or Web-based technology is required. Technologies include HTML, CGI applications, PERL or JavaScript, and Java.

14. Senior Information Engineer

Duties: Develops analytical and computational techniques and methodology for problem solutions. Performs process and data modeling in support of the planning and analysis efforts using manual and automated tools; such as Integrated Computer-Aided Software Engineering (I-CASE) tools. Must be able to apply reverse engineering and reengineering disciplines to develop migration strategies and planning documents. Provides technical guidance in software engineering techniques and automated support tools. Must be capable of applying business process improvement practices to modernization projects. Applies, as appropriate, activity and data modeling transaction flow analysis; internal control and risk analysis; modern business methods; and performance measurement techniques. Assists in establishing standards for information systems procedures. Develops and applies organization-wide information models for use in designing and building integrated, shared software.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline is required. A Master's Degree is preferred.

General Experience: At least five (5) years of experience in managing the implementation of information engineering projects and experience in systems analysis, design and programming using CASE and Information Engineering (IE) tools and methods is required.

Specialized Experience: At least three (3) years of experience in information systems development, functional and data requirement analysis, systems analysis and design, programming, program design, and documentation preparation is required.

15. Junior Information Engineer

Duties: Applies a business-wide set of disciplines for planning, analysis, design, construction, and maintenance of information systems on a business-wide basis or across a major sector of the business. Must be capable of performing business strategic systems planning, information planning, and analysis. Performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools, such as I-CASE

tools. Must be able to apply reverse engineering and reengineering disciplines to develop migration strategies and planning documents. Provides technical guidance in software engineering techniques and automated support tools.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline is required.

General Experience: At least three (3) years of experience in engineering, systems analysis, design, and programming is required.

Specialized Experience: At least one (1) years of experience in information systems development, functional and data requirement analysis, systems analysis and design, programming, program design, and documentation preparation is required.

16. Senior Database Administrator

Duties: Must be capable of managing the development of database projects. Works with project managers to help plan and budget staff and data resources. Supports application developers in planning preparation, load analysis, and backup and recovery of data. Must be able to prepare and deliver presentations on database management system concepts. Provides daily supervision and direction to support staff. Monitors performance and evaluates areas to improve efficiency. Must be capable of providing highly technical expertise and support in the use of database management systems. Must be able to evaluate and recommend available database management systems products to support validated user requirements. Defines file organization, indexing methods, and security procedures for specific user applications. Develops, implements, and maintains database back-up and recovery procedures for the processing environments, and ensures that data integrity, security, and recoverability are built into database management systems applications. Works directly with users to resolve data conflicts and inappropriate data usage. Directs the maintenance and use of the corporate data dictionary.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or five (5) years of equivalent experience in a related field is required. A Master's Degree is preferred.

General Experience: At least five (5) years of experience in the development and maintenance of database systems is required.

Specialized Experience: At least three (3) years of experience with database management systems, system design and analysis, operating systems software, and internal and data manipulation languages.

17. Junior Database Administrator

Duties: Must be capable of providing technical expertise and support in the use of database management systems. Must be able to evaluate and recommend available database management systems products to support validated user requirements. Defines file organization, indexing methods, and security procedures for specific user applications. Develops, implements, and maintains database back-up and recovery procedures for the processing environments, and ensures that data integrity, security, and recoverability are built into database management systems applications.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least three (3) years experience in database management systems analysis and programming is required.

Specialized Experience: At least one (1) year of experience in using current database management systems technologies, application design utilizing various database management systems and experience with database management systems internals is required.

18. Testing Specialist

Duties: Must be capable of designing and executing IT software tests and evaluating results to ensure compliance with applicable regulations. Must be able to prepare test scripts and all required test documentation. Must be able to design and prepare all needed test data. Analyzes internal security within systems. Reviews test results and evaluates for conformance to design.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required. A Master's Degree is preferred.

General Experience: At least three (3) years of experience in computer software development is required.

Specialized Experience: At least two (2) years of software testing experience (integration and acceptance) is required. **Training Specialist/Instructor**

Duties: Conducts the research necessary to develop and revise training courses and prepares appropriate training catalogs. Prepares all instructor materials (course outline, background material, and training aids). Prepares all student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, on-site training, workshops, and seminars.

Education: A Bachelor's Degree from an accredited college or university with a major in Education/Training in the areas of Computer Science, Communications, Information Systems, Engineering, Business, or other related scientific or technical discipline is required. A Master's Degree is preferred.

General Experience: At least three (3) years of experience in information systems development, training, or related fields is required.

Specialized Experience: At least one (1) year of experience in developing and providing IT and end user training on computer hardware and application software is required.

20. Senior Systems Engineer

Duties: Must be able to analyze information requirements. Must be able to evaluate problems in workflow, organization, and planning. Develops appropriate corrective action. Provides daily supervision and direction to staff.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline is required. A Master's Degree is preferred.

General Experience: At least five (5) years of experience in systems engineering is required.

Specialized Experience: At least three (3) years of experience in the supervision of system engineers, and demonstrated use of interactive, interpretative systems with on-line, real-time acquisition capabilities is required.

21. Junior Systems Engineer

Duties: Must be capable of analyzing information requirements. Evaluates system problems of workflow, organization, and planning. Develops appropriate corrective action.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least three (3) years of experience in systems engineering is required.

Specialized Experience: At least one (1) year of experience in demonstrated use of interactive, interpretative systems with on-line, real-time acquisition capabilities is required.

22. Software Engineer

Duties: Reviews and analyzes system specifications. Prepares programming specifications. Analyzes existing systems/subsystems for reusability benefits and needed changes. Prepares design plans and written analyses. Prepares unit and test scripts. Prepares documentation.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least three (3) years of experience as a software engineer is required.

Specialized Experience: At least two (2) years of experience working with Ada, SQL, or third/fourth generation languages in the design and implementation of systems and one (1) year working with database management systems is required.

23. Senior Systems Analyst

Duties: Serves as a computer systems expert on assignments that typically involve establishing automated systems, where concern is with overall life cycle structure; and conducts feasibility studies from design, implementation and post-implementation evaluation from a number of possible approaches. Design criteria must be established to accommodate changes in legislation, mission, or functional program requirements.

Education: A Bachelor's Degree from an accredited college or university in Computer Science, Systems Analysis, Information Systems or a related field is required. A Master's Degree in a related field of information technology is preferred.

General Experience: At least five (5) years of experience in information technology systems analysis is required.

Specialized Experience: At least three (3) years of the experience in the design of business applications on complex IT systems is required. Requires a broad knowledge of data sources, data flow, system interactions, advanced computer equipment and software applications, and advanced systems design techniques to develop solutions to unyielding complex problems and to advise officials on systems design and IT forecasts.

24. Help Desk Manager

Duties: Provides daily supervision and direction to staff that are responsible for phone and in-person support to users in the areas of e-mail, directories, standard Windows desktop applications, and other network services. Manages personnel who serve as the first point of contact for troubleshooting hardware and software PC and printer problems.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required. A Master's Degree is preferred.

General Experience: At least five (5) years of experience in the management of a Help Desk is required. General experience includes information systems development, network and other work in the client/server field, or related fields.

Specialized Experience: At least three (3) years of specialized experience includes management of help desks in a multi-server environment, comprehensive knowledge of PC operating systems (e.g., DOS, Windows), networking and mail standards, and supervision of help desk employees is required. Demonstrated ability to effectively communicate orally and in writing and to have a positive customer service attitude is also required.

25. Senior Help Desk Specialist

Duties: Provides telephone and in-person support to users in the areas of directories, standard Windows desktop applications, and applications developed under this Contract. Serves as the initial point of contact for troubleshooting hardware/software problems directly related to the proposed system.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least five (5) years of experience in a business IT environment with emphasis on PC computer hardware and applications is required. General experience includes, but is not limited to: information systems development, work in the client/server field, or related fields.

Specialized Experience: At least three (3) years comprehensive knowledge of PC operating systems, e.g., DOS, Windows, as well as work on a help desk is required. Demonstrated ability to effectively communicate orally and in writing and to have a positive customer service attitude is required.

26. Junior Help Desk Specialist

Duties: Provides telephone and in-person support to users in the areas of directories, standard Windows desktop applications, and applications developed under this Contract or predecessors. Serves as the initial point of contact for troubleshooting hardware/software PC and printer problems.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least three (3) years of experience in business IT environments with emphasis on PC hardware and applications is required. General experience includes information systems development, work in the client/server field, or related fields.

Specialized Experience: At least one (1) year of comprehensive knowledge of PC operating systems, e.g., DOS, Windows, as well as work on a help desk is required. Demonstrated ability to communicate orally and in writing and to have a positive customer service attitude is required.

27. Systems Administrator

Duties: Monitor and coordinate all data system operations, including security procedures, and liaison with end users. Ensure that necessary system backups are performed and storage and rotation of backups is accomplished. Monitor and maintain records of system performance and capacity to arrange vendor services or other actions for reconfiguration and anticipate requirements for system expansion. Assist managers to monitor and comply with State data security requirements. Coordinate software development, user training, network management and minor installation and repair of equipment.

Education: An Associate's degree from an accredited college or university in Computer Science, Information Systems, Business or other related technical discipline. A Bachelor's Degree in one of the above disciplines equals one (1)-year specialized and two (2) years of general experience. An additional year of specialized experience may be substituted for the required education.

General Experience: At least two (2) years of experience in a computer-related field is required.

Specialized Experience: At least one (1) year of experience administering multi-user, shared processor systems and data communications networks is required.

28. Data Security Specialist

Duties: Responsible for the planning, design, implementation and monitoring of security measures, policies, methods and procedures which safeguard the integrity of and access to enterprise systems, files and data elements.

Responsible for acting on security violations. Maintains knowledge of changing technologies, and provides recommendations for adaptation of new technologies or policies. Recognizes and identifies potential areas where existing data security policies and procedures require change, or where new ones need to be developed, especially regarding future business expansion. Provides management with risk assessments and security briefings to advise them of critical issues that may affect customer, or corporate security objectives.

Education: A High School Diploma or equivalent is required. Preference for a Bachelor's Degree in Computer Science, Information Systems, or other related field or equivalent work experience.

General Experience: At least two (2) years of IT work experience in data security is required.

Specialized Experience: At least one (1) year of experience working independently or as part of a team under general supervision and coaching more junior technical staff is required.

29. System Security Specialist

Duties: Provides expert-level advice, analysis, and functional expertise to tasks. Demonstrates exceptional oral and written communication skills. Reviews requirements and task documentation for accuracy and applicability.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline is required.

General Experience: At least five (5) years of experience in system security is required.

Specialized Experience: At least three (3) years of highly specialized experience in one or more information, computer, or network security disciplines is required. These disciplines could include penetration testing, intrusion detection and audit analysis, public key infrastructure, cryptography, strong authentication, risk analysis, and multilevel security.

30. Documentation Specialist

Duties: Gathers, analyzes, and composes technical information. Conducts research and ensures the use of proper technical terminology. Translates technical information into clear, readable documents to be used by technical and non-technical personnel. For applications built to run in a Windows environment, uses the standard help compiler to prepare all on-line documentation.

Education: Associate's Degree in a related field is required. A Bachelor's degree is preferred.

General Experience: At least three (3) years of experience in technical writing and documentation experience pertaining to all aspects of IT is required.

Specialized Experience: At least two (2) years of experience in preparing technical documentation, including conducting research for applicable standards is required.

31. Technical Writer/Editor

Duties: Assists in collecting and organizing information for preparation of user manuals, training materials, installation guides, proposals, and reports. Edits functional descriptions, system specifications, user manuals, special reports, or any other customer deliverables and documents. Conducts research and ensures the use of proper technical terminology. Translates technical information into clear, readable documents to be used by technical and non-technical personnel. For applications built to run in a Windows environment, uses the standard help compiler to prepare all on-line documentation. Assists in performing financial and administrative functions. Must demonstrate the ability to work independently or under only general direction.

Education: Associate's Degree in a related field is required. A Bachelor's degree is preferred.

General Experience: A least three (3) years of experience in technical writing is required.

Specialized Experience: At least two (2) years of experience in preparing and editing documents, including technical documents is required. Also includes researching for applicable standards.

32. Project Control Specialist

Duties: Monitors financial and/or administrative aspects of assigned Contracts and deliverables. Tracks and validates all client financial information, establishes and maintains Master Contract files, prepares and monitors status of all deliverables and tracks the value of Contracts. Uses automated systems to track deliverables, financial transactions, and management information.

General Experience: At least three (3) years of experience working with monitoring systems is required. Familiarity with manpower and resource planning, preparing financial reports and presentations, and cost reporting Contract guidelines is required.

Specialized Experience: At least one (1) year experience in the following project control activities: preparation and analysis of financial statements, development of project schedules, using cost-accounting and labor-reporting systems, working knowledge of Contract and subcontract management is required. Proficiency with spreadsheets and project management tools is required.

33. Senior Internet/Intranet Site Developer

Duties: Translates applications requirements into the design of complex Web sites, including integrating Web pages and applications. Able to apply new and emerging technologies to the site development process.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least five (5) years of Web development experience using current Web development and graphic tools, as well as, Web/Application Server and database administration is required.

Specialized Experience: At least three (3) years of experience designing, developing and deploying Websites and/or Web applications, including product selection, configuration, installation, maintenance, and site specific Web development languages and relational databases is required.

34. Junior Internet/Intranet Site Developer

Duties: Translates applications requirements into the design of complex Websites, including integrating Web pages and applications. Able to apply new and emerging technologies to the development process.

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline or three (3) years of equivalent experience in a related field is required.

General Experience: At least one (1) year of Web development experience using current Web development and graphic tools, as well as, Web/Application server and database administration is required.

Specialized Experience: At least one (1) year of experience designing, developing and deploying Websites and/or Web applications, including product selection, configuration, installation, maintenance, and site policy development is required. Experience developing Web pages using HTML, scripting languages, platform specific Web development languages and relational databases is required.

35. Internet/Web Architect

Duties: Responsible for analyzing assigned specifications, planning, designing and developing solutions, utilizing appropriate Internet/Intranet/Extranet architecture processes supporting a wide range of business process. Provides appropriate documentation for object design decisions, estimating assumptions, applets and performance metrics – as required by organization architecture process standards, or as assigned. Responsible for minimizing the issues

between the client and the server applications and for the overall setup and design of the Internet and Web/Application server architecture. Impact and complexity of this job increases if organization is utilizing Internet solutions (vs. only Intranet), especially those with significant business impact (e.g., e-business).

Education: A High School Diploma or equivalent is required. Preference for a Bachelor's Degree in Computer Science, Information Systems, or other related field or equivalent work experience.

General Experience: At least three (3) years of IT work experience is required.

Specialized Experience: At least one (1) year of experience working independently or as a part of a team under general supervision and coaching more junior technical staff is required. Technical expert in IT organization. Provides input into highly complex and high impacting decisions as it relates to area of expertise.

36. Senior Systems Architect

Duties: Responsible for developing business, data, systems, and infrastructure models to develop enterprise architectures. Develops plans for migrating architectures. Develops technical reference models to include hardware/software standards. Engineer's integrated hardware and software solutions to meet mission requirements.

Education: A Bachelor's Degree from an accredited college or university in Computer Science, Information Systems or related field or three (3) years of equivalent experience in a related field. A Master's Degree in information technology is a plus.

General Experience: Experience performing architecture related work on at least two (2) IT systems.

Specialized Experience: Experience performing a significant role in all aspects of architecture related work on at least two (2) large IT systems.

37. Senior Business Process Consultant

Duties: Develops business requirements and business processes re-engineering methodologies. Solves application and process related problems by creating detail process and system design specifications; and works with other areas across the business units to support a total solution approach. Communicates business requirements for reports and applications development. Facilitates collaboration within and across business units and across IT functions. Resolves problems and improves business units' technical environments.

Education: A Bachelor's Degree from an accredited college or university in Business, Human Resources Management or a related field. An MBA or MPA is preferred.

General Experience: At least five (5) years experience in business process re-engineering.

Specialized Experience: At least three (3) years of experience in reengineering large scale business processes.

38. Site Deployment Manager

Duties: Organizes, directs, and coordinates the planning of all system deployment activities for an assigned group of sites. The State is divided into four regions (Eastern Shore, Northern, Southern and Western). Communicates with each site in respective area to ensure it is prepared for system installation and setup. Serves as the liaison for any issue regarding system deployment at an assigned site. Reports to project manager and collaborates with other site deployment managers to contribute updates on deployment activities for the monthly status report.

Education: A Bachelor's Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline is required.

General Experience: At least five (5) years of IT-related work experience is required.

Specialized Experience: At least three (3) years of experience in supervision or oversight of IT-related programs or projects is required.

39. PC Implementation Specialist

Duties: Installs system hardware and software at designated sites as directed by a site deployment manager. Communicates with site deployment managers to provide status on installation and implementation activities. Must be able to identify and resolve technical issues that arise in conjunction with hardware/software installs, equipment peripherals and workstation logistics.

Education: A Bachelor's Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline is required.

General Experience: At least two (2) years of IT-related work experience is required.

Specialized Experience: At least one (1) year of experience with troubleshooting and installing software and hardware for computer systems is required.

40. Lead Active Directory Engineer

Duties: Works with the Department's Active Directory (AD) Technical Team to provide support, guidance and technical solutions to implement AD authentication for the proposed system.

Education: A Bachelor's Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline is required.

General Experience: At least two (2) years of IT-related work experience is required.

Specialized Experience: Must have experience with administering and maintaining Lightweight Directory Access Protocol (LDAP) and Organization Units (OU).

APPENDIX I – STATE TRAINING FACILITIES

#	Region	Name/Address	Capacity
1	Western	Frederick County DSS 100 E. All Saints Dr. Frederick, MD 21701	12
2	Southern	PG County DSS 805 Brightseat Rd. Landover, MD 20785	19
3	Southern	PG County OCSE 4235 28 th Ave. Temple Hills, MD 20748	17
4	Eastern Shore	Somerset County DSS 30397 Mount Vernon Rd. Princess Anne, MD 21853	16
5	Northern	Baltimore City DSS 1510 Guilford Ave. Baltimore, MD 21202	40
6	Northern	Baltimore City DSS 1910 N. Broadway Baltimore, MD 21213	52
7	Northern	Baltimore County DSS 6401 York Rd. Baltimore, MD 21286	18

#	Region	Name/Address	Capacity
8	Northern	Carroll County DSS 10 Distillery Dr. Westminster, MD 21157	10
9	Eastern Shore	Wicomico County/Worcester County DSS 201 Baptist Street Salisbury, MD 21801	16
10	Northern	Saratoga State Center 311 W. Saratoga Street Baltimore, MD 21201	15
11	Southern	Charles County DSS 200 Kent Ave. La Plata, MD 20646	11
12	Southern	St. Mary's County DSS 23110 Leonardhall Dr. Leonardtown, MD 20650	12
13	Western	Allegany County DSS 1 Frederick St. Cumberland, MD 21502	18
14	Western	Washington County DSS 122 N. Potomac St. Hagerstown, MD 21740	12