



State of Maryland  
Department of Information Technology

LARRY HOGAN  
Governor

BOYD K. RUTHERFORD  
Lieutenant Governor

MICHAEL LEAHY  
Acting Secretary

Amendment #2  
TORFP #F50B8400008  
Independent Verification and Validation (IV&V) – MD THINK  
December 8, 2017

Ladies/Gentlemen:

Amendment #2 is being issued to amend and clarify certain information contained in the above referenced TORFP. All information contained herein is binding on all Offerors who respond to this TORFP. Specific parts of the TORFP have been amended. The following changes/additions are listed below; new language has been double underlined and marked in bold (i.e., **word**) and language deleted has been marked with a strikeout (i.e., ~~word~~).

1. Revise Attachment B – Price Proposal Form as follows:

The original Attachment B – Price Proposal Form has been replaced with the revised Attachment B – Price Proposal Form attached to and incorporated into the TORFP through this Amendment #2.

2. Revise Appendix 1, letter I as follows:

- I. Key Personnel – All TO Contractor Personnel identified in the solicitation as such that are essential to the work being performed under the Task Order. See TORFP **Section 3.107**.

3. Revise Appendix 2 as follows:

The original Appendix 3 – Labor Classification Personnel Resume Summary has been replaced in its entirety with Appendix 3 – Labor Classification Personnel Resume Summary attached to and incorporated into the TORFP through this Amendment #2.

4. Revise TORFP Section 4.12.1 as follows:

~~Certain documentation may be available for potential Offerors to review at a reading room (location to be determined). Offerors who review such documentation will be required to sign a Non-Disclosure Agreement (Offeror) in the form of Appendix 4. Please contact the TO Procurement Officer to schedule an appointment.~~

**A Non-Disclosure Agreement (Offeror) is not required for this procurement.**

5. Appendix 4 – Non-Disclosure Agreement (Offeror) is removed from the TORFP.

6. Revise Section 5.3.4.E of the TORFP as follows:



E. TO Proposals submitted via e-mail must not exceed 10 25 Mb. If a submission exceeds this size, split the submission into two or more parts and include the appropriate part number in the subject (e.g., part 1 of 2) after the subject line information below.

7. Revise Section 3.7 of the TORFP as follows:

### 3.7 TO CONTRACTOR KEY PERSONNEL QUALIFICATIONS

Offerors shall identify proposed personnel that are considered Key Personnel and must include Appendix 3 – Labor Classification Key Personnel Resume Summary Form a resume with the experience and skills of the Key Personnel proposed. ~~All proposed personnel will be considered Key.~~ In addition to providing Appendix 3 resumes for all proposed Key Personnel, each proposal for IV&V services must also specify ~~by name~~, the position descriptions, titles, and areas of responsibility of the IV&V personnel who actually will work on the project.

~~Any~~ The following Key Personnel proposed under this TORFP, in addition to the TO Contractor IV&V Project Manager identified below, and any proposed personnel in response to a Work Order must meet all minimum qualifications for the labor category proposed, as identified in the CATS + Master Contract Section 2.10. ~~Resumes shall clearly outline starting dates and ending dates for each applicable experience or skill. Refer to CATS+ Master Contract Section 2.10 at~~ <http://doit.maryland.gov/contracts/Documents/CATSPplus2016/060B2490023-2016CATSPplus2016RFP.pdf> ~~for examples of duties for the Key Personnel and the required education, general and specialized experience.~~

8. Revise Section 3.7 of the TORFP as follows:

### 3.7.1 TO CONTRACTOR IV&V PROJECT MANAGER – Key

9. Revise Section 5.4.2 .C of the TORFP as follows:

Proposed Key Personnel and TORFP Staffing

Offeror shall:

- a. Identify the ~~qualifications and~~ proposed Key Personnel and types of staff proposed to be utilized under the Task Order. The Offeror shall describe in detail how ~~the proposed staff's~~ the experience and qualifications of the proposed Key Personnel relate to their specific responsibilities; ~~including any staff of proposed subcontractor(s), as detailed in the Work Plan.~~
- b. Complete and provide for each proposed Key Personnel Appendix 3 – Labor Classification Key Personnel Resume Form ~~A Minimum Qualifications Summary and Appendix 3B Personnel Resume Form.~~
- c. ~~Provide three (3) references per proposed Key Personnel containing the information listed in Appendix 3B.~~
- d. Provide a Staffing Management Plan that demonstrates how the Offeror will provide resources in addition to the proposed Key Personnel personnel requested in this TORFP, and how the TO Contractor Personnel shall be managed. Include:





- i. Planned team composition by role (**Important! Identify specific names and provide history only for the proposed Key Personnel resources required for evaluation of this TORFP**).

10. Revise Section 6.2.2 of the TORFP as follows:

6.2.2 Experience and Qualifications of Proposed Staff

The capability of the proposed Key Personnel-resources to perform the required tasks and produce the required deliverables in the TORFP. Capability will be determined from each the **Appendix 3 - Labor Classification Key personnel Resume Form of each Key Personnel**, proposed individual's resume, reference checks, and oral presentation.

11. Add the following Section to the TORFP as follows:

**4.18 CERTIFICATION REGARDING DISCRIMINATORY BOYCOTTS OF ISRAEL**

**Executive Order 01.01.2017.25 (issued October 23, 2017) provides, at regulation .25C, that: "All requests for bids or proposals issued for contracts with Executive agencies shall include the text of the following certification to be completed by the bidder: 'The undersigned bidder hereby certifies and agrees that the following information is correct: In preparing its bid on this project, the bidder has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor, vendor, or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity on the basis of Israeli national origin, or residence or incorporation in Israel and its territories. The bidder also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. Without limiting any other provision of the solicitation for bids for this project, it is understood and agreed that, if this certification is false, such false certification will constitute grounds for the State to reject the bid submitted by the bidder on this project, and terminate any contract awarded based on the bid.'"**

**Pursuant to Executive Order 01.01.2017.25B: "Executive agencies may not execute a procurement contract with a business entity unless it certifies, in writing when the bid is submitted or the contract is renewed, that: (1) it is not engaging in a boycott of Israel; and (2) it will, for the duration of its contractual obligations, refrain from a boycott of Israel."**

12. 7 TORFP ATTACHMENTS AND APPENDICIES, Table 1 – is amended as follows:

Y	With TO Proposal	Appendix 3	Labor Classification Personnel Resume Summary <b><u>Form</u></b> (Appendix 3A and 3B)
<del>Y</del> <b><u>N</u></b>	Before TO Proposal, as directed in the TORFP.	Appendix 4	Non-Disclosure Agreement (Offeror)



Issued By:  
Gayle Mealy  
Procurement Officer

**Appendix 3 - Labor Classification Key Personnel Resume Summary Form – CATS+ TORFP #F50B8400008 – Amendment #2**

Proposed Key Personnel:		Master Contractor:		CATS+ Labor Category:	
Education: (Insert the education requirements for the proposed labor category from Section 2.10 of the CATS+ RFP)	Institution/Address:	Degree or Certification:		Year Completed:	
		Field of Study:			
Generalized Experience: (Insert the generalized experience description for the proposed labor category from Section 2.10 of the CATS+ RFP)	Start	End	Company/Job Title	Relevant Work Experience	
Specialized Experience: (Insert the specialized experience description for the proposed labor category from Section 2.10 of the CATS+ RFP)	Start	End	Company/Job Title	Relevant Work Experience	

<p><b>TORFP Additional Requirements</b></p> <p>(Insert, if applicable, the additional requirements from Section 3.7.1 of the TORFP)</p>		
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The information provided on this form for this labor category is true and correct to the best of my knowledge:

**Master Contractor Representative:**

**Proposed Key Personnel:**

Signature

Signature

Printed Name:

Printed Name

Date

Date

ATTACHMENT B - Price Proposal Form - TORFP F50B8400008 - Amendment #2  
MID THINK Project Independent Verification and Validation

Instructions:

1. On the Tab B "Evaluated Price" sheet, fill-in the white fields only for Fixed Priced deliverable pricing.
  2. On the Tab C "Labor Categories" sheet, fill-in all labor category/rate fields for Work Order pricing.
  3. Print both sheets, fill-in the signature boxes at right on Tab B - Evaluated Price.
  4. Scan both sheets into a single .PDF file, name the file "TORFP F50B8400008 Price Proposal - <Company Name>"
  5. Submit the single .PDF file with your Price Proposal per TORFP Section 5.5.
- Notes - "Total" dollar values and "Hours" are for evaluation purposes only and do not reflect actual task order value; Hourly labor rates shall be fully loaded and reflect actual rates the State will pay for services; All hourly labor rates for all years must be provided and recorded in dollars and cents; Rates shall not exceed Master Contract rates, but may be lower.

**ATTACHMENT B - Price Proposal Form - TORFP F50B8400008 - Amendment #2**  
**MD THINK Project Independent Verification and Validation**

Item #	Evaluated Deliverables	Fixed Price	Quantity	Totals
IV&V Part 1 - SNAPSHOT, Stage 1				
2.4	Presentations - DHS and Steering Committee	\$ -	2	\$ -
2.7.1.1	IV&V Project Kick-off Meeting	\$ -	1	\$ -
2.7.1.2	IV&V Project Schedule	\$ -	1	\$ -
2.7.1.3	IV&V Management Plan	\$ -	1	\$ -
2.7.1.4	IV&V Project Status Reports		Bi-weekly	
2.7.1.5	IV&V Draft Baseline Findings Report	\$ -	1	\$ -
2.7.1.6	IV&V Baseline Findings: DoIT Presentation	\$ -	1	\$ -
2.7.1.7	IV&V Final Baseline Findings Report	\$ -	1	\$ -
2.7.1.8	IV&V Baseline Findings Presentation	\$ -	1	\$ -
2.7.1.9	Project Assessment Updates/Reports (Monthly)	\$ -	12	\$ -
2.7.1.10(a)	IV&V Project Financial Status Report (NTP +90)	\$ -	1	\$ -
2.7.1.10(b)	IV&V Project Financial Status Reports (Monthly)	\$ -	12	\$ -
	Progress Reports and Medicaid Eligibility and Enrollment			
2.7.1.11	Checklists	\$ -	4	\$ -

Tab 2 - Evaluated Price



**ATTACHMENT B - Price Proposal Form - TORFP F50B8400008 - Amendment #2**  
**MD THINK Project Independent Verification and Validation**

Time & Material - Hourly Labor Rates (for Option Work Order pricing)					
Labor Categories*	Year 1	Year 2	Year 3	Year 4	Year 5
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -

Offeror must provide labor rates for ALL listed Labor Categories and years.  
 Offeror to propose Labor Categories/Rates in accordance with  
 the CATS+ Master Contract; labor rates cannot exceed Master  
 Contract rates but may be lower.

Name of Offeror:

Signature:

Date:

Address of Offeror:

ATTACHMENT B - Price Proposal Form - TORFP F50B8400008 - Amendment #2  
MD THINK Project Independent Verification and Validation

Time & Material - Hourly Labor Rates (for Option Work Order pricing)					
Labor Categories*	Year 1	Year 2	Year 3	Year 4	Year 5
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -

Offeror must provide labor rates for ALL listed Labor Categories and years.  
Offeror to propose Labor Categories/Rates in accordance with the CATS+ Master Contract; labor rates cannot exceed Master Contract rates but may be lower.

Name of Offeror:

Signature:

Date:

Address of Offeror:

Tab 3 - Labor Categories



**State of Maryland**  
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Acting Secretary  
LANCE SCHINE  
Deputy Secretary

**Questions and Answers Document #2**  
**CATS+ TORFP #F50B8400008**  
**IV&V DHS MD THINK**  
**December 8, 2107**

1. On the ATTACHMENT B - Price Proposal Form:

Question: on the Part-1 page, the 'Quantity' is sometimes per deliverable and sometimes per hours of work. Can you please elaborate more to help us understand your objectives so we can provide a more accurate pricing proposal?

***Answer: Attachment B – Price Proposal Form has been replaced with a new form, please see Amendment #2 to the TORFP.***

2. Question: On the Part-2 page, we are to provide the fully-loaded hourly rates per the particular resource we propose. And our question is: can you give us the yearly approximate hours for these efforts?

***Answer: The estimated number of hours for the IV&V efforts is not known to the State, as this will vary greatly based on the solution proposed by the Offeror. Please provide fully-loaded hourly rates for all labor categories proposed for each year of the Task Order.***

3. Question: In regards to sections 2.4.2 MD THINK PROJECT TIMELINE (...The first priority is to develop a cloud-based shared platform that is scalable, with a shared data repository across programs. This includes, but is not limited to, security controls, document management, financial systems, dashboards and analytic tools....) and 2.4.3 MD THINK PROJECT ORGANIZATION AND GOVERNANCE (...These resources have been assigned to oversee and manage the agile teams aligned in the four major work streams including, EPMO, Applications, Infrastructure and Data...) – Will there be a monitoring integration platform between the cloud-based shared platform and the EPMO applications? The objective/reason for this question is to ascertain if the IV&V team will have access to real-time consolidated information to “provide continuous assessments of project health”.

***Answer: This should be evaluated and addressed during the IV&V assessment. There are a number of elements per the TORFP, Section 2.2 that will be evaluated for the project health.***

4. Question: In regards to section 2.4 MD THINK PROJECT BACKGROUND (“Isolated Silos - Little or no interface or ability to share data or functionality. Further, the systems share no common data schema, making the reconciliation and analysis of data from multiple systems difficult.”) – is there an available repository that the IV&V team will have access to, that will contain the comprehensive requirements and design documents? The reason for asking is because this will help shape our approach/response.





***Answer: Please refer to TORFP Section 2.5.***

5. What type of tools, if any, are utilized for requirements, testing and defect management?

***Answer: This should be evaluated as part of the IV&V assessment.***

6. Question: Appendix 1, letter I (page 113 of 129) states “Key Personnel – All TO Contractor Personnel identified in the solicitation as such that are essential to the work being performed under the Task Order. See TORFP Section 3.10.” Section 3.10 of the RFP is about Minority Business Enterprise (MBE) Reports. Please confirm if this should have been referring to Section 3.7 – TO Contractor Key Personnel Qualifications or if it is in reference to another section.

***Answer: Letter I of Appendix 1 should reference Section 3.7 of the RFP, please see Amendment #2 to the TORFP.***

7. Question: Will all of the Contractor team members be required to work onsite, including the Contractor’s Contract Manager?

***Answer: Only when necessary, please refer to Section 2.8 of the TORFP for additional information.***

8. Question: How many staff are on the project?

***Answer: Legacy and MD THINK combined, approximately 200.***

9. Question: How many separate vendors & MD state entities teams are on the project?

***Answer: Four to six.***

10. Question: How many sub-teams/area-of-focus teams are associated with this project?

***Answer: Eight to ten.***

11. Question: How many physical locations is any project work being performed?

***Answer: Locations to be determined at the appropriate DHS sites in the Baltimore/Annapolis area.***

12. Question: How many out-of-state locations is any project work being performed?

***Answer: There are no out-of-state locations.***

13. Question: For Technical Feasibility efforts, please include a specific list of what is to be assessed - software systems, what hardware (outside of cloud solution), overall or detailed architecture, from which team/locations, listing of integrations and teams to be assessed.

***Answer: This information will be provided to the TO Contractor by the MD THINK team at IV&V kick-off meeting.***





14. Question: What is the estimated length of time for the snapshot?

***Answer: Section 2.7.1 IV&V outlines the time of performance for each state of the SNAPSHOT.***

15. Question: If the snapshot assessment takes 2 months to complete, and we know changes will continue to be made, how much re-assessment needs to be performed before the final report is submitted? (i.e. 20%)

***Answer: The Final Baseline Finding Report should be revised to reflect the feedback from the draft version. The State cannot provide a percentage without first reviewing the draft report.***

16. Question: In order to assess that each vendor is delivering what they are supposed to, we will need copies of each' vendors proposal corresponding solicitation documents. To help determine assessment scope and research time, can you provide this documentation as a resource in this solicitation? i.e. are we researching through 1k document pages or 20k documentation pages?

***Answer: The State cannot provide the number of vendors that will be supporting the MD THINK project until time of award. Contract award documents will not be provided as a resource to this solicitation.***

17. Question: In the pricing Sheet, there is no line item specified for the actual assessment activities (research, interviews, analysis, travel, etc). Will you add an additional line to the price sheet for this? Otherwise, can you tell us which line item you want this front-loaded assessment costs in to?

***Answer: An additional line to price the referenced activities will not be added to the price sheet. Offerors should take the activities into consideration when pricing each of the deliverables.***

18. Question: The Technical Feasibility assessment requirement, as generically documented in the solicitation, which makes it difficult to identify all technical specialties required for our IV&V Team members. At the time of the proposal, are we required to identify all technical assessment team members as KEY PERSONNEL and include their resumes in the proposal, or may we instead focus on a team lead for the Technical Feasibility requirement?

***Answer: Section 3.7 of the TORFP has been revised, please see Amendment #2 to the TORFP. Following award, team members are to be identified as brought on to the IV&V effort. Offerors should use their past IV&V experience to estimate staffing needs.***

19. Question: Do you have a list of required skills and specific system experience required in order to support the Technical Feasibility requirement? Without this information, it is unknown how many different technical team members will need to be assigned the Technical Feasibility Requirement. This information is needed for pricing purposes and for staffing assignments.



***Answer: Please refer to the answer to Question #18.***

20. Question: What are the criteria to be used to decide whether or not to proceed with Phase 2 and the duration of that phase?

***Answer: The results/outcome of Part 1.***

21. Question: Will the State please clarify if both a prime contractor and any subcontractor need to provide examples of similar engagements?

***Answer: If proposed subcontractor experience is being used to meet the expected level of experience then yes examples should be provided. In addition, overall experience of the proposed team will be evaluated in accordance with TORFP Section 6.2.***

22. Question: There are three references to Appendix 2B, which is not included with the TORFP. Will the State please clarify?

***Answer: Appendix 3 has been replaced in its entirety and incorporated into the TORFP through Amendment #2. Please see Amendment #2 to the TORFP.***

23. Question: There are two references to Form 5B, this is not included with the TORFP. Will the State please clarify?

***Answer: Appendix 3 has been replaced in its entirety and incorporated into the TORFP through Amendment #2. Please see Amendment #2 to the TORFP.***

24. Question: This form includes: "Minimum qualifications and required certifications as defined in Section 2.1 of this TORFP." Page 1 of the TORP states "There are no minimum qualifications for this TORFP". Section 2.1 is under the Scope of Work on Page 2 and is titled "Purpose." Will the State please clarify?

***Answer: Appendix 3 has been replaced in its entirety and incorporated into the TORFP through Amendment #2. Please see Amendment #2 to the TORFP.***

25. Question: This form includes: "Describe work experience relevant to the Duties / Responsibilities and Minimum Qualifications". Page 1 of the TORP states: "There are no minimum qualifications for this TORFP." Will the State please clarify?

***Answer: Appendix 3 has been replaced in its entirety and incorporated into the TORFP through Amendment #2. Please see Amendment #2 to the TORFP.***

26. Question: The MD CATS+ Hourly Labor Rates are for Year 1 through Year 15 and was created several years ago. Will the State please tell us which Hourly Labor Rate column relates to Year 1 on TAB C?

***Answer: Year 4 for Master Contractors awarded a CATS+ Master Contract in 2013, Year 1 for Master Contractors awarded a Master Contract under the CATS+ expansion window in 2017.***





27. Question: The Key Information Summary Sheet states that the term of this TORFP is a “One-year base period with 4, one-year option periods, commencing from the Effective Date” Can the State please clarify if the “Snapshot” consists of only Stage 1 and is only a duration of 90 days?

***Answer: The Snapshot references three stages of which two are optional. Please reference TORFP Sections 2.6.1 and 2.7 which provides the duration of each stage.***

28. Question: Can the State please indicate whether there will be any field work? If so, what type?

***Answer: There may potentially be the need to travel to other DHS locations and project sites in and around the Baltimore/Annapolis area, in addition to DoIT's location at 100 Community Place, Crownsville MD 21032.***

29. Question: What is the overall quantity of artifacts that will be reviewed?

***Answer: The quality of the artifacts will be determined at the initiation of the IV&V, at a minimum the artifacts include all SDLC documents developed to date.***

30. Question: How many projects or developers are we auditing?

***Answer: MD THINK is one project including a team of supporting resources.***

31. Question: The TORFP states, “The proposed solution shall be organized to exactly match the requirements outlined in TORFP Section 2 through 3”. Can the State please clarify that they are requesting the offeror to respond to all sections within Sections 2 through 3?

***Answer: Yes.***

32. Question: Appendix 4 Non-Disclosure agreement “Before TO proposal as directed in the TORFP.” Does the State intent to receive the Appendix 4 form prior to submission and/or with all other required attachments?

***Answer: The offer of a reading room has been eliminated from the TORFP. Appendix 4 Non-Disclosure Agreement (Offeror) is no longer required, please refer to Amendment #2 to the TORFP.***

33. Question: It was stated at the conference that the maximum file size for emails was 25MB. However, in Section 5.3.4 E-mail submission (E), it says that emails must not exceed 10 MB. Can the State please confirm that the emails must not exceed 25MB?

***Answer: The maximum file size for emails is 25Mb, please see Amendment #2 to the TORFP.***

34. Question: Can the State please clarify the Period of Performance for Stages 1-3 that are broken out in the Price Proposal Form.

***Answer: Please reference the Deliverables Section 2.7 for period/time of performance. The remaining stages, if exercised, will be defined in a Work Order if issued.***



35. Question: Can the State please clarify that all stages are part of one Option Period (the Base Year)? If so, how should the remaining option periods be priced?

***Answer: Please reference the Deliverables Section 2.7 for period/time of performance for the stages. The remaining stages, if exercised, will be defined in a Work Order if issued. This may or may not be part of the Base Year of the Task Order.***

36. Question: Can you estimate when you will be issuing answers to submitted questions? We would like to have at least two weeks after the questions are answered for a response, will the state consider extending the due date if the Q&A is issued after December 8?

***Answer: The first set of Q&As was issued 11/24/17 in addition to TORFP Amendment #1. The State's intention is to respond to all questions by December 8<sup>th</sup>.***

37. Question: Are all of MD THINK systems and applications planned for development within scope of this IV&V?

***Answer: Yes.***

38. Question: Can you estimate the number of development teams you will be deploying for the THINK program? Since the current scope descriptions are fairly broad, would it consider making Part I, Stage 1 time and materials rather than fixed price?

***Answer: The number of development teams will vary during the deployment of MD THINK. Only the teams that are currently in place at the time of the IV&V will be within the scope.***

39. Question: On RFP pages 2 and 3 section 2.2 describes 7 objectives of Part I. Of those objectives, item G states "Other objectives/assessment areas tailored to specific project circumstances." Since Part I is fixed price, can you suggest how offerors should handle scoping the labor and price for this particular requirement? Alternately, since it is an open ended generalized statement, would the State consider omitting it, or making it part of Part II T&M?

***Answer: The State will not consider omitting or making the requirement as part of Part II T&M. Offerors should use their past IV&V experience to estimate staffing needs.***

40. Question: RFP page 5 states the THINK platform has two priorities (1. Cloud based shared platform and 2. Replacement of existing case management systems). Is the 12-2020 release date supplied in the RFP the target completion date for the first or both priorities?

***Answer: Both priorities.***

41. Question: RFP page 5 states that phases and reviews should include certain milestones as determined by DHR's release plan. Can you supply a copy of the release plan?

***Answer: The release plan will be provided to the awarded IV&V TO Contractor at time of Task Order award.***





42. Question: Page 5 section 2.4.3 and page 6 section 2.5 provides additional lists of oversight requirements but it is not specified which Part these apply to. Can you clarify? Are each of these additional sections to be treated as in addition to the requirements listed in section 2.2 for Part I? Or are some to be scope for Part II?

***Answer: Section 2.4.3 describes the roles of the ESC. Section 2.2 is in reference to project management methodology. Section 2.5 is in reference to the processes and system.***

43. Question: Page 6, section 2.4.4 there is a note indicating that presentations may be required for DHS and MD Think Steering Committee. Part I and II only have pricing for one presentation for each named deliverable, and they are fixed price. Can you tell us if there are one or two presentations for each named deliverable and if there are two, can you revise the pricing sheet?

***Answer: Please refer to the answer to Question #1. The Financial Proposal has been amended adding an additional line for pricing two additional presentations.***

44. Question: Page 5 section 2.4.3, last paragraph states the MD THINK work streams are divided into four groups: EPMO, data, applications, and infrastructure. Can you estimate the head count sizes of these groups, and where will they be located?

***Answer: Head count estimates are determined using the following scale:***

***S (1-10) M (10-50) L (over 50): EPMO (M), data (L), applications (L), infrastructure (L)***

***Locations to be determined at the appropriate DHS sites in the Baltimore/Annapolis area***

45. Question: Page 7 section 2.6 final sentence states “Where evaluation of the IT solution is required, the TO contractor shall apply the SEI CMMI model or other recognized industry standard.” Can you elaborate on how this requirement coexists with your Agile approach?

***Answer: The project is being managed using the agile approach. The IV&V assessment shall take into consideration industry standards for the IV&V. The IV&V is not expected to be managed using the agile approach.***

46. Question: Pages 12 and 13, sections 2.7.1.3 and 2.7.1.5. Deliverable 2.7.1.5’s time of performance is only ten days after D 2.7.1.4 Team management plan is submitted. This does not seem to be sufficient time to conduct the appropriate investigations and analysis for a program of this complexity:

- a. May an Offeror suggest alternative timeframes for deliverables that would improve quality?

***Answer: In the deliverable table under Time of Performance, there is the following note: “Offerors may propose alternate dates based on industry expertise”. Therefore, Offerors may suggest alternate timeframes for deliverables.***



- b. If we propose different timelines, will a revised assessment duration/timeline be detrimental to an Offeror's bid evaluation?

***Answer: No, as the TORFP asks for alternate dates.***

47. Question: Page 31, section 3.7. We are unclear as to how many resumes you want us to supply. The first sentence requests a resume for key personnel. The second sentence specifies resumes for all personnel. Can the State clarify this requirement? We are requesting the State to consider resumes only for key personnel, since there is no planned start date for the work, it is difficult to specify specific personnel. Also, if resumes are due for all personnel, does this include all of Part 1 and/or Part II or just for the work that is currently scoped in Part I?

***Answer: TORFP Section 3.7 has been revised through Amendment #2. Resumes are only required for Part 1, under Part 2, appropriate staffing levels will be identified in Work Orders if issued.***

48. Question: Page 44, Section 5.4.2.C.1 can you confirm our reading of this section to mean that you want proposed staffing plans for only Part I?

***Answer: That is correct.***

49. Question: In regards to section 4.12.1, the TORFP states "Certain documentation may be available for potential Offerors to review at a reading room (location to be determined...)". Can you please provide an overview/summary of what types of documents are in the reading room?

***Answer: The State is no longer offering a reading room, please see the response to Question #32.***

50. Question: In Section 2.6 paragraph 1, does the limited duration coincide with the delivery of the 'Final Baseline Findings Report' deliverable?

***Answer: Can the offeror please clarify the question.***

51. Question: In Section 2.6.1, roughly how many business units and/or number of staff are anticipated to be interviewed, and what are the anticipated project roles for the staff being interviewed?

***Answer: That will be determined by the IV&V TO Contractor as deemed necessary to obtain the information for Part 1. TORFP Section 2.4.3 provides the groups within the MD THINK project.***

52. Question: In Section 2.6.2 paragraph 2, since this is an optional task and the "TO Project/Contract Manager shall work with the TO Contractor to identify appropriate staff levels for the Lifecycle IV&V", may we exclude the org chart and/or staff plan (from our proposal) pertaining to this task?

***Answer: Yes, only pertaining to scope that is optional and requested through a Work Order.***





53. Question: In Section 2.7.1, will the TO Contractor have access to a DOIT/DHS owned secure document repository (e.g. SharePoint site) for secure delivery and storage of document deliverables?

***Answer: The TO Contractor would have access to the deliverables per DHS's document repository procedures. Please reference the first paragraph in TORFP Section 2.5.***

54. Question: The Maryland System Development Life Cycle (SDLC) indicates that work is broken down into loosely-coupled components or services. How many modules does the State expect to be integrated into MD THINK?

***Answer: Please refer to the MD THINK Vision provided as additional information with Q&A Document #2.***

55. Question: Has a MITA 3.0 State Self-Assessment been completed? If so, will it be available to the IV&V Vendor to review during project initiation?

***Answer: No, an MITA 3.0 State Self-Assessment has not been completed at this time.***

56. Question: Does the State anticipate co-locating the TO Contractor and other system vendors?

***Answer: No, DHS office and project sites will be located in and around the Baltimore/Annapolis area.***

Question: Does DHS have a timeline for implementation other than a platform end date of 2020 that can be shared with prospective TO Contractors?

***Answer: The end date of 2020 is the project timeline which incorporates both the architectural activities and the programmatic activities. Please refer to the MD THINK Platform Timeline provided as additional information with Q&A Document #2.***

57. Question: Does the State envision implementing a Full, Large Solution or Portfolio Scaled Agile Framework (SAFe) methodology?

***Answer: As stated in TORFP Section 2.4.3, the project will utilize a Scaled Agile Framework (SAFe) approach for delivery and adhere to this methodology***

58. Question: In reviewing the Deliverables table in TORFP Section 2.7.1 and the Item #s in the Attachment B – Financial Proposal Price Tab, there appears to be a difference in numbering. TORFP Deliverable ID # 2.7.1.10 - IV&V Project Financial Status Reports includes an initial Report at NTP+90 Calendar Days and then 12 monthly Financial Status Reports to follow. In looking at the Financial Proposal worksheet, the IV&V Project Financial Status Reports are broken down into two Deliverables. The initial Report is listed as Item # 2.7.1.10, consistent with the TORFP deliverable. However, the 12 monthly reports are listed separately as Item # 2.6.1.10, which doesn't seem to align or match the TORFP. Would it make more sense to align by having Item # 2.7.1.10.1 and Item #2.7.1.10.2, maintaining consistency between the documents?



Please clarify.

***Answer: Please refer to the answer to Question #1.***

59. Question: In reviewing the deliverable table, Deliverable ID # 2.7.1.10 - IV&V Project Financial Status Reports asks for both an initial Report at NTP+90 Calendar Days and then 12 monthly Financial Status Reports to follow. Given the one year base period for the contract, it seems like the timeframe for the initial and monthly reports would go beyond the one year expected base. Please clarify.

***Answer: The section does not ask for 12 monthly reports. It states "NTP + 90 days, monthly thereafter."***

60. Question: This section states that Offerors must include a resume for each proposed personnel. Please confirm that this resume is the same as the Labor Classification Personnel Resume Summary provided on page 120.

***Answer: Please see Amendment #2 to the TORFP. Offerors are to submit the revised Appendix 3 – Labor Classification Personnel Resume Summary for each proposed Key Personnel.***

61. Question: According to the requirement listed in Section 5.4.2, the response on Proposed Services (Item A) is to be provided ahead of the Transmittal Letter (Item B). Please confirm that this is correct.

***Answer: The Transmittal Letter should be included at the front of the Technical Proposal.***

62. Question: Section A.2 (Proposed Solution) states that the section should be organized to exactly match the requirements outlined in TORFP Sections 2 and 3. Are Offerors expected to provide a response/narrative to each section within Sections 2 and 3? Can the State provide a list of the sections that required a response?

***Answer: Yes, a response to each section is required in order to determine that an Offeror has a complete understanding of the TORFP SOW.***

63. Question: Is a GANTT chart acceptable for a draft Work Breakdown Structure (WBS)?

***Answer: Yes.***

64. Question: Deliverable 2.7.1.14 - IV&V TEAM Assistance is listed as Time and Material (T&M). The Financial Proposal shows 80 for this deliverable, which is much higher than any other deliverable shown. Is that because 80 represents the number of hours expected, as opposed to the number of deliverables the vendor needs to produce?

***Answer: Please refer to the answer to Question #1 and Amendment #2 to the TORFP.***

65. Question: Will the attachment forms be provided in a Word document?





***Answer: Yes, they are provided with along with Q&A #2 and Amendment #2.***

66. Question: 3.7 states that all proposed personnel will be considered Key. So just to clarify we have to provide three references for each proposed resource?

***Answer: Section 3.7 of the TORFP has been amended, please refer Amendment #2 to the TORFP.***

67. Question: Does the state expect a MEET assessment (Progress Reports, Medicaid Eligibility and Enrollment Checklists, Project Initiation Milestone Reviews, Operational Milestone Reviews, and Post Operational Reviews) to be delivered during Stage 1 of 3 - Baseline Assessment?

***Answer: The MEET assessment should be provided quarterly. Therefore it would fall into the schedule for the Baseline Assessment.***

68. Question: As the Due date is Friday Dec 22nd 2pm, Can we extend the timeline to Monday Dec 25th around 10am so that the vendor community can get additional weekend to work given the holiday time as well as employees are in the middle of the vacations during the response timeframe? I am hoping vendor community can leverage it very effectively.

***Answer: The due date for proposals has been extended to December 28, 2017, please see Amendment #1 to the TORFP.***

69. Question: In regard to Section 2.6 – IV&V Requirements: Please elaborate on the on-site expectations for the IV&V team.

***Answer: The State is unable to set an expectation.***

70. Question: How many estimated interviews will the TO IV&V Contractor be expected to conduct during Part 1-Snapshot?

***Answer: That would be determined by the TO Contractor as deemed necessary to obtain the information for Part 1.***

71. Question: In regard to Section 2.7 - Deliverables:

- a. Please confirm whether the deliverables expected of the IV&V vendor in Part Two "Life Cycle" should all be proposed as "time and materials" (perhaps with the sole exception of 2.7.1.17 the project closure report).

***Answer: Please refer to the answer to Question #1 and Amendment #2 to the TORFP.***

- b. If so, is it acceptable for us to provide various rates for multiple types of staff who could be involved with a deliverable since, for example, we are unsure of which deliverables we will need to review?

***Answer: In Tab C of Attachment B – Price Proposal Form, Offerors are requested to***



***propose the labor categories and rates they will use for optional services requested under a work order.***

72. Question: In regard to Section 3.7 - TO Contractor Key Personnel Qualifications:

- a. Per the CATS+ Master Contract document Section 2.10, please define what labor categories you consider 'key' for this project?

***Answer: In addition to the TO Contractor IV&V Project Manager identified in TORFP Section 3.7.1, Offerors shall identify any proposed personnel that they consider Key, please refer to Amendment #2 to the TORFP***

- b. The TORFP states that all proposed personnel will be considered key. May we also include support roles for our team and only provide brief bios/summaries of their experience, rather than full resumes and references for each of them?

***Answer: Section 3.7 of the TORFP has been revised, please refer to Amendment #2 to the TORFP.***

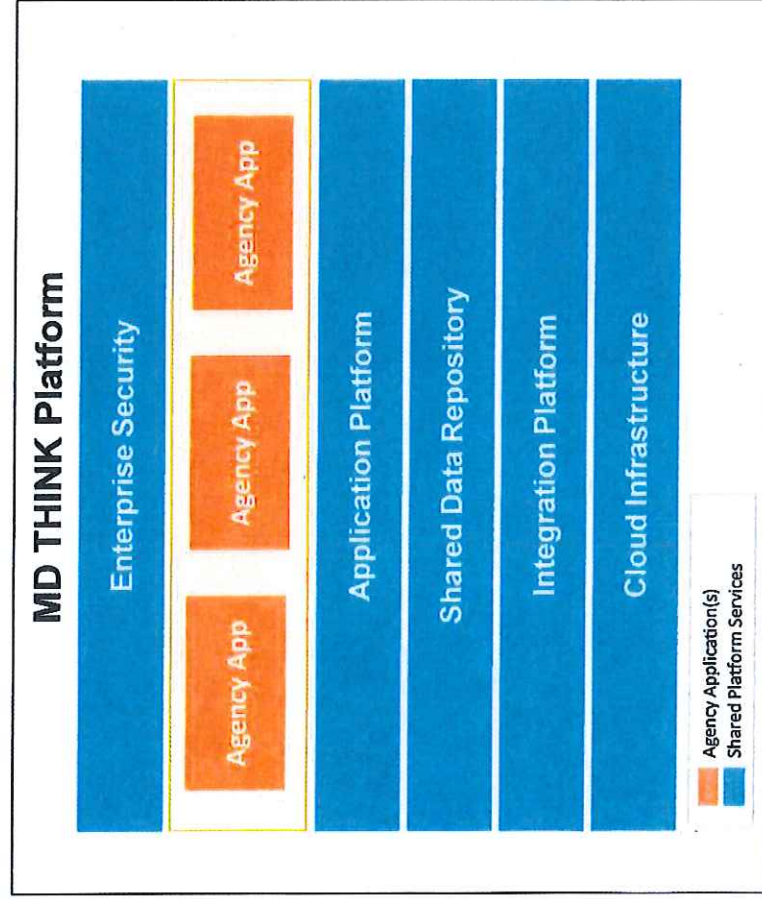
- c. Section 5.3.4 E says that emails must not exceed 10 MB and the Q&A states that the emails must not exceed 25 MB. Which one is correct?

***Answer: See Question #33 and Amendment #2 to the TORFP.***

# MD THINK Vision



MD THINK is a transformational, groundbreaking technology program that will modernize service delivery to Marylanders





# Platform Timeline



We are actively developing MD THINK and the Platform will be available to additional agencies as early as October 2017

