

Request for Resume (RFR)
CATS+ Master Contract –Q00B9400138 - 2019
All Master Contract Provisions Apply

Section 1 – General Information			
RFR Number: (ADPICS Reference BPO Number)	Q00B9400138		
Functional Area (Enter One Only)	Functional Area 10 – IT Management Consulting Services		
Labor Category/s			
Project Manager, CATS+ Labor Category Section 2.10.95			
Anticipated Start Date	June 19, 2019		
Duration of Engagement	Three (3) Year Base term, Two (2) one (1) year option periods exercisable at the State’s sole discretion.		
Designated Small Business Reserve?(SBR): (Enter “Yes” or “No”)	No		
MBE Goal	0%		
Issue Date: mm/dd/yyyy	03/15/2019	Due Date: mm/dd/yyyy	04/05/2019
		Time (EST): 00:00 am/pm	01:00 pm
Place of Performance	Department of Public Safety and Correctional Services Maryland Correctional Enterprises 7275 Waterloo Rd Jessup, MD 20794		
Special Instructions	<p>Department of Public Safety and Correctional Services - Maryland Correctional Enterprises will make one award as a result of this RFR.</p> <p>This position is to be a full-time management level position. As such, State/MCE will pay a fixed hourly rate on a monthly basis, based on project management resources having submitted acceptable deliverables.</p> <p>All questions pertaining to this solicitation should be submitted 03/21/2019 at 1:00 pm est.</p> <p>All questions should be emailed to: emilya.powell1@maryland.gov</p>		

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	<p>Interviews will be conducted in person at: Department of Public Safety and Correctional Services Office of the Secretary 300 E. Joppa Road Suite 1000 Towson, MD 21286 Dates and times will be determined after eligible candidates have been notified.</p> <p>Candidates out of State will be allowed to interview by GoToMeeting.</p>		
Security Requirements (if applicable):	<p>Selected personnel shall pass all Department of Public Safety and Correctional Services Criminal Justice Information System fingerprint based background checks. Refer to: http://dpscs.maryland.gov/publicservs/bgchecks.shtml for further detailed information regarding the fingerprint background check process and attachment 7 – criminal background check affidavit.</p>		
Section 2 – TO Procurement Officer Information			
TO Requesting Agency	<p>Department of Public Safety and Correctional Services Office of the Secretary</p>		
TO Procurement Officer	Emily Powell	TO Procurement Officer phone number	410-339-5952
TO Procurement Officer email address	emilya.powell1@maryland.gov		
TO Procurement Officer mailing address	<p>300 E. Joppa Road Suite 1000 Towson, MD 21286</p>		
Section 3 – Scope of Work			
A. Background			

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This RFR is to secure a Project Manager who will oversee the primary day-to-day project leadership team to act on behalf of The Department of Public Safety and Correctional Services - Maryland Correctional Enterprises for a new Enterprise Resource Planning System. The new Enterprise Resource Planning (ERP) system will meet the current and future needs of the correctional industries program which has grown significantly over the past 15 years. Managing over \$50 Million dollars per year in sales services and employing over 2,000 inmates in correctional facilities requires a high level of financial and manufacturing accountability in an efficient manner. The current paper driven processes and computing platform is not efficient or effective, and does not meet The Department of Public Safety and Correctional Services - Maryland Correctional Enterprises goals. The objectives for this program are to develop a highly interactive computer system which will link the businesses’ functional areas of sales, inventory, customer service, finance, shipping, receiving and delivery and manufacturing processes. These linkages will increase the communication and status of orders providing better customer service and lower costs due to waste. It will also provide management reports and better analysis of current conditions and trends.

The ERP system will consist of software and necessary hardware that will support, at a minimum, the following high level core business needs:

- Customer Relationship Management
- Sales
- Operations
- Finance
- Manufacturing and Service operations

The software will be capable of supporting multiple types of manufacturing and subcontract service operations at numerous locations simultaneously. In addition, the software will support the exchange of information between various Department of Public Safety and Correctional Services - Maryland Correctional Enterprises sites of operations and customer sites and have a level of customizability to allow integration with other state of Maryland systems, mainly FMIS (Maryland’s Financial Management Information System).

B. Role Definitions

1.	Task Order (TO) Procurement Officer – Agency staff person responsible for managing the RFR process up to the point of TO award.
2.	TO Manager – Agency staff person who oversees the PM’s work performance, resources and administers the TO once it is awarded.
3.	TO Contractor – The CATS+ Master Contractor awarded a TO Agreement as a result of this RFR. The TO Contractor shall provide the PM resources and be accountable for the PM work performance under the TO Agreement.
4.	Project Manager (PM) – The person provided by the TO Contractor as a result of this RFR. The PM is responsible for overall project planning and execution. The PM is responsible for performing the duties and responsibilities described in Attachment 8 , and for completing all requirements and deliverables under the TO. The PM reports directly to the TO Manager and shall oversee and direct the Project Team made up of State and contractual personnel. The Project Manager is responsible for oversight of the project activities and deliverables. The Project Manager will provide direction and guidance to the Department of Public Safety and Correctional Services – Maryland Correctional Enterprises IT team in performing the duties and responsibilities under this SOW.

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5.	Development Contractor – The Contractor responsible for COTS implementation, including their PM and other personnel assigned to the project. The Development Contractor reports to the PM for project purposes with oversight by the TO Manager.
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C. Job Description/s

Labor Category/s (From Section 1 Above)	Duties / Responsibilities
Project Manager	<p>This position shall oversee and direct the Enterprise Resource Planning project team, consisting of State and contractual personnel. Responsibilities include overall project governance, planning, and implementing course corrections as required. Duties shall focus on project monitoring, control, team integration, overall technical project planning and execution, change integration, and corrective action as needed.</p> <p>This position will serve as primary liaison with The Department of Public Safety and Correctional Services - Maryland Correctional Enterprise and Agency stakeholders. The position shall ensure the appropriate application of the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK) and the State’s Agile Systems Development Lifecycle (SDLC) in managing the project. The PM must utilize agile methodologies and processes throughout the entire Systems Development Lifecycle of the ERP project.</p> <p>This position is also responsible for all technical and functional aspects of the ERP project, including, but not limited to, all interfaces and managing the technical and functional elements of the project in accordance with PMBOK and Agile SDLC.</p> <p>The PM shall report to the TO Manager and perform the tasks described in the Table 1. The PM shall be capable of performing all assigned tasks with self-sufficiency and minimal guidance from the TO Manager. PM performance shall be rated each month based on performance in the nine PMBOK knowledge areas as applied to the ERP project, and the quality of the written deliverables described in Table 2. (see Exhibit 1 – Deliverable Product Acceptance Form (DPAF) for performance rating criteria).</p> <p>Further, the PM is also responsible for the execution of the project’s Change Management Plan.</p> <p>Please refer to Attachment 8 for a detailed description of duties, responsibilities and deliverables.</p>

Section 4 – Personnel Qualifications

Experience Levels/Qualifications

Candidates will be evaluated on their ability to meet the minimum qualifications identified in Section 2.10 of the CATS+ Master RFP – 060B2490023-2016 <http://doit.maryland.gov/contracts/Documents/CATSPlus2016/060B2490023-2016CATSPlus2016RFP.pdf> in addition to the preferred experience/knowledge and skills listed below. Candidates possessing the preferred experience/qualifications/knowledge and skills below may receive a higher technical ranking.

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Preferred Experience/Qualification/Knowledge/Skills	
<p>Project Manager (From Section 1 Above)</p>	<ul style="list-style-type: none"> • Education: • Bachelor’s degree from an accredited college or university in Computer Science, Information Systems, or other related disciplines. • PMI certification as a PMP or a PMI Agile Certified Practitioner (PMI-ACP) or equivalent.
	<p>a. General Experience:</p> <ul style="list-style-type: none"> • Seven (7) or more years’ project experience as the overall leader of IT projects for manufacturing industry organizations. • Three (3) or more years’ experience managing deployment of IT software solutions across offices/departments that are geographically and operationally disparate for manufacturing industry organizations or various business units of industrial enterprises or corporations.
	<ul style="list-style-type: none"> • Specialized Experience: • Experience leading similar ERP project utilizing agile software development framework or agile implementation methodologies such as scrum to development or implement an ERP solution. • Proficient at managing an integrated project schedule using agile project management software. • Three (3) or more years’ project experience on complex IT projects implementing COTS systems for manufacturing industry organizations. Offeror to list examples of systems that were implemented.
Section 5 – Required Submissions	

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1. Master Contractors may propose only one candidate for each position requested.
2. Master Contractors electing not to propose in response to the RFR must submit a “Master Contractor Feedback Form” via the “Master Contractor Login” on the CATS+ web site.
3. Master Contractors proposing in response to the RFR must submit the documents below as separate files contained in two separate emails as follows:

Email 1 of 2 with as a password protected file “Technical”: Master Contractor Name, RFR number, & candidate name in the subject line.

1. RFR Attachment 1 – RFR Resume Form for each labor category described in the RFR – submit one Attachment 1 for each candidate proposed. Attachment 1 shall include three (3) current references for each candidate proposed that can be contacted for performance verification for each candidate’s work experience and skills. Telephone number and email address of reference is required.
2. RFR Attachment 3 - Certification Regarding Investments in Iran.
3. RFR Attachment 4 - Conflict of Interest Affidavit
4. RFR Attachment 6 - Living Wage Affidavit
5. Any relative documentation to demonstrate meeting the qualifications in RFR Section 4 – Personnel Qualifications.

Must submit a copy of degree or transcript.

Must submit copy of current PMI certificate which a minimum PMP certification as a PMI Agile Certified Practitioner (PMI-ACP) or equivalent.

Email 2 of 2 as a password protected file with “Financial”: Master Contractor Name, RFR number, & candidate name in the subject line. The password must be unique for each candidate e-mail.

1. RFR Attachment 2 - Price Proposal – submit a separate Attachment 2 – Price Proposal for each proposed candidate.

The TO Procurement Officer will contact Master Contractors to obtain the password to the financial proposal for those candidates that are deemed reasonably susceptible for award. Master Contractors who cannot provide a password that opens the file may be considered not susceptible for award. Subsequent submissions of financial content will not be allowed.

Section 6 – Selection/Award Process

1. In the event that more than 10 proposals are received, the TO Procurement Officer may elect to exercise the following down-select process:
 - a. An initial evaluation of all submitted resumes and documentation will be completed. Based on this evaluation, the proposed candidates will be ranked highest to lowest for technical merit based on RFR Section 4 – Personnel Qualifications.
 - b. Offerors who submitted the top 10 technically ranked proposals will be notified of selection for candidate interviews. The TO Procurement Officer will follow the Selection/Award Process in RFR Section 6.
 - c. All other Offerors will be notified of non-selection for this RFR.
2. After completion of interviews, the remaining 10 proposals will be ranked for technical merit based on the following evaluation criteria:
 - A. Relevant IT project management
 - B. Training and Education, shall be PMP certified as a PMI Agile Certified Practitioner (PMI-ACP) or equivalent.
 - C. References
 - D. Degree or Transcript
3. The TO Procurement Officer will only open the Price Proposals where the associated technical proposal/candidate has been classified as reasonably susceptible for award.

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4. Price Proposals will be evaluated and ranked from lowest to highest price proposed.

5. When in the best interest of the State, the TO Procurement Officer may request, in writing, a financial Best and Final Offers (BAFOs). The State may make an award without issuing a request for a BAFO.

The TO Procurement Officer will recommend award to the Master Contractor/s whose proposal is determined to be the best value to the State, considering price and the evaluation factors set forth above. In this evaluation, technical merit is considered to have greater weight. The TO Procurement Officer will initiate and deliver a Task Order Agreement to the selected Master Contractor/s. **Master Contractors should be aware that if selected, State law regarding conflict of interest may prevent future participation in procurements related to the RFR Scope of Work, depending upon specific circumstances.**

Section 7 – Invoicing Instructions

1. After the end of each month, the TO Contractor shall submit timesheets to the TO Manager, for review prior to submitting an invoice.
2. The TO Manager shall review, sign, and return the timesheets to the TO Contractor.
3. The TO Contractor shall send a copy of the signed timesheets with an invoice to the TO Manager to:
4. The TO Contractor shall invoice the State monthly at the proposed hourly labor rate for actual hours worked, as documented in the approved timesheets.

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Attachment 1 - RFR Resume Summary Form – CATS+ RFR # Q00B9400138

Proposed Key Personnel:	Master Contractor:	CATS+ Labor Category:		
Education: Bachelor’s Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline. Master’s degree or project management certification is preferred.	Institution/Address:		Degree or Certification:	Year Completed:
			Field of Study:	
Preferred Education: <ul style="list-style-type: none"> Bachelor’s degree from an accredited college or university in Computer Science, Information Systems, or other related disciplines. PMI certification as a PMP or a PMI Agile Certified Practitioner (PMI-ACP) or equivalent. 	Institution/Address:		Degree or Certification:	Year Completed:
			Field of Study:	
General Experience: At least five (5) years of experience in project management	Start	End	Company/Job Title	Relevant Work Experience

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Preferred General Experience: <ul style="list-style-type: none"> Seven (7) or more years’ project experience as the overall leader of IT projects for manufacturing industry organizations Three (3) or more years’ experience managing deployment of IT software solutions across offices/departments that are geographically and operationally disparate for manufacturing industry organizations or various business units of industrial enterprises or corporations 	Start	End	Company/Job Title	Relevant Work Experience
Specialized Experience: At least five (5) years of experience in managing IT related projects and must demonstrate a leadership role in at least three successful projects that were delivered on time and on budget.	Start	End	Company/Job Title	Relevant Work Experience
Preferred Specialized Experience: <ul style="list-style-type: none"> Experience leading similar ERP project utilizing agile software development framework or agile implementation methodologies such as scrum to development or implement an ERP solution. 	Start	End	Company/Job Title	Relevant Work Experience

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<ul style="list-style-type: none"> • Proficient at managing an integrated project schedule using agile project management software. • Three (3) or more years' project experience on complex IT projects implementing COTS systems for manufacturing industry organizations. Offerer to list examples of systems that were implemented. 				

CANDIDATE REFERENCES (List persons the State may contact as employment references)

Reference Name	Job Title or Position	Organization Name	Telephone / Email

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

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ATTACHMENT 2 - PRICE PROPOSAL – FOR MULTI-YEAR RFR

(This form is to be filled out by Master Contractors - Submit as the Financial Response with password protection)

Base Period 1 (one year)			
CATS+ Labor Category	A	B	C
	Fully Loaded Hourly Labor Rate	Evaluation Hours	Extended Price (A x B)
	\$	2,000	\$
Total Base Period 1 Evaluation Price			\$
Base Period 2 (one year)			
CATS+ Labor Category	A	B	C
	Fully Loaded Hourly Labor Rate	Evaluation Hours	Extended Price (A x B)
	\$	2,000	\$
Total Base Period 2 Evaluation Price			\$
Base Period 3 (one year)			
CATS+ Labor Category	A	B	C
	Fully Loaded Hourly Labor Rate	Evaluation Hours	Extended Price (A x B)
	\$	2,000	\$
Total Base Period 3 Evaluation Price			\$
Renewal Period 1 (one year)			
CATS+ Labor Category	A	B	C
	Fully Loaded Hourly Labor Rate	Evaluation Hours	Extended Price (B x C)
	\$	2,000	\$
Total Renewal Period 1 Evaluation Price			\$
Renewal Period 2 (one year)			
CATS+ Labor Category	A	B	C
	Fully Loaded Hourly Labor Rate	Evaluation Hours	Extended Price (A x B)
	\$	2,000	\$
Total Renewal Period 2 Evaluation Price			\$
Total RFR (Sum of Periods 1-5 Prices)			\$

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Authorized Individual Name

Company Name

Title

Company Tax ID #

Signature

Date

The Hourly Labor Rate cannot exceed the Master Contract rate, but may be lower. Rates must be fully loaded, all inclusive, and shall include all direct and indirect costs for the Master Contractor to perform under the TOA. Evaluation Hours are for evaluation purposes only and do not represent actual hours to be worked or invoiced.

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ATTACHMENT 3 - CERTIFICATION REGARDING INVESTMENTS IN IRAN

Authority: State Finance & Procurement, §§17-701 – 17-707, Annotated Code of Maryland [Chapter 447, Laws of 2012.]

List: The Investment Activities in Iran list identifies companies that the Board of Public Works has found to engage in investment activities in Iran; those companies may not participate in procurements with a public body in the State. “Engaging in investment activities in Iran” means:

- A. Providing goods or services of at least \$20 million in the energy sector of Iran; or
- B. For financial institutions, extending credit of at least \$20 million to another person for at least 45 days if the person is on the Investment Activities In Iran list and will use the credit to provide goods or services in the energy of Iran.

The Investment Activities in Iran list is located at: www.bpw.state.md.us

Rule: A company listed on the Investment Activities In Iran list is ineligible to bid on, submit a proposal for, or renew a contract for goods and services with a State Agency or any public body of the State. Also ineligible are any parent, successor, subunit, direct or indirect subsidiary of, or any entity under common ownership or control of, any listed company.

NOTE: This law applies only to new contracts and to contract renewals. The law does not require an Agency to terminate an existing contract with a listed company.

CERTIFICATION REGARDING INVESTMENTS IN IRAN

The undersigned certifies that, in accordance with State Finance & Procurement Article, §17-705:

(i) it is not identified on the list created by the Board of Public Works as a person engaging in investment activities in Iran as described in §17-702 of State Finance & Procurement; and

(ii) it is not engaging in investment activities in Iran as described in State Finance & Procurement Article, §17-702.

The undersigned is unable make the above certification regarding its investment activities in Iran due to the following activities:

Name of Authorized Representative: _____

Signature of Authorized Representative: _____

Date: _____ Title: _____

Witness Name (Typed or Printed): _____

Witness Signature and Date: _____

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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)

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ATTACHMENT 5 – 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 its Maryland Department of Public Safety and Correctional Services (DPSCS), (the “Department or Agency”), 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 Project Manager for new Enterprise Resource Planning System RFR No. Q00B9400138 dated _____, (the “RFR”) issued under the Consulting and Technical Services procurement issued by the Department or Agency, Project Number 060B2490023-2016; 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 RFR 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. 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 means (1) any and all information provided by or made available by the State to the TO Contractor in connection with the TO Agreement and (2) any and all personally identifiable information (PII) (including but not limited to personal information as defined in Md. Ann. Code, State Govt. § 10-1301(c)) and protected health information (PHI) that is provided by a person or entity to the TO Contractor in connection with this TO Agreement. 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 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 RFR or who will otherwise have a role in performing any aspect of the RFR, 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.

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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 or Agency, all Confidential Information in its care, custody, control or possession upon request of the Department or Agency 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 Master Contract 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:

TO Requesting Agency:

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

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**EXHIBIT A – FOR THE NONDISCLOSURE AGREEMENT (TO CONTRACTOR)
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

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ATTACHMENT 6 – LIVING WAGE AFFIDAVIT

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 and Date: _____

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ATTACHMENT 7– CRIMINAL BACKGROUND CHECK AFFIDAVIT

AUTHORIZED REPRESENTATIVE

I HEREBY AFFIRM THAT:

I am the _____ (Title) _____ and the duly authorized representative of _____ (Master Contractor) _____ and that I possess the legal authority to make this Affidavit on behalf of myself and the business for which I am acting.

I hereby affirm that _____ (Master Contractor) _____ has complied with Section 2.4, Security Requirements of the Department of Information Technology’s Consulting Technical Services RFP 060B2490023-2016 (CATS+).

I hereby affirm that the _____ (Master Contractor) _____ has provided Department of Public Safety and Correctional Services with a summary of the security clearance results for all of the candidates that will be working on Task Order Project Manager for new Enterprise Resource Planning System Q00B9400138 and all of these candidates have successfully passed all of the background checks required under Section 2.4.3 to the of the CATS+ RFP 060B2490023-2016 and has successfully passed the Department of Public Safety and Correctional Services Criminal Justice Information System fingerprint based background checks. Master Contractors hereby agrees to provide security clearance results for any additional candidates at least seven (7) days prior to the date the candidate commences work on this Task Order.

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.

Master Contractor

Typed Name

Signature

Date

Submit within 7 days prior of NTP

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ATTACHMENT 8

**DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES
MARYLAND CORRECTIONAL ENTERPRISES
ENTERPRISE RESOURCE PLANNING PROJECT
PROJECT MANAGER (PM) DUTIES &
RESPONSIBILITIES**

1. The purpose of this section is to provide a detailed description of the PM duties. An asterisk (*) by the section number below and bold italics identifies a deliverable associated with the duty / responsibility. Refer to **Section 6** for full descriptions of all deliverables and time of performance. The PM is expected to ensure and oversee the creation of any and all written deliverables that do not exist for the project, and review and oversee updating of those that do exist. The PM will ensure that all deliverables are consistent with standards in the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) and State of Maryland Agile System Development Life Cycle (SDLC) (see **Section 2** below).

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TABLE 1	PM Project Management Duties
1.1	Become thoroughly knowledgeable on all aspects of the ERP project.
1.2*	<p>Provide ERP Program Management (Deliverable 2.1) consistent with PMI and PMBOK principles of project management and the State of Maryland Agile SDLC. Manage and integrate project resources including oversight of the project team. Exercise PM best practices for the project and oversee project activities consistent with the nine knowledge areas including:</p> <ul style="list-style-type: none"> • Procurement Management - consisting of procurement planning, contracts planning, authoring solicitations, evaluation, requesting solicitation responses, selecting contractor(s), administering contract(s), and contract(s) closing activities. • Schedule Management - consisting of activity definition and sequencing, resource estimating, duration estimating, schedule development, and schedule control activities. • Integration Management - consisting of project plan development, project plan execution, and integrated change control activities. • Scope Management - consisting of project initiation, scope planning, scope definition and scope change control activities. • Cost Management - consisting of resource planning, cost estimating, budgeting and cost control activities. • Human Resources Management - consisting of organizational planning, project team acquisition and staff development activities. • Risk Management - consisting of risk management planning, risk identification, risk quantitative and qualitative analysis, response planning, monitoring, and control activities. • Quality Management - consisting of quality planning, quality assurance and quality control activities. • Communications Management - consisting of communications planning, information distribution, progress and performance reporting, and stakeholder communications management activities. • Provide guidance and oversight on all aspects of Technical Project Teams (Data warehouse, Portal, Integration, Development, Conversion, Configuration Management and others). Provide guidance on technical aspects of project to include: <ul style="list-style-type: none"> • Technical Architecture (Hardware, System Security, Data Warehouse, Portal, Network and etc.) • Programming Standards and Guidelines in compliance with State of Maryland • Development methodology, frameworks and project tools • Technical and Non-functional requirements analysis and management • Provide guidance on functional and business aspects of project to include: <ul style="list-style-type: none"> • Functional requirements analysis and management • Business process documentation and business process re-engineering • Test coverage and test management • Quality review and walkthroughs
1.3*	<p>Create (if not available), review and oversee updating of the Master Project Plan (Deliverable 2.2). Ensure that plan components adequately document how the project will be executed, monitored and controlled. Ensure that the plan adequately defines the managerial, technical, and supporting processes and activities necessary for sound project development. Ensure that the plan adequately covers topics such as Scope Management, Schedule Management, Quality Management, Resource Management, Communications Management, Project Change Management, Risk Management, Procurement Management and others as deemed necessary to manage the project.</p>
1.4*	Create (if not available), review and oversee updating of the Work Breakdown

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	Structure (WBS) (Deliverable 2.3) consistent with PMBOK standards for all project work.
1.5*	<p>Create (if not available), review and oversee updating of the Integrated Master Schedule (Deliverable 2.4) based on the WBS (see 1.4 above) and usable for tracking project activities. This schedule should include all project management, agency and contractor activities in sufficient detail to manage the project. The schedule should include milestones, deliverables, periods of performance, degrees of completion, and assigned resources for all project activities. The activities duration in the master schedule should be at appropriate level of granularity to manage and track project progress.</p> <p>Oversee appropriate updates to the Project Management Plan (see 1.3 above) and related project components as outlined in the Agile SDLC.</p>
1.6	Oversee integration of the Development Contractor’s plan and methodology into the Integrated Master Schedule (see 1.5 above) to track all project progress. Ensure appropriate updates to the Project Management Plan (see 1.3 above) and related project components as outlined in the Agile SDLC.
1.7*	Create (if not available), review and oversee updating of the Communications Plan (Deliverable 2.5) for all project stakeholders including stakeholder contact list, distribution structure, description of information to be disseminated, schedule listing when information will be produced and method for updating the communications plan. Ensure all appropriate stakeholders have been identified and their requirements and expectations have been documented and managed within the scope of the project.
1.8*	Create (if not available), review and oversee updating of the Risk Management Plan (RMP) and Risk Registry (Deliverable 2.6) . The RMP shall identify and prioritize potential risks to successful completion of the ERP Agile SDLC Phases. The RMP shall incorporate pertinent risk information found in the Master Project Status Report (see 1.14 below). The RMP will include a Risk Registry of all project risks that will be updated throughout the project.
1.9	Develop, document, implement and issue escalation and resolution processes for the project and communicate the process to all stakeholders.
1.10*	<p>Ensure the Project Team has created and is updating a Deliverable Comments Matrix (DCM) (Deliverable 2.7) for each deliverable or Agile SDLC product provided by the Development Contractor. Ensure that the Project Team reviews, and coordinates the review among appropriate stakeholders, of CAD/RMS project deliverables for completeness and conformance to requirements. Ensure the Project Team documents resulting issues and questions in the DCM to be resolved by the Development Contractor prior to deliverable acceptance. Ensure the Project Team reviews subsequent updated versions of deliverables to confirm all issues and questions have been resolved satisfactorily.</p> <p>The DCM process is part of the Quality Assurance Plan (see 1.13 below).</p>
1.11*	<p>Create (if not available), review and oversee updating of the Change Management Plan (Deliverable 2.8) that describes the process for making changes to project scope, requirements, or cost as necessary. At a minimum, the Change Management Plan should describe the change management and approval processes, and the tools used (i.e. change request form, change order). Processes should include:</p> <ul style="list-style-type: none"> • Coordination with the TO Manager for review and approval of proposed changes to the project; • Coordination with Development Contractor for review and agreement on proposed changes; and • For approved changes, project integration management consistent with the PMBOK.

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	The PM should ensure that the Project Team reviews the existing change management logs and determine which items will be taken forward for further analysis.
1.12*	<p>Create (if not available), review and oversee updating of the Requirements Traceability Matrix (RTM) (Deliverable 2.9) that describes and provides a numbering system for all project requirements for traceability through testing. The RTM should include test scenarios and acceptance criteria for all technical and functional requirements.</p> <p>Ensure that the Project Team participates in requirements development as needed (see 1.29 below) and traces requirements through testing and implementation via updates to the RTM. RTM updates will be in conjunction with weekly requirements / design reviews (see 1.14 below). The RTM process is part of the Quality Assurance Plan (see 1.13 below).</p>
1.13*	<p>Create (if not available), review and oversee updating of the Quality Assurance (QA) Plan (Deliverable 2.10) that includes the following components at a minimum:</p> <ul style="list-style-type: none"> • Description of the process for QA on project deliverables via the DCM process (see 1.10 above). • Description of the process for QA on requirements using the RTM (see 1.12 above).
1.14*	<p>Ensure creation and ongoing updating of the Master Status Report (Deliverable 2.11). Oversee weekly Project Team meetings, to include the Development Contractor when appropriate, in which design / requirements reviews and discussions on project status, risk and issues occur. Require the Project Team to record project status, risk and issue dispositions for the past week, and planned activities for the week upcoming, in the Status Report. The Status Report should have sections describing PM activities and needed updates to the Integrated Master Schedule (see 1.5 above), Master RMP (see 1.8 above), and RTM (see 1.12 above). The Master Status Report shall contain a section for lessons learned from the project and any other pertinent status information.</p>
1.15	<p>Coordinate with the Project Team and Development Contractor to control the project to the Project Management Plan (see 2.3 above). Work with the Project Team and Development Contractor to address schedule variances. Ensure the documentation of schedule variances in the Integrated Master Schedule (see 1.5 above) and Master Status Report (see 1.14 above).</p>
1.16	<p>Ensure that the Project Team will collect, organize, store, and manage project documents in a central repository. This includes maintaining current and archival files (electronic and paper), collecting and distributing information to and from stakeholders, and entering updates into Agency internal weekly status reports and project tracking systems.</p>
1.17	<p>Function as a liaison between Agency personnel, project stakeholders and the Development Contractor.</p>
1.18	<p>Assign other minor duties related to project management support to the Project Team. Minor duties may include responding to phone calls and email, making photo copies, scheduling and attending ad hoc meetings, engaging in TO performance discussions, coordinating Development Contractor invoicing, and participating in Independent Verification & Validation (IV&V) assessments.</p>
1.19*	<p>Ensure the creation/updating of other management plans as deemed necessary by the TO Manager. For example, a Human Resource Management Plan, Cost Management Plan, and Procurement Management Plan (Deliverable 2.12).</p>
1.20	<p>Ensure change orders are managed in accordance with the Change Management Plan (see 1.11 above). Work with the TO Procurement Officer to define change order scope, cost, and project impact. Perform cost-benefit analyses, and provide valid justifications for change orders. Document and coordinate the implementation of change orders with the TO Manager and Development Contractor.</p>

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1.21	Ensure project governance processes are documented and practiced.
1.22	Ensure development of a written procedure for configuration control for application code promotion.
1.23	Identify project tasks and assignments and work with agency and Development Contractor to resolve workload conflicts.
1.24	Coordinate the Project Team’s interaction with IV&V contractors and ensure the availability of all project artifacts for IV&V assessments.
1.25	<p>Work closely with the Project Team and Development Contractor to develop or review and update detailed project requirements.</p> <p>Requirements activities may include:</p> <ul style="list-style-type: none"> • Stakeholder interviews; • Documenting before and after business processes; • Review of existing requirements documentation; • Joint Application Development (JAD) sessions; • COTS software “gap fit analysis”; • Demonstrations of existing similar systems (benchmarking); and • Requirements walkthroughs
1.26	Control the scope of the project leveraging tools such as the RTM (see 1.12 above) and change management activities.
1.27	Other project-related duties as assigned by TO Manager.

2. REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES

The PM shall keep informed of and comply with all applicable laws, regulations, policies, standards and guidelines affecting information technology projects applicable to activities and obligations under the TO Agreement, as those laws, policies, standards and guidelines may be amended from time to time. The PM shall adhere to and remain abreast of current, new, and revised laws, regulations, policies, standards and guidelines affecting project execution and it shall obtain and maintain, at its expense, all licenses, permits, insurance, and governmental approvals, if any, necessary to the performance of its obligations under the TO Agreement.

These may include, but are not limited to:

- A) The nine project management knowledge areas in the PMI’s PMBOK.
- B) The State’s Agile SDLC methodology at:
<https://doit.maryland.gov/sdlc/Pages/agile-sdlc.aspx>
- C) The State’s IT Security Policy and Standards at:
<https://doit.maryland.gov/support/pages/securitypolicies.aspx>
- D) The State’s IT Project Oversight at:
https://doit.maryland.gov/epmo/Documents/project_mgmt_oversight.pdf
- E) The State’s of Maryland COTS Projects:
<https://doit.maryland.gov/SDLC/COTS/Pages/COTSHome.aspx>

3. MONTHLY PM PROJECT OVERSIGHT PERFORMANCE RATINGS

Each month the TO Contractor shall submit a Deliverable Project Acceptance Form (DPAF) to the TO Manager for the deliverable CAD/RMS Program Management (Deliverable 2.1). The TO Manager will rate the PM’s performance based on the criteria described in the DPAF. In the event of poor or non-performance by the PM resulting in a rating of “unacceptable,” payment shall be withheld pending the outcome of the procedures described in Section 4.

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4. MITIGATION PROCEDURES FOR POOR OR NON-PERFORMANCE

As warranted by poor or non-performance by the PM, the Agency shall pursue the following mitigation procedures prior to requesting a replacement PM:

- A) The TO Manager shall document performance issues and give written notice to the TO Contractor clearly describing problems and delineating remediation requirement(s).
- B) The TO Contractor shall respond with a written remediation plan within three business days and implement the plan immediately upon written acceptance by the TO Manager.
- C) Should performance issues persist, the TO Manager may give written notice or request the immediate removal of the PM and determine whether a substitution is required.

5. WORK HOURS

Standard work hours are between 7:00 AM and 6:00 PM, Monday through Friday except for State holidays. Duties also may require some evening and/or weekend hours.

6. PROJECT MANAGER DELIVERABLES AND TIME OF PERFORMANCE

The table below describes the deliverables required under the TO and corresponding Time of Performance based on Notice To Proceed (NTP).

TABLE 2	Deliverable Description	Time of Performance
2.1	<p>ERP Program Management – Encompasses the duties and responsibilities in Section 3 – Scope of Work and culminates in the overall effective oversight and control of the ERP project and of the technical and functional management components. This is a single continuous deliverable encompassing all other deliverables described in this section.</p> <p>Note - The quality of this deliverable is based on performance in the nine PMBOK knowledge areas as applied to the CAD/RMS project, and the quality of the written deliverables in this section.</p> <p>The ERP Project Oversight deliverable shall be assessed by the TO Manager via the process described in Section 3 above.</p>	Throughout the duration of the TO
<p><i>Note – for each of the written deliverables below, ongoing quality will be a factor in the Monthly Performance Rating described in Section 3 above.</i></p>		
2.2	<p>Master Project Plan – Defines how the project will be executed, monitored and controlled. The document will be developed with input from the project team and key stakeholders. The plan should address topics including Scope Management, Schedule Management, Financial Management, Quality Management, Resource Management, Communications Management, Project Change Management, Risk Management, and Procurement Management as defined in the PMBOK.</p>	Updated quarterly or as directed by the TO Manager
2.3	<p>Work Breakdown Structure (WBS) – Contains tiers showing project milestones or phases in the top level with a breakdown of major project tasks into manageable “work packages” underneath. Work packages at the bottom level should have no smaller than two-week durations and have measurable, testable, or observable outputs suitable for tracking project progress.</p>	Updated quarterly or as directed by the TO Manager
2.4	<p>Integrated Master Schedule – Based on the WBS (see 2.3 above) and suitable for tracking project activities. At a minimum, the Master</p>	Update bi-weekly or as directed by

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	Schedule shall show milestones, deliverables, times of performance, degrees of completion and resources for all project activities during the SDLC. The activities durations in the master schedule should have the appropriate degree of granularity to manage and track project progress. This is a single, base-lined and periodically updated deliverable encompassing all project activities.	the TO Manager
2.5	Communications Plan – Captures the stakeholder contact list, the types of information to be disseminated, the format for each type, a schedule of when information will be produced and disseminated, and the method for updating the communications plan. This is a single deliverable maintained throughout the life of project.	Updated quarterly or as directed by the TO Manager
2.6	Risk Management Plan (RMP) and Risk Registry – Describes the risk management procedures for the project. The RMP will include a table of potential risks and recommended risk responses, and will incorporate risk information found in deliverables provided by the Development Contractor. This is a single, periodically updated deliverable encompassing all project risks. A Risk Registry will be created for logging all project risk using MS Excel or other appropriate table format.	Update bi-weekly or as directed by the TO Manager
2.7	Deliverable Comments Matrix (DCM) – Used to capture comments and recommended changes to each ERP Project deliverable prior to acceptance. A separate DCM is required for each deliverable or SDLC product.	Project deliverable due date + 5 working days
2.8	Change Management Plan – Describes the procedure for proposing, evaluating, approving, and documenting changes to project scope, schedule, and cost. This Plan should include any tools or templates used for change management, for example, change request form.	Updated quarterly or as directed by the TO Manager
2.9	Requirements Traceability Matrix (RTM) – Describes technical and functional requirements. At a minimum, requirements should be numbered for traceability, testable and the descriptions unambiguous. The RTM should contain acceptance criteria for each requirement and a test method for verifying completion based on the criteria.	Updated bi-weekly or as directed by the TO Manager
2.10	Quality Assurance (QA) Plan – Describes how quality, meaning conformance to project requirements, will be monitored throughout the project life cycle. The QA Plan should describe the steps for deliverable review and updating via the DCM process (see 2.7 above). The QA Plan should describe the requirements tracking process via the requirements traceability process (see 2.9 above). The QA plan should define signoff procedures for project milestones and deliverables.	Updated quarterly or as directed by the TO Manager
2.11	Master Status Report – Captures and tracks ongoing project activities and status. The report will capture activities completed in the past week, activities planned for the following week, and the completion status of project deliverables. The report will describe issues identified on the project and the status of efforts to resolve issues. The report will have sections describing necessary updates to the Integrated Master Schedule (Deliverable 2.4) and Master RMP (Deliverable 2.6). The report will document lessons learned from the project and any other pertinent status information.	At least bi-weekly or as directed by the TO Manager
2.12	Conversion Plan (Data and System) - describes the strategies involved in converting data from an existing system to another hardware or software environment.	At least bi-weekly or as directed by the TO Manager
2.13	Business Process Document – Captures the business process requirements	As directed by the

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	for enterprise analysis. The Business Process Document shall contain sections that model the “As-Is” and “To-Be” business processes using techniques such as: SIPOC (Suppliers, Inputs, Process, Outputs, Customers) analysis, use case diagrams, process flowcharts, swim lane diagrams, activity diagrams, data flow diagrams (DFD), entity- relationship diagram (ERD), etc. The Business Process Document shall identify areas for business process re-engineering and document the To- Be processes after Implementation which may require organization change management activities.	TO Manager
2.14	Test Master Plan (TMP) – Documents the scope, content, methodology, sequence, management of, and responsibilities for test activities. The plan shall communicate tasks and activities needed to ensure that the ERP system is adequately tested and can be successfully implemented	At least bi-weekly or as directed by the TO Manager
2.15	Other management plans, such as Human Resource Management, Cost Management, and Procurement Management as deemed necessary by the TO Manager.	As directed by the TO Manager

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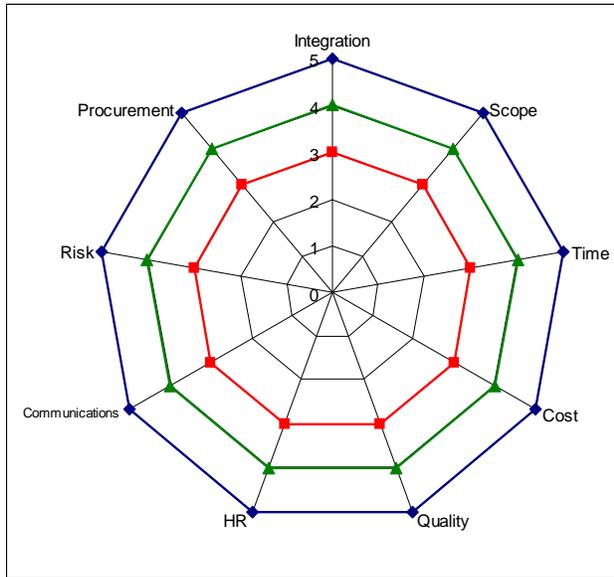
EXHIBIT 1 DELIVERABLE PRODUCT ACCEPTANCE FORM (DPAF) ERP Project Oversight (Deliverable # 2.1)

(Submitted monthly by the TO Contractor)

TO Contractor:
Date Submitted:
Performance Period (Month / Year):
Agency Name:
 Department of Public Safety and
 Correctional Services –
 Maryland Correctional Enterprises
TO Manager / Agency Contact:
 Engrican Budoy / Emily Powell
Reference BPO # Q00B9400138

The Information Below Shall Be Filled-In by the Agency -----

CAD/RMS PROJECT OVERSIGHT PERFORMANCE RATING DISPOSITION:



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

**Rating is based on *CAD/RMS Project Oversight Performance Rating Criteria Sheet*. The Project Team should maintain score of 3 or higher for each process area and/or average score of 3. Scores below 3 may trigger the Mitigation Procedures defined in Section 5 above.

Deliverable # 2.1 is acceptable.

Deliverable # 2.1 is rejected (for reasons indicated below).

**REASON(S) FOR UNACCEPTABLE PM PERFORMANCE RATING
(List Deliverables or PM Process Areas):**

TO Manager Signature

Date Signed

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**Department of Public Safety and Correctional Services
Maryland Correctional Enterprises
Enterprise resource planning**

Project Oversight Performance Rating Criteria

The TO Manager will evaluate and rate the PM's oversight performance based on the overall Project Team's performance in each of the nine Knowledge Areas below. Applicable processes should score at 3 or higher.

Rating

Project Integration Management		Indicators of Process
0	Not applicable for project.	
1	Project Team has not established practices, standards, or processes for project. Work performed in ad hoc fashion and does not include integration management.	1. Project Charter 2. Project Management Plan (PMP) 3. Integrated Project Plan 4. Updated Project Schedule
2	Project Team has established basic, documented processes for project planning and reporting exist. Management only involved on high-visibility projects.	
3	Project Team has institutionalized the Project integration efforts with documented procedures and standards. PM is beginning to integrate all project data.	
4	Project Team utilizes processes/standards for project on a regular basis and integrated with other processes/systems. Decisions on project based on performance metrics.	
5	Project Team has established best practices including project integration improvement procedures utilized. Lessons learned are regularly examined and used to improve documented processes.	

Rating

Project Scope Management		Indicators of Process
0	Not applicable for project.	
1	Project has general statement of functional requirements. Little or no scope management or documentation for project. Management and stakeholders are aware of key milestones only.	1. Project Scope Statement 2. Change Request and Approval Process 3. Requirements Traceability Matrix (RTM) 4. Change Control Board
2	Project Team has put basic scope management process in place. Scope management is meeting techniques irregularly.	
3	Project Team has implemented full project management process documented is actively utilizing process on regular basis. Stakeholders are engaged and actively participating in scope decisions.	
4	Project Team is utilizing full project management processes for the project. Projects managed and evaluated in light of other competing requirements.	
5	Project Team's effectiveness and efficiency metrics drive project scope decisions by appropriate levels of management.	

Rating

Project Time/Schedule Management		Indicators of Process
0	Not applicable for project.	
1	Project Team has not established planning or scheduling standards. Lack of documentation makes it difficult to achieve repeatable project success.	1. WBS 2. Schedule Management Plan 3. Activities duration based on historic data
2	Project Team has established basic processes, but is not performing planning and scheduling on a regular basis.	
3	Project Team has established document time management processes and utilizes on a regular basis. Project-wide integration includes project dependencies.	
4	Project Team has established good practices in time management including utilization of historical data to forecast future performance. Project management decisions based on efficiency and effectiveness metrics.	
5	Project Team has additionally incorporated improvement procedures utilized for time management processes. Lessons learned are examined and used to improve documented processes.	

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Rating

Project Cost Management		
0	Not applicable for project.	Indicators of Process
1	Project Team has not established practices or standards. Cost process documentation is ad hoc and individual project members follow informal practices.	1. Cost Estimates 2. Activity 3. Project Cost Baseline 4. Cost Management Plan 5. Cost Control
2	Project Team has established processes exist for cost estimating, reporting, and performance measurement. Cost management processes are used for the project.	
3	Project Team has standardized cost management practices for project team. are fully integrated and reflect the true cost of the project.	
4	Project Team has integrated cost planning and tracking with Project Office, financial, and human resources systems. Standards tied to agency processes.	
5	Project Team leverages lessons learned to improve documented processes. Project Team and management are actively using efficiency and effectiveness metrics for decision making.	

Rating

Project Quality Management		
0	Not applicable for project.	Indicators of Process
1	Project Team has not established project quality practices or standards. Management is considering how they should define “quality”.	1. Quality Assurance Plan 2. Deliverables Acceptance Criteria defined 3. User Acceptance Criteria (UAC) per Agile SDLC phases 4. Formal Deliverable Acceptance Process
2	Project Team has established basic organizational project quality policy has been adopted. Project Management and Team encourage quality processes and policy for project.	
3	Project Team has established well documented quality management process and instituted standards for the project. Regular quality management activities are being executed including deliverables acceptance.	
4	Project Team has best practices for standard quality management processes. Management is actively involved in coordinating quality standards and assurance. Some metrics are developed.	
5	Project Team has implemented guidelines for implementing improvements back into the process. Metrics are key to product quality decisions throughout the SDLC.	

Rating

Project Human Resource Management		
0	Not applicable for project.	Indicators of Process
1	Project Team has not performed planning and staffing activities for project. Project teams are ad hoc. Human resource time and cost is not measured.	1. Organization Chart 2. Roles and responsibilities matrix 3. Staffing Management Plan 4. Team Training Plan 5. Team performance assessment
2	Project Team has put processes in place that defines how to plan and manage human resources. Resource tracking is loosely performed for project.	
3	Project Team has established a regularly resource management process. Professional development program activities for team and organization have established for successful implementation of project.	
4	Project Team has implemented resource management best practices including resource forecasts used for project planning and prioritization. Project team performance measured and integrated with team development.	
5	Project Team includes HR processes which engage teams to document project lessons learned. Improvements are incorporated into human resources management process.	

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Rating

Project Communication Management		Indicators of Process
0	Not applicable for project.	
1	Project Team performing communications management on an ad hoc basis with informal status reports to management.	1. Communication Management Plan
2	Project Team has established basic communications process including Communications Management Plan. Project progress reporting is occurring on a more regular basis.	2. Project Performance Reports 3. Stakeholder Contact
3	Project Team has active involvement by executing a formal project communications plan. All stakeholders and project team members are aware of communications process.	4. Processes for communication of Risk, Issues and Decisions
4	Project Team has implemented best practices for communications management plan for the project.	
5	Project Team has put additional improvement process in place to continuously improve project communications management. Lessons learned are captured and incorporated.	

Rating

Project Risk Management		Indicators of Process
0	Not applicable for project.	
1	Project Team has not established any risk management practices or standards for project. Documentation is minimal and results are not shared. Risk response is reactive.	1. Risk Management Plan 2. Risk Register
2	Project Team has established basic risk management processes and have documented for the project. Team members are involved with risks process and risks are shared for project.	3. Process for Risk Register updates and communication of risk 4. Contingency plans for risk
3	Project Team has established regular risk management processes and risk activities, including identification and mitigation planning, are actively utilized for project.	
4	Project Team has integrated risk processes with all aspect of project reporting including time, cost, and resource systems. Metrics are used to support risk decisions for the project.	
5	Project Team has established best practices in risk management including continuous improvement processes to ensure project is continually measured managed against performance metrics.	

Rating

Project Procurement Management		Indicators of Process
0	Not applicable for project.	
1	Project Team has not established procurement process for project. Processes are ad hoc at best with no clear plan defined.	1. Procurement Management Plan
2	Project Team has established basic process for procurement of goods and for project. Procurement Management Plan has been developed for of all project goods and services..	2. Contract Statement Of Work
3	Project Team has established standards for procurement management on project And integrated with Agency processes.	3. Evaluation Criteria 4. Cost Benefit Analysis
4	Project Team has leverage procurement management best practices such as make/buy decisions for the agency and project. Project procurement practices are integrated with project management mechanisms.	5. Make/Buy Decisions
5	Project Team has instituted on-going process improvements focus on Procurement efficiency and effective metrics.	