Request for Proposal Number

A21-RFP-018

For

External Independent Quality Assurance (QA) Services for Future Projects

by

Consolidated Technology Services

Released

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**SECTION 1- Introduction**

## Acquisition Authority

The Department of Enterprise Services (DES) has authority over goods and services under RCW 39.26 and sets processes for procuring information technology based on the policies and standards set by the Technology Services Board. Chapter 43.41A of the Revised Code of Washington (RCW) as amended establishes the Washington State Technology Services Board (TSB). While the TSB does not purchase for agencies, it establishes policies and standards addressing how the manner in which state agencies may acquire information technology equipment, software, and services.

RCW 39.26.100(2) provides CTS with an exemption from the Department of Enterprise Services procurement rules and requirements. Specifically, the competitive procurement rules stated by Department of Enterprise Services do not apply to CTS as it is contracting for the following:

1. Services and activities that are necessary to establish, operate, or manage the state data center, including architecture, design, engineering, installation, and operation of the facility, that are approved by the technology services board or
2. The acquisition of proprietary software, equipment, or IT services for or part of the provision of services offered by the consolidated technology services agency.

This procurement is within the exemption and is performed consistent with CTS’ internal Procurement Policy.

This RFP is issued in good faith but it does not guarantee an award of contract, nor does it represent any commitment to purchase whatsoever. This RFP is being issued for CTS’ exclusive use. CTS intends to award multiple contracts for this procurement – at CTS’ sole discretion - up to three (3).

Business Objective

CTS, doing business as, Washington Technology Solutions (WaTech) is initiating this Request for Proposals to solicit proposals from firms interested in providing Quality Assurance (QA) services for various existing and future projects requiring OCIO oversight. Select programs and associated projects will be part of the WaTech Enterprise Project Office.

The engagement for the successful vendor will focus on QA oversight of projects mandated by various external and internal motivators such as federal government initiatives, state government initiatives, WaTech business initiatives, as well as other drivers.

## Scope of Services to Be Provided

WaTech was created to establish a streamlined, agile central IT organization that will enable public agencies to better serve the people of Washington via technology. WaTech is a partner in our customers’ growth and transformation strategies, enabling them to deliver on their public service mission through modern solutions.

WaTech is interested in a QA vendor that can partner with the Enterprise Project Office (EPO), and WaTech Executive Management to deliver successful IT projects that further enhance the technical foundation that enables agencies to focus on their highest value. A successful QA vendor will support the business objective to deliver quality program and project management services to customers and stakeholders.

In Washington State government, the term project quality assurance (QA) is used to describe the ongoing, independent assessment of project management processes and activities. This effort is subject to oversight under the [guidelines](https://ocio.wa.gov/policy/it-investments-approval-and-oversight-policy) established by the Washington State Office of Chief Information Officer (OCIO) for medium and high risk projects.

The scope of this work is for a QA vendor to provide independent assessment of the activities for each project, to include, but not limited to:

* Providing QA during feasibility, procurement and contracting phases/activities.
* Providing independent insight into how well project activities are going and where corrections might be needed.
* Helping the project anticipate problems before they occur and ensuring business value is realized.
* Providing early visibility to project staff and the Executive Sponsor of emerging or escalating risks.
* Meeting with the Executive Sponsor and the OCIO on a routine basis to discuss the overall health of the project and emerging issues and risks.
* Attending and presenting at other meetings/briefings as invited.

It is anticipated the successful QA vendor will join projects, identified as requiring QA services, at the time of project initiation. The successful vendor will provide QA services. Projects are dependent on approval of state funding.

## Contract Term

It is anticipated the initial term of the resulting Contract will be through July 31, 2023, commencing on the effective date of the Contract. CTS, at its sole discretion, may initiate extending the Contract for up to three (3) additional years. Related Statements of Work shall have a timeframe identified for the performance of the specific SOW.

## Definitions

**“Business Days” or “Business Hours”** shall mean Monday through Friday, 8 AM to 5 PM, local time in Olympia, Washington, excluding Washington State holidays.

**“Contract”** shall mean the RFP, the Response, Contract document, all schedules and exhibits, and all amendments awarded pursuant to this RFP.

**“CTS”** shall mean Consolidated Technology Services.

**‘Independent Project Quality Assurance (QA)’** shall meanthe work of one or more professionals responsible for monitoring and assessing the health and effectiveness of project management plans and processes as well as an overall assessment of a project’s short and longer term risks. To preserve independence, the QA provider(s) report outside the project management organizational structure, generally to the project's Executive Sponsor and the State CIO.  In Washington state government, independent Project QA is considered different than product or technical quality assurance which might include testing and other independent verification and validation activities.

“**Response**” shall mean the written proposal submitted by Vendor to CTSin accordance with this RFP. The Response shall include all written materialsubmitted by Vendor as of the date set forth in the RFP schedule or as further requested by CTS. The Response shall be in the English language, and all measurements and qualities will be stated in units required by law in the United States.

**“Vendor”** shall mean the company, organization, or entity submitting a Response to this RFP, its subcontractors and affiliates.

**“Washington Technology Solutions” or “WaTech”** shall mean the same as Consolidated Technology Services.

## Overview of Solicitation Process

The evaluation process will comprise of a process that will narrow the pool of competitors to assure only the highest scoring finalists’ move to the next Round in the evaluation process. CTS, in its sole discretion, will determine the number of top scoring vendors to move to the next Round.

Step 1: A preliminary examination of the completeness and validity of responses. All responsive vendors will move to Round 2.

Step 2: An evaluation to determine compliance with requirements and financial evaluation. Only the top scoring vendors will move to Step 3. The financial review will look at cost analysis of all pricing contained within the Response. CTS, in its sole discretion, will determine if it will conduct a Step 3, and the number of top scoring to move to the next Round.

*Optional* Step 3: Interviews and reference check.

Step 3 is discretionary. If CTS chooses to move forward with a Step 3, CTS will interview the top scoring finalists and representative staff who will work on the project, and conduct a reference check of the top scoring vendors.

Step 4: Announce Apparently Successful Vendor.

After completing the evaluation phases of the process as set forth above, CTS plans to enter into contractual negotiations with one Apparently Successful Vendor (“ASV”) with a view to finalizing a contract. Award of contract will depend on a satisfactory outcome to these negotiations.

## Funding

Any contract awarded as a result of this procurement is contingent upon the availability of funding.

## Statements of Work (SOW)

Any services performed for a Purchaser under the resulting Contract shall be documented in a Statement of Work (“SOW”) established between the Purchaser and the Vendor. The SOW will reference the Contract by number, the SOW term, provide a description of the scope of work to be performed, and provide the estimated total cost of the project. Multiple SOWS may be entered into between the parties to document the activities necessary to perform the work herein.

Additionally, all SOWs shall reflect that QA activities provisioned shall, at a minimum, be conducted according to OCIO Policy 132.30 *Minimum Project Quality Assurance Activities* (See Section 5.4 *Deliverables).*

**SECTION 2**

# SCHEDULE

This RFP is being issued under the following Schedule. The Response deadlines are mandatory and non-negotiable. Failure to meet any of the required deadlines will result in disqualification from participation. All times are local time, Olympia, WA.

**DATE & TIME EVENT**

|  |  |
| --- | --- |
| June 2, 2021 | RFP Issued |
| June 9, 2021 | Final Vendor Questions and Comments due by 12 NOON |
| June 10, 2021 | State’s Final Written Answers issued |
| June 16, 2021 | Responses due by 12 NOON |
| June 17-24, 2021 | Evaluation period begins |
| June 28-30, 2021 | Top finalists interviews and reference check (optional) |
| July 8, 2021 | Announcement of ASV |
| July 10, 2021 | Vendor Request for Optional Debriefing due by 5pm |
| July 14, 2021 | Optional Vendor Debriefings |
| July 31, 2021 | Contract available for work to begin |

**CTS reserves the right to revise the above schedule.**

**SECTION 3**

# INSTRUCTIONS TO RESPONDING VENDORS

## RFP Coordinator (Proper Communication)

All communications relevant to this RFP must be addressed in writing to the RFP Coordinator at the contact information below:

Contact Name: Jessica Smith

E-mail Addresses: [Jessica.smith@watech.wa.gov](mailto:Jessica.smith@watech.wa.gov)

Phone: 360-407-8655

All oral communications will be considered unofficial and non-binding on the State. Any other direct or indirect communication with employees or (sub) contractors of our organization regarding this RFP will be treated as misconduct and may result in your response being disqualified.

## Vendor Questions

It is the Vendor’s responsibility to remedy any ambiguity, inconsistency, error or omission within this document before submitting their Response. Vendors shall submit all requests to the contact above no later than 5:00 p.m. on the closing date stated in Section 2. An official written CTS response will be provided for Vendor questions received by this deadline. Written responses to Vendor questions will be posted on the CTS web site at: <http://watech.wa.gov/procurement-announcements>

## Vendor Complaints Regarding Requirements and Specifications

Vendors may submit specific complaints in writing to the RFP Coordinator, if Vendor believes requirements exist that unduly constrain competition. The complaint must be made in writing to the RFP Coordinator before the Response due date. The complaint must state how the requirement unduly constrains competition and provide the relevant facts, circumstances and documentation. The solicitation process may continue.

## Response Contents

The Response must contain information responding to all mandatory requirements, a signed certification and assurances, and must include the signature of an authorized Vendor representative on all documents required in the appendices.

The Response should be submitted in two (2) separate files containing what is listed below. This separation of documentation protects the integrity of the State’s evaluation process. No mention of the cost response may be made in Volume 1.

File entitled --Volume 1:

* Vendor’s cover letter explicitly acknowledging receipt of all RFP revisions issued, if any; and
* The Response to the Vendor requirements

File entitled--- Volume 2:

* The Responses to the financial requirements
* The cost response in a completed *Cost Model*
* Vendor’s signed and completed *Certifications and Assurances*
* Vendor’s exceptions and/or proposed revisions to the Contract
* Vendor’s *MWBE Certification* (Appendix C), if applicable

Failure to provide any requested information in the prescribed format may result in disqualification of the Vendor.

## Response Requirements

The signature block in Appendix A, Certifications and Assurances, must be signed by a representative authorized to bind the company to the offer.

Vendor must respond to each Mandatory (M) and Mandatory Scored (MS) Requirement. Failure to comply with any applicable item may result in the Response being disqualified. In each requirement title is a designation indicating how the Response will be evaluated, as set forth in Section 5.

## Delivery of Responses

All proposals must arrive via an attachment to e-mail to the RFP Coordinator at the email address above, on the proposal due date and time stated in Section 2. Responses arriving in the RFP Coordinator’s in-box after the time stated in Section 2 will be disqualified. The "receive date/time" posted by CTS’ email system will be used as the official time stamp but may not reflect the exact time received.

Vendors should allow sufficient time to ensure timely receipt of the proposal by the RFP Coordinator. Late Responses will not be accepted and will be automatically disqualified from further consideration.

CTS assumes no responsibility for delays caused by Vendor’s e-mail, network problems or any other party. Zipped files cannot be received by CTS and cannot be used for submission of Responses.

## Proprietary or Confidential Information

Any information contained in the Response that is proprietary or confidential must be clearly designated. Marking of the entire Response or entire sections of the Response as proprietary or confidential will not be accepted nor honored. CTS will not accept Responses where pricing is marked proprietary or confidential, and the Response will be rejected.

To the extent consistent with chapter 42.56 RCW, the Public Disclosure Act, CTS shall maintain the confidentiality of Vendor’s information marked confidential or proprietary. If a request is made to view Vendor’s proprietary information, CTS will notify Vendor of the request and of the date that the records will be released to the requester unless Vendor obtains a court order enjoining that disclosure. If Vendor fails to obtain the court order enjoining disclosure, CTS will release the requested information on the date specified.

The State’s sole responsibility shall be limited to maintaining the above data in a secure area and to notify Vendor of any request(s) for disclosure for so long as CTS retains Vendor’s information in CTS records. Failure to so label such materials or failure to timely respond after notice of request for public disclosure has been given shall be deemed a waiver by Vendor of any claim that such materials are exempt from disclosure.

## Waive Minor Administrative Irregularities

CTS reserves the right to waive minor administrative irregularities contained in any Response. Additionally, CTS reserves the right, at its sole option, to make corrections to Vendors’ Responses when an obvious arithmetical error has been made in the price quotation.

## Errors in Response

Vendors are liable for all errors or omissions contained in their Responses. Vendors will not be allowed to alter Response documents after the deadline for Response submission. CTS is not liable for any errors in Responses.

## Administrative Clarifications

CTS reserves the right to contact Vendor for clarification of Response contents.

## Amendments/Addenda

CTS reserves the right to change the *Schedule* or other portions of this RFP at any time. Any changes or corrections will be by one or more written amendment(s), dated, and attached to or incorporated in and made a part of this solicitation document. If there is any conflict between amendments, or between an amendment and the RFP, whichever document was issued last in time shall be controlling.

## Right to Cancel

With respect to all or part of this RFP, CTS reserves the right to cancel or reissue at any time without obligation or liability.

## Contract Requirements

To be responsive, Vendors must indicate a willingness to enter into a Contract substantially the same as the Contract in Appendix B, by signing the *Certifications and Assurances* located in Appendix A. Any specific areas of dispute with the attached terms and conditions must be identified in the Response and may, at the sole discretion of CTS, be grounds for disqualification from further consideration in the award of a Contract.

Vendor must explain why each item proposed as additional contract terms is in CTS’ best interest as a customer and how it will support CTS’ business objectives. Under no circumstances is a Vendor to submit their own standard contract terms and conditions as a response to this solicitation.

Instead, Vendor must review and identify the language in Appendix B that Vendor finds problematic, state the issue, and propose the language or contract modification Vendor is requesting. CTS expects the final Contract signed by the ASV to be substantially the same as the contract located in Appendix B.

Where terms and conditions cannot be changed and may have negative consequences on the quality of goods and services or their supply, Vendors are required to recommend methods of mitigating or limiting these negative consequences.

The final contract executed by the parties must satisfy CTS’s obligations with respect to performance-based contracting as directed in Executive Order 10-07. The parties may negotiate performance-based elements, in addition to those in Appendix B, for inclusion into the final contract.

The foregoing should not be interpreted to prohibit either party from proposing additional contract terms and conditions during negotiation of the final Contract.

The ASV will be expected to execute the Contract within three (3) Business Days of its receipt of the final Contract. If the selected Vendor fails to sign the Contract within the allotted three (3) days’ time frame, CTS may elect to cancel the award, and award the Contract to the next ranked Vendor, or cancel or reissue this solicitation.

## Incorporation of Documents into Contract

This solicitation document and the Response will be incorporated into any resultingContract.

## Minority and Women’s Business Enterprises (MWBE)

CTS strongly encourages participation of minority and women businesses. Vendors who are MWBE certified or intend on using MWBE certified Subcontractors are encouraged to identify the participating firm on Appendix C. No minimum level of MWBE participation is required as a condition of receiving an award and no preference will be included in the evaluation of Responses in accordance with chapter 39 RCW. For questions regarding the above, contact Office of MWBE at (360) 753-9693.

## No Obligation to Contract/Buy

CTS reserves the right to refrain from Contracting with any and all Vendors. Neither the release of this solicitation document nor the execution of a resulting Contract obligates CTSto make any purchases. CTS reserves the right to cancel the procurement at any time during the procurement or resulting contract negotiation process.

## Non-Endorsement and Publicity

In selecting a Vendor to supply Software/Services to the state of Washington, the State is neither endorsing Vendor’s Products, nor suggesting that they are the best or only solution to the State’s needs. By submitting a Response, Vendor agrees to make no reference to CTS or the state of Washington in any literature, promotional material, brochures, sales presentation or the like, regardless of method of distribution, without the prior review and express written consent of CTS.

## Optional Vendor Debriefing

Only Vendors who submit a response may request an optional debriefing conference to discuss the evaluation of their Response. The requested debriefing conference must occur on or before the date specified in the *Schedule* (Section 2**).** The request must be in writing (fax or e-mail acceptable) addressed to the RFP Coordinator.

The optional debriefing will not include any comparison between the Response and any other Responses submitted. However, CTS will discuss the factors considered in the evaluation of the Vendor requesting the Response and address questions and concerns about Vendor’s performance with regard to the solicitation requirements.

## Protest Procedures

Vendors who have submitted a Response to this solicitation and have had a debriefing conference may make protests. Upon completion of the debriefing conference, a Vendor is allowed five (5) Business Days to file a formal protest of the solicitation with the RFP Coordinator. Further information regarding the grounds for, filing and resolution of protests is contained in Appendix D, *Protest Procedures*.

## Vendor Assumption and Dependencies

CTS will rely upon representations made in the Response. If the Vendor chooses to identify assumption or dependencies on which it has based its proposal, CTS retains the right to determine if the Vendor’s assumptions/dependencies render the Response non-responsive.

## Selection of Apparently Successful Vendor

All Vendors responding to this solicitation will be notified by mail or e-mail when CTS has determined the ASV(s). The ASV(s) will be the respondent who:

Meets all the requirements of this RFQQ; and

Submits the response that achieves the highest total score (see Section 7).

The date of announcement of the ASV(s) will be the date the announcement letter is postmarked, or if emailed the date the e-mail is sent.

**SECTION 4****—REQUIREMENTS**

COMPLIANCE WITH ALL SECTIONS OF SECTION 3 IS REQUIRED. FAILURE TO FOLLOW THESE ADMINISTRATIVE REQUIREMENTS MAY RESULT IN IMMEDIATE DISQUALIFICATION

## (M) Vendor Profile(s)

The following detail about the Vendor’s organization is required to ensure that it can meet CTS’ requirements. The Vendor working on its behalf shall each provide the following information:

1. The legal entity — for example, a private or public corporation — together with its name and registered address.
2. The total number of years the legal entity has been in business and, if appropriate, the number of years under the present business name.
3. Name and title of the person authorized to contractually bind the organization for any proposal against this RFP.
4. Brief history, including year established and number of years your company has been offering QA services.

## (M) Vendor Licensed to do Business in Washington

Within thirty (30) days of being identified as the ASV, Vendor must be licensed to conduct business in Washington, including registering with the Washington State Department of Revenue. The Vendor must collect and report all applicable taxes. The Vendor must submit Vendor’s Unified Business Identification (UBI) number within 30 days of being identified as the ASV.

## (M) Use of Subcontractors

CTS will accept Responses that include third party involvement only if the Vendor submitting the Response agrees to take complete responsibility for all actions of such Subcontractors. Vendors must state whether Subcontractors are/are not being used, and if they are being used, Vendor must list them in response to this subsection. CTS reserves the right to approve or reject any and all Subcontractors that Vendor proposes. Any Subcontractors engaged after award of the Contract must be pre-approved, in writing, by CTS.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 RCW. Vendors should familiarize themselves with the requirements prior to submitting a Response.

## (M) Prior Contract Performance

Vendor must submit full details of all Terminations for Default for performance similar to the Software/Servicesrequested by this RFP experienced by the Vendor in the past five (5) years, including the other party’s name, address and telephone number. Vendor must describe if the Vendor has experienced no such Terminations for Default in the past five years, so declare. If Vendor has been suspended or debarred by the Department of Enterprise Services, so declare and provide details surrounding the suspension/debarment.

CTS will evaluate the information and may, at its sole discretion, reject the Response if the information indicates that completion of a Contract resulting from this RFP may be jeopardized by selection of the Vendor.

## (M) Performance Based Contracting

The Vendor must acknowledge that any subsequently awarded contract will be performance based and ensure that payment is tied to successful performance of the tasks and Deliverables stated in the resulting contract.

## (M) Conflict of Interest

Agencies shall not use the services of a QA Practitioner on any project where the QA Practitioner is, or has been used, on any non-QA activities for the same project.

## (MS 10) Client References

CTS shall check the references provided for the top scoring vendors as part of the evaluation process. CTS reserves the right to disqualify a vendor and move to the next top scoring vendor if a vendor receives a negative reference.

All responding Vendors shall provide as references the names, addresses, telephone numbers, e-mail addresses, and contact person for three (3) representative customers – DO NOT provide the completed reference form. References must be for projects that are of a similar size and scope of the projects anticipated in this RFP.

The Services purchased by these clients should be similar to those requested by this RFP.

References must not be from a person, company or organization with any special interest, financial or otherwise, in the Vendor.

CTS may, at its discretion, contact other Vendor clients for references. CTS will use a Client Reference Form to check references.

To the extent a Response may give rise to confidentiality obligations, CTS will not sign a Non-Disclosure Agreement (NDA) to receive the information. Instead, please respond with sufficient information to enable CTS to evaluate and contact the Client Reference. CTS expects the contact information to be provided, and will not coordinate contacting a reference through the Vendor.

In the event that one of the provided references is a member of the evaluation team, CTS will contact the Vendor for an alternate reference. The alternate reference shall be provided timely and must be available during the evaluation period.

CTS will make one (1) attempt to contact the client and obtain a reference, CTS will leave voicemail, and send an email and it is acceptable if a return call is received within the timeframe set forth in Schedule – Section 2. If a contact cannot be made, the reference will be disallowed. It is the Vendor’s responsibility to provide CTS with references that will be timely and available during the evaluation period set forth in Schedule – Section 2. CTS reserves the right to eliminate from further consideration in this RFP process any Vendor who, in the opinion of CTS, receives an unfavorable report from a Vendor. CTS also reserves the right to contact other Vendor Purchasers for additional references for consideration.

**Optional Phase 2**

## (MS 40) Team Interviews

CTS at its sole discretion may elect to select the top scoring finalists for an interview as part of the evaluation process. If CTS elects to hold interviews, it will contact the top scoring Vendors. Vendors must assure that all members of the proposed team are available. Representations made by the Vendor during the interview will be considered binding. The Vendor’s project team must be available for interviews in Olympia, WA on the dates stated in Section 2. In its Response Vendor must indicate availability for an interview.

**SECTION 5-- EXPERIENCE, APPROACH AND SKILLS**

COMPLIANCE WITH ALL SECTIONS OF SECTION 3 IS REQUIRED. FAILURE TO FOLLOW THESE ADMINISTRATIVE REQUIREMENTS MAY RESULT IN IMMEDIATE DISQUALIFICATION



## (M) Minimum Requirements

Describe in detail how your organization meets each of the following Minimum Requirements:

* + 1. Demonstrated successful track record with respect to providing consulting services relating to Quality Assurance as set forth in this RFP.
    2. A minimum of five (5) years of Quality Assurance consulting experience.

## (MS 20) Executive Summary

Vendor must provide the following:

* + 1. Vendor must detail a brief overview of the vendor’s engagement and should identify the main features and benefits of their proposed work.
    2. Describe Vendor’s experience and qualifications, especially with respect to performing work similar to the work described in the Section 1.3 *Scope of Work to Be Provided* and Section 5.4 *Deliverables* of this RFP.
    3. Describe Vendor’s approach to partnering and communicating with the Enterprise Project Office (EPO) Manager to support delivery of quality program and project management services under this engagement. Include how you will keep the EPO manager informed of progress.

## (MS 20) Approach

Describe in detail the QA approach you will use to develop and manage the deliverables for this project.

## 5.4 (MS 40) Deliverables

Below are anticipated Deliverables for the first Statement of Work. Please provide a statement of your understanding of the Deliverables, and include a Statement of Work, using the template attached as Exhibit F that addresses the items to be produced, activities needed, and any additional areas that should be addressed to meet the high level description below. Please note – the deliverables identified in Appendix F are the *minimum required* activities required by OCIO Policy 132.30. In addition to the minimum activities required by OCIO Policy 132.30, Vendor must propose a solution that meets all the Requirements of this RFP including the Deliverables stated below.

Please include your description, of how you would meet the following:

**DELIVERABLE 1 – Readiness Assessment**

A readiness assessment will be performed by the QA vendor prior to moving beyond the planning stage of each project. The readiness assessment will be independently delivered to the Executive Sponsor and the State CIO. The readiness assessment must meet all requirements of [OCIO Standard 132.20 – Minimum Project QA Activities – Readiness Assessment](https://ocio.wa.gov/policies/standard-13220-minimum-project-quality-assurance-activities-readiness-assessment).

**DELIVERABLE 2 – QA Plan**

Develop a formal baseline QA Plan and present to the agency for approval within the first 30 days of the engagement. The QA Plan will be updated as needed over the life of the project. The QA Plan and all work activities associated with the QA Plan are outlined in [OCIO Standard 132 – Project Quality Assurance](https://ocio.wa.gov/policies/132-project-quality-assurance) and [OCIO Standard 132.30 – Minimum Quality Assurance Activities](https://ocio.wa.gov/policies/standard-13230-minimum-project-quality-assurance-activities).

**DELIVERABLE 3 – QA Reports**

QA vendor will independently deliver draft and final QA reports, including findings and recommendations to the project Executive Sponsor and to the State CIO or designee. The QA Reports and all work activities associated with the QA Reports are outlined in [OCIO Standard 132 – Project Quality Assurance](https://ocio.wa.gov/policies/132-project-quality-assurance) and [OCIO Standard 132.30 – Minimum Quality Assurance Activities](https://ocio.wa.gov/policies/standard-13230-minimum-project-quality-assurance-activities).

**DELIVERABLE 4 – Lessons Learned Report**

As part of project closeout, the QA vendor will provide a report on key lessons learned from the project within 30 days of project completion or termination.

**5.5** (MS 10) Reporting

Vendor must describe how it will keep OCIO informed of progress on a regular basis. Include a description and samples of the types of reports used to summarize and provide detailed information on QA actions and reviews.

Describe a typical reporting engagement between your firm and another client. Provide past examples of the following documents - Readiness Assessment/Assessment Report, QA Plan and a Monthly QA Status Report.

**5.6 (MS 20) Project Team Staffing and Resume**s

Provide resumes (three (3) pages or less) with relevant experience of key staff and management personnel that will be involved in any project engagements. List the personnel who would work on the project along with their qualifications and relevant experience, especially with respect to performing work on the deliverables described under Section 1.3 *Scope of Work to Be Provided* and Section 5.4 *Deliverables* of this RFP.

The designated lead QA vendor(s) must have:

* Recent (within the last five years) experience successfully performing the QA activities outlined in Office of Chief Information Officer [Policy Standard 132.30](https://ocio.wa.gov/policies/standard-13230-minimum-project-quality-assurance-activities), Minimum Project Quality Assurance Activities Standard, **OR**
* Recent (within the last five years) experience as a lead or deputy project manager providing the successful project management services including the activities outlined in [Policy Standard 132.30](https://ocio.wa.gov/policies/standard-13230-minimum-project-quality-assurance-activities), **OR**
* A combination of prior QA or PM experience totaling five (5) or more years, **AND**
* The designated QA vendor(s) must have provided these services on information technology (IT) projects of similar or greater size, risk and complexity when compared to the projects being undertaken.

The proposed personnel must be available to work in the Olympia area. Indicate any known staff scheduling issues during the Work Period of Performance including, but not limited to, other project engagements and holidays.

The Vendor must commit that the personnel proposed will actually perform the contracted services. The Vendor by submitting a proposal agrees that it will not remove the selected candidates without the prior approval of CTS. If removal is permitted, the Vendor agrees that it will submit the name of the proposed replacement, who must meet the qualifications/experience requirements, for CTS’ review and approval before that individual is assigned responsibility for the services of any Statement of Work awarded as a result of this Work Request.

CTS may at their sole discretion, without cause, and at any time during the term of the Contract or Statement of Work, require immediate replacement of a Contractor’s employee(s). At the sole discretion of CTS, the Contract or Statement of Work with the vendor may be terminated immediately for convenience.

Describe vendor bonding process and coverage levels of employees. Affirm that no employees working on the engagement have ever been convicted of a felony.

If necessary, in order to address the needs of this RFP, CTS encourages Vendors to work cooperatively in presenting integrated solutions. Vendor team arrangements may be desirable to enable the companies involved to complement each other's unique capabilities, while offering the best combination of performance, cost, and delivery for the work being provided under this RFP CTS will recognize the integrity and validity of Vendor team arrangements provided that:

1. The arrangements are identified and relationships are fully disclosed, and
2. A prime Vendor is designated which will be fully responsible for all contract performance.

**SECTION 6- FINANCIAL** **QUOTE**

**Submission of a Response to CTS indicates that the Vendor has read, understands and will comply with EACH of the Mandatory requirements listed in the Financial Quote Requirement Section.**

## Overview

CTS seeks to acquire Services and products that best meet the State’s needs at the lowest cost and best value. Prices must include all aspects needed for the provision of the Services described in this RFP. Failure to identify all costs in a manner consistent with the instructions in this RFP is sufficient grounds for disqualification.

## Vendor Cost Proposal Form

Vendor must include in its Response a completed *Cost Proposal Form* for the *Hourly Rates and Statement of Work Deliverables* sections contained in Appendix E. The *Cost Proposal Form* will be the basis for evaluation of the Financial Response as specified in Section 7.

## Responses

Responses must be complete and include pricing for all tasks and deliverables. All costs for items necessary to perform the services described in the Statement of Work must be presented. Vendor’s Responses to Cost Proposal Form, Appendix E will be the basis of evaluation of the Financial Proposal as specified in Section 7. Where there is no charge or rate,enter N/C (no charge) or zero (0) on the Cost Proposal Form, as applicable. If the Vendor fails to provide a price, the State will assume the item is free. If the Vendor states “no charge” for an item in the model, the State will receive that item free for the period represented in the model.

## Taxes

Vendor must collect and report all applicable state taxes as set forth in Section 4.4, *Vendor Licensed to do Business in Washington*.

## Presentation of All Cost Components

All elements of recurring and non-recurring costs must be identified and included in prices set forth in the Appendix E *Cost Proposal Form*. This must include, but is not limited to, all taxes, administrative fees, labor, travel time, consultation services, and supplies needed for the provisioning of the Services described within this RFP.

CTS will *not* reimburse Vendor for travel expenses.

## Price Protection

For the entire initial term of the Contract, the Vendor must guarantee to provide the Services at the proposed hourly rates unless a Contract amendment is mutually negotiated.

**SECTION 7- EVALUATION**

## Overview

The Vendor who meets all of the RFP requirements and receives the highest number of total points as described below will be declared the ASV and enter into contract negotiations with CTS.

## Administrative Screening

Responses will be reviewed initially by the RFP Coordinator to determine on a pass/fail basis compliance with administrative requirements as specified in Section 3, *Administrative Requirements*. Evaluation teams will only evaluate Responses meeting all administrative requirements.

## Mandatory Requirements

Responses meeting all of the administrative requirements will then be reviewed on a pass/fail basis to determine if the Response meets the Mandatory (M) and Mandatory Scored (MS) requirements. Only Responses meeting all Mandatory (M) and Mandatory Scored (MS) requirements will be further evaluated.

The State reserves the right to determine at its sole discretion whether Vendor’s response to a (M) and/or (MS) Requirement is sufficient to pass. If, however, all responding Vendors fail to meet any single Mandatory item, CTS reserves the following options: (1) cancel the procurement, or (2) revise or delete the Mandatory item.

## Qualitative Review and Scoring

Only Responses that pass the administrative screening and Mandatory requirements review will be evaluated and scored based on responses to the scored requirements in the RFP. Responses receiving a “0” on any Mandatory Scored (MS) element(s) or failing any Mandatory (M) Requirement will be disqualified.

## Evaluation of Step 2

1. Section 4- Mandatory Requirements review by Evaluation team.

The RFQ Coordinator will calculate the scores for each *Client Reference Form*, Appendix H. The total scores of each Vendor’s Client References will be summed together and a Vendor’s average score will be calculated (Step 1). Each Vendor’s Average Score will be valued using the score of the highest scored vendor to determine each Vendor’s Reference Score (Step 2). The Vendor’s Reference Score will be used in the calculation of Vendor’s total score, as set forth in Section 7.8, *Vendor Total Score*.

Step 1

|  |
| --- |
| References Total Scores = Vendor’s Average Score  Number of Vendor’s References |

Step 2

|  |
| --- |
| Vendor’s Average Score x 10 = **Client Reference Score**  Highest Vendor Average Score |

1. Section 5, Experience, Approach and Skills review by Evaluation team

Each scored element in the Experience, Approach and Skills Requirements section of the Response will be given a score by each technical evaluation team evaluator. Then, the scores will be totaled and an average score for each Vendor will be calculated as set forth below. This will be used in the calculation of Vendor’s total score, as set forth in Section 7.8, *Vendor Total Score*.

Evaluation points will be assigned based on the effectiveness of the Response to each technical requirement. For example, if a response is worth 10 points, a scale of zero to ten will be used, defined as follows:

| **Score** | **Description** | **Discussion** |
| --- | --- | --- |
| 0 | No value | Bidder has omitted any discussion of this requirement or the information provided is of no value. |
| 1-3 | Poor | Vendor has not fully established the capability to perform the requirement, has marginally described its approach, or has simply restated the requirement. |
| 4-6 | Average | Vendor has an acceptable capability or solution to meet this criterion and has described its approach in sufficient detail to be considered "as meeting minimum requirements". |
| 7-9 | Good | Vendor has demonstrated an above-average capability, approach, or solution and has provided a complete description of the capability, approach, or solution. |
| 10 | Excellent | Vendor has provided an innovative, detailed, efficient approach or established, by references and presentation of material, far superior capability in this area. |

CTS will review all mathematical computations and will allocate 110 points to the Vendor with the highest Vendor Average Technical Response Score (TRS). The point value for every other bid will be calculated using the ratio of the each Vendor’s Average TRS to the highest Vendor’s Average TRS. This ratio will be multiplied by the 110 points allocated for Experience, Approach and Skills Requirements to arrive at the total score for each Vendor.

|  |
| --- |
| Vendor’s Average TRS x 110 points = Vendor’s Total TRS  Highest Vendor’s Average |

These scores will be carried over in the calculation of the Vendor Total Score as explained below.

b) Financial Proposal Evaluation

The financial evaluation team will calculate the financial score for the Financial Proposal section of the Response using Vendor’s Cost Proposal Form. That number will represent the Lowest/Vendor’s Total Proposal set forth below.

|  |
| --- |
| Lowest Total Fixed Price Proposal x 35 = **Fixed Price Score**  Vendor’s Total Fixed Price Proposal |
| Lowest Total Hourly rate Proposal x 5 = **Hourly Rate Score**  Vendor’s Total Hourly Rate Proposal |

## Step 3 Interview (Optional)

Interview

CTS may, after evaluating the written proposals, elect to schedule interviews of the top scoring finalists.

Final points for the interviews will be calculated by an average of the individual scores as set forth below. This will be used in the calculation of Vendor’s total score, as set forth in Section 7.8, *Vendor Total Score*.

|  |
| --- |
| Vendor’s Avg. Phase II Score x 40 = **Phase II Score**  Highest Avg. Phase II Score |

## Allocation of Points

The scores for Response will be assigned a relative importance for each scored section. The relative importance for each section is as follows:

|  |  |
| --- | --- |
| **PHASE I**   * Vendor Requirements, including Experience, Approach and Skill (Section 5) * Financial Proposal (Section 6) * Client References | 110 points  40 points  10 points |
| Phase I Subtotal | 160 points |
| **PHASE II-** Interviews | 40 points |
| Phase II Subtotal | 40 points |
| TOTAL | 200 points |

## Vendor Total Score

Vendors will be ranked using the Vendor’s Total Score for its Response, with the highest score ranked first and the next highest score ranked second, and so forth. Vendor’s Total Score will be calculated as follows:

|  |
| --- |
| **Total Score** = (TRS) + (Client Reference Score) + (Financial Score) + (Phase 2 Score) |

## Selection of Apparently Successful Vendor

The Vendor with the highest Vendor total scorewill be declared the ASV. CTS will enter into contract negotiations with the ASV. Should contract negotiations fail to be completed as described in Section 7.8, CTS may immediately cease contract negotiations and declare the Vendor with the second highest score as the new ASV and enter into contract negotiations with that Vendor. This process will continue until (1) the Contract is signed, (2) no qualified Vendors remain, or (3) CTS cancels the award or solicitation consistent with this RFP.

## Contract Negotiations

Upon selection of an Apparently Successful Vendor (ASV), CTS will enter into contract negotiations with the ASV. Vendors must be willing to enter into a Contract in substantially the same form and the same terms and conditions as the Contract in Appendix B. The Apparently Successful Vendor will be expected to complete contract negotiations within one (1) calendar day of announcement of the ASV. The Apparently Successful Vendor will be expected to execute the Contract within five (5) calendar days of its receipt of the final contract. If the selected Vendor fails or refuses to sign the Contract within the allotted five (5) calendar day time frame, CTS may immediately cease contract negotiations and elect to cancel the award. CTS may then award the Contract to the next ranked Vendor, or cancel or reissue this solicitation. Vendor’s submission of a Response to this solicitation constitutes acceptance of these Contract requirements.

**APPENDIX A**

**CERTIFICATIONS AND ASSURANCES**

Issued by the State of Washington

We make the following certifications and assurances as a required element of the Response, to which it is attached, affirming the truthfulness of the facts declared here and acknowledging that the continuing compliance with these statements and all requirements of the RFP are conditions precedent to the award or continuation of the resulting Contract.

The prices in this Response have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered. The prices in this Response have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before Contract award unless otherwise required by law. No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition. However, we may freely join with other persons or organizations for the purpose of presenting a single proposal or bid.

The attached Response is a firm offer for a period of *30* days following the Response Due Date specified in the RFPQ, and it may be accepted by CTS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the *30* day period. In the case of protest, your Response will remain valid for *60* days or until the protest is resolved, whichever is later.

In preparing this Response, we have not been assisted by any current or former employee of the state of Washington whose duties relate (or did relate) to the State's solicitation, or prospective Contract, and who was assisting in other than his or her official, public capacity. Neither does such a person nor any member of his or her immediate family have any financial interest in the outcome of this Response. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)

We understand that the State will not reimburse us for any costs incurred in the preparation of this Response. All Responses become the property of the State, and we claim no proprietary right to the ideas, writings, items or samples unless so stated in the Response. Submission of the attached Response constitutes an acceptance of the evaluation criteria and an agreement to abide by the procedures, compliance with Mandatory and all other administrative requirements described in the solicitation document.

We understand that any Contract awarded, as a result of this Response will incorporate all the solicitation requirements. Submission of a Response and execution of this Certifications and Assurances document certify our willingness to comply with the Contract terms and conditions appearing in Appendix B, or substantially similar terms, if selected as a contractor. It is further understood that our standard contract will not be considered as a replacement for the terms and conditions appearing in Appendix B of this solicitation.

We (circle one) **are / are not** submitting proposed Contract exceptions (see Subsection 3.13, *Contract* *Requirements*).

|  |  |  |
| --- | --- | --- |
|  |  |  |
| Vendor Signature |  | Vendor Company Name |
|  |  |  |
| Title |  | Date |

**APPENDIX B**

**PROPOSED CONTRACT**

Posted separately on the CTS Web site at: <http://cts.wa.gov/procurement/procurement.aspx>

**APPENDIX C**

***(If Applicable)* MWBE Participation Form**

**Minority and Women's Business Enterprises (MWBE)**

**Participation Form**

MWBE participation is defined as: Certified MBEs and WBEs bidding as prime contractor, or prime contractor firms subcontracting with certified MWBEs. For questions regarding the above, contact Office of MWBE, (360) 753-9693.

In accordance with WAC 326-30-046, CTS goals for acquisitions have been established as follows: 12% MBE or WBE.

|  |  |  |
| --- | --- | --- |
| **MBE FIRM NAME** | **\*MBE CERTIFICATION NO.** | **PARTICIPATION %** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **WBE FIRM NAME** | **\*WBE CERTIFICATION NO.** | **PARTICIPATION %** |
|  |  |  |
|  |  |  |

**\***Certification number issued by the Washington State Office of Minority and Women's Business Enterprises.

Name of Vendor completing this Certification: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

APPENDIX D

**PROTEST PROCEDURE**

A Vendor who is aggrieved in connection with the solicitation or award of a contract, who has submitted a response and participated in a debriefing conference, may submit a written protest to the Chief Legal Services Officer at Consolidated Technology Services, 1500 Jefferson Street SE, 5th Floor, Olympia WA 98501 or [Rebekah.ohara@cts.wa.gov](mailto:Rebekah.ohara@cts.wa.gov).

**Grounds**

Protests may be based only on alleged bias on the part of an evaluator, mathematical error in the computation of the score, or failure to follow the process or standards stated in the related procurement document.

**Timing**

A protest shall be presented to CTS in writing no later than 5 business days after the post award debrief has occurred. The written letter shall state the grounds for the protest and state the relevant facts, circumstances and documents in support of the Vendor’s position.

**Process**

In conducting its review, CTS will consider all available relevant facts. CTS will resolve the protest in one of the following ways:

1. Find that the protest lacks merit and upholding the agency's action.
2. Find only technical or harmless errors in the agency's acquisition process, determining the agency to be in substantial compliance, and rejecting the protest; or
3. Find merit in the protest and provide options to the agency, including:
   1. Correcting errors and reevaluating all Responses;
   2. Reissuing the solicitation document; or
   3. Making other findings and determining other courses of action as appropriate.

Except as stated otherwise below, the Chief Legal Services Officer will review protests on behalf of the agency. The agency will deliver its written decision to the protesting vendor within five business days after receiving the protest, unless more time is needed. The protesting vendor will be notified if additional time is necessary. Exempt Purchases under $100,000 shall be reviewed only by the Chief Legal Services Officer, whose opinion is final.

Vendors may appeal the Chief Legal Service Officer’s determination, on Exempt Purchases over $100,000, by submitting an appeal in writing to the Director. An appeal shall be filed no later than 5 business days after Chief Legal Service Officer’s decision. Decisions made by the Director or designee are final.

In the event the Chief Legal Service Officer has a conflict of interest, the protest or appeal will be managed by a CTS senior level manager appointed by the Deputy Director. This individual must not be involved with the business that is the subject matter of the protest appeal.

**APPENDIX E**

**(MS 40) COST PROPOSAL FORM**

**Section A (MS 5) Hourly Rates**

Please list the title of each staff position and hourly rate (add more lines if needed) of resources to support additional scope and/or phases resulting from contract amendments:

|  |  |
| --- | --- |
| **Staff Position** | **Hourly Rate** |
|  | **$** |
|  | **$** |

**Section B (MS 35) Statement of Work Deliverables**

Based on the Statement of Work submitted with your Response (Section 5.4 *Deliverables*, please identify the following:

| **Task/Deliverables**  ***(Reference Project Scope of Work, Work Requirements & Deliverables)*** | **Vendor Resources** | **Hourly Rate** | **Total Hours Not To Exceed** | **Total Not To Exceed** |
| --- | --- | --- | --- | --- |
| 1. Readiness Assessment and Report    1. Within 60 days of QA vendor start date |  | $ |  | $ |
| 1. Baseline QA Plan    1. Updated as needed over life of project |  | $ |  | $ |
| 1. QA Reports    1. Provided at least monthly |  | $ |  | $ |
| 1. Lessons Learned Report    1. Within 30 days of project close |  | $ |  | $ |
|  |  |  |  |  |
| **Grand Total** | | | | **$** |

**APPENDIX F**

**A Few Critical Things to Keep in Mind**

**When Responding to an RFP for**

**Consolidated Technology Services**

*This document is explanatory only and has no consequence on the processes stated in any particular procurement. Please do not submit this checklist, it is merely a resource.*

**1.** \_\_\_\_\_\_\_ **Read the *entire* document.** Note critical items such as: mandatory requirements; supplies/services required; submittal dates; number of copies required for submittal; funding amount and source; contract requirements (i.e., contract performance security, insurance requirements, performance and/or reporting requirements, etc.).

**2.** \_\_\_\_\_\_\_ **Note the procurement officer's name, address, phone numbers and e-mail address.** This is the **only person** you are allowed to communicate with regarding the RFP and is an excellent source of information for any questions you may have.

**3.** \_\_\_\_\_\_\_ **Take advantage of the “question and answer” period.** Submit your questions to the RFP Coordinator by the due date listed in the Schedule of Events and view the answers given in the formal “addenda” issued for the RFP. All addenda issued for an RFP are posted on the State’s website and will include all questions asked and answered concerning the RFP.

**4.** \_\_\_\_\_\_\_ **Follow the format required in the RFP** when preparing your response. Provide point-by-point responses to all sections in a clear and concise manner. Make sure to address each subpart.

**5.** \_\_\_\_\_\_\_ **Provide complete answers/descriptions.** Read and answer **all** questions and requirements. Don’t assume the State or evaluator/evaluation committee will know what your company capabilities are or what items/services you can provide, even if you have previously contracted with the State. The proposals are evaluated based solely on the information and materials provided in your response.

**6.** \_\_\_\_\_\_\_ **Check the State’s website for RFP addenda.** Before submitting your response, check the State’s website at http://cts.wa.gov/procurement/procurement.aspx to see whether any addenda were issued for the RFP.

**7.** \_\_\_\_\_\_\_ **Review and read the RFP document again** to make sure that you have addressed all requirements and have followed all of the instructions. Once you have done that, read the RFP document again.

**8.** \_\_\_\_\_\_\_ **Submit your response on time.** Note all the dates and times listed in the Schedule of Events and within the document, and be sure to submit all required items on time. Late proposal responses are never accepted.

9. \_\_\_\_\_\_\_ **Address each mandatory/mandatory scored item.**  Any time you see an “M” or “MS”- make sure to respond, even in the financial sections. For Mandatory items, A statement, “(Vendor Name) has read, understands, and fully complies with this requirement” is acceptable.

APPENDIX G

**Statement of Work 1**

**to**

**Contract Number *[XXX-XXX-XXX]***

**for**

***External Independent Quality Assurance (QA) Services for Cloud Enablement Program***

This Statement of Work (SOW) is made and entered by and between Consolidated Technology Services(Purchaser or CTS), and *[Vendor]* (Vendor), for External Independent Quality Assurance (QA) Services for the Cloud Enablement Program. This SOW incorporates by reference the terms and conditions of Contract Number *[XXX-XXX-XXX]* in effect between CTS and Vendor. In case of any conflict between this SOW and the Contract, the Contract shall prevail. Purchaser and Vendor agree as follows:

**Project or Task Objectives**

*[Describe in detail the project or task objectives.]*

**Scope of Work and Deliverables**

Vendor shall provide Services and staff, and otherwise do all things necessary for or incidental to the performance of work, as set forth below:

#### Readiness Assessment and Report

* 1. The QA Provider will conduct a readiness assessment within 60 days of the start of the engagement that includes, evaluating at least, the following general areas:
     1. Clarity and agreement about the business value to be achieved and whether related measures have been identified.
     2. The project objectives to be achieved at completion (using SMART guidelines).
     3. The overall agency readiness for the project and for the expected organizational model once the project is completed.
     4. The sufficiency of the project planning activities to date.
     5. Project sponsorship and planned governance entities and processes.
     6. The overall sufficiency and commitment of planned project resources, both for the project team and for critical stakeholders and subject matter experts, over the life of the project.
     7. The stakeholder engagement and communication strategy, including both internal and external stakeholders as appropriate.
     8. Planned project methodologies and practice standards.
     9. Acquisition planning efforts.
     10. Vendor management planning.
     11. The sufficiency of Organizational Change Management activities planned over the life of the project, including an initial assessment of the readiness of the organization for the culture change.
     12. Recommended future stages/gates for the project.
  2. At the end of the 60 day readiness assessment period, the QA Provider will deliver a Readiness Assessment Report which shall contain the following:
     1. A cover letter addressed to the project sponsor and to the State CIO signed by the QA provider responsible for the content that attests to the independent preparation of the report. The cover letter should contain contact information for the preparer.
     2. A summary level assessment of the readiness of the project to proceed, including identification of critical issues that must be addressed prior to the project proceeding.
     3. A high level risk assessment including the project’s mitigation plans and QA recommendations for mitigation of the risks identified.
     4. A table that summarizes findings and recommendations.
     5. A detailed narrative describing findings and recommendations in support of the summary level readiness and risk assessments and related recommendations.

#### Quality Assurance Plan

* 1. The QA Provider will deliver a baseline quality assurance plan within 30 days of the start of the engagement that includes, at a minimum:
     1. The methods and criteria to be used in conducting the QA engagement and assessing PMBOK practice areas noted in Section 3. below;
     2. The timing and audience for draft and final reports, and
     3. The template(s) for the ongoing report.

#### Regular Monthly Assessments/QA Reports

* 1. Each regular QA report should include, at a minimum, an assessment of the project performance within the ten (10) Project Management Book of Knowledge (PMBOK) practice areas. More detailed discussions on each practice area, and the overlap between the process areas, is contained within the PMBOK.
     1. Project Integration Management – Over the life of the project, are effective project management processes being used and coordinated within the project and with all project participants to achieve desired results?
     2. Project Scope Management –Does the project include an approach to managing scope to ensure the project success?
     3. Project Time Management – Is the project effectively managing the timely completion of the project?
     4. Project Cost Management – Is the project routinely estimating, budgeting, managing and controlling costs so that the project can successfully complete?
     5. Project Quality Management – Is the project defining quality measures and using continuously improving processes to achieve project outcomes?
     6. Project Human Resource Management – Is the project acquiring, developing and managing appropriately skilled and adequately staffed project teams?
     7. Project Communications Management - Is the team identifying stakeholders and supporting timely, appropriate and accessible communications over the project’s life?
     8. Project Risk Management – Is the project effectively identifying, analyzing, and controlling project risks and issues?
     9. Project Procurement Management - Is the project appropriately managing the acquisition of products, services or results needed from outside the project team? Is the project effectively managing the resulting contracts over the life of the contract?
     10. Project Stakeholder Management – Has the project identified key people, groups or organizations that could impact/be impacted by the project? Is the project using appropriate strategies to engage stakeholders on project decisions? Is governance, sponsorship and stakeholder engagement effective?
  2. As work progresses, monthly assessments will also include discussion on transition and operational planning and readiness activities, including planned governance following implementation.

#### Monthly Report Content

* 1. Each Quality Assurance report shall contain the following:
     1. A cover letter signed by the QA provider responsible for the content that attests to the independent preparation of the report. The cover letter should also contain contact information for the preparer.
     2. An executive summary of project progress, process execution strengths and weaknesses, and most important issues or open recommendations.
     3. A detailed narrative describing findings and recommendations resulting from a review of the PMBOK project management processes. If the project is nearing a stage/gate, indicate whether the project is positioned to be successful in this next state/gate.
     4. An assessment of the accuracy of the project’s tracking of progress toward milestones and budget estimates.
     5. A risk assessment that identifies potential barriers to meeting project objectives and milestones, their probability of occurring and impact if they occur, and recommended and observed mitigations.
     6. A table that summarizes all open findings as well as those closed during the reporting period, including the QA provider’s assessment of the agency’s actions on the listed findings.

#### Closeout Report

* 1. As part of closeout, the Quality Assurance Provider will report on key lessons learned from the project within 30 days of project completion or termination.

**Timeline and Period of Performance**

The period of performance for this project will start on *[start date]* and the work tasks are estimated to continue through *[end date]*. Purchaser has the right to extend or terminate this SOW at its sole discretion.

**Compensation and Payment**

1. Purchaser shall pay Vendor an amount not to exceed *[\_\_\_\_\_\_\_\_]* dollars *($\_\_\_) [specify maximum dollar amount]* for the performance of all activities necessary for or incidental to the performance of work as set forth in this SOW. Vendor’s compensation for services rendered shall be based on Vendor’s Prices as set forth in the Contract’s Schedule A, *Authorized Services and Price List* as follows:

*[List detail of compensation to be paid, e.g., hourly rates, number of hours per task, unit prices, cost per task, cost per deliverable, etc.]*

1. *[Expenses are optional. Travel costs are the most common reimbursable expense. If no travel is expected, insert a statement to that effect, e.g. “All activities are expected to take place in the greater (fill in location) area, thus no travel expenses are expected or authorized.” If Purchaser agrees to reimburse travel costs, include the following language.]*
2. Purchaser shall not reimburse Vendor for travel and other expenses.
3. **Vendor Staff, Roles and Responsibilities**

*[Identify Vendor staff who will be involved, naming individuals key to the project, and describe in detail their roles and responsibilities.]*

**Purchaser Staff, Roles and Responsibilities**

*[Identify Purchaser staff who will be involved and describe in detail their roles and responsibilities.]*

**Additional Terms and Conditions Specific to this SOW**

*[State additional terms and conditions specific to this SOW not found in Contract, if any.]*

***In Witness Whereof***, the parties hereto, having read this SOW 1 to Contract Number *[XXX-XXX-XXX]* in its entirety, do agree thereto in each and every particular.

|  |  |  |
| --- | --- | --- |
| **Approved** |  | **Approved** |
| Consolidated Technology Services |  | *[Vendor]* |
|  |  |  |
| *Signature* |  | *Signature* |
|  |  |  |
| *Print or Type Name* |  | *Print or Type Name* |
| *Title Date* |  | *Title Date* |

**APPENDIX H**

**Vendor Client Reference Form**

Name of vendor for whom reference is given: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your entity name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your name and title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Vendor: Telephone number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ E-Mail address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**For each of the questions, please rate the response on the following scale and provide any comments you wish to add.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | ***0*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** |
|  | ***Unsatisfactory*** | ***Below Average*** | ***Average*** | ***Above Average*** | ***Exceptional*** | ***Best*** |

1.      Describe the QA services provided by this vendor to your organization and your relationship with the vendor.  What deliverables did the vendor produce as part of their services?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.      How long did you received QA services from the vendor? Did the vendor meet all timelines as promised?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3.      Did the vendor perform as expected/required?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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4.      How would you rate the vendor’s interactions with project team members, Executive Sponsors, Steering Committees and other key stakeholders?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5.      How would you rate the experience of the vendor staff providing QA services to your organization?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6.      What did you consider to be the vendor’s strengths?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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7.      What do you consider to be the vendor’s opportunities for improvement?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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8.      What would you do differently if you were to engage with this vendor again?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

9.      Any other information that you would like to share about the vendor:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_