

Washington State Department of **Veterans Affairs (WDVA)**

ITPS Work Request

Request for **Proposal (RFP)**

Solicitation number: WDVA RFP **2016-005**

Project name: **Project Management and Quality Assurance for Enterprise Veterans Case Management System (EVCMS)**

Performance Period: **Project Management and Quality Assurance Services is June 15, 2016 to June 30 2017.**

This solicitation is issued by **WDVA** pursuant to the Information Technology Professional Services (ITPS) program which is separately coordinated by the Washington State Department of Enterprise Services (DES).

DES separately maintains a group of categorized notification lists or "pools" of IT service providers within the state's solicitation notification system ([WEBS](#)) for state purchasers to advertise their solicitations to when they seek competitive proposals for their IT business needs. This is one of those solicitations.

The categories of lists are shown below and they identify common IT business needs of state government. This solicitation specifies one or more of those categories (checked).

The only IT service providers who should be able to view and download this solicitation are on the notification list in WEBS for the category checked below.

NOTE: If this is not the case, and you are viewing this solicitation, you received it by some other means outside of WEBS and the Purchaser will not entertain a proposal from you. For further detail, see [Bidder Eligibility](#).

<u>Solicitation Schedule</u>	<u>Categories</u> <check all that apply>
Solicitation posting date: 4/26/2016	<input type="checkbox"/> ITPS_08215_01. IT Funding & Financial Analysis
Questions due: 05/02/2016, 4:00 PM PT	<input type="checkbox"/> ITPS_08215_02. IT Business Analysis
Answers published: 05/05/2016	<input type="checkbox"/> ITPS_08215_03. Continuity/Disaster Recovery
Complaints due: 05/12/2016	<input checked="" type="checkbox"/> ITPS_08215_04. IT Project Management
Proposals due: 05/20/2016, 4:00 PM PT	<input checked="" type="checkbox"/> ITPS_08215_05. Project Quality Assurance
Oral interviews (if required): 06/1-2/2016	<input type="checkbox"/> ITPS_08215_06. Software Testing
<u>Solicitation Coordinator</u>	<input type="checkbox"/> ITPS_08215_07. Client/Server & Web Services
Name: David Thatcher	<input type="checkbox"/> ITPS_08215_08. Database Services
Title: Solicitation Coordinator	<input type="checkbox"/> ITPS_08215_09. GIS Services
Phone: 360.725.9844	<input type="checkbox"/> ITPS_08215_10. Infrastructure Services
Email: davidth@dva.wa.gov	<input type="checkbox"/> ITPS_08215_11. Mainframe Services
	<input type="checkbox"/> ITPS_08215_12. Mobile Services

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1. Bidder Eligibility

Proposals to this solicitation will only be entertained from companies who are currently on the WEBS notification list for the technical service category (ies) checked on the cover page.

The notification lists are separately administered by DES, not the Solicitation Coordinator. Addition to notification lists is a prerequisite to submitting a proposal to this or any other ITPS Work Request and is separately accomplished by submitting a program agreement (DES Master Contract 08215) to DES. For further detail, refer to the DES ITPS [Webpage](#).

NOTE: Master contract submittals received by DES prior to the 20th of each month; but no later, will be reviewed for compliance on the 20th. Those companies will be added to the applicable notification lists in WEBS at the beginning of the month following receipt. Submittals received after the 20th will be processed the following month. DES cannot expedite this schedule to facilitate a company's ability to meet the due date of a currently posted solicitation such as this one.

2. Definitions

“Agency” means a government entity of the state of Washington.

“DES” means the Washington state Department of Enterprise Services, any division, section, office, unit or other entity of DES or any of the officers or other officials lawfully representing DES.

“Notification List” means a list within WEBS which is categorized by technical service category for state purchasers to use for notification purposes when they seek competitive bids or proposals. A company must first register in WEBS and complete this agreement in order to be added to any notification list.

“Purchaser” means the authorized user of the program who may or actually does make purchases of material, supplies, services, and/or equipment under the resulting Work Order. Includes any Washington state agency and any authorized party to the [Master Contracts Usage Agreement \(MCUA\)](#). Includes institutions of higher education, boards, commissions, nonprofit corporations and political subdivisions such as counties, cities, school districts, or public utility districts.

“Solicitation” means the process of notifying prospective bidders of a request for competitive bids or proposals. Also includes reference to the actual documents used for that process, along with all amendments or revisions thereto.

“Technical Service Category” means an information technology skill categorized by common IT business need of state government described and set forth in this agreement.

“Washington’s Electronic Business Solution or WEBS” means DES’s web-based solicitation notification system.

“Work Order” means a contractual document incorporated by reference to this solicitation and executed between an eligible purchaser and a company. Each Work Order shall be the result of a Work Request (competitive solicitation).

A Work Order generally contains project objectives, description of work, timeline and period of performance, compensation and payment, company responsibilities, purchaser responsibilities, special terms and conditions, signature block, etc., and incorporates this solicitation by reference.

“Work Request” means a purchaser’s solicitation that requests bids or proposals specific to their requirements. An ITPS work request will specify a technical service category(ies) and purchasers will only entertain bids or proposals from companies who are on the notification lists for the technical service category(ies) specified.

“WDVA” The Washington State Department of Veteran Affairs (WDVA) is the agency of the state of Washington that is issuing this Work Request and is the designated Purchaser.

“You” means the person or firm, completing this agreement, and includes all of its officers and employees.

3. **Project Description**

Quality Assurance: Objective: Provide an independent and objective Project Quality Assurance (QA) oversight. QA will assist in the successful outcome of the WDVA EVCMS project by providing regular and periodic review and evaluation of the management processes as well as overall project performance.

Overview: QA includes the periodic review of key Project processes, documentation (e.g., business case, project schedule, requirements, design, testing, Project status reports, etc.), and interviews with key business and technical staff. The Quality Assurance Evaluator (QAE) will provide reports and briefings to the State Office of the Chief Information Officer (ACIO) as required.

The QAE will work with the WDAV Executive Sponsor with independent reporting to the OCIO, and also work with the WDVA Project Contract Manager, the Steering Committee, and other key stakeholders on an on-going basis to provide comprehensive independent QA services.

The QAE will perform all project QA responsibilities defined in the attached Statement of Work (SOW) throughout any contract resulting from this solicitation. The QAE will participate in Project meetings and is considered to be a key player in the success of the project. The QAE will monitor and track the management processes, products, and deliverables of the Project, focusing on the issues of substance that affect the course of the Project.

In order to facilitate a truly independent reporting structure, the QAE will report directly to the WDAV Executive Sponsor. The intent is that all entities maintain a clear, positive relationship and work together to keep the Project moving along; recognizing and correcting problems early and to the greatest extent possible, and preventing and Project schedule delays.

Project Management Objective: Provide Project oversight. PM will assist in the successful outcome of the WDVA EVCMS project by applying project management processes to ensure the project stays on track and that the project is a success.

Overview: WDVA currently executes its mission using only basic office automation tools, such as MS Word and Excel. It operates without any

enhanced or integrated case management capabilities. Almost entirely manual, WDVA currently operates 15 programs that serve veterans, from helping the chronically homeless, to providing mental health counseling, to assisting with employment, to name three. Across this spectrum of programs, WDVA does not have the ability to see the veteran and the comprehensive services he or she consumes. This 360° perspective is critical to providing veterans with the most relevant, effective and timely services, while reducing costs and waste, and preventing fraud.

WDVA is operating at peak capacity and is continuously challenged to keep up with its current workload. Both the U.S. Department of Defense (DoD) and U.S. Department of Veterans Affairs (Federal VA) have advised WDVA to anticipate additional transitioning veteran workload due to military downsizing in 2015 and beyond. In light of both increasing numbers of veterans and per veteran transaction requirements, manual processing is not a viable option, neither financially nor operationally. This potential increase in workload may require between 40 to 180 new employees. Automation and having a secure and robust database is a must and a critical key component of the WDVA's strategy to not only implement parts 2 and 5 of the Governor's Executive Order 13-01, but to respond to the current and future demands of the State's veteran population.

Current manual processes within WDVA are not economically scalable in order to effectively respond to the significant influx of Veterans. WDVA continues to assess the potential impact. Vietnam-era veterans typically require significantly more direct human services support. Vietnam-era veteran numbers are rapidly rising as the Federal VA automates and vigorously processes their backlog. Customer service expectations and demands have changed with the demographics. More accurate, complete and responsive customer service is expected. The public in general—veterans especially—are increasingly less tolerant of bureaucratic delays or poor support. Younger veteran populations expect to be able to interface with government agencies through electronic means, especially through smartphone and tablet technology.

Last, WDVA is unique among other state DVAs. We offer a profoundly more sophisticated set of services to veterans. As such, our business model is unique and our needs for automation are commensurately unique

a. Location

Washington State Department of Veterans Affairs at 1102 Quince St. SE, PO Box 41150, Olympia, Washington 98504-1150

b. Scope of Work

Quality Assurance: See Attachment A

Program Management: See Attachment B

c. Period of Performance

The period of performance of any contract(s) resulting from this RFP are tentatively to start:

QA Services - June 15, 2016, and end June 30, 2017.

PM Services - June 15, 2016, and end June 30, 2017.

The WDVA reserves the right to extend the contract for up to 6 months for administrative purposes in order to complete work already started. Any Amendments extending the period of performance, if any, shall be at the sole discretion of the WDVA and must be accepted and executed no-later-than (NLT) 14 business days prior to the original expiration.

d. Work Requirements

Quality Assurance: See Attachment A.

Program Management: See Attachment B.

e. Deliverables

Quality Assurance: See Attachment A.

Project Management: See Attachment B.

f. Acceptance Criteria

Quality Assurance: See Attachment A.

Project Management: See Attachment B.

g. Additional Expectations

Quality Assurance: See Attachment A.

Project Management: See Attachment B.

4. **Required Submittals**

Bidders must include, at a minimum, the following electronic submittals attached to an email.

The proposal must include the signature of an authorized bidder representative on all documents requiring a signature.

Proposals which do not include any of the following required submittals will be rejected for non-responsiveness.

a. Pre-Screening Documentation (if applicable)

Attach a self-authored document detailing any applicable debarments or terminations for cause within the past three years, the status of any former state employees working for your company or any changes to the sample Work Order (Attachment D). No form is provided for this submittal.

Failure to provide this submittal as detailed herein will render a proposal non-responsive and cause it to be rejected.

b. Price Worksheet

As per Master Contract 08215, bidders may not bid higher rates than the hourly rates they have provided DES. However, that rate may be adjusted to a lower price point.

Submit your company's hourly rate in the following format:

<u>Company Name</u>	<u>Hourly Rate</u>	<u>Total Hours</u>	<u>Total Cost</u>

Expectation: One separate, scanned email attachment labeled in accordance with the file naming convention specified below.

Required Format: MS Word

File naming convention: BidderName_PRICE_WORKSHEET.docx.

See Attachment A for budget for the QA services.

See Attachment B for budget for the PM services.

c. Non-Cost Submittals

Submit a resume for all staff that will be providing services under this Work Request.

Attach a self-authored document (five pages maximum; one-sided) answering the following questions. No form is provided for this submittal. Only the first five pages will be considered. It is the bidder's responsibility to determine how much of the available space to allocate to each question. Point award allotment among the questions has been established in accordance with primary stakeholder considerations.

Failure to provide this submittal as detailed herein will render a proposal non-responsive and cause it to be rejected.

Evaluation Questionnaire	Available Points
1. Explain how your company can assure excellent response times for customer inquiries, billing, and service calls/problem resolution for Quality Assurance or Project Management (as applicable) Services.	200
2. Describe the expertise and availability of key personnel that will be coordinating the work for this project (provide names and titles).	100
3. Provide a brief statement for three (3) relevant experiences in the past 24 months in providing Quality Assurance or Project Management (as applicable) Services that indicates the	200

qualifications of your company, and any subcontractors, for the performance of the potential contract as presented in this solicitation. You must demonstrate substantial experience in providing these services in sufficient detail to demonstrate to WDVA their capability in delivering.	
Non-cost points	500

Expectation: One separate, scanned email attachment labeled in accordance with the file naming convention specified below.

Required Format: PDF

File naming convention: BidderName_QUESTIONNAIRE.pdf.

d. Solicitation Amendments (if applicable)

See the [Solicitation Amendments](#) subsection.

In the event that solicitation amendments are required as a submittal, bidder must complete, sign and scan any solicitation amendments issued.

Expectation: One separate email attachment of a completed signed and scanned file; labeled in accordance with the file naming convention specified below.

Required Format: PDF

File naming convention: BidderName_AMENDMENT_01.pdf, BidderName_AMENDMENT_02.pdf, BidderName_AMENDMENT_03.pdf, etc.

Do not include any exceptions, comments or special notations in this document.

Do not make any changes to this document other than to enter data where requested and sign.

5. Administrative Requirements

a. Delivery of Proposals

All proposals must be emailed to the solicitation coordinator. Facsimile transmissions will not be accepted. Improperly delivered proposals will be rejected as non-responsive.

Purchaser assumes no responsibility for confirmation of receipt and cannot discuss contents prior to the due date and time.

All proposals and any accompanying documentation become the property of Purchaser and will not be returned

b. Due Date and Time

Proposals in their entirety must be received by the solicitation coordinator by the due date and time as indicated on the cover page. Late proposals will be rejected as non-responsive.

The "receive date/time" posted by the Purchaser's email system will be used as the official time stamp. Bidders should allow sufficient time to ensure timely receipt.

Purchaser assumes no responsibility for delays and or errors caused by bidder's e-mail, Purchaser's email, network events or any other party.

c. Required Submittals

All required submittals must be submitted as instructed. Proposals that do not include all required submittals are determined to be non-responsive and will be rejected. The bidder will be notified of the reasons for such rejection.

6. **Evaluation and Award**

To aid in the evaluation process, after the due date and time, Purchaser may require individual bidders to appear at a date, time and place determined by Purchaser for the purpose of conducting discussions to determine whether both parties have a full and complete understanding of the nature and scope of contractual requirements. In no manner shall such action be construed as negotiations or an indication of an intention to award.

During evaluation, Purchaser reserves the right to make reasonable inquiry to determine the responsibility of any bidder. Requests may include, but are not limited to, financial statements, credit ratings, references, record of past performance, clarification of Bidder's offer, and on-site inspection of bidder's or bidder's subcontractor's facilities. Failure to respond to said request(s) may result in a proposal being rejected as non-responsive.

Purchaser reserves the right to use references. Any negative or unsatisfactory response may be adequate reason for rejecting a bidder as non-responsive.

Proposals that are determined to be non-responsive will be rejected and the bidder will be notified of the reasons for such rejection.

a. Award Criteria

Award will be based on the following criteria and will be in accordance with provisions identified in [RCW 39.26.160](#) and other criteria identified in the solicitation.

<u>Criteria</u>	<u>Available points</u>
Cost	700
Non-cost	500
<hr/> Evaluation point total	<hr/> 1,200

b. Evaluation Process

(1) Initial Determination of Responsiveness

Proposals will be reviewed initially to determine, on a pass/fail basis, whether they meet all administrative requirements specified herein.

Purchaser reserves the right to determine at its sole discretion whether a bidder's response to a mandatory requirement is sufficient to pass. However, if all responding bidders fail to meet any single mandatory item, Purchaser reserves the right to either: (1) cancel the procurement, or (2) revise or delete the mandatory item.

(2) Cost Evaluation

The bidder with the lowest hourly rate will receive the maximum (700) cost evaluation points. Bidders with higher hourly rates will receive proportionately fewer cost evaluation points based upon the lowest hourly rate as follows:

Low bid / higher bid = % of available points awarded * available points = total cost points

	<u>Bidder A</u>	<u>Bidder B</u>
Hourly rate bid	\$50.00 (Low bid)	\$56.00
% of available points awarded	100%	89%
Cost points (700 available)	700	623

(3) Non-Cost Evaluation

An evaluation team will evaluate non-cost submittals and award points consistent with their values and best professional judgment.

Each question has been assigned a weighted percentage of the total available non-cost points and the available points per question have been calculated accordingly.

The evaluators will review each bidder's responses and award either all or a portion of the available points for each question. Scoring may be performed in isolation or together as a group, or a combination of both.

Each bidder's awarded points will be averaged for each question. If a minimum score for a question is required but is not achieved, that bidder is disqualified. This process will repeat for all questions.

The average points awarded for each bidder's questions will be summed to determine their non-cost point totals.

Question 1 (200 possible)	<u>Bidder A</u>	<u>Bidder B</u>
Points awarded: Evaluator 1	140	130
Points awarded: Evaluator 2	145	135
Question 1 average points	142.5	132.5

Question 2 (100 possible)	<u>Bidder A</u>	<u>Bidder B</u>
Points awarded: Evaluator 1	140	130
Points awarded: Evaluator 2	145	135
Question 2 average points	142.5	132.5

Question 3 (200 possible)	<u>Bidder A</u>	<u>Bidder B</u>
Points awarded: Evaluator 1	140	130
Points awarded: Evaluator 2	145	135
Question 2 average points	142.5	132.5

	<u>Bidder A</u>	<u>Bidder B</u>
Non-cost points (500 available)	427.5	397.5

In addition to presiding over the evaluation team, the Solicitation Coordinator may review the submittals, provide input, assemble evaluation aids, or perform other functions helpful to the team. Evaluators may engage in a free flow of discussion among themselves and the Solicitation Coordinator prior to, during, and after the evaluation.

(4) Interviews/Oral Evaluations (if applicable)

Interviews may be required of select consultant(s). If required, those consultants selected, will be contacted to set up an interview. The evaluation of this stage in the process will be made by an evaluation team. The consultant that best meets the requirements of this solicitation and is the best value for the WDVA, shall be selected.

(5) Selection of Apparent Successful Bidders

To identify an apparent successful bidder, each bidder's points earned from the cost evaluation and the non-cost evaluation will be added together as follows:

	<u>Bidder A</u>	<u>Bidder B</u>
Cost points (700 Possible)	700	623
Non-cost score (500 Possible)	427.5	397.5
Evaluation point total	1127.5	1020.5

The bidder with the highest evaluation point total will be declared the apparent successful bidder. Purchaser may then enter into contract negotiations with the apparent successful bidder.

Designation as an apparent successful bidder does not imply that a Work Order will be issued. This designation does allow a Purchaser the opportunity to perform further analysis. Purchaser also reserves the right to re-review and determine whether a

proposal is responsive as initially determined.

Bidders must not construe a notification of apparent successful bidder, notification of award, or attempts to negotiate, etc. as a final award decision. Any assumptions are done so at the bidder's own risk and expense.

Should negotiations for a Work Order fail within 30 days of their initiation, Purchaser may cease negotiations and declare the second-place bidder the new apparent successful bidder and enter into negotiations with that bidder. This process will continue until a Work Order is signed or no qualified bidders remain.

(6) Notification of Apparent Successful Bidders

All bidders will be notified when Purchaser has determined the apparent successful bidder(s).

(7) Award Notification

After all considerations, all bidders will be notified via WEBS when Purchaser has confirmed its intent to award.

(8) Award

An award, in part or full, is made by Purchaser's signature on the Work Order that is delivered to the apparent successful bidder. In some circumstances, Purchaser may include an award letter which will accompany the signed Work Order; an award letter will further define the award and is included by reference.

7. Additional Instructions to Bidders

a. Authorized Communication

All bidder communications concerning this solicitation must be directed to the Solicitation Coordinator. Contact with other state employees involved with the solicitation may result in disqualification. All verbal communications will be considered unofficial and non-binding. Bidders should rely only on written statements issued by the Solicitation Coordinator, such as written amendments.

b. Questions

Questions will be allowed consistent with the schedule. All questions must be submitted in writing to the Solicitation Coordinator.

Purchaser will provide written answers for questions received by the question and answer period's deadline. Answers will be posted to WEBS.

Verbal responses to questions will not be provided. Only written answers posted to WEBS will be considered official and binding. Bidders will not be identified in answers.

When the question and answer period is complete, additional comments will be for the

purpose of informing the Solicitation Coordinator of an issue only. Questions and comments outside the question and answer period will not be answered or acknowledged.

If interpretations or other changes to the solicitation are required as a result of inquiries made during the question and answer period, the solicitation may be amended. Amendments are posted to WEBS.

c. Complaints and Protests

Complaints and protest will be entertained consistent with enabling legislation [RCW 39.26.170](#) and [Policy # DES-170-00](#).

8. General Information

a. Option to Extend

Purchaser reserves the right to extend a Work Order issued under this solicitation at its discretion.

b. Right to Cancel

Purchaser reserves the right to cancel or reissue all or part of this solicitation at any time as allowed by law without obligation or liability.

c. Information Availability

Proposal contents (including pricing information) and evaluations are exempt from disclosure until Purchaser announces apparent successful bidders.

d. Proprietary or Confidential Information

All proposals submitted become the property of Purchaser and a matter of public record after Purchaser announces apparent successful bidder(s).

Any information contained in the proposal that is proprietary or confidential must be clearly designated. Marking of the entire proposal or entire sections thereof as proprietary or confidential will not be accepted nor honored. Purchaser will not honor designations by the bidder where pricing is marked proprietary or confidential.

e. Work Orders

A proposal submitted to this solicitation is an offer to contract with Purchaser. An order document resulting from this solicitation will be designated as a Work Order. Work Orders are established upon award, acceptance and signature by both parties.

f. Solicitation Amendments

Purchaser reserves the right to revise the schedule or other portions of this solicitation at any time. Changes or corrections will be by one or more written amendment(s), dated, attached to or incorporated in and made a part of this solicitation. All changes must be authorized and issued in writing by the Solicitation Coordinator. If there is any conflict between amendments,

or between an amendment and the solicitation, whichever document was issued last in time shall be controlling. Only bidders who have properly registered and downloaded the original solicitation directly via WEBS will receive notification of amendments and other pertinent correspondence. Bidders may be required to sign and return solicitation amendments with their proposal. Bidders must carefully read each amendment to ensure they have met all requirements of the solicitation.

g. Incorporation of Documents

This document, any subsequent amendments and the bidder's proposal will be incorporated into the Work Order which is in turn, incorporated into the successful bidder's ITPS Master Contract with DES.

Work Orders may include additional or conflicting terms and conditions as determined by Purchaser. In the event of any conflict, the terms of the Work Order shall prevail.

Attachment A

Quality Assurance SOW

Quality Assurance:

Objective: Provide an independent and objective Project Quality Assurance (QA) oversight. QA will assist in the successful outcome of the DVA EVCMS project by providing regular and periodic review and evaluation of the management processes as well as overall project performance to assure that the Project will satisfy QA standards.

Overview: QA includes the periodic review of key Project processes, documentation (e.g., business case, project schedule, requirements, design, testing, Project status reports, etc.), and interviews with key business and technical staff. The Quality Assurance Evaluator (QAE/Consultant) will provide reports and briefings to the State Office of the Chief Information Officer (ACIO) as required.

The QAE will work with the WDVA Executive Sponsor with independent reporting to the OCIO, and also work with the WDVA Project Contract Manager, the Steering Committee, and other key stakeholders on an on-going basis to provide comprehensive independent QA services.

The QAE will perform all project QA responsibilities defined in the below Statement of Work (SOW) throughout any contract resulting from this solicitation. The QAE will participate in Project meetings and is considered to be a key player in the success of the project. The QAE will monitor and track the management processes, products, and deliverables of the Project, focusing on the issues of substance that affect the course of the Project.

In order to facilitate a truly independent reporting structure, the QAE will report directly to the WDAV Executive Sponsor. The intent is that all entities maintain a clear, positive relationship and work together to keep the Project moving along; recognizing and correcting problems early and to the greatest extent possible, And preventing and Project schedule delays.

Contractor shall provide consultation and advisory services to the Washington State Department of Veterans Affairs (WDVA) for implementation of an Enterprise Veterans Case Management System by performing the following work:

•

The following activities and deliverables defined in the below categories define the responsibilities of the Consultant once the IAA is executed.

Quality Assurance –

1. Monitor and report events to the Project Sponsor, Steering Committee, Project Manager and other key stakeholders;
2. Ensure that processes, procedures, and policies are in place to support a successful completion of the Project. This includes review and recommendation of processes and procedures that require consistency in decision making and/or strategies that promote the consistency and integration of processes;
3. Ensure that an effective communication plan is in place for communicating with Project Sponsor, Project Manager, Steering Committee, and other key external stakeholders;
4. Provide timely, independent and objective reviews of the Project and related activities to assure that effective Project planning, management, risk assessment and controls are being applied to ensure Project success; and

5. Perform periodic reviews, analysis and written feedback of the Project and support to the Project in the analysis and/or development of suggested alternative actions or approaches.

Quality Management Planning

1. Develop a QA Management Plan that contains the approach to be used by the Consultant and a Project Plan outlining key tasks, deliverables, and timelines for execution of the approach.
2. Include an operational definition of the quality standards for Project products and processes and will describe in very specific terms, what the standards are and how each will be measured; and
3. Work with Project Sponsor and Project Manager to resolve any issues that are raised regarding the QA Management Plan and gain Steering Committee approval of the QA Management Plan. Steering Committee and Project Sponsor will review and validate the proposed QA Management Plan.

Initial Assessment Report and Recommendations

1. Conduct an initial QA Assessment and report the findings to Project Sponsor and Steering Committee
2. Review the Charter and Project Plans prepared by the Project Manager and COTS Vendor. Provide Project Sponsor and Steering Committee with an assessment of the adequacy and feasibility of the plan, including specific areas of concern, if any, the rationale for the concern and recommendations for specific mitigation strategies, if appropriate.

Readiness Assessment

The Consultant will provide a Readiness Assessment in Accordance with OCIO Policy 132 - Project Quality Assurance. <https://ocio.wa.gov/policies/minimum-project-quality-assurance-activities-standard-readiness-assessment>

Quality Assurance Reviews

1. Verify the integrity and effectiveness of Project governance, sponsorship, project management;
2. Perform routine assessments of the Project's management and organization structures, including verification that lines of reporting and responsibility provide adequate and effective governance and oversight of both technical and managerial issues. Independently evaluate Project progress, resources, schedules, workflow and communications mechanisms;
3. Verify that appropriate processes are put into place and are functioning to assure success;
4. Routine assessment of the Project's work plan and schedule and verification that milestones and completion dates are established monitored and met. This includes verification that Project status is accurately and effectively tracked (across all stakeholders) and is reported using a standard set of Project metrics so that Project Plan is consistent; and
5. Routine assessment of Project staffing adequacy

QA Reporting

1. A written QA Report will be presented to the EVCMS Project Sponsor and Steering Committee no less than once a month. The EVCMS Project Sponsor and Steering Committee may decide to alter the frequency as appropriate. The Consultant report will include:
2. The Consultant brief assessment of the Project and current status;

3. A summary of any findings, recommendations and significant risks contained in the detailed portion of the Consultant Report;
4. The Project's response to any prior findings, recommendations and significant risks, and integration of those responses into current recommendations;
5. A listing of outstanding prior findings that have not been addressed and/or resolved; and
6. A table that summarizes all open findings as well as those closed during the reporting period.
7. At the conclusion of the Project, the Consultant will facilitate a "Project Evaluation/Lessons Learned/Close Out" session and submit a report to WDVA of the findings.

Project Risk Management Report

1. Project Risk Management Report answers: Is the project effectively identifying, analyzing, and controlling project risks and issues? The QAE observes, reports, and suggests mitigation tactics. Support the Project's overall risk management efforts by reporting risks and providing recommendations for risk avoidance and mitigation strategies.
2. Perform an initial Risk Assessment (Deliverable 3 in the Deliverable Table below) to identify the current status of the Project, identify risks and their likelihood of occurring, and provide an independent evaluation of the schedule, resources and processes; and
3. Ongoing identification of Project Risk Management Report will be included in the Quality Assurance Reports.

Project Meetings

1. Participate in both scheduled and unscheduled Project meetings on a regular, ongoing basis; and
2. Meetings will include pre-determined subject matter decided by WDVA and the Consultant once the IAA is final.

Deliverables

The following deliverables will be provided to the WDVA. The consultant is responsible for the preparation of all deliverables ensuring input from key stakeholders and the Project Team.

WDVA reserves the right to request additional analyses and deliverables, as needed. The Consultant may suggest development of additional deliverables in specific areas. Project sponsor must authorize the need for additional deliverables prior to their development.

Expected performance will include, but is not limited to:

- Use of professional judgement in preparation of deliverables;
- Regular and punctual attendance at required meetings; and
- Creation of high quality deliverables with on-time delivery.

Each Quality Assurance report will contain the following:

- A cover letter addressed to the WDVA Executive Sponsor and signed by the Consultant 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;
- Detailed narrative report describing findings and recommendations
- 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, as defined on the WATech website: <https://ocio.wa.gov/draft-standard-13230-minimum-project-quality->

[assurance-activities-standard](#). Reports include the following topics and suggested, but not limited to, questions in each topic area:

- 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?
- Project Scope Management – Does the project include an approach to managing scope to ensure the project success?
- Project Time Management – Is the project effectively managing the timely completion of the project?
- Project Cost Management – Is the project routinely estimating, budgeting, managing and controlling costs so that the project can successfully complete?
- Project Quality Management – Is the project defining quality measures and using continuously improving processes to achieve project outcomes?
- Project Human Resource Management – Is the project acquiring, developing and managing appropriately skilled and adequately staffed project teams?
- Project Communications Management - Is the team identifying stakeholders and supporting timely, appropriate and accessible communications over the project's life?
- Project Risk Management – Is the project effectively identifying, analyzing, and controlling project risks and issues?
- 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?
- 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?
- A table that summarizes all open findings as well as those closed during the reporting period, including the consultant assessment of the agency's actions on the listed findings; and
- Assessment of the current phase in process and potential risks to and readiness for subsequent phases.

Deliverable Number	Deliverable Title	Content	Audience	Due
1.	QA Management Plan	The QA Management Plan will present methodologies, standards, templates, operational definitions and/or other criteria or information that will be routinely used in the assessment of the Project and production of the QA Reports and/or deliverables.	Project Sponsor, Steering Committee, Project Manager	Initial draft due within 30 days of Contract execution. Final approved Plan due within 60 days of contract effective date.
2.	Initial Assessment Report	Initial Assessment Report and Recommendations	Project Sponsor, Steering Committee,	Within 60 days of IAA execution

			IT Project Manager	
3.	Initial Project Risk Management Report	In the Initial Project Risk Management Report, The QAE observes, reports, and suggests mitigation tactics will	Project Sponsor, Steering Committee, Project Manager	Within 60 days of IAA execution
4.	Regular QA Meetings	Participate in regular QA meetings with Project Sponsor and/or Project Managers and provide written comments regarding any immediate QA concerns.	Project Sponsor, EMR IT Steering Committee, Project Manager	As Necessary
5.	Periodic QA Reports	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: Project Integration Management, Project Scope, Project Time Management, Project Cost Management , Project Quality Management , Project Human Resource Management, Project Communications Management, Project Risk Management , Project Procurement Management, and Project Stakeholder Management	Project Sponsor, Steering Committee, Project Manager	Monthly
6.	Briefings	As requested, the QA Vendor will brief Project Sponsor, Steering Committee or other key stakeholders regarding Project status. Briefings will be at the request of the Project Sponsor.	Project Sponsor	As requested
7.	Lessons Learned/ Close Out Report	At the end of the Project, a Lessons Learned/Close Out document will be submitted, to include	Project Sponsor, Steering Committee,	30 days after Project completion.

		Lessons Learned related/compared to the goals and objectives of the Project.	Project Manager	
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Estimated Budget

Quality Analyst (Independent Verification and Validation)

Rate 110.00

Month	Calendar Year	Hours Per Month	Cost
November	2015	0	0.00
December	2015	0	0.00
January	2016	0	0.00
February	2016	0	0.00
March	2016	0	0.00
April	2016	0	0.00
May	2016	0	0.00
June	2016	16	1,760.00
July	2016	16	1,760.00
August	2016	24	2,640.00
September	2016	24	2,640.00
October	2016	24	2,640.00
November	2016	24	2,640.00
December	2016	20	2,200.00
January	2017	24	2,640.00
February	2017	16	1,760.00
March	2017	16	1,760.00
April	2017	16	1,760.00
May	2017	16	1,760.00
June	2017	40	4,400.00
Total			30,360.00

Attachment B

Project Management SOW

1. Statement of Work

a. Objective

b. Introduction/Background

WDVA currently executes its mission using only basic office automation tools, such as MS Word and Excel. It operates without any enhanced or integrated case management capabilities. Almost entirely manual, WDVA currently operates 15 programs that serve veterans, from helping the chronically homeless, to providing mental health counseling, to assisting with employment, to name three. Across this spectrum of programs, WDVA does not have the ability to see the veteran and the comprehensive services he or she consumes. This 360° perspective is critical to providing veterans with the most relevant, effective and timely services, while reducing costs and waste, and preventing fraud.

WDVA is operating at peak capacity and is continuously challenged to keep up with its current workload. Both the U.S. Department of Defense (DoD) and U.S. Department of Veterans Affairs (Federal VA) have advised WDVA to anticipate additional transitioning veteran workload due to military downsizing in 2015 and beyond. In light of both increasing numbers of veterans and per veteran transaction requirements, manual processing is not a viable option, neither financially nor operationally. This potential increase in workload may require between 40 to 180 new employees. Automation and having a secure and robust database is a must and a critical key component of the WDVA's strategy to not only implement parts 2 and 5 of the Governor's Executive Order 13-01, but to respond to the current and future demands of the State's veteran population.

Current manual processes within WDVA are not economically scalable in order to effectively respond to the significant influx of Veterans. WDVA continues to assess the potential impact. Vietnam-era veterans typically require significantly more direct human services support. Vietnam-era veteran numbers are rapidly rising as the Federal VA automates and vigorously processes their backlog. Customer service expectations and demands have changed with the demographics. More accurate, complete and responsive customer service is expected. The public in general—veterans especially—are increasingly less tolerant of bureaucratic delays or poor support. Younger veteran populations expect to be able to interface with government agencies through electronic means, especially through smartphone and tablet technology.

Last, WDVA is unique among other state DVAs. We offer a profoundly more sophisticated set of services to veterans. As such, our business model is unique and our needs for automation are commensurately unique.

c. Scope of Work

Project Management. The contractor shall have overall project management responsibility during the conclusion of the implementation phases. The contractor shall:

- a. Participate in the following:
 - 1) Weekly Project Management Team meetings
 - 2) Weekly Track Lead Meetings
 - 3) Individual track weekly meetings, as required by the track leads
 - 4) Monthly executive update meetings
 - 5) Monthly project executive oversight meetings

- b. Project Manager will not have:
 - 1) Approval authority for vendor deliverables
 - 2) Invoice approval authority
 - 3) Hiring or firing authority
 - 4) Contract signing authority
- c. Work with WDVA management, team project team and stakeholders to develop and gain acceptance of the following:
 - 1) Plans for the implementation phase of the project
 - 2) Resource plans for the required agency level tools necessary to achieve the goals of the effort
 - 3) Training plan for the implementation aspects of process change and tool development
 - 4) Risk management plan for the duration of the project
- d. Develop and maintain project management plans that address key project planning areas and supporting process. These plans should be based on the Project Management Institute (PMI) best practices. Where possible, use the use of existing state templates and processes is encouraged. Key project management plan areas include but are not limited to, issue management, risk management, communications, budget management, scheduled management, and stakeholder management.
- e. Based on an already established project management plan, actively monitor activities to ensure the ae occurring as planned and plans are effective.
- f. Using the existing project management plan on Microsoft Project ensure that:
 - 1) Tasks are documented at a sufficient level of detail
 - 2) Resources are assigned to each task at appropriate levels
 - 3) Deliverables are clearly identified
 - 4) Task duration are documented and are realistic
 - 5) Task predecessors and successors are documented
- g. Establish, manage and continuously improve the work plan management process and controls to ensure the work plan is current. Execute these processes as planned and escalate compliance issues.
- h. Prepare bi-weekly, monthly, and requested reports for the project team and oversight bodies.
- i. Based on the risk management plan, routinely identify and assess project risk and implement mitigation strategies when appropriate. Monitor risks to ensure mitigations are developed when needed and these mitigations are monitored for effectiveness.
- j. Coordinate and monitor the day-to-day work of the project staff, including all state and contracted resources, to ensure duties are performed with high quality and on time results.
- k. Ensure the project and project work remains in compliance with all State and Federal laws, policies and standards.
- l. Work with Washington State Department of Veterans Affairs (WDVA) Electronic Veterans Case Management System (EVCMS) committee to develop a charter within the first 30 days and frame the decisions necessary to proceed with the project. The project charter should include
 - 1) Project governance with DVA
 - 2) The purpose and objectives of the project in clear, concise language
 - 3) Project description, a paragraph or two that explains the project
 - 4) Risks that you can ascertain for the project
 - 5) Schedule

6) Key Players or Stakeholders

7) Milestones

d. **Period of Performance**

The period of performance for the EVCMS will begin on 01 June 2016, through 30 June 2017. All work must be completed within this timeframe. Any modifications or extensions will be requested through the WDVA for review and discussion.

e. **Place of Performance**

Contractor will perform a majority of the work at DVA and virtually with the vendor. Contractor will be required to meet at Purchaser's site once per week (day and time TBD) for a weekly status meeting. Additionally, all project gate reviews will be held at Purchaser's site and attended by the Contractor. Purchaser will provide and arrange for meeting spaces for all required meetings. Once the project reaches the training phase, all training will be conducted at Purchaser's site.

f. **Work Requirements**

As part of the Website Redesign Project, Contractor will be responsible for performing tasks throughout various stages of this project. However, this is subject to the selected Vendor to implement the case management system. The following is a list of these tasks which will result in the successful completion of this project:

Kickoff:

- Contractor will create and present detailed project plan including schedule, testing plan, implementation plan, training plan, and transition plan
- Contractor will present project plan to Purchaser for review and approval

Design Phase:

- Contractor will work with Purchaser to gather requirements and establish metrics
- Contractor will create site design based on collected requirements
- Contractor will develop site design proposal for Purchaser review and approval
- Contractor will present written status at weekly meeting

Build Phase:

- Contractor will complete all coding for approved site design
- Contractor will provide SCG with a detailed testing plan
- Contractor will include all content provided by Purchaser on redesigned web site
- Contractor will conduct testing in both their iLab as well as in a limited beta release
- Contractor will resolve any coding and site issues identified in testing
- Contractor will compile a testing report to present to SCG for review/approval
- Contractor will present written status at weekly meeting

Implementation Phase:

- Contractor will implement the newly redesigned web site on Purchaser's servers
- Contractor will begin providing 24x7 web site support at this point forward until the end of the period of performance
- Contractor will present written status at weekly meeting

Training Phase:

- Contractor will provide training in accordance with approved training plan provided in the kickoff
- Contractor will present written status at weekly meeting

Project Handoff/Closure:

- Contractor will provide SCG with all documentation in accordance with the approved project plan
- Contractor will present project closure report to SCG for review and approval
- Contractor will complete the project requirements checklist showing that all project tasks have been completed
- Contractor will conclude 24x7 web support at 11:59pm on the final day of the period of performance
- Contractor will present written status at weekly meeting

g. Schedule/Milestones

The below list consists of the initial milestones identified for the EVCMS Project:

Please see Exhibit 1 (Phase 3 and 4 Implementation Plan)

h. Acceptance Criteria

Deliverables

#	Deliverable Title	Content	Audience	Due
1.	Project Charter	Develop project charter than will be to consolidated source of information about the project in terms of initiation and planning	Project sponsor, planning committee, vendor, Quality Assurance (QA), Business Analyst (BA)	Within 30 days of contract execution
2.	Initial assessment report	Initial assessment report clarifies the PMS understanding of the goals of DVA in relation to the project	Project Sponsor, planning committee, QA, BA	Within 60 days of contract execution
3.	Vendor preparation and planning Report		Project Sponsor, planning committee, QA, BA	On or about 28 July 16
4.	Project Management Plan	Develop the overall project plan to implementation phase 3	Project Sponsor, planning committee, QA, BA	26 SEP 16
5.	Live Standard Case Management Capabilities	Launch of Live EVCMS standard case management capabilities	Project Sponsor, planning committee, QA, BA	8 Sep 16

6.	Finalize Training Material	Develop WDVA training plan and materials	Vendor, Project Sponsor, planning committee, QA, BA	14 Sep 16
7.	Initial Audience Training Complete	In conjunction with WDVA training team complete initial training to all users	WDVA Users	6 Oct 16
8.	Weekly status reports	Written or verbal update on progress of EVCMS implementation	Project Sponsor, planning committee, QA, Business Analyst	Weekly as required by project sponsor
9.	Monthly executive oversight meeting	Written or Verbal update for WDVA executive leaders	Project Sponsor, DVA Executive Leaders	As directed by the Project Sponsor
10.	Conduct Briefings	As directed by project sponsor or their designated representative	Project Sponsor	As required
11.	Lessons learned and Closeout Report	Written report of the EVCMS project with sustainment and improvement recommendations to WDVA	Project Sponsor, DVA Executive Leaders, planning committee, QA, Business Analyst	NLT 30 June 17

i. Other Requirements

None.

2. Work Product / Ownership Rights

Any custom additions and modifications to Contractor’s pre-existing material and all data and work products produced pursuant to this Contract shall collectively be called “Work Product.” Purchaser shall have and retain all ownership, right, title, interest and all intellectual property rights to Work Product. To the extent that any such rights in the Work Product vest initially with the Contractor by operation of law or for any other reason, Contractor hereby perpetually and irrevocably assigns, transfers and quitclaims such rights to Purchaser. Ownership includes the right to copyright, patent, register and the ability to transfer these rights and all information used to formulate such Work Product. Contractor warrants that it is the owner of the Work Product and pre-existing material and that it has full rights to assign and license the same to Purchaser. Work Product includes, but is not limited to, discoveries, formulae, ideas, improvements, inventions, methods, models, processes, techniques, findings, conclusions, recommendations, reports, designs, plans, diagrams, drawings, software, databases, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions, to the extent provided by law. During the term of this Contract and any time thereafter, Contractor shall execute all documents and perform such other proper acts as Purchaser may deem necessary to secure for Purchaser the rights herein granted, and when so obtained or vested, to maintain, renew, and restore the same. Contractor shall not use or in any manner disseminate any Work Product to any third party, or represent in any way Contractor ownership in any Work Product. Contractor shall take all reasonable steps necessary to ensure

that its personnel and agents shall not copy, disclose, transmit or perform any Work Product or any portion thereof, in any form, to any third party. Contractor hereby grants to Purchaser a non-exclusive, royalty-free, irrevocable license to use, publish, translate, reproduce, deliver, perform, display, and dispose of materials and know-how that are delivered under this Contract, but that do not originate therefrom pre-existing material. Contractor shall exert best efforts to advise Purchaser of all known or potential infringements of publicity, privacy or of intellectual property rights of the pre-existing material furnished under this Contract. Purchaser shall receive prompt written notice of each notice or claim of copyright infringement or infringement of other intellectual property right worldwide received by Contractor with respect to any pre-existing material delivered under this Contract. Purchaser shall have the right to modify or remove any restrictive markings placed upon the pre-existing material by Contractor.

3. Specified Personnel for IT Professional Services

Contractor shall use best efforts to ensure that personnel assigned to this Contract are available until the completion of the Contract. Any proposal by Contractor for changes, replacement, or substitution of personnel during the term of the Contract shall be submitted to Purchaser in writing. Purchaser shall have the sole discretion to accept or reject such proposal. As a condition to accepting Contractor’s proposal for personnel changes, Purchaser may require Contractor to compensate Purchaser for any training and administrative costs incurred by Purchaser in association with such replacement. Such compensation will be in the form of a credit against Contractor’s compensation. If Purchaser does not accept Contractor’s proposed change and Contractor is unable to provide acceptable personnel to Purchaser within ten (10) business days after the originally assigned personnel have left, then Purchaser may terminate this Contract.

4. Estimated Budget

Project Manager

Rate 90.00

Month	Calendar Year	Hours Per Month	Cost
June	2016	24	2,160.00
July	2016	80	7,200.00
August	2016	80	7,200.00
September	2016	80	7,200.00
October	2016	80	7,200.00
November	2016	80	7,200.00
December	2016	80	7,200.00
January	2017	80	7,200.00
February	2017	80	7,200.00
March	2017	80	7,200.00
April	2017	80	7,200.00
May	2017	80	7,200.00
June	2017	80	7,200.00
Total			88,560.00

Exhibit 1
Phase 3 and 4 Implementation Plan

See Attached PDF.

Attachment C
Sample Work Order

See Attached Document