

Louisiana



Department of
**Children &
Family Services**

Building a Stronger Louisiana

REQUEST FOR PROPOSALS

For

One DCFS TRANSFORMATION PROJECT

QUALITY ASSURANCE

For

Department of Children and Family Services

DATE: OCTOBER 28, 2010

Amended: December 3, 2010

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1.0 GENERAL INFORMATION

1.1 Background

The Louisiana Department of Children and Family Services (DCFS) is one of the administrative departments within the Executive Branch of state government in Louisiana. The administrative head of the department is the Secretary, who is appointed by the Governor. The vision of DCFS is to provide services that will assist individuals, children, and families to achieve self-sufficiency and promote their well-being. DCFS is committed to the recognition of the basic human needs and civil rights of both customers and employees which includes respect for the integrity of individuals, children and families, and the delivery of services and benefits in a fair, equitable, and caring manner.

DCFS has undertaken a broad initiative to transform the way that DCFS is organized and delivers services to our customers. The transformation of DCFS is entitled One DCFS. One DCFS involves a broad organizational transformation, as well as four projects intended to modernize and integrate the information systems used to support the delivery of services. DCFS has secured the services of a contractor to serve as the Project Management Office (PMO) for One DCFS. The PMO, through a series of deliverables, is assisting DCFS with reorganization, soliciting proposals for four projects, evaluating proposals, and in managing the projects once Contractors have been selected. The projects and respective expectations are:

- A. Customer Service Center – The Customer Service Center will use Interactive Voice Response (IVR) to route calls to the appropriate Customer Service Representative where permitted by State and federal law and regulations.
- B. Common Access Front End (CAFÉ) – The CAFÉ Project is expected to provide a comprehensive, fully integrated Common Access Front End (CAFÉ) system for all DCFS programs. Those programs include Family Independence Temporary Assistance Program (FITAP), Kinship Care Subsidy Program (KCSP), and Strategies to Empower People Program (STEP), Child Care Assistance Program (CCAP), Supplemental Nutrition Assistance Program (SNAP), Child Support Enforcement, and Child Welfare. CAFÉ is to connect workers, customers, service providers, and other stakeholders to information management and pertinent screening/application processes.
- C. Document Imaging and Content Management – The Document Imaging and Content Management Project will provide a centralized repository for storing document images, enabling data sharing and timely retrieval of documents statewide. It will provide for one-time capture of documents (where applicable) as well as improving customer service by transforming inefficient and antiquated business practices associated with paper documents.
- D. Legacy System Replacement – Subject to federal approval, the Department will replace various legacy systems through a series of procurements. The child welfare system will be the first of the State's legacy system to be retired as part of the One DCFS effort. The legacy replacement project is expected to provide a

child welfare system that is integrated into or interfaces with CAFÉ and meets the Administration for Children and Families (ACF) federally-prescribed Statewide Automated Child Welfare Information System (SACWIS) requirements.

1.2 Purpose

DCFS is conducting an impartial competitive procurement process to solicit proposals from qualified contractors for Quality Assurance (QA) services to provide control, improvement and monitoring of the One DCFS Transformation Project.

1.3 Goals and Objectives

One DCFS encompasses a multi-year, multi-program, departmental effort to update technology, streamline and improve business practices, consolidate information systems, and provide a secure integrated web portal for DCFS employees, customers, and providers to conduct daily business anytime, anywhere. For more information on the overall project goals and objectives, please see Attachment V: QA Project Overview and Objectives.

The QA Contractor is responsible for measuring timeliness, quality, and accuracy of the deliverables that are provided by the Transformation Project Contractors. The QA Contractor is also responsible for identifying instances where design, reorganization, and development efforts do not comply with the expectations set forth in the various RFP's. When a variance does exist, the QA Contractor will provide guidance to DCFS, the PMO, and other Contractors in developing strategies to eliminate the variance – such strategies could involve revisions to design/development, or documented changes to the expectations.

The QA Contractor should demonstrate an understanding of the challenges in assisting social service programs that undertake business process re-engineering while moving from multiple information system silos to web-based solutions in an incremental manner over an extended period. The QA Contractor is responsible for monitoring the deliverables and solutions provided to the State by the Contractors to ensure that issues related to data sharing, confidentiality, security and data ownership are appropriately addressed.

Proposers with experience in human services solutions that extensively promote e-government self-service are preferred.

DCFS seeks quality assurance services for the One DCFS Transformation Project to provide an objective assessment of the quality, completeness, and progress of work and work products. The QA contractor will be responsible for the review and quality assurance related tasks for project management, infrastructure setup, COTS upgrades, code and data migration, requirements gathering and validation, design, development, communications, forms and reports, testing, change readiness/management, training development, training delivery, conversion, interfaces and integration, system security testing, data load and capacity performance testing, development of software

documentation, pilot, helpdesk, implementation and turnover, post-implementation support, and federal review support.

The general purpose of the QA Contractor's work is to conduct periodic, independent executive review, evaluation, documentation, and reporting of the overall One DCFS Transformation Project performance. It will provide DCFS and various oversight stakeholders (e.g. Louisiana Division of Administration, Office of Information Technology, Joint Legislative Budget Committee, and federal agencies) a means to ensure that the Transformation Project will satisfy or exceed quality standards. These quality assurance activities are part of a broader set of quality management activities required by DCFS and must be sufficient to include appropriate monitoring and oversight of the Transformation Project parties.

The general goals for the QA aspects of the project are to ensure that:

- A. The project is properly organized, planned, and documented
- B. Project team members and all Contractor staff have clearly defined tasks and responsibilities
- C. Contract requirements and performance measures are met and deliverables adhere to project standards
- D. Appropriate change readiness plans are developed, implemented and documented
- E. Appropriate change control processes are developed, implemented and documented
- F. Acceptance tests are specific, rigorously administered and documented
- G. Problems/issues/risks/defects/change requests are recorded, tracked, and documented
- H. Appropriate documentation is maintained on all activities
- I. State Technical staff and end users receive appropriate training to perform their jobs
- J. Delivered solutions meet the intended time frames within budget
- K. All project costs are accurately documented (particularly related to federal funding streams) as required, and
- L. Project risks are minimized

The Quality Assurance Contractor will provide services throughout the State's One DCFS Project efforts. The State is seeking services to:

- A. Confirm the deliverable review process
- B. Evaluate deliverable content requirements
- C. Confirm the deliverable submission process
- D. Define quality standards and metrics for measuring outputs
- E. Define processes for monitoring and measuring quality outcomes
- F. Develop QA reporting procedures and create reports

- G. Develop methods to ensure Project Management and Executive Management are appropriately alerted to key events or deviations from the Statement of Work
- H. Monitor and evaluate project schedule controls
- I. Monitor and evaluate project scope controls
- J. Monitor and evaluate project budgeting and expenditure controls
- K. Monitor and evaluate project risk mitigation controls
- L. Monitor and evaluate issue resolution procedures
- M. Execute Quality Assurance tasks

The QA Contractor will be responsible for defining project work tasks and resourcing related quality standards that will add value, reduce risk, as well as satisfy the constraints of the Transformation Project and Organizational policies. The QA Contractor will verify that the various project plans, standards, processes, organizational structure, and work tasks fit the Transformation Project's needs by performing quality control reviews. The QA Contractor will also review performance reports, deliverables and mitigate risk throughout the life cycle of the Transformation Project. The State prefers a proactive approach on quality assurance management being utilized throughout the One DCFS Transformation Project.

This RFP is requesting quality assurance services to:

- A. Provide for the review and quality of project management, infrastructure setup, COTS upgrades, code and data migration, requirements gathering and validation, design, development, communications, forms and reports, testing, change readiness/management, training development, training delivery, conversion, interfaces and integration, system security testing, data load and capacity performance testing, development of software documentation, pilot, helpdesk, implementation and turnover, post-implementation support, and federal review support. Monitor and report on tasks and deliverables of the winning contractor(s) who design CAFÉ, Document Imaging and Content Management System, Customer Service Center, and the Project Management Office.
- B. Monitor and report on tasks and deliverables of the Implementation Contractors and the Project Management Office.
- C. Conduct periodic, independent executive review, evaluation, documentation, and reporting of the overall One DCFS Transformation Project performance.

The QA contractor will monitor specific Transformation Project results and deliverables to determine if they comply with quality standards, Federal and State requirements, and contractual obligations. QA involves monitoring both the processes and deliverables to determine if quality standards are met and recommending ways to mitigate risks or eliminate causes of unsatisfactory results or unacceptable work products. The QA contractor is required to identify quality standards and measurements relevant to the Transformation Project, which if not incorporated, could result in low quality results. In addition, the QA contractor must propose strategies to satisfy each quality standard. The Quality Assurance contractor and their sub-contractors must be a

different/independent contractor from the selected Transformation Project Contractors and any of their sub-contractors.

Attachment I – Statement of Work contains the scope of services, deliverables and desired results that the State requires of the Contractor.

2.0 ADMINISTRATIVE INFORMATION

2.1 Term of Contract

DCFS anticipates entering into a contract specifying a period of 36 months for this procurement. At the option of DCFS and the acceptance by the Contractor, this contract may be extended for two additional twelve (12) month periods for a total of up to five (5) years.

All DCFS projects must meet the standards set by DCFS and Louisiana Office of Information Technology (OIT). See OIT Standards at: <http://doa.louisiana.gov/oit/Standards.htm>. A primary responsibility of the QA Contractor is to monitor compliance to these standards and best practice principles.

Award of a contract is contingent upon approval of the funding by the Louisiana Legislature and by any applicable Federal agencies. The contract award must meet any applicable Federal (i.e. 45 CFR 74, 7 CFR 277.18 and 95:617) and State requirements (i.e. LRS 39:1481 – 1526) and is subject to Federal and State review and approval.

2.2 Pre-Proposal Conference

A mandatory pre-proposal conference will be held at the Iberville Building, 1st Floor Conference Room 127, located at 627 North Fourth Street, in Baton Rouge on the date specified in the Schedule of Events. **Attendance is a prerequisite for the submission of a proposal.** Due to space constraints, a maximum of three staff members per potential Proposer may attend the conference. Attendance will be verified by the use of a sign-in sheet at the beginning of the Pre-Proposal Conference. Prospective Proposers may participate in the conference to obtain clarification of the requirements of the RFP and to receive answers to relevant questions. Any firm intending to submit a proposal should have at least one duly authorized representative attend the Mandatory Pre-Proposal Conference.

Although questions will be permitted and answers provided during the conference, the only official answer or position of the State will be stated in writing in response to written questions.

Advance registration via email to DCFS-QA-RFP@la.gov for the Pre-Proposal Conference is suggested. DCFS complies with the Americans with Disabilities Act (ADA). If any individual planning to attend the Pre-Proposal Conference requires special accommodations, information about the specific accommodation needed should be emailed at least three business days before the conference.

2.3 Proposer Inquiries

An inquiry period is hereby firmly set for all interested Proposers to perform a detailed review of the RFP and to submit any written questions relative thereto. Without exception, all questions **MUST** be in writing using the form included in **ATTACHMENT VI – PROPOSER INQUIRY FORMAT**, and received by 3:00 P.M. (CT) on the Inquiry Deadline date set forth in the Schedule of Events. Inquiries shall not be entertained thereafter.

No negotiations, decisions, or actions shall be executed by any Proposer as a result of any oral discussions with any state employee or state consultant. The State shall only consider written and timely communications from Proposers.

Inquiries shall be submitted, in writing, by an authorized representative of the Proposer, clearly cross-referenced to the relevant RFP section. Only those inquiries received by the established deadline shall be considered by the State. Answers to questions that change or substantially clarify the RFP shall be issued by addendum and provided to all prospective Proposers.

Inquiries concerning this RFP shall be submitted in writing to:

Quality Assurance RFP
Department of Children and Family Services
627 North Fourth Street, Room 5-232
Baton Rouge, LA 70802
FAX: 225-342-5558
Email: DCFS-QA-RFP@LA.GOV
Telephone: 225-342-3963

2.4 Definitions

- A. **Agency** – Any department, commission, council, board, office, bureau, committee, institution, government, corporation, or other establishment of the executive branch of this State authorized to participate in any contract resulting from this solicitation.
- B. **Can** – The term “can” denotes an advisory or permissible action.
- C. **Contractor** – The Proposer awarded the Contract as a result of this RFP.
- D. **Could** – The term “could” denotes an advisory or permissible action.
- E. **Dishonesty of Employee** – Dishonest acts committed by an “employee of the Contractor,” whether identified or not, acting alone or in collusion with other persons, with the manifest intent to:
 - a. Cause one to sustain loss; and/or obtain financial benefit (other than employee benefits earned in the normal course of employment, including: salaries, commissions, fees, bonuses, promotions, awards, profit sharing,

or pensions) for the “employee,” or any person or organization intended by the “employee” to receive that benefit.

- F. **DCFS** – Department of Children and Family Services, formerly named the Department of Social Services
- G. **DCFSIS** – Department of Children and Family Services Information Services
- H. **Discussions** – For the purposes of this RFP presentation, a formal, structured means of conducting written or oral communications/presentations with responsible Proposers who submit Proposals in response to this RFP.
- I. **EAI** – Enterprise Application Integration is an integration framework composed of a collection of technologies and services which form a middleware to enable integration of systems and applications across the enterprise.
- J. **Employee** – Includes any person employed by contractor, under a written agreement between the individual and the contractor, to perform duties related to the contract.
- K. **Implementation Contractors** – This term refers to all contractors for the One DCFS Transformation Project except the QA and PMO contractors. These include the CAFÉ, Document Imaging and Content Management, Legacy System Replacement, and the Customer Service Center contractors.
- L. **L’AMI** – Louisiana Automated Management Information System
- M. **LaPAC** – The State’s online electronic bid posting and notification system located on the Office of State Purchasing Website www.doa.louisiana.gov/osp and is available for vendor self-enrollment.
- N. **May** – The term “may” denotes an advisory or permissible action.
- O. **Transformation Project/One DCFS Transformation Project** – This term refers to all initiatives for One DCFS Transformation. This includes CAFÉ, Customer Service Center, Document Imaging and Content Management, Legacy System Replacement, and the PMO.
- P. **Must** – The term “must” denotes a mandatory action or requirement.
- Q. **Occurrence** – All loss caused by, or involving, one or more “employees,” whether the result of a single act or series of acts.
- R. **Proposal** – The formal written response to this document.
- S. **Proposer** – Company or Firm responding to this RFP
- T. **RFP** – Request for Proposals (This document).
- U. **Shall** – The term “shall” denotes mandatory requirements.
- V. **Should** – The term “should” denotes an advisory action and is not mandatory.
- W. **SOW** – Statement of Work.
- X. **UAT** – User Acceptance Testing.
- Y. **State** – The State of Louisiana, Department of Children and Family Services.

Z. **Will** – The term “will” denotes a mandatory action or requirement.

2.5 Schedule of Events

Event	Date
RFP posted to LaPAC	October 28, 2010
Mandatory Pre-proposal Conference	November 10, 2010 10:00 AM CT
Deadline to receive written inquiries	November 19, 2010 3:00 PM CT
Deadline to answer written inquiries	December 3, 2010
Proposal submission deadline	December 13, 2010 3:00 PM CT
Notification of Intent to Award	January 10, 2011
Contract Initiation	April 7, 2011

2.6 Access to Project Information

This RFP is available in paper copy from the One DCFS Project Office, and also in PDF and MS Word format on the Internet at <http://www.dcf.louisiana.gov> or at the Louisiana Office of State Purchasing LaPAC Website at

<http://wwwprd.doa.louisiana.gov/OSP/LaPAC/pubmain.asp>

The paper copy prevails if there are discrepancies with downloaded PDF or MS Word versions. Paper copies of the RFP shall be provided in accordance with Louisiana Administrative Code 4:I.301.

3.0 PROPOSAL INFORMATION

3.1 Qualifications of Proposer

Proposers must demonstrate a clear understanding of the goals, objectives, and constraints of the One DCFS Transformation Project by proposing a workable plan presented in the Statement of Work (SOW).

3.2 Determination of Responsibility

Determination of the proposer's responsibility relating to this RFP shall be made according to the standards set forth in LAC 34: 136. The State must find that the selected proposer:

- A. Has adequate financial resources for performance, or has the ability to obtain such resources as required during performance
- B. Has the necessary experience, organization, technical qualifications, skills, and facilities, or has the ability to obtain them
- C. Is able to comply with the proposed or required time of delivery or performance schedule
- D. Has a satisfactory record of performance, based upon previous projects that were delivered on schedule and within budget
- E. Is otherwise qualified and eligible to receive an award under applicable laws and regulations

Proposers should ensure that their proposals contain sufficient information for the State to make its determination by presenting acceptable evidence of the above to perform the contracted services.

3.3 Right to Prohibit Award

In accordance with the provisions of R.S. 39:2182, in awarding contracts after August 15, 2010, any public entity is authorized to reject a proposal or bid from, or not award the contract to, a business in which any individual with an ownership interest of five percent or more, has been convicted of, or has entered a plea of guilty or nolo contendere to any state felony or equivalent federal felony crime committed in the solicitation or execution of a contract or bid awarded under the laws governing public contracts under the provisions of Chapter 10 of Title 38 of the Louisiana Revised Statutes of 1950, professional, personal, consulting, and social services procurement under the provisions of Chapter 16 of this Title, or the Louisiana Procurement Code under the provisions of Chapter 17 of this Title.

3.4 RFP Addenda

State reserves the right to change the schedule of events or revise any part of the RFP by issuing an addendum to the RFP at any time.

3.5 Waiver of Administrative Informalities

The State reserves the right, at its sole discretion, to waive administrative informalities contained in any proposal.

3.6 Proposal Rejection/RFP Cancellation

Issuance of this RFP in no way constitutes a commitment by the State to award a contract. The State reserves the right to accept or reject, in whole or part, all proposals

submitted and/or cancel this announcement if it is determined to be in the State's best interest.

3.7 Withdrawal of Proposal

A proposer may withdraw a proposal that has been submitted at any time up to the date and time the proposal is due. To accomplish this, a written request signed by the authorized representative of the proposer must be submitted to the Transformation Project Director.

3.8 Subcontracting Information

The State shall have a single prime contractor as the result of any contract negotiation, and that prime contractor shall be responsible for all deliverables specified in the RFP and proposal. This general requirement notwithstanding, proposers may enter into subcontractor arrangements. However, the prime contractor should acknowledge in their proposal total responsibility for the entire contract.

If the proposer intends to subcontract for portions of the work, the proposer should identify any subcontractor relationships and include specific designations of the tasks to be performed by the subcontractor. Information required of the proposer under the terms of this RFP is also required for each subcontractor. The prime contractor shall be the single point of contact for all subcontract work.

Unless provided for in the contract with the State, the prime contractor shall not contract with any other party for any of the services herein contracted without the express prior written approval of the State.

3.9 Ownership of Proposal

All materials submitted in response to this request shall become the property of the State. Selection or rejection of a proposal does not affect this right.

3.10 Confidential Information, Trade Secrets, and Proprietary Information

The designation of certain information as trade secrets and/or privileged or confidential proprietary information shall only apply to the technical portion of the proposal. The cost proposal will not be considered confidential under any circumstance. Any proposal copyrighted or marked as confidential or proprietary in its entirety may be rejected without further consideration or recourse.

For the purposes of this procurement, the provisions of the Louisiana Public Records Act (La. R.S. 44:1, et seq.) will be in effect. Pursuant to this Act, all proceedings, records, contracts, and other public documents relating to this procurement shall be open to public inspection. Proposers are reminded that while trade secrets and other proprietary information they submit in conjunction with this procurement may not be subject to public disclosure, protections must be claimed by the Proposer at the time of submission of its Technical Proposal. Proposers should refer to the Louisiana Public Records Act for further clarification.

The Proposer must clearly designate the part of the proposal that contains a trade secret and/or privileged or confidential proprietary information as “confidential” in order to claim protection, if any, from disclosure. The Proposer shall mark the cover sheet of the proposal with the following legend, specifying the specific section(s) of his proposal sought to be restricted in accordance with the conditions of the legend:

“The data contained in pages _____ of the proposal have been submitted in confidence and contain trade secrets and/or privileged or confidential information and such data shall only be disclosed for evaluation purposes, provided that if a contract is awarded to this Proposer as a result of or in connection with the submission of this proposal, the State of Louisiana shall have the right to use or disclose the data therein to the extent provided in the contract. This restriction does not limit the State of Louisiana’s right to use or disclose data obtained from any source, including the Proposer, without restrictions.”

Further, to protect such data, each page that contains such data shall be specifically identified and marked “CONFIDENTIAL”.

Proposers must be prepared to defend the reasons the material should be held confidential. If a competing Proposer or other person seeks review or copies of another Proposer's confidential data, the State will notify the owner of the asserted data of the request. If the owner of the asserted data does not want the information disclosed, it must agree to indemnify the State and hold the State harmless against all actions or court proceedings that may ensue (including attorney's fees), which seek to order the State to disclose the information. If the owner of the asserted data refuses to indemnify and hold the State harmless, the State may disclose the information.

The State reserves the right to make any proposal, including proprietary information contained therein, available to the Office of Contractual Review (OCR) personnel, the Office of the Governor, or other State agencies or organizations for the sole purpose of assisting the State in its evaluation of the proposal. The State shall require said individuals to protect the confidentiality of any specifically identified proprietary information or privileged business information that is obtained because of their participation in these evaluations.

If the proposal contains confidential information, a redacted copy should also be submitted with the original copy of the proposal. When submitting the redacted copy, Proposer should clearly mark the cover as “REDACTED COPY”, to avoid having this copy reviewed by an evaluation committee member. The redacted copy should also state which sections or information has been removed.

Only information which is in the nature of legitimate trade secrets or non-published financial data may be deemed proprietary or confidential. Any material within a proposal identified as such must be clearly marked in the proposal and will be handled in accordance with the **Louisiana Public Records Act, R.S. 44: 1-44** and applicable rules and regulations. Any proposal marked as confidential or proprietary in its entirety may be rejected without further consideration or recourse.

3.11 Cost of Preparing Proposals

The State shall not be liable for any costs incurred by Proposers prior to issuance of or entering into a contract. Costs associated with developing the proposal, preparing for oral presentations, and any other expenses incurred by the Proposer in responding to this RFP are entirely the responsibility of the Proposer and shall not be reimbursed in any manner by the State.

3.12 Errors and Omissions in Proposal

The State will not be liable for any errors in proposals. The State reserves the right to make corrections or amendments due to errors identified in proposals by State or the Proposer. The State, at its option, has the right to request clarification or additional information from the Proposer.

3.13 Contract Award and Execution

The State reserves the right to enter into a contract without further discussion of the proposal submitted based on the initial offers received. The State reserves the right to contract for all or a partial list of services offered in the proposal. The RFP and proposal of the selected Proposer shall become part of any contract initiated by the State.

The selected Proposer shall be expected to enter into a contract that is substantially the same as the sample contract included in **Attachment IV**. In no event shall a Proposer submit its own standard contract terms and conditions as a response to this RFP. The Proposer should submit with its proposal any exceptions or exact contract deviations that its firm wishes to negotiate. Negotiations may begin with the announcement of the selected Proposer.

If the contract negotiation period exceeds thirty (30) days or if the selected Proposer fails to sign the final contract within seven (7) business days of delivery, the State may elect to cancel the award and award the contract to the next-highest-ranked Proposer.

3.14 Code of Ethics

Proposers are responsible for determining that there will be no conflict or violation of the Ethics Code (<http://www.ethics.state.la.us/BoardOfEthics.aspx>) if their company is awarded the contract. The Louisiana Board of Ethics is the only entity which can officially rule on ethics issues.

3.15 Equal Employment Opportunity

The Contractor hereby agrees to adhere to the provisions that require compliance with all applicable standards, orders, or requirements issued under Executive Order 11246 "Equal Employment Opportunity," as amended by Executive Order 11375, and as supplemented by the Department of Labor Regulations (41 CFR Part 60).

3.16 Clean Air Act

The Contractor hereby agrees to adhere to the provisions that require compliance with all applicable standards, orders or requirements issued under Section 306 of the Clean

Air Act that prohibit the use under non-exempt Federal contracts, and grants or loans to facilities included on the EPA list of Violating Facilities.

3.17 Clean Water Act

The Contractor hereby agrees to adhere to the provisions that require compliance with all applicable standards, orders, or requirements issued under Section 508 of the Clean Water Act which prohibits the use under non-exempt Federal contracts, grants or loans of facilities included on the EPA List of Violating Facilities.

3.18 The Anti-Lobbying Act and Debarment Act

The Contractor will be expected to comply with Federal statutes required in the Anti-Lobbying Act, Section 1352, Title 31 of the U.S. Code and implemented at 34 CFR Part 82 for persons entering into a grant or cooperative agreement over \$100,000, as defined at 34 CFR Part 82, Section 82.105 and 82.110, and by Executive Order 12549, Debarment and Suspension, and implemented at 34 CFR Part 85, for prospective participants in primary covered transactions, as defined at 34 CFR Part 85, Sections 85.105 and 85.110

3.19 Americans with Disabilities Act

The Contractor hereby agrees to adhere to the provisions that require compliance with all applicable standards, orders, or requirements issued under the Americans with Disabilities Act (28 CFR Part 35, Title II, Subtitle A) which prohibits discrimination on the basis of disability in all services, programs, and activities provided to the public by State and local governments, except public transportation services.

3.20 Drug Free Workplace

Proponents must certify that they will provide drug-free workplaces for their employees and adhere to the following guidelines:

- A. The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the work place.
- B. Violators may be terminated or requested to seek counseling from an approved rehabilitation service.
- C. Employees must notify their employer of any conviction of a criminal drug statute no later than five days after such conviction.
- D. Although alcohol is not a controlled substance, it is nonetheless a drug. Abuse of this drug will also not be tolerated in the workplace.

3.21 Product Ownership

All data records, reports, documents, or other material related to any contract that results from this RFP and/or obtained or prepared by Contractor in connection with the performance of the services contracted for herein shall become the property of the State and shall, upon request, be returned by Contractor to the State, at Contractor's expense, at termination or expiration of the contract.

Upon creation of any work product, documentation or other materials including computer code developed or customized as a result of this contract, the Contractor shall relinquish all interest, title, ownership, copyright and proprietary rights and shall transfer all work products to the State as owner. In accordance with the regulations at 45 CFR 95.617(a), (b) and (c) the State shall guarantee the Federal Government a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use for government purposes, all work products resulting from this contract. The State shall have ownership and will grant the Federal Government a right of access to these work products.

4.0 RESPONSE INSTRUCTIONS

4.1 Proposal Submission

All proposals shall be received by the DCFS no later than **3:00 P.M. (CT) on the date shown in the Schedule of Events.**

Important - Clearly mark outside of envelope, box or package with the following information:

Proposal Name: Quality Assurance for One DCFS Transformation Project

Proposals may be **delivered by hand or courier service** to:

Quality Assurance Proposal
State of Louisiana
Department of Children and Family Services
627 North Fourth Street, Room 5-232
Baton Rouge, LA 70802
Telephone: 225-342-3963

4.2 Proposer Responsibilities

Proposer is solely responsible for ensuring that its courier service provider makes inside deliveries to our physical location. DCFS is not responsible for any delays caused by the Proposer's chosen means of proposal delivery.

Proposer is solely responsible for the timely delivery of its proposal. Failure to meet the proposal due date and time shall result in rejection of the proposal.

If the Proposer fails to comply with any of the mandatory requirements, the Department shall consider the proposal to be unacceptable and reject it from further consideration.

The Proposer must be the prime contractor on this project, and will be responsible for any subcontractor's performance.

The prime contractor must be designated in the proposal, and the proposal must be submitted under the prime contractor's name.

Proposals must be submitted on or before the date and time specified in the Schedule of Events of this RFP.

The Proposer must assure the Department that the proposal submitted was developed without collusion with other proposers.

The proposal must be complete so that an evaluation of the Proposer's solution can be conducted solely based on proposal contents.

The proposal must address all specifications in each section of this RFP, following the format and content outlined in this RFP. The requirements appearing in this RFP will become a part of the terms and conditions of the resulting Contract. Any deviations from the RFP must be specifically defined by the Proposer in its proposal that, if accepted by the State, become part of the Contract, but such deviations must not have been in conflict with the basic nature of this proposal.

Proposers shall submit all required forms, checklists, and cost schedules with their proposal.

Proposals must be signed by an individual authorized to bind the firm to the commitments required in the RFP as well as to the price offered in the proposal.

Proposals must contain an unequivocal positive statement that the firm will supply all the services and products required in this RFP for the fixed price offered in the proposal.

Contract staff listed in the proposal must be the actual contractors who will fulfill the Transformation Project without exception.

4.3 Proposal Format

Proposers should respond to this RFP with a **Technical Proposal** and **Cost Proposal**. No pricing information shall be included in the Technical Proposal.

4.4 Technical and Cost Proposal

Proposals must include enough information to satisfy evaluators that the Proposer has the appropriate experience and qualifications to perform the scope of services as described herein. Proposers must respond to all requested areas.

5.0 PROPOSAL CONTENT

Proposers shall submit proposals in two parts:

- **VOLUME I - TECHNICAL PROPOSAL**
- **VOLUME II - COST PROPOSAL**

NOTE: All pages of each proposal volume must be consecutively numbered from beginning to end or within sections. No pricing information shall be included in the Technical Proposal.

Proposers must submit a proposal which includes enough information to satisfy evaluators that the Proposer has the appropriate experience and qualifications to perform the scope of services as described herein. Proposer must respond to all areas requested.

Proposals must conform to all instructions, conditions, and requirements included in the Request for Proposal. Proposer should examine all documentation and other requirements. Failure to observe all terms and conditions in completion of the proposal will be at the Proposer's risk.

The Proposer should ensure that their proposal contains sufficient information for the State to make its determination by presenting acceptable evidence that the Proposer has the ability to perform the services called for by the contract.

The State requires that 21 (twenty-one) printed copies and 21 (twenty-one) copies on Compact Disks (CD) or USB Flash Drives of the Technical Proposal be submitted to the specified address. In addition, the State requires five (5) printed copies and five (5) copies on Compact Disks (CD) or USB Flash Drives of the Cost Proposal. Do not combine the Cost Proposal with the Technical Proposal on the printed copies, CDs, or USB Flash Drives. At least one (1) copy of the proposal (Technical and Cost) shall contain original signatures; that copy should be clearly marked or differentiated from the other copies of the proposal required to be provided by a notation in the lower left corner of the cover (of each volume) with the words "Signed Original". The proposer should also provide one (1) redacted copy (if applicable).

The signed original will be retained for incorporation by reference in any contract resulting from this RFP. Proposals must be signed by those company officials or agents duly authorized to sign proposals or contracts on behalf of their respective organizations.

Proposals submitted for consideration must follow the format and order of presentation described below.

The Technical Proposal must be submitted to the State in a separate package and be clearly marked: "Quality Assurance Technical Proposal".

5.1 Quality Assurance Technical Proposal

The Technical Proposal must be submitted to the State in a separate package and be clearly marked: “**Quality Assurance Technical Proposal**” and include the following sections:

1. Cover Letter
2. Certification Statement
3. Transmittal Letter
4. Table of Contents
5. Executive Summary
6. Corporate Capabilities
7. Understanding of the Project Scope
8. Methodology and Approach
9. Organizational Structure
10. Resumes and Roles of Proposed Staff
11. Subcontractors
12. Attachments

The following sections relate to the required outline presented above for proposal submission.

5.2 Cover Letter

A cover letter must be submitted on the Proposer's official business letterhead explaining the intent of the Proposer. By signing the letter and/or the proposal, the Proposer certifies compliance with the signature authority.

5.3 Certification Statement

The technical proposal must contain a fully executed Certification Statement as depicted in Attachment III Certification Statement.

5.4 Transmittal Letter

The letter must confirm that the Proposer will comply with all provisions in this RFP. The letter must be prepared on official company letterhead and signed by a company officer empowered to bind the company. The letter must include a statement that RFP contract terms are accepted, specifically noting any exceptions or additional provisions requested, and that if the Proposer's proposal is selected, the Proposer understands and agrees that although it is not the intent of DCFS to exclude Proposer from future related One DCFS Transformation contract work, if federal or state authorities rule otherwise, the Proposer may be ineligible to compete or to assist others in the development of proposals to obtain any other contracts related to the One DCFS Transformation Project. Proposers must also include a statement in the letter certifying that the price was arrived at without any collusion or conflict of interest. The Proposer must include a statement that no relationship exists or will exist during the contract

period between the Proposer and the State that interferes with fair competition or is a conflict of interest, and no relationship exists between the Proposer and another person or organization that constitutes a conflict of interest with respect to a state contract. A Proposer's failure to include these items in the proposal shall cause the proposal to be determined to be non-responsive and the proposal shall be rejected.

5.5 Table of Contents

A table of contents with page numbers must be included that presents the sections required by the RFP.

5.6 Executive Summary

This section should serve to introduce the scope of the proposal. It must consist of administrative information including, at a minimum, Proposer contact name and phone number, and the stipulation that the proposal is valid for a time period of at least ninety (90) days from the date of submission. This section must also include a summary of the Proposer's qualifications and ability to meet the State's overall requirements in the timeframes set by the agency. Neither this section nor the technical proposal should summarize or reveal any costs contained in the cost proposal. The Executive Summary shall be no longer than 10 pages.

It must include a positive statement of compliance with the contract terms. If the Proposer cannot comply with any of the contract terms, an explanation of each exception must be supplied. The Proposer must address the specific language in **Attachment IV Sample Contract**, and submit whatever exceptions or exact contract modifications that its firm may seek. While final wording will be resolved during contract negotiations, the intent of the provisions will not be substantially altered.

In no event shall a Proposer submit its own standard contract terms and conditions as a response to this RFP. The Proposer must address the specific language in the sample contract attached and submit with their proposal any exceptions or exact contract deviations that their firm wishes to negotiate. The terms for both of these documents may be discussed during the negotiation process with the exception of contract provisions that are non-negotiable.

5.7 Corporate Capabilities

The Proposer must give a brief description of their company including a brief history, corporate structure and organization, number of years in business, and copies of its latest audited financial statement.

This section must provide a detailed discussion of the Proposer's prior experience in working on projects similar in size, scope, and function to the proposed contract. Proposers must describe their experience in other states or in corporate/governmental entities of comparable size and diversity with references from previous clients including names and telephone numbers.

In this section, the Proposer must state the qualifications and credentials of the company, in terms of proven experience through similar projects, reputations, etc. For

the Proposer's company, as well as each subcontractor's company, the Proposer shall provide at least three references from three distinct clients that demonstrate experience and satisfactory performance within the last ten years in providing quality assurance support of large system development including: software design, development, conversion, integration, interfaces, testing, pilot, implementation, training, support, change readiness, and change management. The Proposer's previous experience in providing these services, particularly when using Commercial Off The Shelf (COTS) products, Service Oriented Architecture (SOA), and an Enterprise Application Integration (EAI) approach to linking information systems via the web, should be delineated. The Proposer must provide client reference information identifying at least three and no more than ten projects of comparable work completed within the past ten years. Information to be provided includes:

- A. Name and address of agency/corporation, contact person, email address and telephone number. For each project include: Client Project Manager, Program or MIS or Technical Contact names, addresses, telephone numbers, and email addresses
- B. Approximate dollar value, staffing, person-hours and time period of work performed. Size of the project, provided in demographic terms including functional purpose, technical description, geographic scope, number of users, etc. A brief project narrative must be provided which details the scope of the objectives of the project, and benefits received by the Agency as a result of the project implementation, both initially and ongoing, after the Agency assumed full responsibility for the maintenance of the program enhancements. Indicate established ability to provide services on time and within budget
- C. Description of work performed. If the project relates to Child Welfare, Child Care, Child Support Enforcement, SNAP, or TANF programs and/or web or SOA, explain how. Provide description of the project organization and the roles and responsibilities played by the Proposer and client personnel. Also, identify if the project included model based productivity tools and/or Business Process Reengineering/Change Management, and if so, explain. Include detailed descriptions of the products produced by the Proposer and samples of work: design documents, plans, manuals, reports, etc.
- D. Description of projects in which difficulties/problems arose and manner in which Proposer was able to successfully solve and return project to schedule, scope or budget

Evidence of adequate financial stability is a prerequisite to the award of a contract regardless of any other considerations. Proposer should include in their proposals such financial documentation as they believe sufficient to establish their financial capability and stability. Proposer should provide the latest annual report or other evidence of financial status that demonstrates capability to carry out the project. The State also desires that the Proposer provide the most recent audited financial statement. The State reserves the right to request any additional information to assure itself of a Proposer's financial status.

This section must also include the following administrative data and documents, as applicable:

- A. Employer Federal ID #
- B. Name and address(es) of Principal Offices
- C. Name and address of local representative, if any
- D. If any person named above is a former Louisiana state employee, indicate State Agency where last employed, position title, termination date, and SSN
- E. If the Proposer was engaged by DCFS within the past twenty-four (24) months, indicate the Contract #, State Contact name and telephone number, and/or any other information necessary to identify the project
- F. If a corporation, Board Resolution Statement signifying signer of proposal is so authorized to negotiate and sign resulting contract
- G. Certificate of Authority from Secretary of State if out-of-state corporation
- H. Any required Insurance certificates

5.8 Understanding of the Project Scope

The Proposer should describe their understanding of the mission, vision, needs and objectives of DCFS, as related to the scope of the RFP. The objectives specified should be measurable and performance-oriented where possible. The Proposer should discuss any engagements in which the Proposer has been involved, which are deemed as relevant. Proposer should elaborate its understanding of features and functionality of proposed system and what implications exist for the DCFS staff and workflow. Proposer should provide sufficient detail designed to convince the State that it knows what needs to be done; has done it successfully before; and has the wherewithal to execute it successfully.

Proposer shall acknowledge that projects of this scope are challenged with changes over time and thus a pool of staff-hours equal to fifteen percent of the proposed total staff-hours must be included to provide for resources to be assigned to provide quality assurance support for the implementation of approved changes. Quality Assurance support for individual changes exceeding twenty percent of the staff-hour change request pool will require formal contract amendment(s).

5.9 Approach and Methodology

This section of the proposal should describe the approach and methodology used by the Proposer. This section should describe the Proposer's:

- A. Understanding of the nature of the Department of Children and Family Services and how their proposal will best meet the needs of the State
- B. Functional approach in providing the services outlined in this RFP
- C. Functional approach in identifying the tasks necessary to meet the requirements specified in the RFP
- D. Approach to Quality Assurance in a major system development

- E. Approach to monitoring State approval of deliverables
- F. Approach to monitoring overall plans and performance standards
- G. Approach to capacity analysis determination, including assumptions and relationships to; hardware, software, data, and telecommunications architecture of the system and the Louisiana technical computing environment

In addition, it must include:

- A. Escalation procedures to be followed by the Proposer to resolve problems, issues, and changes
- B. Procedures to be used to provide updates and status information in a written and oral format to State management
- C. Sign-off procedures for the milestones of the work plan
- D. An indication, by deliverable, of the allocated turnaround time for State review, acceptance or rejection of deliverables
- E. A description of automated support tool(s) that will be used to plan, track, and report project status
- F. Sample project status reports (and frequency) the Proposer will use,
- G. Methods used by the Proposer to track and report financial expenditures associated with the contract
- H. Methods and procedures to allocate, track, and report resource time to project milestones, deliverables, and tasks
- I. System design, modification, and documentation standards to be used

5.10 Project Staffing

The State believes that the contractor must commit cohesive, dedicated, highly skilled personnel. The proposal should include roles and responsibilities for each person.

As previously mentioned, the State seeks to maximize the technical maintenance/enhancement dollars available to it while minimizing development and technical inefficiencies of enhancing and maintaining the DCFS mainframe and web-based systems. Therefore, experience will be key evaluation criteria.

Proposers should provide experienced management and technical staff as part of its proposal. Proposed staff should have an effective blend of skills in complex systems maintenance and enhancement environment knowledge. This RFP has specified that level of effort and cost estimating are extremely important. Proposers must clearly describe the experience in these areas of the management/supervisory staff being bid including experience in the methodology and tools to be utilized.

5.11 Resumes of the Proposer's Proposed Staff

The Proposer must enclose a resume of each known person projected to be assigned to the project. Proposer must denote or emphasize staff experience and roles in any Child Welfare, TANF, Child Support Enforcement, SNAP, or Child Care Assistance projects, and experience with Service Oriented Architecture and COTS products.

The Proposer must stipulate that persons designated as key staff will not be removed from the project nor will their level of participation be lessened without prior written justification and approval from the State Project Director. The Proposer must describe existing or potential contractual obligations for each proposed staff member and the Proposer's strategy for dealing with such situations. Should the Proposer not currently have available all personnel or resources required for completing the project, a statement must be included which specifies the Proposer's plan to acquire necessary staff and their respective roles. Experience in every program area must be accounted for on the team. If such experience is not depicted in the list of key personnel, then Proposer must include non-key staff in order to demonstrate the experience is present on the team. For purposes of clarity and to portray depth, it is recommended that the Proposer provide resumes for all proposed known staff, not just those in key roles.

At a minimum, resumes for key personnel must be provided. A Proposer will not be disqualified if persons do not possess minimum experience and qualifications; however, points will be deducted, and if chosen as Contractor, the Proposer will be required to provide persons who do possess the minimum experience requirements. The submitted resumes for all staff being proposed for this project must include:

- A. The length and types of related experience in systems or programs
- B. Systems analysis, detail design and web-based experience
- C. Certifications, education and experience in the proposed suite of products
- D. Experience in implementation and support of web developed systems for mission critical applications across an enterprise
- E. Experience in providing training to state technical staff and end user staff
- F. Experience in setting up and running a help desk to support web-based SOA
- G. List of current and anticipated contracts that would require the involvement of the proposed staff member during the term of this contract
- H. Percent of time proposed staff member would be devoted to the project onsite
- I. Percent of time proposed staff member would be devoted to the project offsite
- J. Oral and written communication skills, and ability to interface with all involved project parties
- K. At least three business references from projects of a similar and comprehensive nature. Child Welfare, Child Care, Child Support Enforcement, SNAP, or TANF are of special interest and should be emphasized

Furthermore, the current resumes and qualification summaries of proposed personnel should include:

- A. Detailed information about the experience and qualifications of the Proposer's assigned personnel and subcontractors (if any). The resume should include current certifications.
- B. Education, training, technical experience, functional experience, specific dates, and names of employers, relevant experience, past and present projects with dates and responsibilities and any applicable certifications.
- C. A minimum of three business references (name, title, company name, address and telephone number) should be provided for cited projects in the individual resumes.
- D. Experience with and length of time employed by the Proposer.
- E. All personnel must be physically located in the continental United States.
- F. All personnel must have the ability to write and evaluate business and technical design documents.

NOTE: The Proposer is responsible for verifying reference contact information, including but not limited to phone numbers and addresses. The Evaluation Committee is not obligated to try to locate persons not found at the numbers or places given in the proposals. Obsolete or inaccurate contact information could affect the score in this category.

5.12 Subcontractor Requirements

For proposals with subcontractors, Proposer should include letters of agreements, contracts or some other form of commitment that demonstrates subcontractors' or consultants' willingness to undertake their portion of the proposed project.

5.13 Organizational Structure

Proposer is expected to provide an organizational structure for the project team consistent with the scope and complexity of the project, the size and experience of the proposed team, the proposed methodology, and other relevant requirements of this project. Proposer must define the area of responsibility, positions, and roles identified in the proposed organizational structure.

Proposer's proposed project organization is expected to address both key roles and any additional anticipated staff. Proposer must identify which positions in the proposed organizational structure are assigned the identified roles. Proposer must also identify which staff will serve as backups to others and/or what strategy will exist to accommodate absences, turnover, and losses. Proposer must provide a matrix that cross-references the proposed position titles with the identified roles. Proposer should provide an organization chart that provides anticipated staff by type of service.

The project organization chart should identify all staff positions, their responsibilities and anticipated level of participation. If the organization of the project is expected to vary

over time or with specific phases or increments, then a separate organizational chart should be prepared for each instance. Proposer should submit a matrix outlining key staff, level of authority, experience, knowledge and skills to demonstrate Proposer's use of best and brightest personnel in pivotal positions.

A matrix specifying key staff assignments must be included. The matrix should include the types of tasks the staff member would be engaged in and the proposed estimated number of hours to be devoted. Also include the number of proposed hours for non-named staff assigned to each task.

Role	Name of Resource	Name of Backup Resource	# of Proposed Hours
Project Initiation & Management			
Infrastructure Setup, COTS Upgrades, Code and Data Migration			
Requirements Gathering and Validation			
Design			
Development			
Communications, Forms and Reports			
Testing			
Change Readiness/ Management			
Training Development			
Training Delivery			
Conversion			
Interfaces and Integration			
Pilot			
Help Desk			
Implementation and Turnover			
Post-Implementation			

Role	Name of Resource	Name of Backup Resource	# of Proposed Hours
Support			
Federal Review Support			
Support for Change Requests			

6.0 EVALUATION AND SELECTION

6.1 Evaluation Team

Members of a Proposal Review Committee will independently evaluate each responsive proposal based on the technical content. The Proposal Review Committee membership will be chaired by the One DCFS State Project Director who will convene the committee members to discuss scoring and reach a consensus score for the proposal. The content of the proposal will be considered as a contractual obligation and valid until a contract is awarded or proposal rejected.

6.2 Administrative and Mandatory Screening

Each proposal will be screened to determine whether mandatory submission requirements have been met. The screening process is not an evaluation of the proposal's quality; rather, it is a cursory review of the proposal's responsiveness to the mandatory submission requirements of the RFP. Proposals screened as non-responsive will be rejected. Proposals submitted and prepared in compliance with RFP mandatory requirements will be eligible for further evaluation.

6.3 Clarification of Proposals

The Proposal Review Committee may require the Proposer's Project Manager to be available in person for the purpose of clarification. It should be noted that selected references related to previous work projects and submitted résumés will be contacted during the evaluation process. It should be noted that the State reserves the right to contact references and other sources not necessarily identified in the proposal to obtain information.

6.4 Oral Presentations/Discussions

Oral presentations for the purpose of explaining and clarifying proposal content may be requested by DCFS for those Proposers achieving up to the highest four initial scores. Proposers are not allowed to alter or amend their proposals through the presentation process. Any cost incidental to an oral presentation or proposal preparation or submission shall be borne by the Proposer. After oral presentations are complete, those

proposals will be re-scored in the same technical areas described in 6.5. and the original technical scores may be adjusted.

6.5 Evaluation and Review

Based on the findings of the Proposal Review Committee, a summary composite evaluation report will be prepared and a recommendation will be submitted to the Secretary of the Department of Children and Family Services for proposal selection award. Consideration will be given to capabilities or advantages which are clearly described in the proposal or confirmed by oral presentations, if required by the State, verified by information from reference sources and/or demonstrations as required by the State.

Technical and Cost sections of the proposals will be evaluated separately and independently. Points awarded for the technical content will be added to the points awarded for the Cost component. These combined points will represent the final total score for the proposal. The proposal awarded the highest number of points will be the proposal submitted for award and approval. With regard to all evaluation criteria, award of the contract will be to the responsible and technically responsive Proposer whose proposal achieves the highest score and conforms to all conditions and requirements of the RFP and is approved by the DCFS Secretary and the Division of Administration Office of Contractual Review.

During the evaluation and award process, no information concerning the proposals submitted will be made available to the public or other Proposers. Non-selection of a proposal will mean either that another proposal was determined to be more advantageous to the State or that the State exercised the right to reject all proposals.

Proposals that pass the preliminary screening and mandatory requirements review will be evaluated based on information provided in the proposal. The evaluation will be conducted according to the following.

Corporate Capabilities – 50 points or 5%

Stability – Point award will be based on review and assessment of the Proposer's most recent annual report, audited financial statement, and/or other evidence of company's financial status. Proposal will be analyzed to determine the degree to which Proposer's corporate, financial and technical resources are sufficient to demonstrate and support the Proposer's ability to successfully complete a Transformation Project of this scope.

Flexibility – The ability of the Proposer to accept the terms and conditions of the RFP referenced contract without modification will earn additional points

Experience – Preference will be given to Proposers who include evidence in proposal of recent success in assisting states in the design, development, implementation or transfer of web-based enterprise systems, particularly with COTS and in the areas of child welfare, customer portals, and provider portals. Experience in large-scale systems implementation and providing quality assurance support

related to DCFS programs and experience in integrating or interfacing mission critical legacy mainframe systems with proposed solution is preferred. Higher point award (not to exceed 50 point maximum) is possible with inclusion and verification of documentation supporting acceptance, satisfaction and favorable opinion of systems and work by governmental officials. Additional points, up to a maximum of 50 points, will be awarded on the basis of the experience of proposed staff in the areas of Child Care, Child Support Enforcement, Child Welfare, SNAP and TANF projects.

Understanding of the Project Scope 150 points or 15%

Understanding of Project – Points will be based upon proposals which demonstrate knowledge of social service information systems, and an understanding of the needs and objectives of the Department of Children and Family Services. The Proposer must demonstrate an understanding of how to satisfy quality requirements in the context of the complexities of social service programs, and also address issues for governmental agencies undertaking organizational reengineering, and the challenges of transitioning from mainframe stove-piped legacy systems to web-based enterprise systems over an extended period, while enduring budget challenges and changes in administration. The Proposer must describe understanding of resolving data sharing, confidentiality, security, and ownership issues.

Methodology and Approach 250 points or 25%

Methodology – Points will be awarded for proposals delineating a logical, clear, and detailed statement of methodology leading to successful completion of all aspects of the project, contractual requirements and the project deliverables. The Proposer must describe an approach that ensures that the State has incremental successful release roll-outs of functionality and demonstrates the ability to adapt to changing requirements and priorities. Approaches emphasizing thorough analysis, detailed review of documentation, meticulous testing, monitoring of conversions, successful implementation, comprehensive support and mentoring, while being on time and on budget, should be included.

Controls – Points will be allocated for proposals with management controls that are sufficient to ensure successful completion of the project. Assumptions and constraints should be openly revealed as well as perceived risks and appropriate mitigation strategies. The Proposer must provide a description of the on-site Project Manager's authority to easily obtain needed resources and institute change when necessary. Proper time controls and issue resolution strategies along with timely status reporting procedures, sound quality assurance controls, and a realistic sign-off process are required.

User Involvement – Point distribution will occur for the inclusion of sufficient State Information Technology staff, user and stakeholder involvement to ensure that the project meets the DCFS stated needs and that the Department will be capable of performing required functions of the next project phase and after implementation.

Project Staffing 250 points or 25%

Qualifications – Points will be determined through assessment of education, certification, and training background of Proposer project staff. Higher point award (not to exceed 250) is possible with inclusion of documentation supporting each individual's excellent performance, commitment to quality, achievements, awards, creativity, and favorable evaluation of staff by previous clients, particularly governmental officials.

Experience – Points will be awarded for project staff with recent and sustained experience in social service projects, specifically with COTS, and customer and provider portals. Emphasis will be placed on recent web-based enterprise experience and success. Proposals will be reviewed for specific examples of project staff member's knowledge of Child Welfare, Child Care, Child Support Enforcement, SNAP, TANF, project management, web-based multi-program systems. Experience in large-scale systems implementation and in integrating or interfacing mission critical legacy mainframe systems with Service Oriented Architecture (SOA) is preferred.

Structure – Points will be assigned for the manner in which Proposer approached project organization and staffing. The quantity and quality of staff proposed will be assessed as well as the appropriateness and value of the roles and responsibilities each staff member is assigned on the project team. A staffing pattern that promotes longevity and continuity of resources throughout the project is preferred. The State also prefers staffing patterns that promote Proposer staff performing all work in Baton Rouge at or near the project site.

Cost Evaluation 300 points or 30%

The Proposer is required to provide **four** supporting Excel charts (Cost by Deliverable, Staff Hourly Rate, Cost for Miscellaneous items and a list of any State required resources) to facilitate the State's understanding of the Proposer's basis for arriving at certain costs, and for use in future budgeting. Chart templates will be posted in the QA Document Bidders' Library.

Three hundred (300) points will be awarded to the Proposer with the lowest total cost. For each cost proposal the points will be determined by calculating a percentage ratio (carried to two decimals: 99.99%) using the formula below.

That ratio will then be applied to the 300 points. The following formula represents the method for cost point award: $300 * (X [\text{Lowest Responsive Proposal Cost}] / Y [\text{Total Proposal Cost}])$ rounded to nearest whole number.

The costs to be scored will be the total cost required to comply with the requirements of the RFP. All costs, including the total project cost, must be included in the proposal. All costs must be summarized on Attachment II "Cost Summary Sheet" provided in this RFP. All project management, initiation and software purchase costs must be listed only once.

A separate Cost Summary Sheet should also be completed for any optional suggestions Proposer may recommend for the State's consideration. The Proposer should record optional suggestions on the "Optional Cost Summary Sheet". Optional suggestions must NOT be reflected in the "Total" Cost Summary Sheet. The Total Cost line on the "Total" Cost Summary Sheet represents the Proposer's final total price.

Criteria	Maximum Score
Cover Letter	Mandatory
Certification Statement (Attachment III)	Mandatory
Transmittal Letter	Mandatory
Executive Summary	Mandatory
Corporate Capabilities – stability, size, depth, wherewithal to support the effort	50
Understanding of the Project Scope – Understanding of the needs and objectives and goals of the Department as well as knowledge of social service information systems.	150
Methodology and Approach – methodology vendor proposes to meet the requirements of the RFP. (Company's proven methodology for project approach will reflect in their staff)	250
Project Staffing – Experience: Evaluation of experience and qualifications	250
Subcontractors	Mandatory (if subcontractors are proposed)
Attachments	
Cost	300
Total Score	1,000

Committee members who have expertise in various areas will be selected to evaluate all technical proposals. The Evaluation Team will compile the technical scores. Cost proposals will be evaluated separately. The scores will be compiled to arrive at the highest scored proposal. A written recommendation for award shall be made to the

head of the Department on the basis of the responsiveness of the proposal with the highest score.

6.6 Announcement of Contractor

The State will notify the successful Proposer and proceed to negotiate terms for a final contract. Unsuccessful proposers will be notified in writing accordingly. The award of a contract is subject to the approval of the Division of Administration, Office of Contractual Review.

7.0 SUCCESSFUL CONTRACTOR REQUIREMENTS

7.1 Corporation Requirements

If the contractor is a corporation not incorporated under the laws of the State of Louisiana, the contractor shall have obtained a certificate of authority pursuant to R. S. 12:301-302 from the Secretary of State of Louisiana.

If the contractor is a for-profit corporation whose stock is not publicly traded, the contractor shall ensure that a disclosure of ownership form has been properly filed with the Secretary of State of Louisiana.

7.2 Billing and Payment

The Contractor may submit invoices monthly. Payments will be made by the Department within approximately thirty (30) days after receipt of a properly executed invoice, and approval by the State Project Director or his designee. Invoices shall include the contract number. A monthly retainage of 10% will be withheld by the State. Payment of retainage will be made semi-annually once the State Project Director has determined that relevant deliverables have been completed and approved by the State.

7.3 Confidentiality

All financial, statistical, personal, technical and other data and information relating to the State's operation which are designated confidential by the State and made available to the contractor in order to carry out this contract, or which become available to the contractor in carrying out this contract, shall be protected by the contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure shall be provided by the State in writing to the contractor. If the methods and procedures employed by the contractor for the protection of the contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph. The contractor shall not be required under the provisions of the paragraph to keep confidential any data or information which is or becomes publicly available, is already rightfully in the contractor's possession, is

independently developed by the contractor outside the scope of the contract, or is rightfully obtained from third parties.

Under no circumstance shall the contractor discuss and/or release information to the media concerning this project without prior express written approval of the Department of Children and Family Services.

ATTACHMENT I: STATEMENT OF WORK

1.1 Approach to Tasks

This section defines the general scope of work that the Quality Assurance Contractor shall perform. It is expected that the Quality Assurance Contractor shall review the Customer Service Center RFP, Document Imaging and Content Management RFP, Legacy Replacement RFP, and CAFÉ RFP for Implementation services and propose an approach and work plan that facilitates a successful project delivered on schedule, on budget and meets requirements in a high quality manner.

Because a number of Projects will occur concurrently, they will involve tasks that overlap, are iterative, and have complex dependencies. It is understood that because the State's preferred methodology involves an incremental implementation of clustered functionalities, most activities and tasks will be repeated for each period of analysis, design, development, testing, training, conversion, and implementation.

Quality Assurance as described in this RFP is the periodic executive review and evaluation of the One DCFS Transformation Project as a whole, and all the work units that make up the Transformation Project. Quality Assurance includes evaluating, identifying, documenting, and recommending adjustments to the proposed activities and associated resources to create confidence that the delivered solution will meet relevant quality standards. As merited, recommendations of changes to plans, processes, products, contractor methodologies, or organizational structure to improve the Project performance and outcomes should be continuous.

For purposes of this RFP, the QA Contractor will be responsible for monitoring, reviewing, critiquing, documenting, and reporting on the Contractors' design and implementation of both common and program specific components that provide the functionality described in the four RFP's that constitute the One DCFS Transformation Project using a combination of COTS products, linkages to the legacy environment using the recommended tools, and expandable customized programming as necessary. The QA Contractor shall engage staff with expert knowledge of the System Development Life Cycle (SDLC) and capable, repeatable processes needed to support the SDLC, including knowledge of software tools to support planning, scheduling, sequencing, versioning, and reporting on deliverables.

The QA Contractor must develop and maintain a methodology to trace systems functionality (e.g. via requirements matrix) throughout the SDLC process to ensure that the developed system meets or exceeds federal and state requirements. A detailed analysis of any shortcomings including a plan for achieving compliance is required. A requirements matrix should also clearly identify requirements that are added later in the SDLC that increase the scope of the development effort.

The QA Contractor shall engage staff with sufficient DCFS program and technical background knowledge to adequately monitor the information system developed through the Transformation Project, including data use, confidentiality issues, and the automated data updates to those legacy environments where the data is required for legacy system integrity.

The QA Contractor shall develop a Quality Assurance Plan for use as the basis for managing the quality assurance of project deliverables centered on the above tasks. Each major deliverable for the individual Projects shall be reviewed by the QA Contractor against the quality control procedures to ensure that no requirements are overlooked.

Examples of items to be monitored by the QA Contractor include:

- A. Definition and scope of the Project
- B. Development schedule and delivery commitment
- C. Budgeting and cost controls
- D. Resource availability and commitment
- E. Project management approach and authority
- F. Political influences (federal and state)
- G. Organizational stability of Project, Contractors and State Program Offices
- H. Leadership and executive involvement
- I. Team continuity, productivity, and morale
- J. Stakeholder involvement, readiness, and acceptance
- K. Appropriate, useful, and maintainable set of requirements
- L. Appropriate, useful, and maintainable set of technical and design specifications
- M. Appropriate, useful, and maintainable code, utilities, objects, configuration, and environments
- N. Appropriate, useful, and maintainable test planning, execution, and corrective actions
- O. Appropriate conversion planning, data purification, data transformation, and execution
- P. Appropriate, useful, and maintainable interface/integration planning and execution
- Q. Appropriate, useful, and maintainable training venues, materials, and delivery
- R. Each deliverable and work product is appropriate in completeness, correctness, clarity, and consistency

- S. Changes are appropriately documented, vetted, and prioritized through the change control process
- T. The delivered system release is stable, available, responsive (meets performance standards) and is fit for its intended use
- U. Appropriate, useful, and timely mentoring and knowledge transfer to state staff responsible for ongoing support of system
- V. Identified skill sets that State staff will need in order to maintain system releases and prepare recommendations for acquiring those skill sets

The QA Contractor will examine the processes and products of the PMO and Implementation Contractors as the Contractors incrementally build, customize, roll out, and support a common access front end system that integrates/interfaces with existing legacy systems. The delivered solution, which incorporates the four software components resulting from the four Projects, must be capable of handling the DCFS specific functional and technical requirements in accordance with DCFS and OIT standards and adheres to the requirements of the Administration for Children and Families (ACF) for Child Welfare, TANF, Child Care, Child Support Enforcement, Medicaid, and the Department of Agriculture/Food and Nutrition Service requirements for the Supplemental Nutrition Assistance Program (SNAP). The delivered system must provide for the efficient, economical and effective administration of the Programs as presented in the State's numerous federally approved plans, and satisfy the QA Contractor's standards for correctness, completeness, clarity, consistency, and accuracy.

As stipulated by policy and regulation, the system must, where and when practical, interface with federal and state data collection systems that capture information related to DCFS programs.

The QA Contractor shall attend scheduled status meetings for the Projects, meet with the State Project Director, and provide progress reports for the Projects, and the efforts to integrate them into a single system. The QA Contractor shall work in concert with the Transformation Project Management and/or Transformation Project team members on a daily basis to ensure that the proper controls, metrics, monitoring, and analysis are conducted for the Project. The identification, documentation and analysis of requirements, deliverables and standards of the Project shall be referenced to the individual Project Plans and Quality Assurance Plan to ensure evaluation and reporting of the variance of the plan, work, work products, and project performance. If the variance is unacceptable, written recommendations are recorded to the Risk Management Plan regarding necessary corrective actions. DCFS Transformation Project Management shall routinely analyze the risk issues and as necessary incorporate needed tasks into the Project Plan through the appropriate channels including integrated change control process, or amendment order as directed in the Contract.

1.2 Project Initiation and Management

The State, with assistance from its PMO Contractor, will provide overall guidance and direction to the project. The State will retain ultimate responsibility for One DCFS Transformation Project management through all phases and takes ownership and responsibility for ensuring its success. The QA Contractor is equally vital to ensuring success, and must provide the day-to-day management of its staff. In addition, the QA Contractor is also responsible for providing any administrative support for its staff and activities. Activities of State staff assigned to the project will be coordinated through and the responsibility of the DCFS State Project Director.

The QA Contractor is responsible for defining the Quality Assurance work tasks and resourcing, related to quality standards, that will add value and/or reduce risk, and satisfy the constraints of the Transformation Project and organizational policies. The QA Contractor will verify that the Project plans, standards, processes, organization structure, and work tasks fit the Project's needs by performing quality control reviews, reviewing performance reports, deliverables and mitigating risk throughout the life cycle of the One DCFS Transformation Project. As previously mentioned, the State requires a proactive approach with quality assurance management being utilized from inception to fruition of the One DCFS Transformation Project for a successful project.

The One DCFS Transformation Project Director, in conjunction with the Implementation Contractors, PMO Contractor and the QA Contractor, will be responsible for;

- A. Designing an effective and sufficiently formalized approach to project management that allows for the management of the Project tasks and deliverables
- B. Assigning responsibilities for tasks
- C. Identifying task interdependencies
- D. Identifying critical paths and major project milestones
- E. Identifying reporting needs
- F. Anticipating and avoiding delays, risks, or problems; as well as formulating corrective actions

State project management services will include such functions as:

- A. Initiation and monitoring of a comprehensive development methodology
- B. Development and maintenance of the QA Project Work Plan
- C. Ongoing QA project control, scheduling and work assignments for QA efforts
- D. Review of all QA project deliverables
- E. Identification and management of QA project risks
- F. Implementation planning

G. Weekly project status reporting.

The QA Project Work Plan shall accommodate a phased approach to the implementation of Project components with recommended sequence and time frames.

Throughout the One DCFS Transformation Project the QA Contractor will attend weekly Transformation Project and individual Project status meetings, and employ ongoing project management techniques to ensure a comprehensive QA Project Work Plan is monitored and maintained.

The detailed draft QA Project Work Plan submitted with the proposal will serve as the basis of the plan to be used throughout the QA project. This draft Project Work Plan is to be updated and submitted in electronic and paper form to the State Project Director for approval within ten business days of contract award. The QA Contractor shall use Microsoft Project for the project work plan and should use the same tool throughout the life of the project for updates and maintenance to the project work plan.

The QA Project Work Plan must meet the following general requirements:

- A. It must be formally updated in conjunction with the weekly, monthly and quarterly reporting requirements throughout the project
- B. The Project Work Plan will allow adequate time for the State to review, comment and approve deliverables, revisions or corrections submitted by the QA Contractor

1.3 Establish a Project Office Presence

The QA Contractor must assemble its primary project staff at the primary Transformation Project Site in Baton Rouge, Louisiana, in preparation for conducting the project tasks. The integrated Project team will consist of the QA, PMO and Implementation Contractors' primary project staff and State staff designated for the Project.

1.4 Project Roles and Staffing

This section describes the key roles identified by DCFS that shall be accommodated within the QA Contractor's organizational structure. Consistent with the needs of DCFS, the QA Contractor's assigned team should have prior experience in Child Welfare, Child Care, Child Support Enforcement, TANF, SNAP, enterprise implementations, and the proposed software solution products. Experience in every program area must be accounted for on the team. If such experience is not depicted in the list of key personnel, the QA Contractor must include non-key staff in order to demonstrate the experience is present on the team. Key roles will require experience working with social services agencies. At a minimum, DCFS considers key personnel individuals acting in the roles of:

A. QA Project Manager

- B. Application Software Development QA Specialist
- C. Technical Infrastructure QA Specialist
- D. Business Analyst Subject Matter Expert QA Specialist
- E. Change Readiness/Communications/Training QA Specialist
- F. Conversion, Integration and Interface QA Specialist
- G. Testing QA Specialist

Below are the role definitions which briefly describe the purpose of each role and list the primary responsibility. The key qualifications are also described for each role.

1.5 QA Project Manager

The QA Project Manager provides overall project management and coordination of the QA functions. Primary responsibilities are the evaluation of quality in the various stages of the One DCFS projects. In addition, the contractor is also responsible for development and maintenance of project work plans, identification and assignment of resources, coordination of project activities with staff from DCFS and from other vendors, and communication and presentation to stakeholders. The Project Manager must be within the QA Contractor's organizational chain of command sufficient to acquire resources as needed to ensure project success. This position is responsible for ensuring proper internal controls and standards are adhered to in the conduct of work and the delivery of work products. The QA Project Manager has the overall responsibility for planning, developing and managing the quality assurance strategy to ensure timely, accurate and comprehensive deliverables are thoroughly reviewed for consistency, content, format, grammar, and spelling.

The QA Project Manager must have these minimum experience requirements:

- A. Five years of QA project management experience in systems development and implementation projects of similar scope and complexity.
- B. Three years of experience in quality assurance of web development or framework implementation projects
- C. Three years of experience in quality assurance of human/social services projects or enterprise related projects
- D. Experience in the management of projects in accordance with the proposed development methodology
- E. Experience in the use of project management tools and techniques
- F. Experience in developing performance metrics to track project completion against milestones set by the State
- G. Experience in consulting with a diverse set of stakeholders and assessing their involvement and buy-in regarding system functionality and the system's ability to meet stakeholder expectations

- H. Experience in consulting with a diverse set of stakeholders and assessing their involvement and buy-in regarding system functionality and the system's ability to meet stakeholder expectations
- I. Excellent communication and writing skills

The following additional experience requirements are preferred:

- A. Experience in quality assurance or managing projects in the area of Child Welfare, Child Care Assistance, Child Support Enforcement, TANF, or, SNAP
- B. Formal training in quality assurance methodologies

1.6 Application Software Development QA Specialist

The Application Software Development QA Specialist has primary oversight responsibility for the quality of the overall software application developed through the life of the Transformation Project. This includes quality assurance of software development plans, configuration management plans, system security management plans, and all activities and resources involved in the production of requisite deliverables.

The Application Software Development QA Specialist must have the following experience:

- A. Five years of experience working with a social services agency's application systems
- B. Previous experience in implementing a similar system
- C. Five years of experience managing application development analysts and programmers
- D. Three years of experience in the development of web systems
- E. Three years of experience using project management tools and techniques
- F. Three years of experience with the proposed QA methodology
- G. Experience and proficiency in mentoring staff
- H. Excellent communication and writing skills

1.7 Technical Infrastructure QA Specialist

The Technical Infrastructure QA Specialist has primary oversight responsibility for the quality of the design, configuration, and management of the application development environment, the software testing environment, the project facility network infrastructure, and other technologies necessary to support the system. A great deal of mutual planning and coordination must occur concerning equipment sizing, capacity planning, system performance optimization, network and system security, infrastructure procurement and installation, deployment of application software, and monitoring of the implementation. This position provides quality assurance oversight and technical

assistance for the design, acquisition, configuration and management of all enterprise equipment, telecommunications platform, software and support (network, desktop, peripheral, mobile), technology environment, and monitoring/diagnostic repair utilities and services.

The Technical Infrastructure QA Specialist must have the following minimum skills:

- A. Three years of experience in the implementation/support of large web-based applications
- B. Three years of experience in the implementation/support of applications customized for a mobile workforce performing work on laptops/notebooks/PDA
- C. Three years of experience working with Document Imaging and Content Management systems
- D. Strong understanding of application systems and technical infrastructures
- E. Excellent communication and writing skills
- F. Experience and proficiency in mentoring staff

1.8 Business Analyst Subject Matter Expert QA Specialist

The Business Analyst Subject Matter Expert QA Specialist has primary oversight responsibility for the quality of requirements gathering, and ensuring that the designs developed during the Transformation Project meet programmatic needs. This requires in-depth knowledge of the business aspects of DCFS programs and skills to work with both program staff and technical staff to document and interpret the program requirements for the application.

The Business Analyst Subject Matter Expert QA Specialist must have the following experience:

- A. Three years of experience working with a social services agency's application systems
- B. Previous experience in implementing social service or similar systems
- C. Previous experience in implementing Document Imaging and Content Management systems
- D. Previous experience in implementing Customer Service Center operations
- E. Three years of experience in managing or conducting quality assurance of joint application requirement and design sessions
- F. Three years of experience in the design or development of web systems
- G. Experience in participating or conducting quality assurance of User Acceptance Testing activities
- H. Experience in providing documentation necessary for formal federal reviews

- I. Experience using project management tools and techniques
- J. Experience with the proposed QA methodology
- G. Experience and proficiency in mentoring staff
- H. Excellent communication and writing skills

The following additional experience is preferred: Previous experience in implementing Child Welfare, Child Care, Child Support, SNAP, or TANF systems.

1.9 Change Readiness/Communications/Training QA Specialist

The Change Readiness/Communications/Training QA Specialist is responsible for providing technical assistance and quality assurance-related support to the PMO for the planning, development and management of the Transformation Project's overall culture change management strategy, which includes training and communications. This position is responsible for assisting the State, the PMO, and the Implementation Contractors with developing training programs, communication protocols, and the overall change readiness strategy.

The Change Readiness/Communications/Training QA Specialist must have the following experience:

- A. Previous experience developing training, communications, and change readiness programs for social services oriented implementation projects
- B. Five years of experience managing training, communications or change readiness on projects of similar scope and complexity
- C. Formal training in communications, change readiness methodologies and training techniques
- D. Experience in the development of business process change methodologies
- E. Excellent written and communication skills
- F. Demonstrated ability to manage team members and work with customers
- G. Experience and proficiency in mentoring staff

The following additional experience is preferred:

- A. Previous experience developing change readiness/management programs for Child Welfare, Child Care, Child Support, SNAP, or TANF systems implementation projects
- B. Experience developing change readiness campaigns for bringing together multiple independent program staff into an integrated enterprise collaborative workforce

- C. Experience in dealing with a diverse set of people and ideas and demonstrating a spirit of openness, adaptability, and willingness to work toward compromise when needed

1.10 Conversion, Integration and Interface QA Specialist

The Conversion, Integration and Interface QA Specialist has primary responsibility for the quality of the processes for conversion, integration, and interfaces used by Implementation Contractors. This position will be responsible for providing quality assurance related support for data purification, transformation, and other processes that should precede conversion. Primary oversight responsibility must also be provided for the quality of converted data and validation of conversion of required data elements including images. This position must also ensure that integration and interface processes function in accordance with requirements and are thoroughly tested.

The Conversion / Integration / Interface QA Specialist must have the following experience:

- A. Three years of experience with successful conversion of large, complex systems
- B. Three years of successful management of integration/interfaces for large, complex systems
- C. Experience using the proposed development methodology and proposed COTS, custom build, or transfer solution
- D. Experience in NATURAL, ADABAS, DB2, Java, SQL, and scripting tools
- E. Experience in MQ Series, Neon Shadow Direct, and mainstream commercial middleware
- F. Three years of experience using project management tools and techniques
- G. Three years of experience with the proposed QA methodology
- H. Experience and proficiency in mentoring staff
- I. Excellent communications and writing skills

1.11 Testing QA Specialist

The Testing QA Specialist has primary responsibility for reviewing the strategy and approach of testing activities planned by Implementation Contractors. This position will be responsible for providing quality assurance related support for unit, system, security, capacity, performance, integration, regression, intrusion detection, vulnerability, and user acceptance testing. Primary oversight responsibility must also be provided for the quality of test scripts, plans, and automated test tools. This position will also be expected to evaluate and monitor data load testing and data storage/archival procedures and results and ensure that the Implementation Contractors have procedures for tracking and correcting deficiencies discovered during testing.

The Testing QA Specialist must have the following experience:

- A. Three years of experience with successful quality assurance monitoring and management of testing for large, complex systems
- B. Experience using the proposed development methodology and proposed COTS, custom build, or transfer solution
- C. Three years of experience using automated test tools and techniques
- D. Three years of experience with the proposed QA methodology
- E. Experience and proficiency in mentoring staff
- F. Excellent communications and writing skills

1.12 Project Initiation

The State believes that the first few weeks of work are critical for establishing a sound working relationship within the QA Project Team. The QA primary project staff must review any available documentation to familiarize themselves with the scope and requirements of the Transformation Project. Additionally, State Staff may provide an orientation session for the QA Contractor staff to familiarize them with the DCFS organization and its programs.

Activities that the QA Contractor must address immediately are the following:

- A. Develop and provide a detailed baseline QA project work plan with complete resource loading
- B. Evaluate and report on completeness and reasonableness of tasks, assignments, dependencies, critical paths and time/effort estimates proposed by Implementation, Document Imaging and Content Management and Customer Service Center Contractors
- C. Define criteria to be used in the evaluation of each Contractor's deliverables
- D. Develop a comprehensive list of performance indicators for all required Project milestones and other Contractor deliverables associated with the tasks listed in this section
- E. Construct a staff development plan, staff retention plan, and staff backup plan to ensure that the Project is continuously staffed with highly skilled, highly motivated QA personnel. This plan should not be limited to key staff
- F. Evaluate the multiple Transformation Project Contractors' problem and issue resolution management plans to determine if proper procedures have been established to ensure early identification of issues at the lowest levels while enabling formal tracking, monitoring, escalation, and arbitration as needed

- G. Evaluate the Scope and Change Management Plans ensuring a change control process where changes to requirements, expectations, and design will be systematically tracked. The change control process will require that each change request be assessed for need, impact, and appropriateness
- H. Provide an assessment of any tools utilized to monitor change management
- I. Provide assessment of all levels of assistance needed from State personnel, including but not limited to hands-on participation, facilities, and infrastructure
- J. Develop a Control, Standards, and Procedures document to ensure appropriate levels of control and consistency across activities, tasks, work products, and deliverables. It should be noted that all deliverables and work products expected to be posted to the web or used in training must have a 508 and W3C compliant version. The QA Contractor shall adhere to DCFS standards and procedures outlined in the August 2007 DCFS IS System Development Life Cycle Manual v10 and follow DCFS IT Policy 5.1. These and other supporting documentation can be found in the QA Document Bidders' Library on the DCFS website at <http://www.dss.louisiana.gov/>.
- K. Conduct a Project kick-off meeting to be held to formally announce QA Project initiation. This meeting must focus specifically on the responsibilities of the QA Contractor and working relationships and interactions between the QA Contractor, PMO Contractor, Implementation Contractor, and State staff which have been defined and approved

To ensure a proper mentoring plan is in place the QA Contractor must develop an approach and a plan to describe how the QA Contractor will train and support State staff to be in a position to take on QA activities and maintain/update QA work products as the project nears completion. Thus, during the first year the QA Contractor must develop high-level specifications for decreasing QA Contractor staff responsibilities and increasing State staff responsibilities for quality assurance functions. The transition strategy must be maintained and refined as the QA Contractor acquires more information throughout the project.

1.13 Status Reports and Meetings

The QA Contractor must assist the State in preparing briefings, presentations, and other materials; attend and participate in meetings and workgroup sessions as requested; perform risk assessments, and develop risk mitigation strategies. To keep abreast of progress and to identify and address issues as they arise, the State requires weekly status reports and meetings. Reports by the QA Contractor should be primarily in list form and will serve as agendas for meetings. Topics to be covered include:

- A. A Gantt chart generated from Microsoft Project[®] comparing status with the baseline
- B. A listing of significant departures from the project work plan with explanations of causes and strategies to achieve realignment

- C. A listing of tasks or subtasks that were completed since the last report with descriptions of findings where appropriate
- D. Plans for activities scheduled for the next period
- E. Problems encountered, proposed resolutions, and actual resolutions
- F. A listing of any perceived new or significantly heightened risks to the project with recommendations for elimination or mitigation
- G. A listing of any other topics that require attention from the State Project Director or from higher levels of DCFS with action recommendations

The QA Contractor shall provide the State access to an electronic version of the QA Project Work Plan with full resource loading for at least three months into the future so that it can assess and schedule risk independently. The QA Contractor will ensure that the schedules of the proposed project consulting staff have been designed to guarantee timely completion of deliverables and adequate coverage that is acceptable to the State. The QA Contractor shall maintain an up-to-date QA Project Work Plan of all project tasks, activities and resources including estimated start and completion dates, actual start and completion dates, estimated and actual task hours, and completion percentage for all in-process tasks. It is envisioned that the QA Project Work Plan will be revised from time to time as provided in this contract and that it will be incorporated into the State project plan and will reflect all QA tasks, activities and resources. It is expected that the QA Project Work Plan will be routinely reviewed as part of the project weekly status meetings with the recognition that time is of the essence in the performance of obligations. This will ensure that the critical event milestone dates are firm and able to be met.

The QA Contractor shall monitor and assess the quality of weekly Status Reports by the PMO and Implementation Contractors to ensure that the reports accurately reflect the major activities for the reporting period. The QA Project Director, managers, and team leaders will use the status reports as a mechanism to monitor QA Project activity and as a means for early detection of potential problems or delays in the QA process.

Although payments are deliverable based, accompanying each monthly status report, the QA Contractor shall submit time sheets to the State indicating effort expended and work performed by each member of its or its subcontractors' staff, participating in the contract. Time sheets shall, at a minimum, identify the name of the individual performing the work, and the number of hours worked during the period by project work plan task. The status reports shall include tasks completed during the time period by the project team, tasks delayed, reasons for delay, and tasks in-progress.

The QA Contractor shall also track and report hours expended in a manner that will allow the State and Federal authorities to calculate the level of effort expended by federal funding stream. In other words, if hours are spent related to functionality that is specific to one federal funding program, the coding of those hours should be assigned

to that specific funding stream. Time dedicated to functionality that is shared by multiple federal program areas requires coding of those hours assigned to the degree possible to the benefiting federal programs in an equitable manner.

The QA Contractor shall provide monthly presentations to the Executive Steering Committee, a narrative QA Project status report and PowerPoint presentation shall be provided that details the progress of the Project, reports expenditures against budget, identifies the monthly activities of the project, documents upcoming key activities, and identifies the issues and items needing Executive Steering Committee attention.

An Action Item Report will be maintained to track outstanding tasks, action items, issues, and risks. This log will contain a description of the issue, the owner of the resolution, a priority code, a resolution needed by date, and a status code to report the resolution status.

The QA Contractor shall provide quarterly presentations to the various Advisory Committees. The QA Contractor shall assist in the creation and review of a written status report and PowerPoint presentation, which will be due to the State Project Director within ten days following the end of each quarter during the project. This document, in a format to be approved by the State, will also be a basic tool for reporting to Federal officials and other State officials on funding issues and program matters. Quarterly reports will include, at a minimum, all items required in the status reports, as described above, a complete set of updated and current output, also a revised Gantt chart, along with the corresponding project work plan files.

At major milestones throughout the project, the QA Contractor should plan to attend meetings with all Transformation Project team members to prepare staff for upcoming tasks. At project conclusion, a final End of Project report shall be provided.

At the State Project Director's request, the QA Contractor may be required to appear before various committees, groups and/or individuals to discuss the overall strategic direction and progress of the Transformation Project. The QA Contractor shall accompany DCFS staff at such appearances to make presentations, help answer questions, and provide its assessment and advice.

1.14 Web Presence

The QA Contractor is required within the first month of the project to participate in and provide regularly scheduled input to the Project website to facilitate communication among all stakeholders and project staff as to project status, activities, work products, milestones, accomplishments, etc. QA Contractor participation and use of the website is expected. Use of the website for Change Readiness and Communication Plan activities is expected. Use of site for potential early demonstration/training activities and prototype visibility for field staff is suggested. The QA Contractor should plan to regularly monitor the content, use and effectiveness of the Project website.

1.15 Quality Assurance Review of Implementation Contractors' Deliverables

The Implementation Contractors shall be required to produce a series of deliverables. Those deliverables are iterated in the RFP's for the Implementation and PMO Contractors. Those deliverables will be presented to the QA Contractor for review and recommendations; and the State for review and approval within 10 business days. The written evaluation of each of those deliverables in turn represents a deliverable for the QA Contractor. Examples of the deliverables include but are not limited to:

- A. Evaluation of the installation and configuration of any acquired application modules, patches, upgrades, releases, and any required third-party software, utilities, and tools
- B. Evaluation of System Requirements documents
- C. Evaluation of System test scripts and automated testing packages
- D. Evaluation of weekly and monthly activity reports
- E. Evaluation of weekly report displaying State staff statistics
- F. Evaluation of monthly summary of all defined weekly reports
- G. Evaluation of Imaging Requirements Specifications Document
- H. Evaluation of Imaging Design Specifications Document

The weekly status and PMO Contractor reports will require a two-business-day deliverable review cycle. All status reports from the Implementation Contractors shall be provided to the PMO and QA Contractors for review and corrections, and to ensure incorporation of their activities, comments and concerns, as well as presenting a complete picture of the status and health of the Transformation Project from an integrated team perspective.

The QA Contractor shall determine how the quality standards will be monitored and measured. The QA Contractor will review all deliverables for the Transformation Project to verify that each completely, correctly, consistently, accurately satisfies the requirements, and validate that it satisfies the intent of the deliverable.

The State endorses the use of QA work products that can be represented in a checklist or matrix, which combines the selected quality standards with the expected monitoring activities to be used during the quality review process. The QA Contractor shall address, at a minimum, the following elements:

- A. Indicate the review schedule, denoting staff member responsible to perform the task and responsible for review and once completed indicate the actual dates and reviewers
- B. Indicate if there is an expectation for a specific review procedure to follow (i.e. a procedure for schedule analysis, code walk-through, peer review, interviews, lessons learned, etc.) and once completed indicate the procedure used

- C. Indicate the estimated amount of time required to conduct the review and, once completed, the amount of time actually expended
- D. Verify and document that a set of scheduled inspections has been performed
- E. Indicate that the minimum quality standard has been met or not
- F. Record the measurements, observations, findings, and any necessary recommendations or corrective actions
- G. Identify the estimated risk level
- H. Indicate the risk acceptability or tolerance
- I. Indicate the impact of the quality standards where risk was found unacceptable
- J. Indicate the changes and the history in risk levels
- K. Indicate the number of re-reviews occurring
- L. Record what was reviewed and whether supplemental information was obtained to clarify content (i.e. who participated in review and supplied information to reviewer - or what other documents were referenced) and the information or reasoning to support the findings

1.16 State Responsibilities

The State Project Director, with the help of the Transformation Project team, will be responsible for the following:

- A. Coordinating the reporting, review, and quality assurance process
- B. Facilitating formal deliverable review
- C. Facilitating the effective participation of State staff and external stakeholders
- D. Monitoring the progress of all principal Transformation Project participants
- E. Facilitating the timely resolution of issues raised by the QA Contractor's Project Manager
- F. Developing, with the QA Contractor's Project Manager, the agenda and topics for the monthly steering committee meetings and various quarterly/semi-annual advisory committee meetings
- G. Scheduling the QA Project kick-off meeting to present the State project organization, staffing, role, and responsibility definition
- H. Reviewing the overall project work plan and schedule with the QA Contractor
- I. Facilitating QA Contractor's ability to perform QA activities
- J. Facilitating the processing of deliverables in accordance with the provisions of the Contract

- K. Assessing the assignment of appropriate DCFS program and technical staff as required to participate in the system analysis and design task activities
- L. Assisting the QA Contractor to develop and implement strategies for assessing, managing, and mitigating the impact of changes in the user environment based upon the approved workflow and procedural specifications and change management plan deliverables

1.17 Quality Assurance Responsibilities

The Quality Assurance Contractor will assist the State with project planning, coordination, validation, and quality assurance services. The Implementation Contractors and PMO Contractors shall cooperate fully with the selected QA Contractor, who will assist the State by developing and implementing the following project monitoring controls and quality assurance procedures:

- A. Collaboratively, with State and Contractors, review, critique, and propose the deliverable content, review, and submission process
- B. Monitor a sampling of JAD Sessions to validate that the sessions conform to best practices and promote input from a wide variety of participants
- C. Review the efficiency and quality of disaster recovery and business continuity, security, and intrusion detection
- D. Review the efficiency and quality of implementing system functionality for maintaining necessary accreditations throughout service delivery programs and systems
- E. Review the efficiency and quality of reports production based on a quality business reason for their creation
- F. Review the efficiency and quality of performance and the assessment of measurable outcomes
- G. Review the efficiency and quality of surveys conducted to determine effectiveness, efficiency of service, and timeliness among the various stakeholders, providers, customers, and staff
- H. Review the efficiency and quality of the State's UAT test efforts and system integration
- I. Review the State and Contractors proposed project schedule, milestones, scope and expenditure controls
- J. Review the State and Contractors proposed risk mitigation and issue resolution/escalation procedures
- K. Evaluate Change Control Board activities and effectiveness
- L. Execute quality assurance tasks
- M. Evaluate Design Deliverables

- N. Evaluate and monitor Code, Objects, Deployment, and Models creation and maintenance procedures
- O. Evaluate and monitor System Tests and procedures
- P. Evaluate and monitor User Acceptance Tests and procedures
- Q. Evaluate and monitor Training materials and effectiveness
- R. Evaluate and monitor Conversion results and effectiveness
- S. Evaluate and monitor Capacity Performance procedures and results
- T. Evaluate and monitor System Administrative structures and processes such as security, audit logs, interfaces/integration, backups, etc.
- U. Evaluate and monitor Pilot Test effectiveness
- V. Evaluate and monitor Implementation success
- W. Evaluate and monitor Post-Implementation activities
- X. Assist in activities to secure Federal acceptance and approval
- Y. Evaluate and monitor data load testing and data storage/archival procedures and results
- Z. Evaluate and monitor that the State and Implementation Contractors have identified and formulated required conversion algorithms to automate as much data as possible
- AA. Evaluate and monitor integration/interface procedures and results

The QA Contractor will develop a quality assurance monitoring plan that will be used as the basis for managing the quality of project deliverables. The QA Contractor will assist the State in ensuring that all RFP requirements are not only met, but traceable among all documents, models, deliverables, and similar artifacts and accomplished in an efficient and effective manner. Each major deliverable will be reviewed by the QA Contractor against the quality control procedures to ensure that no requirements are overlooked. If it is determined that a deliverable does not meet applicable standards or if an activity is not conducted according to plans, standards, or procedures, the QA Contractor shall also identify the factors or reasons that contributed to the deviation or deficiency, along with recommendations for specific actions that should be completed within a prescribed timeframe to correct the deficiency.

The QA Contractor will attend scheduled project status meetings and meet with the State Project Director to provide progress reports and provide input to resolve problems in a proactive manner. The QA Contractor will provide the State with an overall evaluation and assessment of the Implementation and Imaging Contractors at the conclusion of their implementation efforts. This assessment will include surveys, analysis of work products and processes, lessons learned and recommendations.

For each of the deliverables specified for the PMO and the Implementation Contractors the QA Contractor shall perform the following:

- A. Monitor acceptance criteria and standards to assess quality of deliverable or activity
- B. Monitor the processes employed by the source of deliverable or participant of the activity to determine status, issues, effectiveness and ability to meet expectation and acceptance criteria
- C. Review and report the quality of the deliverable or activity to indicate how well they meet customer requirements
- D. Verify and report whether all components of deliverable conform to requirements and standards defined in the acceptance criteria and expectation document
- E. Verify and report that observations and findings have a basis of evidence supporting the results
- F. Assess all results and provide recommendations for acceptance and approval of deliverable or completed activity
- G. Use results of review to identify process or product improvement opportunities
- H. Review and report program measures to ensure the quality of products and processes
- I. Evaluate and report each deficiency/anomaly for its impact, assess whether it is critical, and provide recommendations to remedy the causes of the deficiency/anomaly and risks
- J. Document the processes performed in conducting the QA review

In summary, the QA Contractor will provide independent monitoring and oversight of the Project for the life cycle of each individual Project. The QA Contractor is to ensure that all of the Project partners are fulfilling their individual responsibilities. For the Implementation Contractors, this includes review of project management, infrastructure setup, COTS upgrades, code and data migration, requirements gathering and validation, design, development, communications, forms and reports, testing, change readiness/management, training development, training delivery, conversion, interfaces and integration, system security testing, data load and capacity performance testing, development of software documentation, pilot, helpdesk, implementation and turnover, post-implementation support, and federal review support. It is the QA Contractor's responsibility to identify Project risks that are created when a Transformation Project Partner is not meeting its responsibilities by failing to provide stipulated resources, or failing to meet deliverable deadlines.

1.18 Change Control Process

Change Control Management procedures provide a framework to document and track changes that develop during the course of a project. The QA Contractor must assess

the impact of changes being proposed to determine how the change will impact the budget and schedule of the individual project and the Transformation Project as a whole; whether the change is necessary; how the change affects work completed but not implemented; and how the change affects work already implemented.

Any proposed Change Request shall be presented to a Project Change Control Committee (consisting of senior or key staff from Implementation Contractors, State, PMO and QA Contractor) with documentation to include a summary, issues related to the change request, associated (new or impacted) deliverables, level of effort, cost to implement the change, impact analysis, related change requests, related requirements, related issues, alternative design/development/deployment solutions if appropriate or necessary, references and attachments. The QA Contractor must propose sufficient resources to participate in the Change Control Committee; evaluate proposed changes; offer their findings and recommendations regarding proposed changes; and monitor the approved changes.

The QA Contractor must propose sufficient resources to evaluate and monitor the design, development, testing, training, and deployment of approved changes.

1.19 System Requirements Analysis and Design

In the system requirements analysis and design task, the Implementation Contractors must perform detailed analysis and produce the detailed specifications required to install, configure, extend or construct and implement an integrated information system. The QA Contractor's responsibility is to determine that the deliverables submitted by the Implementation Contractors accurately reflect the RFP requirements and support the business needs of DCFS.

1.20 Validation of Designs

The QA Contractor is expected to review and validate the design decisions made by the State and the Implementation Contractors. The State has invested significantly in creation of existing designs and is wary of unnecessary change but recognizes that the shelf-life of a design may be limited and that customers/provider/payment requirement and design deliverables may need to be updated. Additionally, the State recognizes that COTS product solutions continue to evolve and offer new modules which may provide cost savings, or additional costs, to consider. Similarly, the State is aware various COTS solutions and modules are available.

1.21 Potential Design Impacts

Existing designs may require change or enhancement for the following reasons:

- A. DCFS' needs will continue to evolve, and growing understanding by DCFS staff gained through participation in design processes and use of the current system will lead to requests for reconsideration of designs that had previously been published

- B. DCFS continues to pursue opportunities for business reengineering which will impact business flow, organization, and needed system processes.
- C. DCFS processes are continuously impacted by changes necessitated from periodic issuance of new and clarifying Federal and State regulations, rules, orders, and laws
- D. DCFS will require additional forms, notices and reports be developed

1.22 QA Review of Implementation Contractor Design Responsibilities

The QA Contractor's quality assurance plan will provide for monitoring, reviewing, critiquing, and reporting on the Implementation Contractors' proposed methodology and approach to system design. In addition, the quality assurance plan will provide for the review of the efficiency and quality of system design and implementation to accomplish the objectives and requirements of the Transformation Project.

1.23 QA Responsibilities Regarding Implementation Contractor Design Deliverables

The QA Contractor shall review system analysis and design task deliverables for completeness and accuracy as required by its proposed project methodology. Deliverable format and content shall reflect the format required in this RFP, as specified, and the effective use of development tools, if any are proposed.

1.24 QA Responsibilities Regarding System Development of Software Components

The QA Contractor is to evaluate through sampling that the software for the Transformation Project has been coded, unit-tested, and system-tested by the Implementation Contractors, and that system documentation has been produced according to DCFS documentation standards or industry best practice when DCFS standards are not available.

1.25 User Acceptance Testing of Software Components

For each release, all system components shall be subjected to structured system testing performed by an integrated test team. Additionally, all system documentation and training materials must pass through User Acceptance Testing for determination of conformance, usability, and accuracy. The State's User Acceptance test team will be composed of DCFS project team staff, DCFS IS staff, and various field staff, and will be supported full-time by the Implementation Contractor on-site. It is the responsibility of the QA Contractor to monitor User Acceptance Testing through sampling to validate test results, and to verify that the testing partners are appropriately discharging their UAT testing responsibilities.

1.26 Culture Change Readiness Management

The Implementation Contractors must take an active and lead role to address the State's perceived need for a proactive publicity campaign to build interest, understanding, and enthusiasm about the Transformation Project among DCFS staff and stakeholders. All culture change readiness plans and communications will be coordinated with the State Project Change Management & Training Manager. During the life of the Transformation Project the QA Contractor must determine that updated change readiness and communication plans are maintained to provide information about the Systems to all DCFS staff, focusing on how the system will help workers serve customers more efficiently and more effectively.

1.27 Training

The Implementation Contractors must plan for the training of approximately 4,000 state, region, and parish personnel, as well as 2,000 external users of the system. Typically, external users are service providers or other governmental related staff that have been granted licensed access. Variations in training must cover differences in staff composed of users, technical staff and train-the-trainer staff. The Implementation Contractors are also responsible for providing training for the system test team, user acceptance team, conversion test team and the pilot test team.

The State will provide training facilities and equipment at the state, regional, and parish sites as needed, or at alternate sites if these facilities are not available. Prior to onset of training, the Implementation Contractor is responsible for setup of the environment for training. All technical training must begin early in the development phase of the project to ensure that the state, parish, and any additional contractor staff (if used) are properly trained on the new technologies proposed. Training to prepare for the system testing, conversion and pilot testing must also be included in the technical training.

By monitoring the Training Deliverables for the various Transformation Projects, observing some of the training, and reviewing training surveys, the QA Contractor is expected to determine that training is accurate, comprehensive, and meets the training needs of participants, and to verify that the training partners are appropriately discharging their UAT training responsibilities. That includes such things as:

- A. Provision of adequate training sites and materials
- B. Appropriate trainer/trainee ratios
- C. Timeliness of the training to user needs
- D. Focus on core system functionality
- E. Responsiveness to training feedback

1.28 Conversion

The Implementation Contractors are responsible for ensuring that all data in the current systems that is needed to meet System requirements for client and provider registries is converted, and to the degree practicable, unduplicated. The State recognizes that data from multiple systems with different formats, different values, and differing integrities exist. Implementation Contractors must plan for and deal with the identification, standardization, purification and un-duplication of data as it is migrated or converted from multiple systems. The Implementation Contractors must provide for extraction, transformation and loading of all active case data elements and any historical data needed to support DCFS ongoing processes in the current systems or EAI procedures for access to such data. Additionally, the Implementation Contractors must plan for the initial loading of any relevant information currently captured only on paper that will be automated in the new system for the active caseload.

Based on the deliverables for each Transformation Project, the QA Contractor will determine that the respective Implementation Contractors have provided for conversion and created or supplied the software for the conversion of all current system electronic data into the system where possible, and developed a process for data purification and un-duplication. The QA Contractor shall also verify that each Implementation Contractor has identified which exact data elements need to be converted in order to run the system and which data elements, including images, which need to be converted in order to gain the most benefit. Representatives from the State project team shall review and approve the recommended data elements.

1.29 Integration and Interface

The Implementation Contractors are responsible for the creation of all interface/integration plans; identification of all systems requiring interface/integration; design, development and testing of interface/integration programs; and management of resources required to create integration/interface systems. The QA Contractor will determine that the respective Implementation Contractors have provided for integration and interfaces and created or supplied the software for integration/interface between CAFE and existing legacy systems. The QA Contractor will validate that response time and overall system performance is optimal during integration. The QA Contractor will also validate that processes used to address integration during legacy system downtime meet State requirements.

1.30 Pilot Testing

Pilot testing must be conducted in at least two parish offices for a period of thirty (30) - sixty (60) days. It should be noted that defects discovered during pilot shall be required to be corrected and retested through the UAT process, thus Pilot Testing and UAT overlap.

The purpose of the pilot-testing task is to verify the functional and technical usability in a targeted production environment. Pilot testing will be the first production field user test

outside of the controlled development and system testing environments. The purpose is to focus not only on software functionality, but also on the adequacy of, and the effectiveness and efficiency of the procedures, workflow and operational components required for implementing and supporting the System. The pilot must be structured to reveal issues that may be related to handling converted clients/cases and dealing with cross-parish cases.

The QA Contractor will verify that the information systems are continually operational during Pilot Testing, and that the Implementation Contractors correct any system errors encountered in accordance with the correction procedures detailed under the system-testing task. The QA Contractor will use sampling to verify that the benchmark tests (to include network tests and pre-quantified and approved response times) performed by the Implementation Contractors at the end of the pilot-testing task meet performance standards, and that the Implementation Contractors perform any system tuning necessary based upon the results.

At the conclusion of the pilot-testing task, the QA Contractor must concur with the pilot operations reports prepared by the Implementation Contractors that certify that the software is ready for statewide implementation. The State will review the Implementation Contractors' reports and the QA Contractor's assessments of those reports, and other available information and determine whether to proceed with the statewide implementation task according to the project schedule. The Pilot acceptance test and report must cover all activities that would take place during the actual statewide implementation.

1.31 Statewide Implementation

During this period, the QA Contractor will monitor the Implementation Contractors to verify that they maintain all software until completion of system turnover, perform any remaining conversion and training activities, warrant the functionality and performance of the system, and turn the system component(s) release over to the State for final acceptance upon successful implementation of each release in all parishes, regions and state offices. The QA Contractor will verify that the Implementation Contractors work with all of the appropriate parties to ensure that any problems that may arise with the operation of the system are quickly and effectively resolved. In summary, the QA Contractor will ensure that the Implementation Contractors' State Implementation Plans meet RFP specifications for the individual Projects, and that the Plans are appropriately executed.

1.32 Post-Implementation Support

The Implementation Contractors must provide adequate on-site support staff to maintain the system after completion of each of the statewide implementation roll-outs to ensure a smooth transition to State operations. During the mandatory post-implementation support task, the Implementation Contractors must provide technical support, assistance in obtaining operational stability and keep the State support staff fully

informed. Activities addressing defect correction or problem resolution during the post-implementation support period will adhere to Service Level Agreement requirements.

During this task, the QA Contractors must assist the State in operating the System by conducting QA activities on system changes performed by State staff, and assisting in monitoring and evaluating all other functions that are normally associated with operations support for systems.

1.33 QA Contractor Post-Implementation Responsibilities

The QA Contractor will monitor the report of problems and verify that they are classified correctly, and addressed according to specified standards. The QA contractor will verify that support is provided by the Implementation Contractors for the following:

- A. Help desk staff support that provides disposition for all incoming calls related to problems, response to staff and users' questions, and response for technical application questions
- B. System performance monitoring and tuning
- C. Ongoing on-the-job training/mentoring for selected state technical staff
- D. Database administration
- E. Application system maintenance
- F. Delivery and roll out of scheduled releases/versions
- G. Incorporation and integration of any other components (i.e. Document/Image Management, Voice Response Systems, Mobile Computing, etc.) including those that may have been developed by other Contractors
- H. Transition, transfer, documentation, and mentoring of any tools that Implementation Contractor may have acquired for use during the project

In addition, The QA Contractor will perform QA reviews and provide guidance on system changes performed by state staff.

ATTACHMENT II: COST SUMMARY

The Cost Proposal must contain a completed Proposal Cost Summary Sheet. The total cost must be stated to be a firm fixed price and valid for 90 days. The Cost Proposal must contain narrative and must contain additional itemized charts to assist the State in understanding all costs associated with the approach adopted and resources required to successfully complete the project.

The Proposer must certify (and require any subcontractor to also certify) that the costs and pricing submitted are accurate, complete, and current. Pricing for any COTS software should list manufacturer's catalog price and must list the price to State as offered in proposal.

The Proposer must prepare cost charts that are comprehensive, adequately detailed, and clearly relevant to the project requirements. Care must be given to identify and separate Proposer costs from expected State costs, and resources required by Proposer that are above and beyond those listed in RFP.

As an example, the Proposer suggests extensive work effort related to security, and requires the State to separately procure a specific security package and provide a full-time State Security Administrator to be available exclusively for the project. As the State had not planned for such a cost, and Proposer requires the State to provide such resources for project success, these unanticipated State required costs must be reflected separately in pricing, clearly delineating costs to be borne by the State.

As the State is requiring a fixed fee contract for deliverables and fixed hourly rates for change request work, the Proposer should provide pricing with all travel costs factored in, and thus shall not be entitled to receive reimbursement for any expenses. Microsoft Excel 2003 versions of all charts must be included in Cost Proposal on CD or USB flash drive. Chart templates will be posted in the QA Document Bidders' Library. The types of charts required of Proposer to assist the State's analysis of costs and Proposer's budget strategies are:

- A. Cost and number of staff-hours by month;
- B. Matrix of hourly rate of project staff by title/role – if rates are adjusted per year then provide breakout of rate per year and blended overall total rate;
- C. Itemized cost for miscellaneous items such as office facilities, utilities, equipment, communications, travel, lodging, subsistence, etc.; and
- D. Itemized list of any required State resources not specifically delineated as being provided within this RFP.

Following review by the State, and during contract negotiations, it is conceivable that the State may propose to offer alternatives beneficial to the State and cost neutral to the Proposer. An example could be that Proposer lists \$100,000 to cover office space, equipment and communications costs. During contract negotiations the State proposes

to provide office space for all staff and thus negotiates to reduce the \$100,000 commensurate with the agreed upon savings.

The proposer must submit the Cost Summary Sheet and supporting spreadsheets. Spreadsheets must be in Microsoft Excel 2003.

COST SUMMARY SHEET

Project Tasks	Proposer Cost State Cost - if applicable Total Cost	Brief assumptions, dependencies and constraints including Proposer's expectation of any additional State resources beyond what DCFS is providing.
1. Project Initiation & Management	P: S: T:	(Include all facility and start-up costs here)
2. Infrastructure Setup, COTS Upgrades, Code and Data Migration	P: S: T:	
3. Requirements Gathering and Validation	P: S: T:	
4. Design	P: S: T:	
5. Development	P: S: T:	
6. Communications, Forms, and Reports	P: S: T:	
7. Testing	P: S: T:	
8. Change Readiness/Management	P: S: T:	
9. Training Development/Delivery	P: S: T:	
10. Conversion	P: S: T:	
11. Interfaces and Integration	P: S: T:	

Project Tasks	Proposer Cost State Cost - if applicable Total Cost	Brief assumptions, dependencies and constraints including Proposer's expectation of any additional State resources beyond what DCFS is providing.
12. Pilot	P: S: T:	
13. Help Desk	P: S: T:	
14. Implementation and Turnover	P: S: T:	
15. Post-Implementation Support	P: S: T:	
16. Federal Review Support	P: S: T:	
15% Pool Work for Change Requests identified during Contract period	P: S: T:	(15% of the sum of items 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, and 16)
1..1.1 TOTALS Cost for Evaluation Use ⇌⇌⇌	P: S: T:	(See RFP for description of Cost Evaluation and use of final Total price in scoring) ⇌⇌⇌ Cost for Evaluation Use

Additional cost charts as outlined in RFP section Cost Proposal have been verified to be consistent with and support totals reported above. Prices are valid for 90 days.

Proposer: _____ Date: _____

Signature: _____ Title: _____

OPTIONAL COST SUMMARY SHEET

Project Tasks	<u>Proposer Cost</u> <u>State Cost - if applicable</u> <u>Total Cost</u>	Brief assumptions, dependencies and constraints including Proposer's expectation of any additional State resources beyond what DCFS is providing.
	P: S: T:	
	P: S: T:	
	P: S: T:	
	P: S: T:	
	P: S: T:	
	P: S: T:	
	P: S: T:	

Project Tasks	<u>Proposer Cost</u> <u>State Cost - if applicable</u> <u>Total Cost</u>	Brief assumptions, dependencies and constraints including Proposer's expectation of any additional State resources beyond what DCFS is providing.
	P: S: T:	
	P: S: T:	
	P: S: T:	
	P: S: T:	
	P: S: T:	
	P: S: T:	

Additional cost charts as outlined in RFP section Cost Proposal have been verified to be consistent with and support totals reported above. Prices are valid for 90 days.

Proposer: _____ Date: _____

Signature: _____ Title: _____

ATTACHMENT III: CERTIFICATION STATEMENT

The undersigned hereby acknowledges she/he has read and understands all requirements and specifications of the Request for Proposals (RFP), including attachments.

OFFICIAL CONTACT: The State requests that the Proposer designate one person to receive all documents and the method in which the documents are best delivered. Identify the Contact name and fill in the information below: (Print Clearly)

Date _____ Official Contact Name: _____

A. E-mail Address: _____

B. Facsimile Number with area code: () _____

C. US Mail Address: _____

Proposer certifies that the above information is true and grants permission to the State or Agencies to contact the above named person or otherwise verify the information provided.

By its submission of this proposal and authorized signature below, Proposer certifies that:

1. The information contained in its response to this RFP is accurate;
2. Proposer complies with each of the mandatory requirements listed in the RFP and will meet or exceed the functional and technical requirements specified therein;
3. Proposer accepts the procedures, evaluation criteria, mandatory contract terms and conditions, and all other administrative requirements set forth in this RFP.
4. Proposer's quote is valid for at least 90 days from the date of proposal's signature below;
5. Proposer understands that if selected as the successful proposer, he/she will have seven days from the date of delivery of final contract in which to complete contract negotiations. It is the goal of DCFS to complete negotiations in the least amount of time possible, but not to exceed 30 days.

Authorized Signature: _____

Typed or Printed Name: _____

Title: _____

Company Name: _____

Address: _____

City: _____ State: _____ Zip: _____
: _____

SIGNATURE of Proposer's Authorized Representative

DATE

ATTACHMENT IV: SAMPLE CONTRACT

STATE OF LOUISIANA CONTRACT

On this ____ day of _____, the State of Louisiana, [STATE AGENCY NAME], hereinafter sometimes referred to as the "State", and [CONTRACTOR'S NAME AND LEGAL ADDRESS INCLUDING ZIP CODE], hereinafter sometimes referred to as the "Contractor"; do hereby enter into a contract under the following terms and conditions.

1.0 SCOPE OF SERVICES

1.1 CONCISE DESCRIPTION OF SERVICES

[COMPLETE A DESCRIPTION OF SERVICES TO BE PROVIDED OR ATTACH SOW]

STATEMENT OF WORK *{Define work/services/deliverables to be provided by contractor composed from RFP & proposers response. {May be included in an attachment if detail is lengthy.}}*

1.1.1. GOALS AND OBJECTIVES

[LIST GOALS AND OBJECTIVES OF THIS CONTRACT]

1.1.2. PERFORMANCE MEASURES

The performance of the contract will be measured by the State Project Director, authorized on behalf of the State, to evaluate the contractor's performance against the criteria in the Statement of Work and are identified as:

[LIST PERFORMANCE MEASURES WHICH SHOULD BE MEASURABLE AND TIME BOUND]

1.1.3. MONITORING PLAN

[Name and Title or Position] will monitor the services provided by the contractor and the expenditure of funds under this contract. *[Name and Title or Position]* will be primarily responsible for the day-to-day contact with the contractor and day-to-day monitoring of the contractor's performance. The monitoring plan is the following:

(PROVIDE MONITORING PLAN)

1.1.4. DELIVERABLES

The Contract will be considered complete when Contractor has delivered and State has accepted all deliverables specified in the Statement of Work.

1.1.5. SUBSTITUTION OF KEY PERSONNEL

The Contractor's personnel assigned to this Contract may not be replaced without the written consent of the State. Such consent shall not be unreasonably withheld or delayed provided an equally qualified replacement is offered. In the event that any State or Contractor personnel become unavailable due to resignation, illness, or other factors, excluding assignment to project

outside this contract, outside of the State's or Contractor's reasonable control, as the case may be, the State or the Contractor, shall be responsible for providing an equally qualified replacement in time to avoid delays in completing tasks. The contractor will make every reasonable attempt to assign the personnel listed in his proposal.

1 ADMINISTRATIVE REQUIREMENTS

1.2 TERM OF CONTRACT

This contract shall begin on *[DATE]* and shall end on *[DATE]*. State has the right to contract for up to a total of ____years with the concurrence of the Contractor and all appropriate approvals.

1.3 STATE FURNISHED RESOURCES *{This information should be tailored to the specific state resources to be furnished for this contract.}*

State shall appoint a Project Coordinator for this Contract who will provide oversight of the activities conducted hereunder. Notwithstanding the Contractor's responsibility for management during the performance of this Contract, the assigned State Project Director shall be the principal point of contact on behalf of the State and will be the principal point of contact for Contractor concerning Contractor's performance under this Contract.

1.4 TAXES

Contractor is responsible for payment of all applicable taxes from the funds to be received under this contract. Contractor's federal tax identification number is _____.
COMPENSATION AND MAXIMUM AMOUNT OF CONTRACT

1.5 PAYMENT TERMS

In consideration of the services required by this contract, State hereby agrees to pay to Contractor a maximum fee of *\$/[TO BE INSERTED]*. Payments are predicated upon successful completion and written approval by the State of the described tasks and deliverables as provided in Section 1.0. Payments will be made to the Contractor after written acceptance by the State of the payment task and approval of an invoice. State will make every reasonable effort to make payments within 30 days of the approval of invoice and under a valid contract. A monthly retainage of 10% will be withheld by the State. Payment of retainage will be made semi-annually once the State Project Director has determined that relevant deliverables have been completed and approved by the State. Payment will be made only on approval of *(Name of Designee)*.

During the execution of tasks contained in the Statement of Work, the Contractor may submit invoices, not more frequently than monthly. The payment terms are as follows:

(ENTER THE NEGOTIATED HOURLY RATES OR PAYMENT TERMS)

Such payment amounts for work performed must be based on at least equivalent services rendered, and to the extent practical, will be keyed to clearly identifiable stages of progress as reflected in written reports submitted with the invoices. Contractor will not be paid more than the maximum amount of the contract.

2 TERMINATION

2.1 TERMINATION FOR CAUSE

State may terminate this Contract for cause based upon the failure of Contractor to comply with the terms and/or conditions of the Contract; provided that the State shall give the Contractor written notice specifying the Contractor's failure. If within thirty (30) days after receipt of such notice, the Contractor shall not have either corrected such failure or, in the case of failure which cannot be corrected in thirty (30) days, begun in good faith to correct said failure and thereafter proceeded diligently to complete such correction, then the State may, at its option, place the Contractor in default and the Contract shall terminate on the date specified in such notice. Failure to perform within the time agreed upon in the contract may constitute default and may cause cancellation of the contract.

Contractor may exercise any rights available to it under Louisiana law to terminate for cause upon the failure of the State to comply with the terms and conditions of this contract provided that the Contractor shall give the State written notice specifying the State agency's failure and a reasonable opportunity for the state to cure the defect.

2.2 TERMINATION FOR CONVENIENCE

State may terminate the Contract at any time without penalty by giving thirty (30) days written notice to the Contractor of such termination or negotiating with the Contractor an effective date. Contractor shall be entitled to payment for deliverables in progress; to the extent work has been performed satisfactorily.

2.3 TERMINATION FOR NON-APPROPRIATION OF FUNDS

The continuation of this contract is contingent upon the appropriation of funds by the legislature to fulfill the requirements of the contract by the legislature. If the legislature fails to appropriate sufficient monies to provide for the continuation of the contract, or if such appropriation is reduced by the veto of the Governor or by any means provided in the appropriations act of Title 39 of the Louisiana Revised Statutes of 1950 to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the contract, the contract shall terminate on the date of the beginning of the first fiscal year for which funds have not been appropriated.

3 OWNERSHIP

All records, reports, documents, or other material related to this contract and/or obtained or prepared by Contractor in connection with the performance of the services contracted for herein shall become the property of State, and shall, upon request, be returned by Contractor to State, at Contractor's expense, at termination or expiration of this contract.

Upon creation of any work product including any computer code developed or customized as a result of this contract, the Contractor shall relinquish all interest, title, ownership, copyright and proprietary rights and shall transfer all work products to the State as owner. In accordance with the regulations at 45 CFR 95.617(a), (b) and (c) the State shall guarantee the Federal Government a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use for government purposes, all work products resulting from this contract. The State shall have ownership and will grant the Federal Government a right of access to these work products.

4 INDEMNIFICATION AND LIMITATION OF LIABILITY

Neither party shall be liable for any delay or failure in performance beyond its control resulting from acts of God or force majeure. The parties shall use reasonable efforts to eliminate or minimize the effect of such events upon performance of their respective duties under Contract.

Contractor shall be fully liable for the actions of its agents, employees, partners or subcontractors and shall fully indemnify and hold harmless the State and its Authorized Users from suits, actions, damages and costs of every name and description relating to personal injury and damage to real or personal tangible property caused by Contractor, its agents, employees, partners or subcontractors, without limitation; provided, however, that the Contractor shall not indemnify for that portion of any claim, loss or damage arising hereunder due to the negligent act or failure to act of the State.

Contractor will indemnify, defend and hold the State and its Authorized Users harmless, without limitation, from and against any and all damages, expenses (including reasonable attorneys' fees), claims, judgments, liabilities and costs which may be finally assessed against the State in any action for infringement of a United States Letter Patent with respect to the Products, materials, or services furnished, or of any copyright, trademark, trade secret or intellectual property right, provided that the State shall give the Contractor: (i) prompt written notice of any action, claim or threat of infringement suit, or other suit, (ii) the opportunity to take over, settle or defend such action, claim or suit at Contractor's sole expense, and (iii) assistance in the defense of any such action at the expense of Contractor. Where a dispute or claim arises relative to a real or anticipated infringement, the State or its Authorized Users may require Contractor, at its sole expense, to submit such information and documentation, including formal patent attorney opinions, as the Commissioner of Administration shall require.

The Contractor shall not be obligated to indemnify that portion of a claim or dispute based upon: i) Authorized User's unauthorized modification or alteration of a Product, Material or Service; ii) Authorized User's use of the Product in combination with other products not furnished by Contractor; iii) Authorized User's use in other than the specified operating conditions and environment.

In addition to the foregoing, if the use of any item(s) or part(s) thereof shall be enjoined for any reason or if Contractor believes that it may be enjoined, Contractor shall have the right, at its own expense and sole discretion as the Authorized User's exclusive remedy to take action in the following order of precedence: (i) to procure for the State the right to continue using such item(s) or part (s) thereof, as applicable; (ii) to modify the component so that it becomes non-infringing equipment of at least equal quality and performance; or (iii) to replace said item(s) or part(s) thereof, as applicable, with non-infringing components of at least equal quality and performance, or (iv) if none of the foregoing is commercially reasonable, then provide monetary compensation to the State up to the dollar amount of the Contract.

For all other claims against the Contractor where liability is not otherwise set forth in the Contract as being "without limitation", and regardless of the basis on which the claim is made, Contractor's liability for direct damages, shall be the greater of \$100,000, the dollar amount of the Contract, or two (2) times the charges rendered by the Contractor under the Contract. Unless otherwise specifically enumerated herein or in the work order mutually agreed between the parties, neither party shall be liable to the other for special, indirect or consequential damages, including lost data or records (unless the Contractor is required to back-up the data or records as part of the work plan), even if the party has been advised of the possibility of such damages. Neither party shall be liable for lost profits, lost revenue or lost institutional operating savings.

The State and Authorized User may, in addition to other remedies available to them at law or equity and upon notice to the Contractor, retain such monies from amounts due Contractor, or may proceed against the performance and payment bond, if any, as may be necessary to satisfy any claim for damages, penalties, costs and the like asserted by or against them.

5 CONTRACT CONTROVERSIES

Any claim or controversy arising out of the contract shall be resolved by the provisions of Louisiana Revised Statutes 39:1524-26.

6 FUND USE

Contractor agrees not to use contract proceeds to urge any elector to vote for or against any candidate or proposition on an election ballot nor shall such funds be used to lobby for or against any proposition or matter having the effect of law being considered by the Louisiana Legislature or any local governing authority. This provision shall not prevent the normal dissemination of factual information relative to a proposition on any election ballot or a proposition or matter having the effect of law being considered by the Louisiana Legislature or any local governing authority.

7 ASSIGNMENT

No contractor shall assign any interest in this contract by assignment, transfer, or novation, without prior written consent of the State. This provision shall not be construed to prohibit the contractor from assigning to a bank, trust company, or other financial institution any money due or to become due from approved contracts without such prior written consent. Notice of any such assignment or transfer shall be furnished promptly to the State.

8 RIGHT TO AUDIT

The State Legislative Auditor, agency, and/or federal auditors and internal auditors of the Division of Administration shall have the option to audit all accounts directly pertaining to the contract for a period of three (3) years from the date of the last payment made under this contract. Records shall be made available during normal working hours for this purpose.

9 CONTRACT MODIFICATION

No amendment or variation of the terms of this contract shall be valid unless made in writing, signed by the parties and approved as required by law. No oral understanding or agreement not incorporated in the contract is binding on any of the parties.

10 CONFIDENTIALITY OF DATA

All financial, statistical, personal, technical and other data and information relating to the State's operation which are designated confidential by the State and made available to the contractor in order to carry out this contract, or which become available to the contractor in carrying out this contract, shall be protected by the contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure shall be provided by the State in writing to the contractor. If the methods and procedures employed by the contractor for the protection of the contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential

information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph. The contractor shall not be required under the provisions of the paragraph to keep confidential any data or information which is or becomes publicly available, is already rightfully in the contractor's possession, is independently developed by the contractor outside the scope of the contract, or is rightfully obtained from third parties.

11 SUBCONTRACTORS

The Contractor may, with prior written permission from the State, enter into subcontracts with third parties for the performance of any part of the Contractor's duties and obligations. In no event shall the existence of a subcontract operate to release or reduce the liability of the Contractor to the State and/or State Agency for any breach in the performance of the Contractor's duties. The contractor will be the single point of contact for all subcontractor work.

12 COMPLIANCE WITH CIVIL RIGHTS LAWS

The contractor agrees to abide by the requirements of the following as applicable: Title VI and Title VII of the Civil Rights Act of 1964, as amended by the Equal Opportunity Act of 1972, Federal Executive Order 11246, the Federal Rehabilitation Act of 1973, as amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, Title IX of the Education Amendments of 1972, the Age Act of 1975, and contractor agrees to abide by the requirements of the Americans with Disabilities Act of 1990.

Contractor agrees not to discriminate in its employment practices, and will render services under this contract without regard to race, color, religion, sex, national origin, veteran status, political affiliation, or disabilities. Any act of discrimination committed by Contractor, or failure to comply with these statutory obligations when applicable shall be grounds for termination of this contract.

13 INSURANCE

Insurance shall be placed with insurers with an A.M. Best's rating of no less than A-: VI.

This rating requirement shall be waived for Worker's Compensation coverage only.

Contractor's Insurance: The Contractor shall not commence work under this contract until he has obtained all insurance required herein. Certificates of Insurance, fully executed by officers of the Insurance Company written or countersigned by an authorized Louisiana State agency, shall be filed with the State of Louisiana for approval. The Contractor shall not allow any subcontractor to commence work on his subcontract until all similar insurance required for the subcontractor has been obtained and approved. If so requested, the Contractor shall also submit copies of insurance policies for inspection and approval of the State of Louisiana before work is commenced. Said policies shall not hereafter be canceled, permitted to expire, or be changed without thirty (30) days' notice in advance to the State of Louisiana and consented to by the State of Louisiana in writing and the policies shall so provide.

Compensation Insurance: Before any work is commenced, the Contractor shall maintain during the life of the contract, Workers' Compensation Insurance for all of the Contractor's employees employed at the site of the project. In case any work is sublet, the Contractor shall require the subcontractor similarly to provide Workers' Compensation Insurance for all the latter's employees, unless such employees are covered by the protection afforded by the Contractor. In case any class of employees engaged in work under the contract at the site of the project is not protected under the Workers' Compensation Statute, the Contractor shall provide for any such employees, and shall further provide or cause any and all subcontractors to provide Employer's

Liability Insurance for the protection of such employees not protected by the Workers' Compensation Statute.

Commercial General Liability Insurance: The Contractor shall maintain during the life of the contract such Commercial General Liability Insurance which shall protect him, the State, and any subcontractor during the performance of work covered by the contract from claims or damages for personal injury, including accidental death, as well as for claims for property damages, which may arise from operations under the contract, whether such operations be by himself or by a subcontractor, or by anyone directly or indirectly employed by either or them, or in such a manner as to impose liability to the State. Such insurance shall name the State as additional insured for claims arising from or as the result of the operations of the Contractor or his subcontractors. In the absence of specific regulations, the amount of coverage shall be as follows: Commercial General Liability Insurance, including bodily injury, property damage and contractual liability, with combined single limits of \$1,000,000.

Insurance Covering Special Hazards: Special hazards as determined by the State shall be covered by rider or riders in the Commercial General Liability Insurance Policy or policies herein elsewhere required to be furnished by the Contractor, or by separate policies of insurance in the amounts as defined in any Special Conditions of the contract included therewith.

Licensed and Non-Licensed Motor Vehicles: The Contractor shall maintain during the life of the contract, Automobile Liability Insurance in an amount not less than combined single limits of \$1,000,000 per occurrence for bodily injury/property damage. Such insurance shall cover the use of any non-licensed motor vehicles engaged in operations within the terms of the contract on the site of the work to be performed there under, unless such coverage is included in insurance elsewhere specified.

Subcontractor's Insurance: The Contractor shall require that any and all subcontractors, which are not protected under the Contractor's own insurance policies, take and maintain insurance of the same nature and in the same amounts as required of the Contractor.

14 APPLICABLE LAW

This contract shall be governed by and interpreted in accordance with the laws of the State of Louisiana. Venue of any action brought with regard to this contract shall be in the Nineteenth Judicial District Court, parish of East Baton Rouge, State of Louisiana.

15 CODE OF ETHICS

The contractor acknowledges that Chapter 15 of Title 42 of the Louisiana Revised Statutes (R.S. 42:1101 et. seq., Code of Governmental Ethics) applies to the Contracting Party in the performance of services called for in this contract. The contractor agrees to immediately notify the state if potential violations of the Code of Governmental Ethics arise at any time during the term of this contract.

16 SEVERABILITY

If any term or condition of this Contract or the application thereof is held invalid, such invalidity shall not affect other terms, conditions, or applications which can be given effect without the invalid term, condition, or application; to this end the terms and conditions of this Contract are declared severable.

17 COMPLETE CONTRACT

This is the complete Contract between the parties with respect to the subject matter and all prior discussions and negotiations are merged into this contract. This Contract is entered into with neither party relying on any statement or representation made by the other party not embodied in this Contract and there are no other agreements or understanding changing or modifying the terms. This Contract shall become effective upon final statutory approval.

18 ENTIRE AGREEMENT & ORDER OF PRECEDENCE

This contract together with the RFP and contractor's proposal which are incorporated herein; shall, to the extent possible, be construed to give effect to all of its provisions; however, where provisions are in conflict, first priority shall be given to the provisions of the contract, excluding the Request for Proposals, its amendments and the Proposal; second priority shall be given to the provisions of the Request for Proposals and its amendments; and third priority shall be given to the provisions of the Contractor's Proposal.

(Agency specific terms and conditions may be added, if needed.)

THUS DONE AND SIGNED on the date(s) noted below:

Company Name:

Contractor's Signature

Name: _____

Title: _____

Federal Taxpayer Identification Number or

Social Security Number of Contractor

Department of Children and Family Services

Ruth Johnson, Secretary

Date

Richard Howze, Undersecretary

Date

One DCFS Project

ATTACHMENT V: QA PROJECT OVERVIEW AND OBJECTIVES

One DCFS Efforts

DCFS has determined that reducing the administrative burden of coordinating activities across agency and programmatic boundaries can best be approached by:

- A. Providing a common access front end (CAFÉ) to the agency's many "stove-piped" systems, implementing a single imaging solution
- B. Having a single Customer Service Center as a "single front door" to DCFS Programs
- C. Providing a centralized repository for storing document images, enabling data sharing and timely retrieval of documents statewide

This will allow collaboration to occur more easily outside of the constraints of individual Programs, and thus better serve clients, and will promote the ability for DCFS and its respective Program offices to meet their missions.

DCFS has targeted several strategic objectives for this Transformation Project. The objectives are:

- A. Program Enrollment - envisions establishing a customer portal composed of a customer service center, on-line tools, and other automated processes that will result in reduction of enrollment time and duplication of effort for the customer and staff
- B. Provider/Payment Management - envisions the reduction of the time and paperwork needed to enroll as a provider, efficient processes for payment authorization, payment and reconciliation for accounts payable and accountability
- C. By effective design of the Customer and Provider portals, allowing Customers and Providers to "self-service" by being able to access information online, reducing the amount of staff time spent answering simple questions related to case/provider information
- D. Electronic Case Management - envisions the creation of an integrated case management system to assist staff in eliminating duplication of effort and reducing errors in decision making
- E. Paperless Processing - envisions the creation of electronic case records and a consolidated Imaging solution that shares information, documents, and images across Programs
- F. Creation of a consolidated Customer Service Center to receive calls for all Programs so that Constituents have a single point of entry

- G. Working in strategic collaboration teams, DCFS program office leaders defined a transformative vision for the future that significantly redefines and improves how customers, workers, and providers interact with each other. Below are highlights of the envisioned future state that DCFS intends to achieve over the next several years for each of these stakeholders
- H. Creation of a Document Imaging and Content Management System enabling data sharing and timely retrieval of documents statewide.

For Customers

The early quick wins will be the ability to access services online via a customer portal, by telephone through dedicated Customer Service Centers, in-person at service locations, via email, by fax, by mail, or using online kiosks located in accessible community locations.

Customers will have the ability to:

- A. Use tools that are more readily available to search for services, determine their potential eligibility for services, conduct assessments, and apply online
- B. Create one baseline customer information record, via a common application, including verification and identity documentation that can be used and shared by multiple agencies
- C. Access a unified view of information that the State has collected, and monitor their service requests/history, including a summary of benefits and an integrated plan of care across all of the agencies
- D. Manage components of their customer information record and perform updates or changes to certain personal information through the various access channels

For DCFS Field Staff

The earliest and most visible deliverable product of this work effort will be the establishment of a web-based master client registry that replaces the existing DCFS “green-screen” CLIENT system. This component will allow staff to search for all department customers from a single source and provide the basis for a master index of all customers served by DCFS and for assigning/tracking/sharing a universal customer state identification number.

It is envisioned that all customer additions and self-reported updates will occur in the CAFÉ system, with interfaces to legacy systems as necessary to keep information in sync. Currently, the DCFS CLIENT system is updated nightly by batch jobs which push and pull client data (name, date of birth, parish, program, and identification numbers), then provides users with several methods to search for clients and to narrow or broaden search results by changing selected search criteria.

More specific details concerning each search result can be obtained by the user selecting a customer, and then, based on security roles, the user will be launched to the specific module containing additional customer and programmatic information. Workers

will have immediate access to a holistic view of relevant customer information, and role-based security will grant access to information that is appropriate and necessary to perform their job. Workers will be able to easily view documentation collected at different times by different programs through a centralized content management document repository. The use of a single master client registry managed through CAFÉ will minimize duplicative data entry, and enhance data integrity across Programs.

Automated, enhanced and pre-populated forms/correspondence will be another relatively quick win. Workers within various agencies and provider organizations will be able to take a collective and collaborative approach to meeting the needs of the customer, including a worker's ability to link to potential programs for their customers based upon their demographics. Workers will receive online alerts, informing them of changes to relevant client information. Additionally, workers will be able to input and access information without having to return to their offices, thus providing real time and interactive communication while in the field.

The Document Imaging and Content Management Project will also make it possible to share original source documents (e.g. birth certificates, social security cards) across Programs. While this will simplify application processes for customers, more importantly, it will provide more accurate and timely eligibility information.

For DCFS Providers

Providers are any third party who provides authorized services to a customer or recipient of DCFS services. DCFS has a myriad of provider types each of which interact with DCFS and the customers in varying degrees. Some examples of the wide range of providers include Doctors, Dentists, Counselors, Retail Outlets, Community Agencies, Hospitals, Child Care Providers, Child Placing Agencies, Foster Homes, Adoptive Parents, Residential Facilities, Training Providers, and other entities with whom DCFS engages to provide services for fee or by contract.

The earliest and most visible components will be interactive web access to their own demographic data and the ability to invoice for services rendered, check payment status, and to receive payments electronically. Automating the billing and payment processes will result in more timely and accurate payments to the Providers, and thus reduce delays in payment.

Significant streamlining should occur for those Providers (e.g. Child Care) that currently and routinely deal with multiple DCFS agencies, and who must submit separate invoices to each individual agency, and who are paid separately by each individual agency within the Department. The Contractor is expected to build a sufficient set of system functionalities that allow for the capturing of Provider-specific information within the system; allowing the Provider to apply, create, access and update their account in the system through a web transaction; to invoice the department for services rendered; and to provide progress or service reports for the customers served.

It should be noted that DCFS has implemented a biometric oriented time and attendance billing/payment process for Child Care providers.

The Department plans to provide payment to providers through direct deposit whenever possible. Providers should be able to access real-time customer information, enabling providers to better serve their customers by having current data from multiple sources and conducting analyses across their customer base. Similar to DCFS workers, Provider staff with appropriate security roles will be able to have a holistic view of relevant data, access to documentation, and online alerts to changes.

System Objectives

DCFS is experiencing an increase in costs associated with providing services, and pressure to reduce costs across the board. Due to worsening economic times and increasingly more prevalent disasters to plan for and deal with, DCFS is experiencing increases in caseloads and responsibilities. Concurrently, customers are expecting a much higher level of accessibility and personalized service - a level of service that they have become accustomed to in today's web-enabled, customer-centric marketplace. Additionally, the need for highly skilled and experienced State managers to oversee program expansion and integration is increasing at the same time that the workforce is undergoing a dramatic demographic realignment, with experienced managers retiring, and turnover rates increasing. These are the challenges that DCFS faces and using technology to transform the service delivery paradigm is critical.

Recognizing that program changes are inevitable as services are mandated to be delivered more efficiently and more customer-focused, DCFS has concluded that information technology can serve as the catalyst to enable the Department to restructure operations and redeploy service delivery mechanisms. DCFS continues to confront complex challenges as it endeavors to responsibly meet Louisiana customers' expectations for greater efficiency in operations, improved effectiveness of programs, and timely implementation of new political initiatives with fewer resources. DCFS must be capable of responding more quickly, not only to a rapidly changing technical environment, but also to rapidly changing program needs. As program priorities are ever-changing, DCFS requires a solution and solution provider that are flexible and capable of working in a shifting environment. The overarching objective is to provide a solution to enhance worker productivity, eliminate duplication of effort, and automate the workflow.

The Implementation contractors will be responsible for all software licenses, implementation, integration, maintenance, support, software upgrades, conversion, change management, stakeholder communications, training, and knowledge transfer to the State team with respect to QA functions.

DCFS currently maintains a number of in-house developed systems and packaged solutions to conduct its business. The major modules include CLIENT, TIPS, JAS, CAPS, BLAS, L'AMI, and LASES, as well as other in-house developed systems and

modules to support various functions for data warehousing capabilities and service integration with other agencies serving children and families.

DCFS continues to pursue a service-oriented approach to accomplish four major objectives:

- A. To support the business and program priorities of each of the business units comprising DCFS. It enables new applications and business processes to be developed faster and modified more quickly as business needs and program requirements continue to change more frequently.
- B. To meet the DCFS vision to deliver services in an efficient, integrated and coordinated approach using a common front end system capable of accommodating all DCFS programs including a bidirectional integration with the Legacy systems.
- C. To simplify the support of operations, so that DCFS' technical infrastructure is managed efficiently and reliably. The new architecture permits old and new systems to work together. The approach facilitates greater use of common components to be shared on a statewide scale to enable the information technology infrastructure to be managed in a more cost-effective manner.
- D. To capitalize on DCFS' existing investment in applications and technology, as appropriate, while enabling a more efficient approach to implementing, maintaining and sun-setting computer systems. New applications and subsequent modifications and enhancements must conform to the approach of standard, modular and reusable components.

For any additional COTS products proposed to meet the functional requirements, the Implementation Contractors are expected to integrate them (following DCFS approval) with the current legacy systems in a manner that is seamless and intuitive to the end-user and retain the following technical characteristics and features:

- A. Modular design
- B. Pre-built common components and services
- C. Component reusability
- D. Based on Service-Oriented Architecture principles
- E. Non-duplication of existing component functionality
- F. Reliability of components and operations
- G. Interoperable and standard components
- H. Adherence to agreed-upon standards
- I. Secured sharing of information
- J. Flexible and robust role-based access security
- K. Browser-based common presentations
- L. Common look and feel across multiple applications

- M. Scalable
- N. Measurable service level and service availability compliance
- O. Use of standard based interfaces internal and external to the DCFS
- P. Efficient use of middleware for messaging and transmission of data real-time

Functional Objectives

The primary function of the QA Contractor will be to insure that the collective efforts of the Implementation Contractors working on the One DCFS Transformation Project will result in a comprehensive solution that assists each DCFS program office to meet a wide range of functional objectives, which are as follows:

- A. Providing for tracking and managing of cases, including coordination/collaboration among multiple DCFS workers, thus facilitating that customers are served as promptly, holistically and as effectively as possible;
- B. Reducing manual and administrative work requirements to help free-up worker and supervisor time to perform key service and case management functions;
- C. Providing for maximization of one-time data entry of information to be shared by DCFS staff with a business reason to access data;
- D. Providing for maximization of one-time capture of identification and evidence documents (e.g. birth certificate, social security card, pay check stub) with prescribed expiration periods and confidentiality criteria;
- E. Providing for a team approach to case decision making and planning, by providing improved information for decision making to multi-disciplinary team members, thus facilitating cases being reviewed and acted upon after a thorough assessment of the customers strengths, risks and needs;
- F. Implementing support for provider management and control to reduce the manual effort required in performing these activities;
- G. Providing for financial management, particularly for assistance in implementing eligibility determination, cost distribution/allocation, and payment procedures/processes and adjustments;
- H. Providing for overall management and supervisory control, including timelier and less burdensome management reporting;
- I. Providing interfaces with other existing State systems and agencies, to best use and share the data and systems already developed by the State;
- J. Providing mobile online and offline access to the system for the mobile DCFS workforce;
- K. Providing customer and provider self-service functionality to allow query and update of data;
- L. Providing "My Account" type functionality to allow for ownership and personalization of presentation and content of data to user;

- M. Enhancing staff morale and job satisfaction by providing workers with a professional, intuitive, reliable and flexible information system;
- N. Providing evidence-based outcome-related information for evaluating services and service needs, and for determining and supporting future planning and resource requirements;
- O. Providing for security, auditing, disaster recovery and business continuity functionality to meet the requirements of National Institute of Standards and Technology (NIST) and Federal Information Security Management Act of 2002 (FISMA) 44 U.S.C. [§ 3541](#) ;
- P. Providing for the functionality to capture and report appropriate metrics for use in cost allocation to accurately distribute costs based on such things as system usage by user accounts;
- Q. Meeting the requirements of external entities that support or extend to include accreditation processes; and
- R. Meeting Federal and State reporting requirements.

Some of the common threads running through the service delivery strategic vision are that the system will support the worker, rather than the worker supporting the system, as is the business practice today. The system will be designed to capture data once at the point closest to origin, in a logical sequence, and accommodate field-level data entry as well as narrative text data entry. The system will be intuitive and, whenever possible, process work, such as prepare and send notices, send prompts, initiate alerts and ticklers, and so forth to enable workers to spend time on customer-focused service delivery. Communication among DCFS workers will be improved by linking the various workers assigned to a family. Additionally, information sharing will be enhanced, as case material will be accessible, based on security access, to more workers and with third parties such as providers and other agency staff. Finally, the vision is for customers to have web access for obtaining information, eligibility screening, application, and for reporting case information.

Through interagency collaboration, DCFS will create an environment of teamwork for workers and produce better outcomes for customers. In addition, better coordination among agencies will provide more comprehensive and integrated information, which can help with reporting, funding requests and program development discussions at the State level.

To facilitate data sharing and collaboration, yet ensure the confidentiality of customer records, DCFS recognizes that the system must be designed to control the access to data by users on the basis of security profiles that limit access based on a “need to know” concept. DCFS requires built-in security measures that allows control of and tracks how the data is distributed to other users, including users from other agencies and outside service providers. DCFS will enter into formal data sharing agreements with other entities that will be accessing and sharing CAFÉ data to ensure that those other agencies and their computer systems and their users which may acquire access to the shared data, are bound to necessary and enforceable confidentiality terms. A

responsibility of the QA Contractor will be that best practice standards with respect to customer data confidentiality are incorporated into the components of the information system.

In that Louisiana has experienced a number of natural disasters, most recently Hurricanes Gustav, Ike, Katrina and Rita, the system must contain functionality to capture relevant data in preparation for an emergency and contain the flexibility to track the movement, activities and needs of customers, providers, and workers impacted by the event. Strategies to enable the reconnecting of families should include web-based self-reporting, Customer Service Centers and voice response systems. This same strategy applies to locating and providing information and receiving updates from providers and workers. As the media and executive management require continuous accurate and timely updates, the generation of reports to reveal the status of recovery and reunification efforts is critical. It is believed this process can be improved by interfacing with other disaster-related data systems involved in evacuation transportation registration, shelter registration, issuance of Disaster-Supplemental Nutrition Assistance Program (D-SNAP), etc. Again, the QA Contractor's responsibility is to verify that these issues are addressed by the Implementation Contractors.

A guiding principle for DCFS is approaching service delivery based on successful outcomes; the QA Contractor is expected to assist DCFS by validating that the products produced as part of the Transformation Project conform to and support the following outcome principles/measures:

Enhanced family-focused, customer-centric service delivery

- A. Time between initial contact and successful outcome.
- B. Enhance customer and worker awareness of eligibility and services.
- C. Customer satisfaction indicators.
- D. Timely provision of appropriate services
- E. Intra- and inter-agency coordination of services.
- F. Seamless and multiple avenues of access to services.

Enhanced process efficiency to improve effectiveness of case management

- A. Percentage of successful outcomes.
- B. Cost per successful outcome.
- C. Cycle time for each contact, assessment, eligibility determination, service delivery and case management.
- D. Accuracy

Improved data accuracy, usefulness, and accessibility to support case management, accountability and decision-making at all levels

- A. Redundancy of customer information.

- B. Collection of useful information.
- C. Data availability.
- D. Manual vs. automated reporting.

It will be the responsibility of the State to determine the appropriate outcomes to be assessed and the responsibility of the QA Contractor to develop the quality assurance plan and metrics for outcome review.

System Concepts

The One DCFS concept of Transformation is based on the recognition that social service applications have many common components, that information must be shared across Programs, and that Customers and Providers must experience DCFS as a single agency that provides a wide array of services in a consistent manner. Rather than recreating elements for each system, DCFS envisions creating a set of common service components that will be used across components.

This will allow for continued customer choices and consequences, a reduction in duplicative efforts and expectations placed on customers by DCFS staff and the provision of pertinent program information to benefit customers and program integrity. While integrated case management embraces engagement of multiple staff and agencies, including third parties, it does not mandate every case be dealt with in this manner, or require multiple program staffing.

DCFS intends to pursue such case management practices without creating a “super-worker” that is responsible for all things or processes, which might jeopardize federal time frame expectations. Although multiple workers will be engaged in case management, DCFS is sensitive to customer confidentiality and mandates that system security be in place to provide data to only staff that have a legitimate business reason to access any customer data.

The One DCFS Transformation Project will provide DCFS staff, customers, service providers, and other stakeholders a web-based comprehensive integrated robust responsive centralized portal to promote collaborative, holistic, effective, and efficient approaches to:

- A. Outreach, Screening and Referrals
- B. Intake, Eligibility, Assessment, Monitoring and Planning
- C. Provision of Services and Benefits
- D. Provision of Data and Reports
- E. Fiscal and Payment Matters
- F. Documentation, Notifications, and Tracking
- G. Provider Recruitment and Management
- H. Staff Management

I. Administrative and Technology Matters

J. Quality Assurance

DCFS has charted a course to assure that design, development, deployment, and management of information systems and technology is done in a web-based agency-wide manner and meets DCFS needs to deliver information to people when, where, and how they need it. The CAFÉ System must be a web-based system that through the functionality to be implemented will extend the concepts of e-government to all DCFS workers, providers, courts, government agencies, and other interested stakeholders. The manner in which these concepts will be reviewed for quality should be represented in the Proposer's solution.

The intent of the Transformation Project is to create a single electronic case record for Customers and for Providers. The expectation is that everyone will benefit from the ability to inquire once (customer and staff only have to discuss data once); then, input data only once, and thus reduce the need to collect basic identification and demographic information repeatedly as customers apply for, or become eligible for, or need different services. The ultimate benefit for customers is a more coordinated and holistic service approach, as well as being able to engage in self-service when possible. Frontline worker benefits include reduced data entry, simplified access to systems, improved scheduling capability, and document management. There will be more accurate, timely and comprehensive program information on the customers served. This information, in turn, will allow staff to collaborate with other workers involved, even indirectly, with the same individual, and to coordinate case planning, assessment, services, and scheduling of activities.

Additional benefits are expected to result from the Transformation Project in the area of reporting and providing better information to support Business Intelligence efforts. The QA Contractor will be expected to validate that the products developed through the Transformation Project support measurement of the following:

- A. Unduplicated counts of customers receiving multiple services
- B. Unduplicated demographic profiles and trends
- C. Counts of customers receiving a mix of services/benefits from DCFS program areas
- D. Recidivism and crossover rates for various programs and services
- E. Trends in program and service combinations, costs and gaps for various customer groups
- F. Identification of high risk/high utilization/high cost customers
- G. Identification of successful customers, services, programs, providers and outcomes
- H. End-user ad hoc and parameterized reporting for research and evaluation of data across programs

It is the QA Contractor's responsibility to provide a quality assurance plan for monitoring, assessment, and review of the Implementation Contractor's fulfillment of the system concepts; to provide an assurance of quality development and implementation of a system that encompasses the entirety of the One DCFS Transformation Project, and meets the requirements set forth in this RFP.

The primary intent of having a QA Contractor participate in monitoring the Transformation Project is to ensure that the business processes remain supported throughout the transformation of One DCFS Project.

Performance Standards

The Implementation contractors have been provided specific Response Time requirements. The QA Contractor will be expected to validate that the Implementation Contractors are meeting the Response Time requirements.

Similarly, the QA Contractor is expected to verify that the Implementation Contractors have conformed to the following expectations, which have been specified in their respective RFP's:

- A. The batch turnaround for the system components they develop must comply with the production schedule for batch processing approved by DCFS during the development phase.
- B. Batch processing includes the production, printing and distribution of all printed output and execution of all non-user initiated programs.
- C. Batch processing should be completed in such a manner as to allow verification of all database updates processed before the initiation of on-line processing for the next day.
- D. Batch processes should not directly compete with peak, daytime, on-line processes for system resources and must not adversely affect response time.

In concert with the above requirements the solution must integrate with a number of different legacy systems primarily on an ADABAS platform but also on a number of PC-based systems spanning a variety of technical platforms. The issue of Enterprise Application Integration (EAI) across the enterprise is a core requirement at this time.

The QA contractor will be responsible for developing methods and providing software tools, if necessary, to monitor, measure, and report on the system's compliance to the performance standard metrics

Attachment VI: Proposer Inquiry Format

Company Name:

Contact Name:

Contact Email Address:

Question #	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed	Reason for Question and why it impacts your response