

Attachment A

to

RFP No. 4545

Mississippi Department of Human
Service

Technical Requirements

ITS Project No. 47563

Independent Verification and Validation (IV&V)
Services for Integrated Information Technology
(IT) Solution

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I. GENERAL

A. HOW TO RESPOND

1. Beginning with Item 79, label and respond to each outline point in this Attachment A as it is labeled.
2. The State is under the impression that Vendors have read and agree to all items in this RFP. Vendors should take exception to items to which they disagree.
 - a. The Vendor must respond with “WILL COMPLY” or “EXCEPTION” to each point in this section. In addition, many items in this RFP require detailed and specific responses to provide the requested information. Failure to provide the information requested will result in the Vendor receiving a lower score for that item, or, at the State’s sole discretion, being subject to disqualification.
3. “WILL COMPLY” indicates that the Vendor can and will adhere to the requirement. This response specifies that a Vendor or vendor’s proposed solution must comply with a specific item or must perform a certain task.
4. If the Vendor cannot respond with “WILL COMPLY”, then the Vendor must respond with “EXCEPTION”. (See Section VII of RFP No. 4545, for additional instructions regarding Vendor exceptions.)
5. Where an outline point asks a question or requests information, the Vendor must respond with the specific answer or information requested.
6. In addition to the above, Vendor must provide explicit details as to the manner and degree to which the proposal meets or exceeds each specification.

B. PROJECT TIMELINES AND PHASES

7. To help lower risk, provide earlier benefits to citizens and workers, and reduce annual funding requests, MDHS expects that the Contractor will provide a phased approach that covers all IV&V responsibilities for design and development, implementation, pilot, certification, and closeout activities.

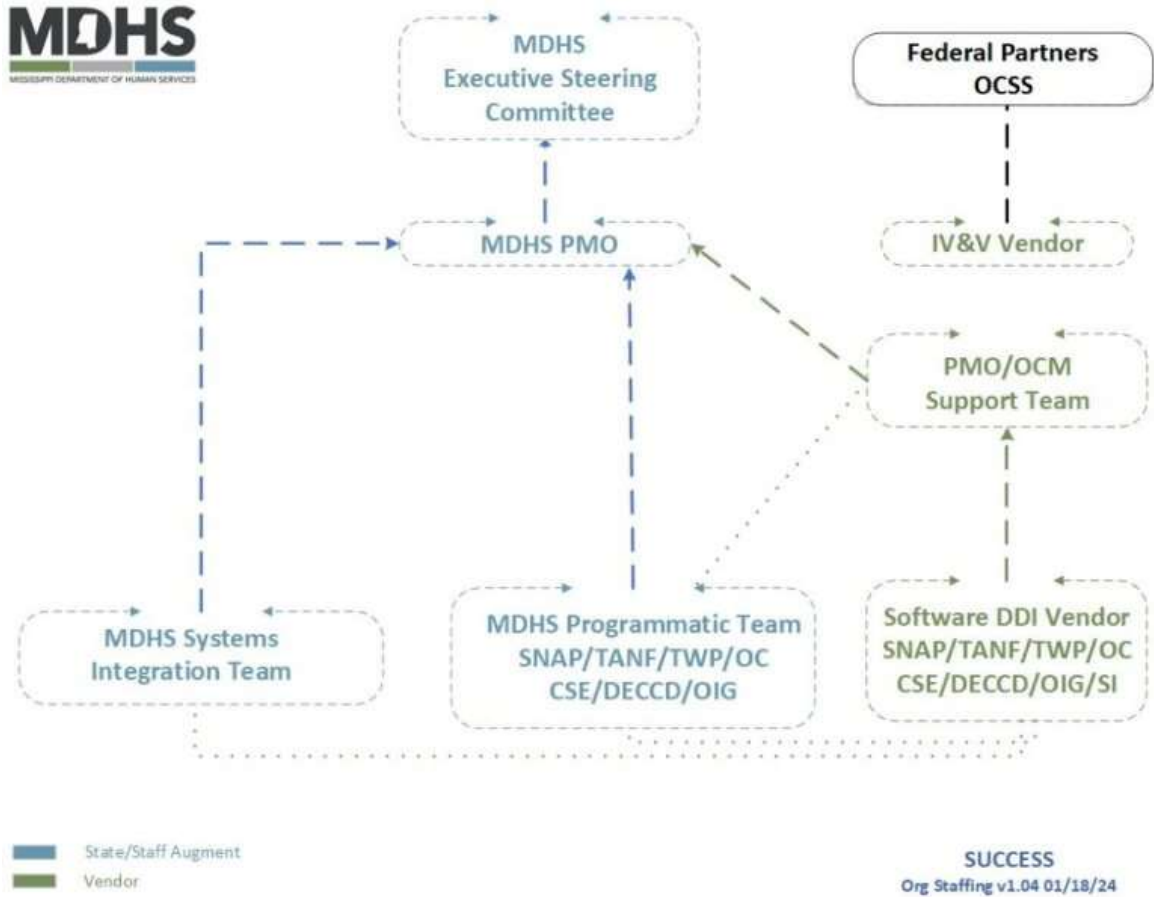
C. OVERVIEW AND BACKGROUND

8. The Mississippi Department of Human Services (MDHS) is seeking a single vendor to provide independent verification and validation services for the agency’s Success Project.

II. PROJECT ORGANIZATION, ROLES, GOALS, AND RESPONSIBILITIES

9. Figure 1 shows the MDHS SUCCESS project organization chart, including key State of Mississippi (State) and contractor positions/roles and their hierarchical relationships within the project team.

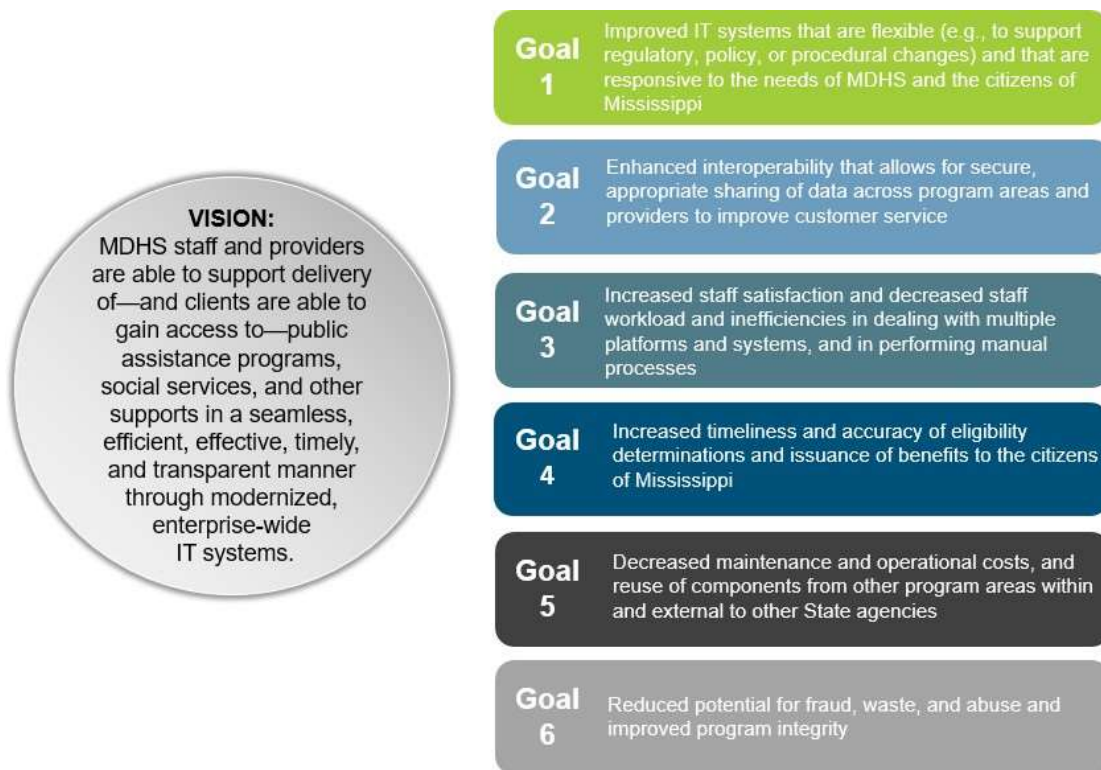
Figure 1: MDHS SUCCESS Project Organization Chart



A. PROCUREMENT GOALS AND OBJECTIVES

10. In alignment with its mission, MDHS envisions having modernized, enterprise-wide IT systems that assist with the delivery of public assistance programs, social services, and other supports in a more efficient, effective, and timely manner.
11. MDHS also has a strong desire in furthering its mission of promoting self-sufficiency and personal responsibility for all Mississippians. A comprehensive, scalable solution that supports these systems and allows MDHS to improve its offerings is key to achieving this goal. To accomplish its mission, Figure 2 below provides the project vision and goals established by MDHS leadership.

Figure 2: Project Vision and Goals



12. The future integrated IT solution should help to achieve several of MDHS' goals and objectives, as listed in Table 1 below.

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Table 1: MDHS Goals and Objectives

Goals	Objectives
Improved IT systems that are flexible and that are responsive to the needs of MDHS and the citizens of Mississippi	<ul style="list-style-type: none"> ✓ Automated eligibility and renewals with caseworkers notified of exceptions ✓ Automatic functions to reduce case processing time and increase program and data integrity by eliminating duplicate data entry ✓ Easily support regulatory, policy, or procedural changes
Enhanced interoperability that allows for secure, appropriate sharing of data across program areas and improves customer service	<ul style="list-style-type: none"> ✓ Integration services layer allows for integrating with existing MDHS applications ✓ Allows for seamless integration across the State's enterprise (where allowed) ✓ Integrates with State, federal, and internal data sources and exchanges
Increased staff satisfaction and decreased staff workload and inefficiencies in dealing with multiple platforms and systems, and in performing manual processes	<ul style="list-style-type: none"> ✓ Pre-configured workflows to maximize efficiency, increase staff productivity, and minimize errors ✓ Automation of notices and correspondences ✓ Improve analysis and decision-making ✓ Data exchanges to simplify verification and increase accuracy in eligibility and benefit determinations
Increased timeliness and accuracy of eligibility determinations and issuance of benefits to the citizens of Mississippi	<ul style="list-style-type: none"> ✓ Leverages policy-based system rules to support consistent and accurate eligibility and benefit determinations ✓ Eliminates daily mundane and duplicate data entry tasks that often result in eligibility determination errors ✓ Complies with federal and State Regulations and technical foundation aligns with OCSS standards and certification requirements
Decreased maintenance and operational costs, and reuse of components from other program areas within and external to other State agencies	<ul style="list-style-type: none"> ✓ Reduce O&M costs through use of modern and lasting technology ✓ Solution components will be owned by MDHS ✓ Solution is scalable and allows for extensibility to meet current and future MDHS goals and objectives
Reduced potential for fraud, waste, and abuse, and improved program integrity	<ul style="list-style-type: none"> ✓ Eliminates integration with multiple disparate systems allowing for consistent and accurate client data utilized during benefit determination ✓ Integration with third-party data partners, resulting in more consistent and accurate eligibility determinations ✓ Streamlines highly accurate person and case clearances

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B. STATEMENT OF UNDERSTANDING

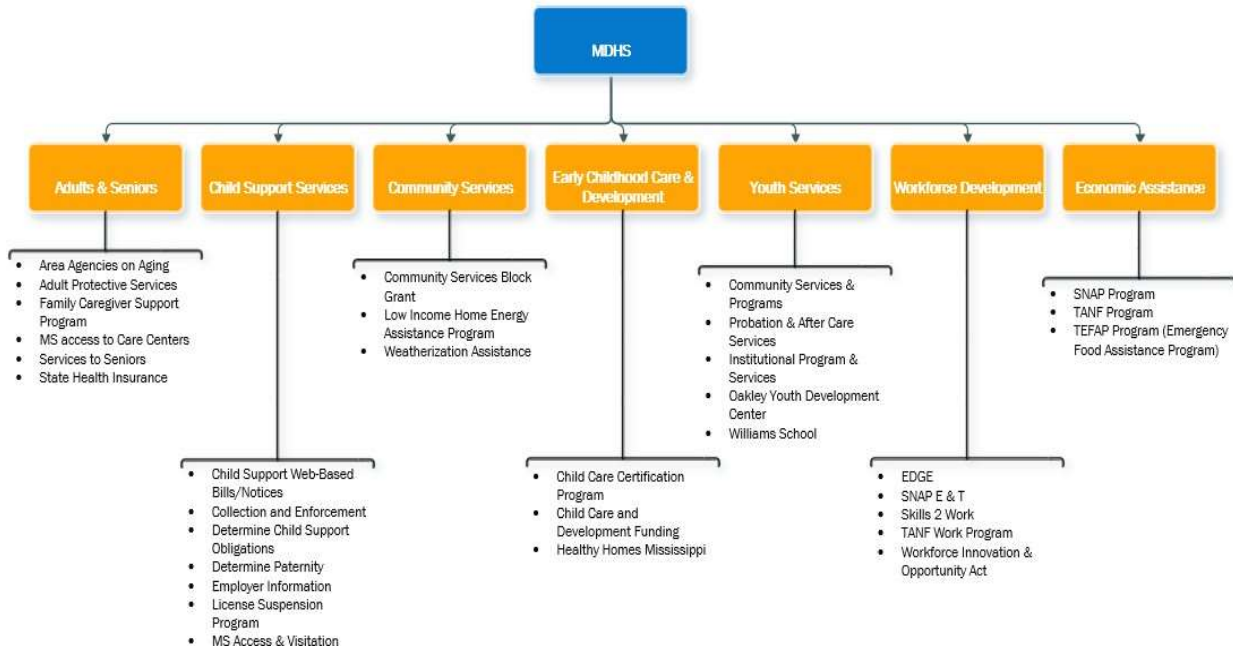
13. Throughout this document, references to this RFP will mean RFP No. 4545, including Attachment A to RFP 4545, and all accompanying exhibits and appendices.
14. Unless otherwise specified, throughout this document, references to Customer will mean Mississippi Department of Human Services (MDHS).
15. Unless otherwise specified, throughout this document, references to the State can be used interchangeably to represent the State of Mississippi, the Customer, and/or the State of Mississippi Department of Information Technology Services.
16. Unless otherwise specified, throughout this document, references to the proposed solution will represent the collective services, system, or solution(s) being sought by the State.
17. Unless otherwise specified, Vendors should expect to find the Section VIII, Cost Information Submission form in RFP No. 4545 rather than in this Attachment A document.
18. Unless otherwise specified, Vendors should expect to find Section IX reference forms in RFP No. 4545 rather than in this Attachment A document.
19. Vendor must agree to provide best practice, industry standard tools, and methodologies. Vendor acknowledges that the State will not accept proprietary formats.

III. CURRENT ENVIRONMENT

A. BUSINESS ENVIRONMENT

20. MDHS is an umbrella agency within the State whose mission is “Offering Mississippians Young and Old Tangible Help Today to Create Lasting Hope for Tomorrow”. MDHS is comprised of the following programmatic divisions that provide services to approximately 713,992 Mississippians:
 - a. Aging and Adult Services
 - b. Child Support Services
 - c. Community Services
 - d. Early Childhood Care and Development
 - e. Economic Assistance Eligibility
 - f. Workforce Development and Partnership Management
 - g. Youth Services
21. MDHS’ leadership is responsible for incorporating policy and legislative decisions into all programs. MDHS leadership ensures program standards are upheld in accordance with federal and state policies and guidelines. Delivery of services involves partnerships between MDHS, community-based organizations, providers, individuals/families, and law enforcement. Figure 3 provides an overview of the MDHS programmatic divisions.

Figure 3: MDHS Programmatic Divisions¹



22. The following subsections provide a high-level overview of the programs supported by the MDHS legacy IT systems in scope for replacement.

B. TANF

23. The TANF program is administered by MDHS' Division of Economic Assistance Eligibility as the single State Agency designated by State law for eligibility determination and spending authority. TANF has one full-service office for intake and client service delivery in each county with structured supervisory and regional administrative levels. Children under 18 years of age and their parent(s) or other caretaker relative must meet all technical and financial eligibility requirements in order to qualify for a TANF benefit. Mississippi requires work-eligible individuals (adults or minor heads of household or non-recipient parents) receiving assistance under TANF to engage in allowable work activities once the State determines parents or caretakers are work eligible. Work-eligible individuals may not receive assistance under the program for more than 24 months (whether or not consecutive), unless they are engaged in allowable work program activities.² All adult household members applying for TANF must meet with an MDHS caseworker, comply with Vocational Rehabilitation services, or register for employment through Mississippi Works. TANF eligibility is contingent upon these requirements, although the work exemption may be granted to eligible adults.
24. In Mississippi, TANF monthly benefits and supportive service payments provided to individuals participating in allowable work activities or transitional programs are provided to the family by means of an EBT card. TANF supportive service payments issued to providers are paid by check, direct deposit, or by vouchers redeemable for services.

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25. Under Mississippi House Bill 1090, The Medicaid and Human Services Transparency and Fraud Prevention Act, or “HOPE” (“Act to Restore Hope Opportunity and Prosperity for Everyone”) Act, conferring Broad-Based Categorical Eligibility (BBCE) status to most benefit households is not permitted. Effective July 1, 2019, all families applying for TANF (new applications and redeterminations) are subject to an evaluation of all household resources.

C. TWP

26. TWP is administered by MDHS’ Division of Workforce Development and Partnership Management and assists needy families to achieve self-sufficiency through employment and training activities. Upon referral to TWP, a caseworker develops an Employability Development Plan (EDP). The EDP describes the responsibilities of the client and entities performing case management. The plan also describes supportive services available to the client, lists the assigned work activity, and reinforces consequences for failure to participate.
27. TANF supportive services include childcare and work-related expenses to help adults prepare for employment.
28. The MDHS uses JAWS to manage TANF work program requirements, client compliance and provide case management services. TANF also uses eFITS to manage, fund, and reconcile EBT accounts and transactions. Attachment A Section I. Introduction subsection 2. Technical Environment provides detailed system information.

D. SNAP

29. SNAP is a federally funded program administered by MDHS’ Division of Economic Assistance Eligibility. SNAP supplements eligible low-income households to help ensure nutritional needs are met. Services offered are monthly allotments distributed electronically for individuals and families to purchase food. MDHS enters into agreements with approved SNAP retailers. The agreements authorize food providers to approve purchase of food items to eligible individuals. Approved SNAP purchases may be made at over 247,600 authorized retail locations around the country, including 3,100 located across the State. Authorized retailers include grocery stores, participating farmers markets, and online retailers.
30. MDHS uses a web application to provide clients the ability to apply for services simultaneously (e.g., TANF, SNAP). MDHS determines eligibility for the SNAP applicant and issues monthly benefits. Participants must comply with all requirements of the SNAP program in order to remain eligible. The MDHS website also offers web-based resources related to the SNAP application process, resources for retailers, and SNAP fraud information. The MDHS website connects consumers and retailers to:
 - a. Online application forms and portals for individuals, including a prescreen application
 - b. Information about document verification for eligibility
 - c. MyMDHS Online, which allows individuals to apply for benefits, clients to renew benefits, check the status of their benefits, and report household changes

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- d. Resources for retailers
 - e. An online search tool to locate resources for online purchases
31. On October 1, 2021, MDHS increased pre-pandemic benefit levels as a result of the U.S Department of Agriculture's (USDA's) reevaluation of the Thrifty Food Plan. MDHS is increasing benefit levels by 21% so more Mississippians have access to healthier food options, and to reduce incidences of health-related issues stemming from limited access to nutritious food.
32. SNAP uses the legacy IT system MAVERICS, a Statewide IT system, to manage SNAP initial and ongoing eligibility calculations and determinations. SNAP also uses eFITS to manage, fund, and reconcile electronic card payments and transactions. Attachment A Section I. Introduction subsection 2. Technical Environment provides detailed system information.

E. DSNAP

33. MDHS is the State Agency that has primary responsibility for mass care, including housing and human services, during a disaster. As such, MDHS coordinates all State efforts to provide sheltering/temporary housing, feeding, and other human needs following a catastrophic earthquake, hurricane, or other significant disaster requiring mass care assistance. Mississippi's approach to disaster planning and response is based on the severity of the disaster established by USDA three-tier protocol as follows:
- a. Level I: The disaster has a limited strike zone, limited number of victims, and no need for SNAP disaster declaration. Claims for food lost due to a household misfortune can be made at local offices, after the client signs an affidavit attesting to the loss.
 - b. Level II: The disaster has a broader strike zone, moderate number of victims but still within a well-defined geographic area. SNAP ongoing certification system is adequate but may require some modification with FNS guidance. Some program requirements are waived for disaster victims.
 - c. Level III: The disaster damage is catastrophic with large numbers of victims from all economic strata and there is widespread destruction of businesses and residences. A Presidential Disaster Declaration often accompanies this type of disaster. There is also coordination of effort with the Federal Emergency Management Agency (FEMA), Mississippi Emergency Management Agency (MEMA), and other federal, state, and local entities focused on emergency relief. Mississippi's approach to conducting the major disaster is controlled by the Declaration of Disaster as determined either by the Governor's Office or in coordination with the Governor's Office and the sponsoring Federal Agencies.
34. DSNAP provides food assistance to low-income households with food loss or damage caused by disasters that fall within the definition of Level III. To be eligible, DSNAP recipients must reside in or be employed in a county that has been declared a federal disaster area. DSNAP clients access SNAP benefits with a specially designated disaster EBT card, issued to the applicant by the DSNAP application site card issuance cashier upon completion of the application process.

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In the event of a natural disaster, eligible counties authorize food assistance through DSNAP. Participating counties accept applications from residents affected by the disaster. Eligibility for DSNAP is also determined by SNAP caseworkers using DSNAP program criteria. Participants must comply with all requirements of DSNAP in order to be eligible.

35. The MDHS website is used to post information regarding DSNAP locations, hours of operation, and information required. In addition, Regional and County MDHS offices disseminate disaster-related material to best reach the affected population.
36. An assessment of the technology available, based on the impact of the disaster, is made by MDHS executive management to determine DSNAP systems operability. Household members' data as well as approved and denied applications are collected in the DSNAP eligibility system; paper applications are scanned into the electronic file repository.

F. SNAP E&T

37. SNAP E&T is administered by MDHS' Division of Workforce Development and allows eligible SNAP recipients to participate in career and technical education programs and workforce skills training. SNAP E&T connects SNAP clients with work experience, short-term workforce skills training, and career/technical pathways. The Lead Agency, MDHS, determines eligibility requirements for the SNAP E&T program. Individual eligibility for the SNAP E&T program is determined by SNAP caseworkers. Participants must comply with all requirements of the SNAP E&T program in order to remain eligible.
38. Federal funds are leveraged by the Division of Workforce Development and Partnership Management to implement career and technical education programs and workforce skills training for low-income individuals. Workforce Development and Partnership Management enters into agreements with State agencies and community-based organizations across the State.

G. CCPP

39. The Child Care Payment Program (CCPP) is administered by the Division of Early Childhood Care and Development within MDHS. The CCPP provides subsidized childcare to eligible Mississippi families through the issuance of certificates and allowing clients to select the approved provider of their choice.
40. MDHS enters into agreements with approved Child Care Providers. The agreements authorize the providers to offer services to eligible children and their families. Approved Child Care Providers include but are not limited to: 1) licensed childcare centers, 2) family childcare homes, and 3) in-home childcare providers. Individual eligibility for CCPP is determined by and payments are issued directly to Child Care Providers.
41. The 13 Child Care Resource and Referral (CCR&R) Network across the state staffed with early childcare professionals provide families with consumer education materials and assist parents with locating a childcare provider. All functions provided through the CCR&R Network are coordinated by DECCD and through partnerships. These R&Rs provide professional development, coaching, technical assistance, outreach, and services based on research and best practices to

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childcare providers. The R&Rs serve as the first point of entry for parents/families seeking information on programs and services, ranging from workforce and family programs to high-quality childcare services. The R&R Network also provides assistance with completing childcare applications and making referrals to local MDHS county offices for those families who are interested in applying for or would like additional information about another specific program (i.e., TANF, SNAP, or Healthy Families Mississippi).

42. The MDHS website offers web-based resources related to childcare providers' contact information, maximum enrollment, and age groups served. MDHS also gathers childcare provider data regarding supply and demand. The Child Care Payment System (CCPS) and the MDHS website connects consumers and providers to:
 - a. A searchable database of licensed childcare providers in the State
 - b. Online application forms and portals for multiple family-serving programs and subsidies (e.g., TANF, Head Start/Early Head Start, SNAP, Medicaid, etc.)
 - c. Information about curriculum standards and childcare licensing requirements
 - d. Best-practice research on early childhood development and learning
 - e. Information about how to support children's social-emotional development and physical health
 - f. Resources for school readiness and kindergarten transition
43. MDHS also has an online search tool that enables parents and the general public to locate subsidy-approved providers based on a variety of search criteria, including location, provider type, care type, and quality rating.

H. CHILD SUPPORT SERVICES

44. The Division of Child Support Services enforces State and federal child support laws under MDHS. Services provided by the Child Support Services Program include paternity establishment, location, and enforcement services, and the obtaining and modification of court orders. Cooperation with Child Support requirements serve as a condition of TANF eligibility, and appropriate TANF cases may be referred to the Child Support Services Program.
45. MDHS enters into law-binding agreements and support orders with custodial and noncustodial parents and law enforcement agencies. The agreements authorize MDHS to enforce child support for impacted children. MDHS determines eligibility for child support and issues payments. Eligible and active child support cases have access to the following services:
 - a. Location of noncustodial parent by searching all available local, State, and federal sources
 - b. Paternity establishment, including in-hospital paternity acknowledgment, genetic investigation, signed acknowledgment, and court action as appropriate
 - c. Establishment of a legally enforceable child support obligation, including medical support when feasible, through court action

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- d. Enforcement of a spousal support obligation for a spouse or former spouse who is living with the children, but only if a child support obligation has been established for the custodial parents and the child support obligation is being enforced
 - e. Enforcement of the child and/or medical support obligation by initiating appropriate enforcement actions
 - f. Periodic review of existing child support order to determine if the child support obligation is in accordance with State guidelines for setting child support obligations, and to determine if the criterion for seeking a modification is met
 - g. Collection of private and divorce orders through MDHS
 - h. Distribution of support payments in accordance with federal regulations and State- prescribed procedures
46. The MDHS website offers web-based resources related to parents and employers, and connects custodial parents to disbursement options such as:
- a. Mississippi prepaid card issued by Comerica
 - b. Direct Deposit Authorization Agreement to personal checking account
Noncustodial parents have access to payment options such as:
 - c. Payroll deduction
 - d. PayNearMe locations accept cash payments; Mississippi currently has more than 25,000 trusted PayNearMe payment locations nationwide
 - e. iPayOnline, a secure, easy method for individuals and employers to send child support payments to the State Disbursement Unit electronically
 - f. Check, money order, and/or cashier's check
47. The MDHS website offers employers the following resource:
- a. iPayOnline, a secure, easy method for employers to send child support payments to the MS State Disbursement Unit electronically¹⁰
48. The Child Support Program uses METSS to implement Title IV-D program requirements, including an official statewide data repository for all child support case data. Attachment A Section I. Introduction subsection 2. Technical Environment provides detailed system information.

In 2020, the MDHS reported 266,98 open and active child support cases.

IV. TECHNICAL ENVIRONMENT

A. OVERVIEW OF TECHNICAL ENVIRONMENT

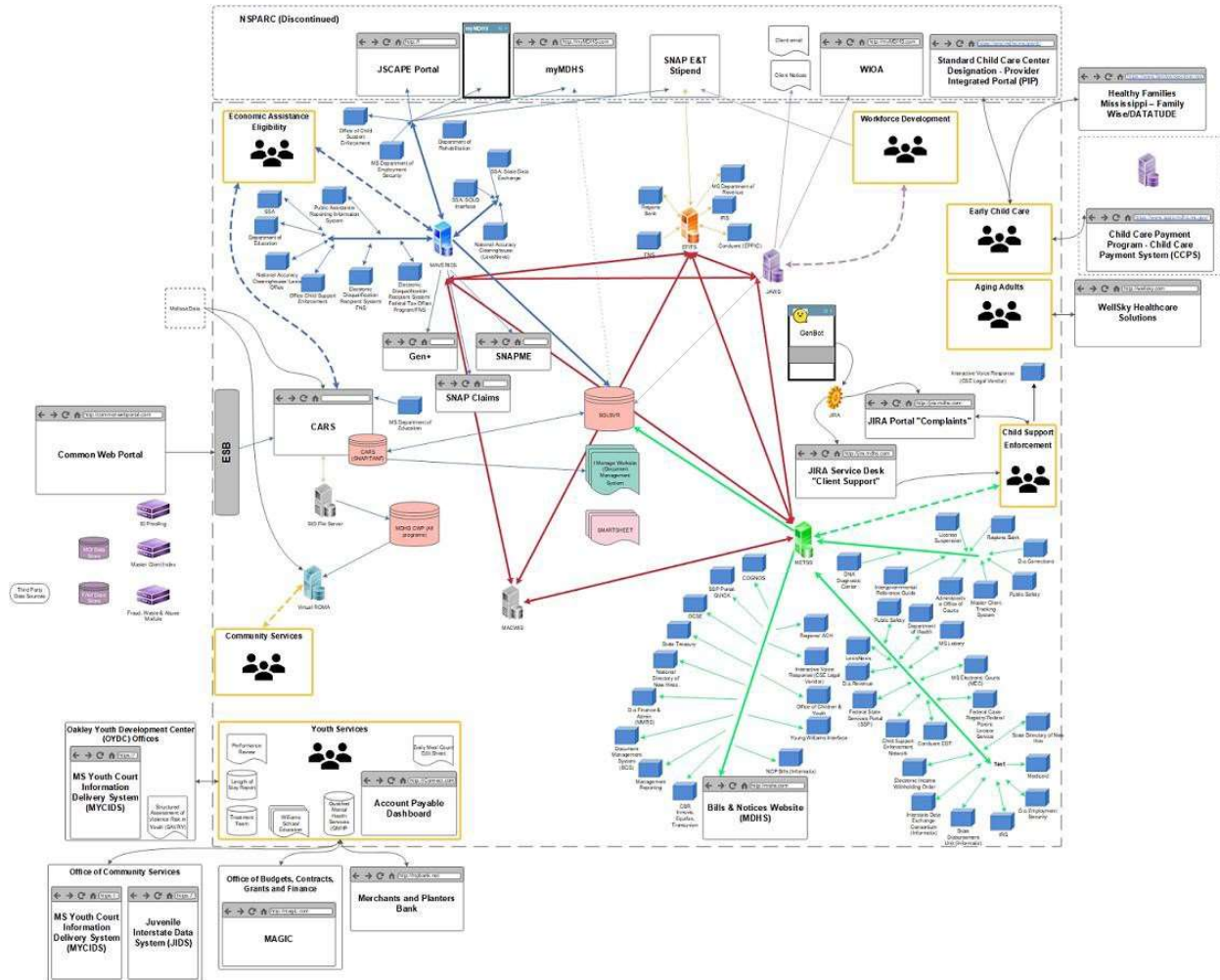
49. MDHS maintains several IT systems for supporting critical State program areas, specifically SNAP—including DSNAP and SNAP E&T sub-modules—TANF, Child Support Program, and CCPP. IT systems that support these program areas were

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previously operational within a mainframe environment and recently converted to a Linux-based environment. Supported IT systems are as follows:

- a. MAVERICS: A Natural/Common Business-Oriented Language (COBOL)-based system, accessed via Citrix and operating on Linux servers; used to manage Mississippi's SNAP, TANF, DSNAP, and SNAP E&T participants.
 - b. JAWS: A Natural-based system, accessed via Citrix and operating on Linux servers; used to manage TANF work participation and case management duties for MDHS staff.
 - c. eFITS: A Natural-based system operating on Linux servers; utilized to interface with State EBT systems.
 - d. METSS: A Natural-based system operating on Linux servers; maintains data on all child support cases.
 - e. CCPS: A Structured Query Language (SQL)-Server-based .NET system; used to manage the CCPP.
50. Although these IT systems offer a wide array of internal and external integrations (including CWP—a public-facing portal for SNAP, TANF, and Low-Income Home Energy Assistance Program [LIHEAP] eligibility—and the myMDHS mobile application), each system operates and is maintained independently of each other.
51. Figure 4 provides an overview of the current MDHS ecosystem.

Figure 4: The Current MDHS Ecosystem



52. Management Information Systems (MIS) provides information system and technical support services to MDHS through support staff. MIS assists with reporting, managing user accounts, data management (e.g., merging/unmerging of records) and maintaining interfaces with internal and external systems. MIS is responsible for making any changes to the systems, based on MDHS' programmatic needs. MDHS data is housed in a data center, which is co-located in the same building as the primary data center, operated by the Mississippi Information Technology Services (ITS).

53. Overall, the underlying technical infrastructure and current functionality of the legacy IT systems negatively impact the long-term viability to support MDHS' program areas and present several challenges, including:

- a. Strain on current IT resources to maintain and enhance the environment: Upgrades occur during allowable Sundays, but roll-back can be extremely difficult and time-consuming when problems are encountered. MDHS IT staff must deal with multiple platforms and programming languages to make

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changes in the current IT systems. Due to the time involved in making these modifications, MDHS often must establish manual processes and/or new stand-alone IT systems to implement regulatory, policy, or procedural changes.

- b. Cost and availability of experienced resources: Technical resources who have experience with the Natural and COBOL programming language are scarce, generally expensive, and often unavailable.
- c. Strain on users: Users must log in to multiple IT systems, maintain multiple sets of credentials, and navigate through multiple menu-driven screens. Users routinely enter redundant data into more than one system, creating an opportunity for data errors and causing inefficient use of staff time and resources.
- d. Complex user management: While some solutions leverage Active Directory to authenticate, other applications maintain their own ID and passwords. With limited or no SSO capabilities, users can have difficulty maintaining their accounts and often must reach out to the Help Desk for assistance with routine credentials and management requests.
- e. Heavy Reliance on Citrix Connectivity: Both MAVERICS and JAWS utilize Citrix, with routinely 650-680 Citrix sessions per day. Citrix has been plagued with performance issues that appear during peak times of usage, negatively impacting user productivity.
- f. Lack of scalability and robustness of environment: The current environment, although monitored, is not optimized for scale, nor is it load-balanced, often resulting in performance degradation when peak volume is reached. In addition, several databases are all used within the single environment, including Training, Quality Assurance (QA), and Help Desk, contributing to performance issues. In addition, applications run on a single server, which can further complicate the application delivery process.
- g. Redundancy, disaster recovery, and general backup management: Currently, MDHS legacy IT systems are hosted in the State hybrid cloud. The servers are part of a stretched vSAN cluster where a copy of each server is kept in two different data centers for redundancy and business continuity. In addition, general backups are run as part of a batch process, and full backups, as opposed to incremental backups, are generated nightly, contributing to further strain on performance and system usability.
- h. Inconsistency in federal compliance, including security: Since each legacy IT system utilizes unique code bases, they are often at different stages of federal compliance. MDHS seeks to modernize its IT systems to verify compliance with federal security and programmatic standards across programs, including Internal Revenue Service Publication 1075 (IRS-1075) and National Institute of Standards and Technology Special Publication 800-53 (NIST-800-53) Revision 5 (Rev. 5).
- i. Lack of accessibility on modern, mobile devices: Legacy IT systems are not accessible via mobile devices, including Android or iPhone Operating

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System (iOS). While MDHS has initiated the use of MS Intune for Enterprise Mobility Management, State systems are not accessible on such devices due to the underlying architecture and technology of legacy IT systems.

- j. Lack of data governance model: MDHS recognizes that a lack of data governance has a direct impact on data quality. Although a MPI exists, it is only used for disbursement of child support payments. A general MDM architecture does not currently exist, resulting in data duplication and data entry redundancy between programs.
 - k. Interoperability challenges: To support programmatic needs, legacy IT systems are heavily dependent on IT system interoperability. Overall, interoperability efforts have been successful, e.g., MDHS recently implemented an in-house ESB to integrate solutions, including from the legacy IT systems to the CWP. However, the majority of interfaces use batch processes with few real-time exchanges, impacting timeliness of access to benefits and receipt of services. In addition, data quality between system integrations and process integrations are not consistent.
54. The following subsections, B. MAVERICS through F. CCPS, provide a high-level overview of each legacy IT system in scope for replacement in the MDHS SUCCESS project.

B. MAVERICS

55. MAVERICS has been in use for over 30 years and is the Statewide IT system utilized to manage initial and ongoing eligibility calculations and determinations for SNAP, TANF, including DSNAP and SNAP E&T.
56. Converted from a mainframe environment, MAVERICS is a Natural and COBOL-based solution utilizing an adaptable database system (Adabas) framework within a Linux environment.
57. MAVERICS integrates with eFITS, METSS, CCPS and JAWS. In addition, MAVERICS is integrated with or used alongside several other in-scope solutions, including:
- a. Case Review System (CRS): An in-house .NET SQL Server system that provides access to cases for review. Information is populated via MAVERICS utilizing batch processing. Security for CRS is managed within the MAVERICS security tables.
 - b. Client Application and Registration System (CARS): An in-house .NET SQL Server system that populates client application data via the CWP. Caseworkers manually review information in CARS for entry into MAVERICS. A web-services-based integration was built in 2021 to transfer information from CARS to MAVERICS. Like CRS, security for CARS is managed within the MAVERICS security tables.
 - c. SNAPME: An Angular-based .NET single-page application that provides users with read-only access to supervisory and reviewer reports and dashboards.

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- d. SNAP Claims: The Monitoring and Administrative Hearing Team uses an in-house Adabas claims database. SNAP Claims uses both COBOL and Natural for overnight batch processing between SNAP claims and MAVERICS to review SNAP claims.
 - e. iManage: A third-party document management system (formerly owned by Hewlett Packard) managed by BCS that stores reports from jobs run in MAVERICS. The system is heavily utilized by MDHS and delivers reports to users, manages alerts, and also leverages dashboard functionality. iManage notifies workers when actions are needed on a case and integrates with MAVERICS, JAWS, and METSS.
58. County users' access MAVERICS via Citrix, with authentication established via Active Directory. MAVERICS-specific, role-based security grants access to system menus based on division and job occupation. MAVERICS is a menu-driven application that leverages hotkeys (as opposed to more modern drop-down menus and picklists) to not only enter data, but to navigate from screen to screen. As a result, users often launch multiple instances of MAVERICS, with one instance used as a data entry tool and another used for reference, since the application lacks intuitive navigation between pages. In addition, users still rely on paper-based forms to manage caseloads and work tasks.
59. County workers have employed a wide array of workarounds to accommodate the system usability limitations. While MAVERICS is functional, the consensus from stakeholders is that an updated user interface and underlying technology architecture would help maximize user efficiencies. Table 2 provides a summary of MAVERICS.

Table 2: MAVERICS Summary

Item	Description
Number of Users	Approximately 1,000
Technology	Linux environment employing an Adabas Framework. Languages utilized include Natural 8.3.8 and COBOL (Citrix-based) Authentication through Active Directory
Affiliated Systems and Interfaces	Examples include: eFITS; METSS; JAWS; JSCAPE Portal; <i>myMDHS</i> ; CARS; CRS; iManage; SNAPME; SNAP Claims; Social Security Administration (SSA); Department of Education; National Accuracy Clearinghouse LexisNexis; OCSS; Electronic Disqualification Recipient System; Public Assistance Reporting Information System; Department of Rehabilitation; Mississippi Department of Employment Security

C. JAWS

60. JAWS has existed for over 20 years and is the Statewide IT system used to manage TANF eligibility and TANF Work Program (TWP) case management services. Primary individuals of participating households are required to participate

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in TWP, which seeks to assist with work skills training and job interviews, with the goal of obtaining self-sufficiency.

61. JAWS is a Natural-based solution utilizing an Adabas framework within a Linux environment that was previously converted from a mainframe environment. JAWS is tightly coupled with MAVERICS, utilizing the same hotkeys for navigation through the menu-driven system. The intake process originates in MAVERICS, which populates JAWS through an interface. JAWS assists with managing:
 - a. Eligibility determination
 - b. Tracking of activities and other case management functions
 - c. Client notices
 - d. Support Services
 - o Child Care
 - o Transportation stipends
 - o Work-related expenses

62. JAWS relies on legacy technology, which hampers scalability and system improvements. Its user interfaces are outdated and cumbersome. While the model relies on access to data from MAVERICS provided through interfaces, the data is imported via batches (rather than real-time), which often impacts its utility to workers using JAWS. Challenges with interfaces sometimes impact timeliness of processing TWP tasks. Table 3 provides a summary of JAWS.

Table 3: JAWS Summary

Item	Description
Number of Users	50 concurrent
Technology	Linux environment employing an Adabas Framework. Languages utilized include Natural 8.3.8. Citrix.
Affiliated Systems and Interfaces	MAVERICS; eFITS; METSS; WIOA portal; iManage

D. eFITS

63. The eFITS IT system is over 15 years old, is written in Natural, and runs within a Linux environment employing an Adabas framework. It is the Statewide IT system responsible for interfacing with the State's EBT contractor systems. eFITS provides deposits to a client's cash benefit debit card from multiple programs and reconciles benefit usage. eFITS integrates with all MDHS legacy IT systems including MAVERICS, JAWS, METSS, and CCPS. Using nightly processing,

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eFITS relies upon several methods for data transfer, including direct database access, Secure File Transfer Protocol (SFTP), and batch exchanges.

64. eFITS is directly accessed by five financial staff users to access a breakdown of client financial and benefit information. Aside from the legacy technology, there are no articulated gaps in system functionality for eFITS. Since outside contractors are used for the configuration and administration of eFITS, there is a lack of experience with the management of the eFITS IT system. Table 4 provides a summary of eFITS.

Table 4: eFITS Summary

Item	Description
Number of Users	5
Technology	Linux environment employing an Adabas Framework. Languages utilized include Natural 8.3.8.
Affiliated Systems and Interfaces	MAVERICS; METSS; JAWS; CCPS; Mississippi Automated Child Welfare Information System (MACWIS); Conduent (EPPIC); IRS; Regions Bank; iManage

E. METSS

65. METSS is the Statewide CSE system used to support the Title IV-D program for the State. METSS is over 20 years old and is OCSS-certified. METSS currently meets all federal OCSS requirements and supports all core CSE functions for the State, including:
- a. Case initiation (intake)
 - b. Paternity establishment
 - c. Locate
 - d. Case management/case closure
 - e. Enforcement remedies
 - f. Financial management
66. METSS leverages numerous interfaces to gather information for locating noncustodial parents, processing new hires, enforcing license suspensions, and intercepting financial assets to recover nonpayment of child support. METSS is written in Natural and operates within a Linux environment. METSS is screen-driven, where users must collect specific information on certain screens in order to continue navigating through the system.
67. Role-based security grants access to the application based on job description. Users are given multiple roles, which determine the screens they can view and update. Security access is managed by the MDHS Security Unit, which manages security for all systems.

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68. Reports are generated and distributed using the iManage solution. Numerous users also leverage International Business Machines (IBM®) Cognos for nightly and reporting against METSS data. MDHS is currently in the early stages of transitioning from Cognos to the MS Power BI analytics solution. Table 5 provides a summary of METSS.

Table 5: METSS Summary

Item	Description
Number of Users	1,600
Technology	Linux environment employing an Adabas Framework. Languages utilized include Natural 8.3.8.
Affiliated Systems and Interfaces	Examples include: MAVERICS; eFITS; JAWS; FCR/FPLS, National Directory of New Hire (NDNH), SDNH, Child Support Services Network (CSENet), Master Client Tracking System (MCTS), State Tax Intercepts; DOH, Medicaid, Public Safety, Credit Reporting Agencies, Employment Security, AOC, Mississippi Application and Reimbursement System (MARS), MACWIS, Regions Bank, Office for Children and Youth (OCY); iManage; IBM® Cognos; Bills & Notices Website; Foster Care

F. CCPS

69. CCPS is maintained by the Department of ITS. It was developed using .NET and uses a MS SQL Server database platform. The system leverages several interfaces to other data systems in the ecosystem and is tied to a public-facing web portal through which parents can apply for the program, add children to their records, and request a redetermination of eligibility. A provider-facing portal enables providers to report attendance and bill for services. The public-facing and provider-facing portals leverage SmartSheets technology, which may limit scalability. CCPS is linked through interfaces to several other State systems, most commonly using nightly batches, though some are real-time (e.g., address verification and payment data).
70. CCPS helps successfully manage several functions and workflows critical to operation of the CCPP, including:
- a. Application processing
 - b. Re-certifications
 - c. Modifications (e.g., adding children)
 - d. Provider selections
 - e. Client and Provider Notifications/Correspondences
 - f. Retrieval of authorizations
 - g. Attendance reporting/billing

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- h. Document management
 - i. Syncing with other State systems, including the childcare licensing system (LARS), CSE system (METSS), JAWS, and several others
71. CCPS is generally viewed by users as working well and is more modern than several other systems used within MDHS. CCPS supports approximately 6,000 monthly applications (including re-certifications), 19,000 active parental enrollments, and 1,400 providers statewide.
72. Future-state aspirations include mobile applications and expanded interfaces to additional systems to make more data accessible to State staff directly through the system, such as a childcare workforce registry. Table 6 provides a summary of CCPS.

Table 6: CCPS Summary

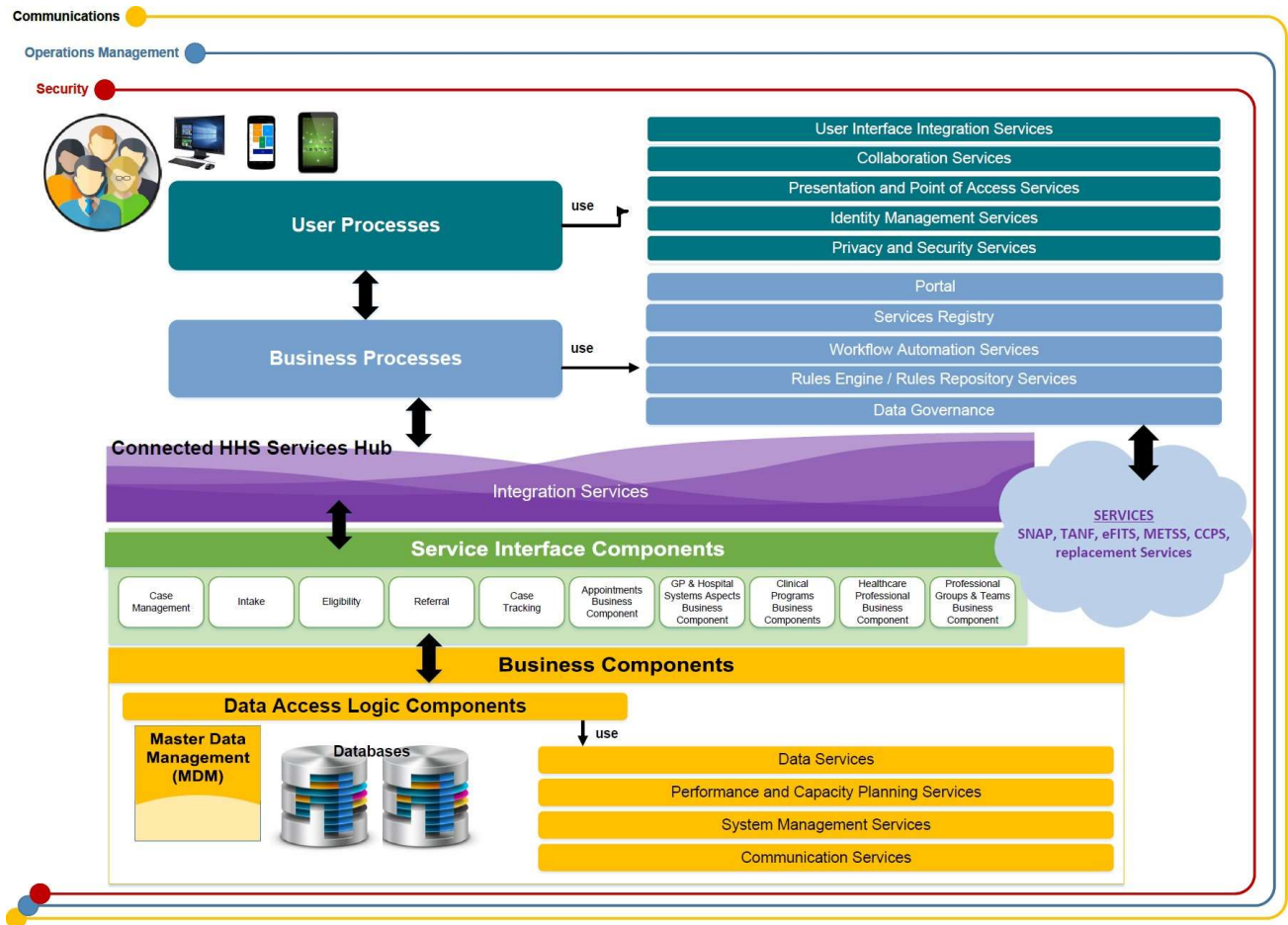
Item	Description
Number of Users	Currently 75 State staff users; scalable to 798 concurrent users
Technology	MS .NET, SQL Server
Affiliated Systems and Interfaces	SmartSheets web portal; integration to LARS – Licensing & Inspection System (DOH); Other MDHS Systems: MAVERICS, JAWS, MACWIS, Melissa Personator Application Programming Interface (API), United States Postal Service (USPS) ZIP Code; Regions Bank, MDHS: Payment interface, Office of Inspector General (OIG), Fraud, Recoupments

V. SYSTEM REQUIREMENTS

A. DESIRED MDHS SYSTEM OVERVIEW

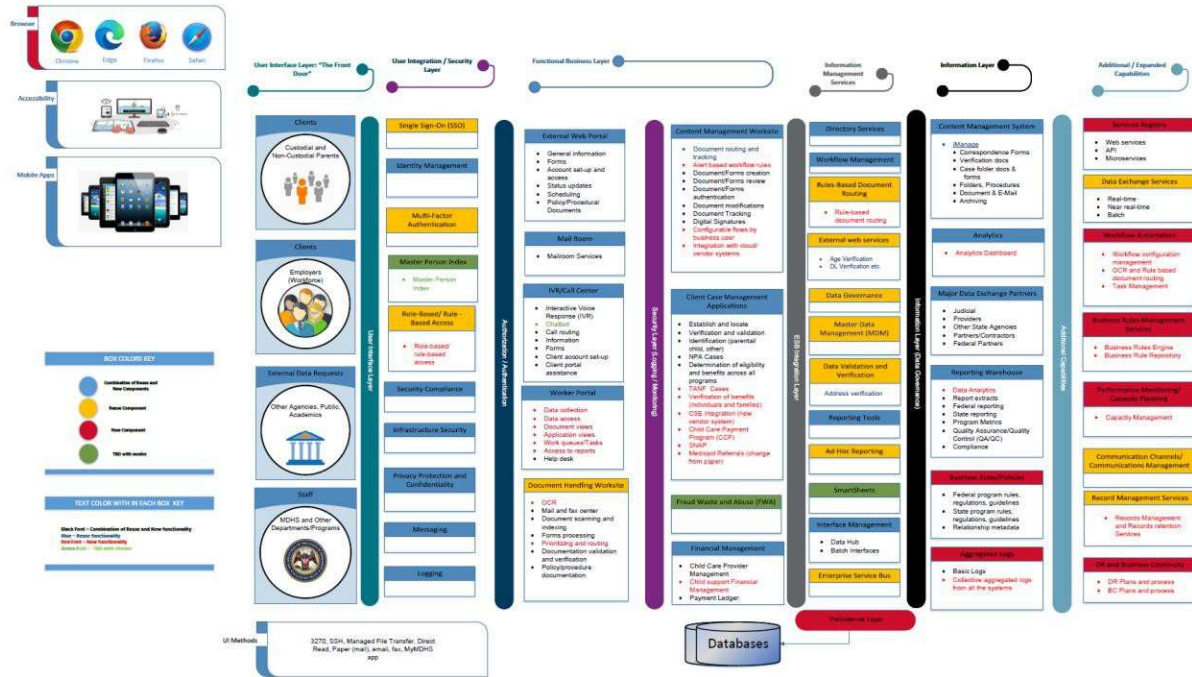
73. Figure 5 represents the high-level business architecture for the desired MDHS System.

Figure 5: Business Architecture



74. Figure 6 presents a high-level, conceptual system design for the desired MDHS System. Please see the attached Conceptual System Design document for more information.

Figure 6: Conceptual System Design Diagram



VI. SUPPORT AND MAINTENANCE

A. STANDARD LEVEL AGREEMENTS (SLAs)

75. Table 7 provides IV&V SLAs that State will hold the Contractor accountable for during the term of the Contract.

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Table 7: Contractor IV&V SLAs

SLA #	SLA Name	Performance Standard	Penalty
SLA 1	Project Work Plan and Schedule	<p>The Contractor must develop, manage, and keep current a Project Work Plan and Schedule throughout the project. The Project Work Plan and Schedule must show summary tasks for all project phases and sub-phases. The Project Work Plan and Schedule must show detailed work tasks with dependencies, level of effort labor estimates, and percent complete for ninety (90) calendar days in the future. The Contractor must include all MDHS' tasks the Contractor expects MDHS staff to participate in or wholly own. MDHS' tasks must clearly show whether the task is on the project critical path.</p> <p>All project deliverables must have associated development and revision tasks, as well as tasks for submission and final acceptance. The Contractor must clearly identify additional tasks that specify the start/finish and duration of MDHS' initial and final deliverable review.</p> <p>The Contractor must update the Project Work Plan and Schedule so that it is current and accurate.</p> <p>The Contractor must correct historical and future tasks and milestones with significant errors, omissions, and inaccuracies as identified by MDHS within ten (10) business days of notification.</p>	<p>Failure to remedy within ten (10) business days of notification will result in a penalty of \$5,000 per month. The penalty will start the month following MDHS' notification to the Contractor of the schedule corrections required and continue until the requested schedule changes are approved by MDHS.</p>
SLA 2	Project Deliverables	<p>The Contractor must provide deliverables in alignment with agreed-upon levels of completeness and quality, as defined in the DED, and otherwise achieve the agreed-upon purpose of the deliverable in accordance with the Contract.</p> <p>The Contractor must complete all deliverables in accordance with the approved project schedule. The Contractor must submit requests for changes to the original MDHS-accepted project schedule,</p>	<p>Failure to resubmit a deliverable within five (5) days of rejection and/or make the changes requested by MDHS. MDHS will calculate and assess a penalty of \$1,000 for each calendar day, or part of, with a monthly cap of \$10,000 per deliverable.</p>

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SLA #	SLA Name	Performance Standard	Penalty
		<p>and MDHS must approve changes at least five (5) days prior to the initial deliverable submission date.</p> <p>MDHS will reject deliverables that do not align with the DED and do not contain the agreed-upon content (as specified by MDHS in the associated Deliverable Acceptance Form), or that are more than two (2) weeks late in delivery, or that contain significant spelling, grammatical, and formatting errors.</p>	
SLA 3	Key Personnel	<p>The Contractor must develop and retain qualified and experienced staff for the duration of the Contract. MDHS recognizes that some staff turnover is inevitable but expects that replacement key personnel are sufficiently qualified and experienced to continue support without disruption in service. MDHS will use the minimum number of years of directly relevant experience, minimum education level, and any other qualifications (certifications, specialized training, skills, etc.) specified in the Contractor's proposal to the RFP for each key personnel member as the standard that all subsequent replacement staff members must meet. Regardless of qualifications, one (1) staff member may not temporarily or permanently occupy more than one (1) key personnel role in the same project phase (i.e., IV&V).</p> <p>If a permanent, qualified replacement is not available, then the Contractor must name an interim replacement within ten (10) business days of the Contractor being informed of a key personnel position departure. The Contractor must assign a permanent replacement staff member to the Contract full-time within thirty (30) business days after the interim replacement is assigned. The permanent replacement must meet the minimum qualifications for the position as described in the Contractor's proposal to the RFP.</p>	<p>Failure to fill key personnel roles with equivalent staff after a thirty (30)-day grace period will result in a monthly penalty.</p> <p>MDHS will not prorate monthly penalties by the days vacant during the month:</p> <p>Key Personnel: Project Manager \$20,000/month Other Key Roles \$10,000/month</p>

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VII. IMPLEMENTATION REQUIREMENTS – STATEMENT OF WORK

A. INTRODUCTION

76. Software Verification and Validation (V&V) is a systems engineering discipline helping a development organization build quality into the application software during the software life cycle. Validation is concerned with checking that the software meets the user's needs, and Verification is concerned with checking that the system is well-engineered.
77. The definition of activities included under software V&V is necessarily quite broad and includes both technical and management-based activities. The federal approach to V&V differs somewhat from the international standard for software V&V, namely that found in the Institute of Electrical and Electronic Engineers (IEEE) Standard for Software Verification and Validation (IEEE Std 1012-2004). Contrary to the international standard, federal V&V does not require a continuous on-site presence or extensive testing, nor does it perform actual quality assurance activities or other remediations. It instead imposes periodic reviews of software development projects that include site visits employing various industry standards to conduct artifact analysis with interviews of a project's team and stakeholder in order to fashion a comprehensive "snapshot" of a project's management and technical processes at work at a given point-in-time.
78. Another distinction the reader will note is in the inclusion of the word "Independent" in front of Verification and Validation (V&V). In other words, Independent V&V (IV&V) is the set of verification and validation activities performed by an agency not under the control of the organization that is developing the software. IV&V services must be provided and managed by an organization that is technically and managerially independent of the subject software development project. This independence takes two mandatory forms. First, technical independence requires that the IV&V services provider not organizationally be or have been, nor use personnel who are or were, involved in the software development or implementation effort, or for that matter participated in the project's initial planning and/or subsequent design. Such technical independence helps ensure every IV&V review report is free of personal or professional bias, posturing, or gold-plating. Secondly, managerial independence is required of the IV&V services provider to ensure that the IV&V effort is vested in an organization departmentally and hierarchically separate from the software development and program management organizations. Such managerial independence helps ensure that the IV&V service provider can deliver to both State and Federal executive leadership and management, findings, and recommendations of an IV&V review without restriction, fear of retaliation, or coercion (e.g., reports being subject to prior review or approval from the development group before release to outside entities, such as the Federal government.)
79. This procurement document defines the IV&V services required by Mississippi Department of Human Services (MDHS) in support of the Strategic Update of Critical Case and Eligibility Systems and Software (SUCCESS) Project automation effort.

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B. FEDERAL COMPLIANCE AND CERTIFICATION REQUIREMENTS

80. Compliance with federal requirements is essential to the success of the project. MDHS is actively engaged with federal partners (e.g., OCSS) to ensure that it remains in compliance with all federal rules and regulations. MDHS is also committed to ensuring that the MDHS System is capable of meeting certification and other regulatory requirements set forth by the federal government.
81. The Contractor must comply with, and maintain, all standards and requirements of the latest version of the FNS Handbook 901 (Version 2.4, dated January 2020), the SNAP System Integrity Review Tool (SIRT), OCSS A Guide for States 2017, and other federal requirements for all DDI and O&M tasks, activities, and deliverables. The Contractor must provide a Federal Certification and Review Management Plan (O11) and proof of MDHS System compliance, including Federal Certification and Review Supporting Documentation (O12). The Contractor must also ensure that the proposed and implemented MDHS System meets OCSS, and other federal partner certification requirements required to ensure enhanced Federal Financial Participation (FFP) where enhanced funding is available, and normal FFP where enhanced match rates are unavailable.
82. The Contractor must warrant that certification will be available and retroactive to the first day of MDHS System operations to ensure full FFP.

C. FEDERAL ROLE IN PERSPECTIVE ON IV&V

83. For Federal purposes, the scope of IV&V has been expanded to include planning, management, and other programmatic activities in conformance with the term's usage in Federal regulations at 45 CFR 307.15(b)(10).
84. As previously stated, offerors to this solicitation need to be aware that the requirements of IV&V on the State's project do not necessarily conform to industry standard practices for verification and validation as defined in the IEEE Standard for Software Verification and Validation (IEEE Std 1012-2004). The Federal requirements for IV&V are, in fact, a subset of the full V&V standard defined by the IEEE Std 1012-2004. The IEEE standard describes software V&V processes as generally determining if development products of a given activity conform to the requirements of that activity, and if the software satisfies the intended use and user needs. In other words, the IEEE standard answers the dual question, "... did we build the product right, and did we build the right product?" As defined in the IEEE standards, V&V processes include activities such as assessment, analysis, measurement, inspection, and testing of software products and processes. These IV&V processes further include assessing software in the context of the system, including the operational environment, hardware, interfacing software, operators, and users. The IEEE standard seeks to assure that software V&V is performed in parallel with software development, not intermittently or at the conclusion of the software development.
85. However, the Federal requirements for IV&V on State automation projects are limited in their scope from the industry standard IEEE definition for V&V in two key regards:
 - a. IV&V of the project is not considered to be an integral process within the larger development project. Rather, it is considered to be an adjunct activity

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that does not fall within the managerial oversight or control of the day-to-day operation of the project's management structure, including any and all of its "umbrella" agencies. The IV&V Service Provider must maintain organizational independence and autonomy from the project's organization, and therefore has a reduced role from that normally associated with full IV&V services. In some respects, the IV&V Service Provider can be viewed as performing a "Technology Audit."

- b. The IV&V Service Provider shall provide its detailed, structured reports of findings of deficiencies and recommendations for their remediation to the cognizant Federal Office at the same time as they are presented to the State. This reporting process, in accordance with Federal regulations, includes not only final report issuance, but all draft report submissions as well.

D. FREQUENCY OF IV&V SERVICES

86. The frequency of IV&V oversight services under this procurement, resulting in a report of findings and recommendations has been determined to be Quarterly. Any offeror whose proposal suggests a constant presence on or within the SUCCESS project will likely find their costs unnecessarily higher than those of an offeror who proposes to accomplish the same mission (from IV&V review initiation to final report delivery and presentation) within the otherwise defined, periodic timeframe of quarterly. For purposes of this solicitation, we believe the offeror's periodic IV&V reviews should each take no longer than an eight to ten-week timeframe from initiation through to final report delivery and presentation. Further, though an offeror may indeed find need of multiple disciplines in the conduct of each periodic IV&V review, great care should be taken in the formulation of its overall project work plan and proposal not to propose unnecessary layers of management and contract oversight. From the State's perspective, excessive management staffing in an offer's IV&V review team is neither desirable nor appropriate and should be avoided.

E. CONFLICT OF INTEREST EXCLUSION

87. Any contractor (and its subcontractors) serving in the role of IV&V Service Contractor/Provider to the State SUCCESS Project is prohibited from soliciting, proposing, or being awarded any project management, quality assurance, software design, development, or other manner of planning, design, development, or implementation phase activity on the subject SUCCESS Project for which these IV&V services are being procured. This exclusion likewise extends to any other project within the Department that may interact with or otherwise provide services to the subject SUCCESS Project or to the Department during the full term of this contract. This exclusion is executed in accordance with Federal regulations at 45 CFR Part 307.15(b)(10)(ii), which require that this IV&V effort, "... be conducted by an entity that is independent from the State (unless the State receives an exception from OCSS). " For purposes of clarity, MDHS has defined "the State" in the above regulatory citation as being a State's IT project, the IV-D agency itself, and the IV-D agency's umbrella agency or Department. The primary purpose of this exclusion is to ensure the IV&V Service Provider does not find itself involved with any real or perceived conflicts of interest. Such conflicts of interest could be alleged were the IV&V Service Provider found to be reviewing work products, deliverables, and/or

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processes for which they currently are or were responsible to plan, design, develop, implement, or operate. Therefore, these exclusions seek to ensure the credibility of the IV&V Service Provider, or in the words of an old colloquialism, to prevent, "the fox watching the hen house." All exceptions to this conflict-of-interest exclusion will require Federal OCSS written approval prior to any exception being granted to the IV&V Service Provider.

F. CONTRACTOR CAPABILITY

88. The offeror must have a demonstrated ability to perform the following activities, which are the same as those stated in Federal regulations at 45 CFR Part 307.15:
- a. Develop a project work plan. The plan must be provided directly to the cognizant Federal Office at the same time it is given to the State.
 - b. Review and make recommendations on both the management of the SUCCESS Project, both State and vendor, and the technical aspects of the SUCCESS Project. The results of this analysis must be provided directly to the cognizant Federal Office at the same time it is given to the State.
 - c. Consult with all stakeholders and assess the user involvement and buy-in regarding system functionality and the system's ability to meet program needs.
 - d. Conduct an analysis of past SUCCESS Project performance (schedule, budget) sufficient to identify and make recommendations for improvement.
 - e. Provide a risk management assessment and capacity planning services.
 - f. Develop performance metrics which allow tracking of SUCCESS Project completion against milestones set by the State.
 - g. The offeror must also possess the corporate knowledge and experience demonstrating the following capabilities and capacities:
 - h. Develop a project management plan, including recommendations for: adequate staff; staff skills, positions, and abilities; equipment resources; training and facilities; and functional responsibility and authority within a structured project organization.
 - i. Analyze SUCCESS Project management; evaluate SUCCESS Project progress, resources, budget, schedules, workflow, and reporting.
 - j. Review and analyze SUCCESS Project management planning documents.
 - k. Review and analyze SUCCESS Project software development documents.
 - l. Review and monitor development processes to ensure they are being documented, carried out, and analyzed for improvement.
 - m. Assess the SUCCESS Project's Configuration Management (CM) function/organization by reviewing CM reports and making recommendations regarding appropriate processes and tools to manage system changes.
 - n. Perform a detailed review of SUCCESS Project deliverables for accuracy, completeness, and adherence to contractual and functional requirements.

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- o. Perform a detailed review of the system documentation (Requirements, Design, Training, Test, and Management Plans, etc.) for accuracy and completeness.
- p. Perform a detailed review of the software architecture for feasibility, consistency, and adherence to industry standards.
- q. Inventory and review the application software for completeness and adherence to programming standards for the SUCCESS Project.
- r. Analyze application, network, hardware, and software operating platform performance characteristics relative to expected/anticipated/contractually guaranteed results and industry standards/expectations.
- s. Review the process for tracking of business and technical requirements to their source and review the process established during the planning phase for requirements traceability throughout the subsequent development/implementation phase. Review the traceability of system requirements to design, code, test, and training.
- t. Assess and recommend improvement, as needed, to assure maintenance of a data center, including data center input to the SUCCESS Project regarding operational and maintenance performance of the application.
- u. Assess and recommend improvement, as needed, to assure software testing is being performed adequately through review of test plans or other documentation and through direct observation of testing where appropriate, including participation in and coordination of peer reviews.
- v. Assess and recommend improvement, as needed, to assure appropriate user and developer training is planned and carried out.
- w. Review system hardware and software configuration and report on any compatibility and obsolescence issues.
- x. Review and analyze system capacity studies.

G. VENDOR QUALIFICATIONS

- 89. Vendor must have Child Support experience.
- 90. Vendor must be capable of and have previous experience in developing and implementing solutions of similar size and scope. At least three (3) of the vendor references submitted in Section IX of RFP No. 4545 must substantiate this experience.
- 91. Vendor must have been in the business of providing such solutions for at least the last three (3) years.
- 92. Vendor must provide an introduction and general description of its company's background and years in business providing such services.
- 93. Vendor must specify the location of the organization's principal office and the number of executive and professional personnel employed at this office.
- 94. Vendor must specify the organization's size in terms of the number of full-time employees, the number of contract personnel used at any one time, the number of

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offices and their locations, and structure (for example, state, national, or international organization).

95. Vendor must disclose any company restructurings, mergers, and acquisitions over the past three (3) years and/or any planned, future restructures or mergers.
96. Vendor headquarters must be located in the United States and must provide U.S. based customer support.

H. KEY PERSONNEL

97. 45 CFR 307.15(b)(10)(iii). The RFP and contract for selecting the IV&V provider (or similar documents if IV&V services are provided by other State agencies) must include the experience and skills of the key personnel proposed for the IV&V analysis and specify by name the key personnel who actually will work on the project and must be submitted to OCSS for prior approval.
 - a. **Diverse Methodology Proficiency:** Candidates should have experience in multiple methodologies, including but not limited to Agile, Waterfall, Lean, Scrum, Kanban, and DevOps. This diversity ensures adaptability and the ability to employ the most effective approach for different project phases.
 - b. **Software Development Expertise:** Strong background in relevant programming languages (e.g., Java, Python) and participation in the full lifecycle of software development is crucial.
 - c. **SDLC Proficiency:** A thorough understanding of various Software Development Lifecycle (SDLC) models, including waterfall, iterative, and agile, is essential.
 - d. **Prior IV&V Experience:** Extensive experience in IV&V, particularly in large-scale projects, focusing on critical analysis and system validation.
 - e. **Additional Training/Certifications:** Valued certifications include Certified Software Development Professional (CSDP), Certified Scrum Master (CSM), or Project Management Professional (PMP), along with specialized training relevant to the project.
98. Each proposal for IV&V services must include a resume with the experience and skills of the key personnel proposed for the IV&V Service Provider contract. For purposes of this solicitation, all contractor staff supplying services to this IV&V contract are key personnel. In addition to providing resumes for all key personnel, each proposal for IV&V services must also specify by name, the position descriptions, titles, and areas of responsibility of the IV&V personnel who will work on the SUCCESS Project.
99. The contractor and the State agree that the key personnel are critical to the performance of the contract. OCSS must approve all key personnel and has the right of refusal for any personnel replacements, substitutions, or reassignments of duties of key personnel assigned to the IV&V services contract. The State will also be notified, in writing, of any requests for changes to the personnel assigned to the IV&V contract tasks. Likewise, after contract award, the IV&V provider shall secure written approval from the State prior to making any changes to key personnel. In all instances, qualifications for suggested staff changes should be comparable with

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those being replaced. Finally, all offerors to this solicitation must be aware that the State must submit key personnel information to the cognizant Federal Office for their review and approval of those contractor's key personnel to this contract prior to contract award, and that all subsequent personnel changes may require prior Federal review and approval, and that these approvals are in addition to any State approvals.

I. VENDOR ACKNOWLEDGEMENT

100. This section outlines the Customer minimum expectations of the awarded Vendor for implementation of the selected solution. Customer expects the proposed preliminary plans to be refined by the awarded Vendor and Customer project managers during the implementation process.
101. Upon award, Customer intends for the requirements set forth in this section, and the responding Vendor's proposal, including any subsequent, agreed upon provisions and revisions, to act as the Implementation Statement of Work.
102. Vendor must acknowledge that he has read and understands the intent of Section VII - Implementation Requirements - Statement of Work.

VIII. OCSS REQUIREMENTS

A. SCOPE OF SERVICES

103. Observe project meetings and activities to understand the process, procedures, and tools used in the SUCCESS Project - including any/all aspects within the entire Program Development efforts and the overall program schedule. To ensure the independence of the IV&V effort, all deliverables will be submitted to OCSS and State Contract Manager (ITS).

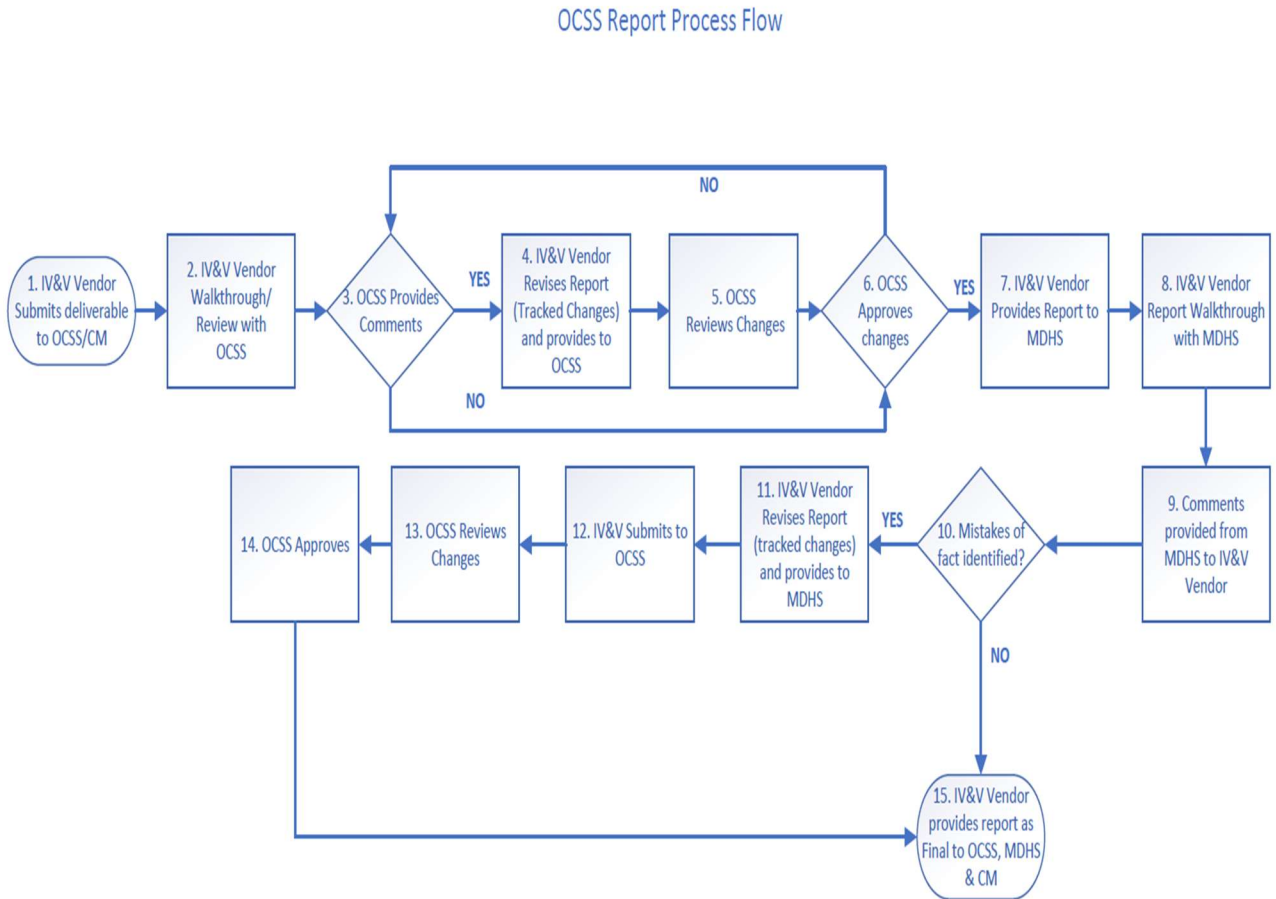
Reporting as follows:

1. Submit report to OCSS and CM.
2. IV&V vendor walkthrough / review with OCSS.
3. OCSS provides comments.
 - a. If yes move to step 4
 - b. If no move to step 6.
4. IV&V revises reports (Tracked changes).
5. IV&V reviews changes with OCSS.
6. OCSS approval
 - a. If yes move to step 7.
 - b. If not, return to step 3.
7. IV&V Vendor provides report to MDHS
8. IV&V vendor walkthrough / review with MDHS.
9. MDHS provides comments to IV&V vendor.
10. Mistakes of fact identified.

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- a. If yes move to step 11.
 - b. If no move to step 15.
11. IV&V vendor revises report (Tracked Changes).
 12. IV&V submits to OCSS for review
 13. OCSS review changes
 14. OCSS approves changes
 15. IV&V Vendor provide report as final to OCSS, MDHS, and CM

Figure 7: OCSS Report Process Flow



104. Using pre-defined checklists and similar tools founded on industry standards, the IV&V Service Provider staff will interview and observe SUCCESS Project Management staff, CSE, DECCD and EAE Program staff, the SUCCESS Project Development Contractor staff (including any sub-contractors), observe project meetings and activities to understand the processes, procedures, and tools used in the CSE, DECCD and EAE Program and SUCCESS Project environments, and review and analyze for adherence to accepted, contractually-defined industry standards, all applicable and available documentation. As a result of these interactions and reviews of the applicable SUCCESS Project documentation, the IV&V Service Provider will produce a structured, exception-based quarterly assessment report that objectively illustrates the strengths and weaknesses of the Project. The IV&V Service Provider will also provide recommendations for correcting the weaknesses that the assessment reports identify.

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105. IV&V services will be performed periodically, through performance of quarterly IV&V reviews, as part of a larger oversight role of the day-to-day operations and management of the SUCCESS Project by State and Federal entities.

B. IV&V STANDARDS

106. Applicable tasks and activities will be performed in accordance with the Institute of Electrical and Electronics Engineers (IEEE) Standard 1012-2004. The IV&V Service Provider will also use all other applicable, lifecycle-appropriate IEEE Standards (e.g., 12207 Software Life Cycle Process; 703 Software QA Plans; 1074 Developing Software Project Lifecycle Process; 828 Configuration Management Plans; and, 830 Requirement Specifications, etc., to name a few) in assessing the State's SUCCESS Project. Further, the IV&V Service Provider will employ the Capability Maturity Model Integrated (CMMI), and the Project Management Institute's Project Management Body of Knowledge (PMBOK) Seventh Edition as additional standards by which to assess the SUCCESS Project. Offerors to this contract must clearly and thoroughly describe in their technical response, their approach to using, at a minimum, these three (3) industry standards (CMMI, PMBOK, IEEE). Where an offeror has a similar, corresponding, but different set of minimum standards than those cited above, the offeror will be expected to cross-reference or otherwise map how their own standards meet the same level of detail and scope of review as the industry standards for IV&V cited herein (e.g., CMMI, PMBOK and IEEE.). Failure to provide this cross- referencing of standards in the offeror's proposal will be deemed as being non- responsive to this solicitation for purposes of evaluation of the offeror's proposal.
107. IV&V services will be performed periodically, through performance of quarterly IV&V reviews, as part of a larger oversight role of the day-to-day operations and management of the SUCCESS Project by State and Federal entities.
108. The IV&V Service Provider shall have complete access to SUCCESS Project documents, facilities, and staff during normal business hours as required to carry out their oversight role. The IV&V Service Provider shall have access to all key staff on site at the SUCCESS Project location(s) daily, as needed to observe meetings, review deliverables and documentation, conduct interviews, etc., in order to ensure a high level of integrity and confidence in the IV&V Service Provider's SUCCESS Project oversight and monitoring.
109. The following section contains lists of individual IV&V activities. All activities in Section L. Project Management Plan are IV&V activities and considered part of this solicitation. The checked activities should be costed and scheduled in the offeror's IV&V Project Management Plan and reported on in the Initial and Periodic IV&V Reports.

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C. IV&V PROJECT MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
IV&V Management Plan	IM-1	As the first deliverable the IV&V provider shall develop an IV&V Management Plan. This plan shall describe the activities, personnel, schedule, standards, and methodology for conducting the IV&V reviews. (See <i>Deliverables</i> for more details)	
Conduct Initial Review	IM-2	Prepare and deliver an Initial IV&V report on the required activities. Report on status of each activity. (See <i>Deliverables</i> for more details)	
Conduct Periodic Review(s)	IM-3	Prepare and deliver a Follow-up IV&V report on the required activities. Report on status of each activity and progress since the previous report. (See <i>Deliverables</i> for more details)	
Management Briefing	IM-4	Prepare and deliver a formal presentation(s) on the status of the IV&V project. Presented as required, with at least ten (10) business days' notice. No more than once a month. (See <i>Deliverables</i> for more details)	

D. PLANNING OVERSIGHT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Procurement	PO-1	Verify the procurement strategy supports State and Federal project objectives.	
Procurement	PO-2	Review and make recommendations on the solicitation documents relative to their ability to adequately inform potential vendors about project objectives, requirements, risks, etc.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Procurement	PO-3	Verify the evaluation criteria are consistent with project objectives and evaluation processes are consistently applied; verify all evaluation criteria is metrics based and clearly articulated within the solicitation documents.	
Procurement	PO-4	Verify that the obligations of the vendor, sub-contractors, and external staff (terms, conditions, statement of work, requirements, technical standards, performance standards, development milestones, acceptance criteria, delivery dates, etc.) are clearly defined. This includes verifying that performance metrics have been included that will allow tracking of project performance and progress against criteria set by the State.	
Procurement	PO-5	Verify the final contract for the vendor team states that the vendor will participate in the IV&V process, being cooperative for coordination and communication of information.	
Feasibility Study	PO-6	Perform ongoing assessment and review of State methodologies used for the feasibility study, verifying it was objective, reasonable, measurable, repeatable, consistent, accurate and verifiable.	
Feasibility Study	PO-7	Review and evaluate the PAPD(U)/IAPD(U) documents.	
Feasibility Study	PO-8	Review and evaluate the Cost Benefit Analysis to assess its reasonableness.	

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E. PROJECT MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Project Sponsorship	PM-1	Assess and recommend improvement, as needed, to assure continuous executive stakeholder buy-in, participation, support, and commitment, and that open pathways of communication exist among all stakeholders.	
Project Sponsorship	PM-2	Verify that executive sponsorship has bought-in to all changes which impact project objectives, cost, or schedule.	
Management Assessment	PM-3	Verify and assess project management and organization, verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project.	
Management Assessment	PM-4	Evaluate project progress, resources, budget, schedules, workflow, and reporting.	
Management Assessment	PM-5	Assess coordination, communication, and management to verify agencies and departments are not working independently of one another and following the communication plan.	
Project Management	PM-6	Verify that a Project Management Plan is created and being followed. Evaluate the project management plans and procedures to verify that they are developed, communicated, implemented, monitored and complete.	
Project Management	PM-7	Evaluate project reporting plan and actual project reports to verify project status is accurately traced using project metrics.	
Project Management	PM-8	Verify milestones and completion dates are planned, monitored, and met.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Project Management	PM-9	Verify the existence and institutionalization of an appropriate project issue tracking mechanism that documents issues as they arise, enables communication of issues to proper stakeholders, documents a mitigation strategy as appropriate, and tracks the issue to closure. This should include but is not limited to technical and development efforts.	
Project Management	PM-10	Evaluate the system's planned life-cycle development methodology or methodologies (waterfall, evolutionary spiral, rapid prototyping, incremental, etc.) to see if they are appropriate for the system being developed.	
Business Process Reengineering	PM-12	Evaluate the project's ability and plans to redesign business systems to achieve improvements in critical measures of performance, such as cost, quality, service, and speed.	
Business Process Reengineering	PM-13	Verify that the reengineering plan has the strategy, management backing, resources, skills, and incentives necessary for effective change.	
Business Process Reengineering	PM-8	Verify that resistance to change is anticipated and prepared for by using principles of change management at each step (such as excellent communication, participation, incentives) and having the appropriate leadership (executive pressure, vision, and actions) throughout the reengineering process.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Risk Management	PM-15	Verify that a Project Risk Management Plan is created and being followed. Evaluate the projects risk management plans and procedures to verify that risks are identified and quantified and that mitigation plans are developed, communicated, implemented, monitored, and complete.	
Change Management	PM-16	Verify that a Change Management Plan is created and being followed. Evaluate the change management plans and procedures to verify they are developed, communicated, implemented, monitored, and complete; and that resistance to change is anticipated and prepared for.	
Communication Management	PM-17	Verify that a Communication Plan is created and being followed. Evaluate the communication plans and strategies to verify they support communications and work product sharing between all project stakeholders; and assess if communication plans and strategies are effective, implemented, monitored and complete.	
Configuration Management	PM-18	Review and evaluate the configuration management (CM) plans and procedures associated with the development process.	
Configuration Management	PM-19	Verify that all critical development documents, including but not limited to requirements, design, code and job control language JCL are maintained under an appropriate level of control.	
Configuration Management	PM-20	Verify that the processes and tools are in place to identify code versions and to rebuild system configurations from source code.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Configuration Management	PM-21	Verify that appropriate source and object libraries are maintained for training, test, and production and that formal sign-off procedures are in place for approving deliverables.	
Configuration Management	PM-22	Verify that appropriate processes and tools are in place to manage system changes, including formal logging of change requests and the review, prioritization and timely scheduling of maintenance actions.	
Configuration Management	PM-23	Verify that mechanisms are in place to prevent unauthorized changes being made to the system and to prevent authorized changes from being made to the wrong version.	
Configuration Management	PM-24	Review the use of CM information (such as the number and type of corrective maintenance actions over time) in project management.	
Project Estimating and Scheduling	PM-25	Evaluate and make recommendations on the estimating and scheduling process of the project to ensure that the project budget and resources are adequate for the work- breakdown structure and schedule.	
Project Estimating and Scheduling	PM-26	Review schedules to verify that adequate time and resources are assigned for planning, development, review, testing and rework.	
Project Estimating and Scheduling	PM-27	Examine historical data to determine if the project/department has been able to accurately estimate the time, labor, and cost of software development efforts.	
Project Personnel	PM-28	Examine the job assignments, skills, training, and experience of the personnel involved in program development to verify that they are adequate for the development task.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Project Personnel	PM-29	Evaluate the State's hiring plan for the project to verify that adequate human resources will be available for development and maintenance.	
Project Personnel	PM-30	Evaluate the State's personnel policies to verify that staff turnover will be minimized.	
Project Organization	PM-31	Verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project.	
Project Organization	PM-32	Verify that the project's organizational structure supports training, process definition, independent Quality Assurance, Configuration Management, product evaluation, and any other functions critical for the project's success.	
Subcontractors and External Staff	PM-33	Evaluate the use of sub-contractors or other external sources of project staff (such as IS staff from another State organization) in project development.	
Subcontractors and External Staff	PM-34	Verify that the obligations of sub-contractors and external staff (terms, conditions, statement of work, requirements, standards, development milestones, acceptance criteria, delivery dates, etc.) are clearly defined.	
Subcontractors and External Staff	PM-35	Verify that the subcontractors' software development methodology and product standards are compatible with the system's standards and environment.	
Subcontractors and External Staff	PM-36	Verify that the subcontractor has and maintains the required skills, personnel, plans, resources, procedures, and standards to meet their commitment. This will include examining the feasibility of any offsite support of the project	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Subcontractors and External Staff	PM-37	Verify that any proprietary tools used by subcontractors do not restrict the future maintainability, portability, and reusability of the system.	
State Oversight	PM-38	Verify that State oversight is provided in the form of periodic status reviews and technical interchanges.	
State Oversight	PM-39	Verify that the State has defined the technical and managerial inputs the subcontractor needs (reviews, approvals, requirements, and interface clarifications, etc.) and has the resources to supply them on schedule.	
State Oversight	PM-40	Verify that State staff has the ultimate responsibility for monitoring project cost and schedule.	

F. QUALITY MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Quality Assurance	QA-1	Evaluate and make recommendations on the project's Quality Assurance plans, procedures, and organization.	
Quality Assurance	QA-2	Verify that QA has an appropriate level of independence from project management.	
Quality Assurance	QA-3	Verify that the QA organization monitors the fidelity of all defined processes in all phases of the project.	
Quality Assurance	QA-4	Verify that the quality of all products produced by the project is monitored by formal reviews and sign-offs.	

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Quality Assurance	QA-5	Verify that project self-evaluations are performed and that measures are continually taken to improve the process.	
Quality Assurance	QA-6	Monitor the performance of the QA contractor by reviewing its processes and reports and performing spot checks of system documentation; assess findings and performance of the processes and reports.	
Quality Assurance	QA-7	Verify that QA has an appropriate level of independence; evaluate and make recommendations on the project's Quality Assurance plans, procedures, and organization.	
Quality Assurance	QA-8	Verify that the QA vendor provides periodic assessment of the CMM activities of the project.	
Quality Assurance	QA-9	Evaluate if appropriate mechanisms are in place for project self-evaluation and process improvement.	
Process Definition and Product Standards	QA-10	Review and make recommendations on all defined processes and product standards associated with the system development.	
Process Definition and Product Standards	QA-11	Verify that all major development processes are defined and that the defined and approved processes and standards are followed in development.	
Process Definition and Product Standards	QA-12	Verify that the processes and standards are compatible with each other and with the system development methodology.	
Process Definition and Product Standards	QA-13	Verify that all process definitions and standards are complete, clear, up-to-date, consistent in format, and easily available to project personnel.	

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G. TRAINING

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
User Training and Documentation	TR-1	Review and make recommendations on the training provided to system users. Verify sufficient knowledge transfer for maintenance and operation of the new system.	
User Training and Documentation	TR-2	Verify that training for users is instructor-led and hands-on and is directly related to the business process and required job skills.	
User Training and Documentation	TR-3	Verify that user-friendly training materials and help desk services are easily available to all users.	
User Training and Documentation	TR-4	Verify that all necessary policy and process and documentation is easily available to users.	
User Training and Documentation	TR-5	Verify that all training is given on-time and is evaluated and monitored for effectiveness, with additional training provided as needed.	
Developer Training and Documentation	TR-6	Review and make recommendations on the training provided to system developers.	
Developer Training and Documentation	TR-7	Verify that developer training is technically adequate, appropriate for the development phase, and available at appropriate times.	
Developer Training and Documentation	TR-8	Verify that all necessary policy, process, and standards documentation is easily available to developers.	
Developer Training and Documentation	TR-9	Verify that all training is given on-time and is evaluated and monitored for effectiveness, with additional training provided as needed.	

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H. REQUIREMENTS MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Requirements Management	RM-1	Evaluate and make recommendations on the project's process and procedures for managing requirements.	
Requirements Management	RM-2	Verify that system requirements are well-defined, understood and documented.	
Requirements Management	RM-3	Evaluate the allocation of system requirements to hardware and software requirements.	
Requirements Management	RM-4	Verify that software requirements can be traced through design, code, and test phases to verify that the system performs as intended and contains no unnecessary software elements.	
Requirements Management	RM-5	Verify that requirements are under formal configuration control.	
Security Requirements	RM-6	Evaluate and make recommendations on project policies and procedures for ensuring that the system is secure and that the privacy of client data is maintained.	
Security Requirements	RM-7	Evaluate the project's restrictions on system and data access.	
Security Requirements	RM-8	Evaluate the project's security and risk analysis.	
Security Requirements	RM-9	Verify that processes and equipment are in place to back up client and project data and files and archive them safely at appropriate intervals.	
Requirements Analysis	RM-10	Verify that an analysis of client, State and federal needs and objectives has been performed to verify that requirements of the system are well understood, well defined, and satisfy federal regulations.	
Requirements Analysis	RM-11	Verify that all stakeholders have been consulted to the desired functionality of the system, and that users have been involved in prototyping of the user	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
		interface.	
Requirements Analysis	RM-12	Verify that all stakeholders have bought-in to all changes which impact project objectives, cost, or schedule.	
Requirements Analysis	RM-13	Verify that performance requirements (e.g., timing, response time and throughput) satisfy user needs.	
Requirements Analysis	RM-8	Verify that user's maintenance requirements for the system are completely specified.	
Interface Requirements	RM-15	Verify that all system interfaces are exactly described, by medium and by function, including input/output control codes, data format, polarity, range, units, and frequency.	
Requirements Analysis	RM-16	Verify those approved interface documents are available and that appropriate relationships (such as interface working groups) are in place with all agencies and organizations supporting the interfaces.	
Requirements Allocation and Specification	RM-17	Verify that all system requirements have been allocated to a either a software or hardware subsystem.	
Requirements Allocation and Specification	RM-18	Verify that requirements specifications have been developed for all hardware and software subsystems in a sufficient level of detail to ensure successful implementation.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Reverse Engineering	RM-19	If a legacy system or a transfer system is or will be used in development, verify a well-defined plan and process for reengineering the system is in place and is followed. The process, depending on the goals of the reuse or transfer, may include reverse engineering, code translation, re-documentation, restructuring, normalization, and re-targeting.	

I. OPERATING ENVIRONMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Hardware	OE-1	Evaluate new and existing system hardware configurations to determine if their performance is adequate to meet existing and proposed system requirements.	
System Hardware	OE-2	Determine if hardware is compatible with the State's existing processing environment, if it is maintainable, and if it is easily upgradeable. This evaluation will include, but is not limited to CPUs and other processors, memory, network connections and bandwidth, communication controllers, telecommunications systems (LAN/WAN), terminals, printers, and storage devices.	
System Hardware	OE-3	Evaluate current and projected vendor support of the hardware, as well as the State's hardware configuration management plans and procedures.	
System Software	OE-4	Evaluate new and existing system software to determine if its capabilities are adequate to meet existing and proposed system requirements.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Software	OE-5	Determine if the software is compatible with the State's existing hardware and software environment, if it is maintainable, and if it is easily upgradeable. This evaluation will include, but is not limited to, operating systems, middleware, and network software including communications and file-sharing protocols.	
System Software	OE-6	Current and projected vendor support of the software will also be evaluated, as well as the States software acquisition plans and procedures.	
Database Software	OE-7	Evaluate new and existing database products to determine if their capabilities are adequate to meet existing and proposed system requirements.	
Database Software	OE-8	Determine if the database's data format is easily convertible to other formats, if it supports the addition of new data items, if it is scalable, if it is easily refreshable and if it is compatible with the State's existing hardware and software, including any on-line transaction processing (OLTP) environment.	
Database Software	OE-9	Evaluate any current and projected vendor support of the software, as well as the State's software acquisition plans and procedures.	
System Capacity	OE-10	Evaluate the existing processing capacity of the system and verify that it is adequate for current statewide needs for both batch and on-line processing.	
System Capacity	OE-11	Evaluate the historic availability and reliability of the system including the frequency and criticality of system failure.	
System Capacity	OE-12	Evaluate the results of any volume testing or stress testing.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Capacity	OE-13	Evaluate any existing measurement and capacity planning program and will evaluate the system's capacity to support future growth.	
System Capacity	OE-8	Make recommendations on changes in processing hardware, storage, network systems, operating systems, COTS software, and software design to meet future growth and improve system performance.	

J. DEVELOPMENT ENVIRONMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Development Hardware	DE-1	Evaluate new and existing development hardware configurations to determine if their performance is adequate to meet the needs of system development.	
Development Hardware	DE-2	Determine if hardware is maintainable, easily upgradeable, and compatible with the State's existing development and processing environment. This evaluation will include, but is not limited to CPUs and other processors, memory, network connections and bandwidth, communication controllers, telecommunications systems (LAN/WAN), terminals, printers and storage devices.	
Development Hardware	DE-3	Current and projected vendor support of the hardware will also be evaluated, as well as the State's hardware configuration management plans and procedures.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Development Software	DE-4	Evaluate new and existing development software to determine if its capabilities are adequate to meet system development requirements.	
Development Software	DE-5	Determine if the software is maintainable, easily upgradeable, and compatible with the State's existing hardware and software environment.	
Development Software	DE-6	Evaluate the environment as a whole to see if it shows a degree of integration compatible with good development. This evaluation will include, but is not limited to, operating systems, network software, CASE tools, project management software, configuration management software, compilers, cross-compilers, linkers, loaders, debuggers, editors, and reporting software.	
Development Software	DE-7	Language and compiler selection will be evaluated with regard to portability and reusability (ANSI standard language, non-standard extensions, etc.)	
Development Software	DE-8	Current and projected vendor support of the software will also be evaluated, as well as the States software acquisition plans and procedures.	

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K. SOFTWARE DEVELOPMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
High-Level Design	SD-1	Evaluate and make recommendations on existing high level design products to verify the design is workable, efficient, and satisfies all system and system interface requirements.	
High-Level Design	SD-2	Evaluated the design products for adherence to the project design methodology and standards.	
High-Level Design	SD-3	Evaluate the design and analysis process used to develop the design and make recommendations for improvements. Evaluate design standards, methodology and CASE tools used and make recommendations.	
High-Level Design	SD-4	Verify that design requirements can be traced back to system requirements.	
High-Level Design	SD-5	Verify that all design products are under configuration control and formally approved before detailed design begins.	
Detailed Design	SD-6	Evaluate and make recommendations on existing detailed design products to verify that the design is workable, efficient, and satisfies all high-level design requirements.	
Detailed Design	SD-7	The design products will also be evaluated for adherence to the project design methodology and standards.	
Detailed Design	SD-8	The design and analysis process used to develop the design will be evaluated and recommendations for improvements made.	
Detailed Design	SD-9	Design standards, methodology, and CASE tools used will be evaluated and recommendations made.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Detailed Design	SD-10	Verify that design requirements can be traced back to system requirements and high-level design.	
Detailed Design	SD-11	Verify that all design products are under configuration control and formally approved before coding begins.	
Job Control	SD-12	Perform an evaluation and make recommendations on existing job control and on the process for designing job control.	
Job Control	SD-13	Evaluate the system's division between batch and on-line processing regarding system performance and data integrity.	
Job Control	SD-8	Evaluate batch jobs for appropriate scheduling, timing, and internal and external dependencies.	
Job Control	SD-15	Evaluate the appropriate use of OS scheduling software.	
Job Control	SD-16	Verify that job control language scripts are under an appropriate level of configuration control.	
Code	SD-17	Evaluate and make recommendations on the standards and process currently in place for code development.	
Code	SD-18	Evaluate the existing code base for portability and maintainability, taking software metrics including but not limited to modularity, complexity and source and object size.	
Code	SD-19	Code documentation will be evaluated for quality, completeness (including maintenance history) and accessibility.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Code	SD-20	Evaluate the coding standards and guidelines and the projects compliance with these standards and guidelines. This evaluation will include, but is not limited to, structure, documentation, modularity, naming conventions and format.	
Code	SD-21	Verify that developed code is kept under appropriate configuration control and is easily accessible by developers.	
Code	SD-22	Evaluate the project's use of software metrics in management and quality assurance.	
Unit Test	SD-23	Evaluate the plans, requirements, environment, tools, and procedures used for unit testing system modules.	
Unit Test	SD-24	Evaluate the level of test automation, interactive testing, and interactive debugging available in the test environment.	
Unit Test	SD-25	Verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented.	

L. SYSTEM AND ACCEPTANCE TESTING

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Integration Test	ST-1	Evaluate the plans, requirements, environment, tools, and procedures used for integration testing of system modules.	
System Integration Test	ST-2	Evaluate the level of automation and the availability of the system test environment.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Integration Test	ST-3	Verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented, including formal logging of errors found in testing.	
System Integration Test	ST-4	Verify that the test organization has an appropriate level of independence from the development organization.	
Pilot Test	ST-5	Evaluate the plans, requirements, environment, tools, and procedures for pilot testing the system.	
Pilot Test	ST-6	Verify that a sufficient number and type of case scenarios are used to ensure comprehensive but manageable testing and that tests are run in a realistic, real-time environment.	
Pilot Test	ST-7	Verify that test scripts are complete, with step-by-step procedures, required pre-existing events or triggers, and expected results.	
Pilot Test	ST-8	Verify that test results are verified, that the correct code configuration has been used, and that the tests runs are appropriately documented, including formal logging of errors found in testing.	
Pilot Test	ST-9	Verify that the test organization has an appropriate level of independence from the development organization.	
Interface Testing	ST-10	Evaluate interface testing plans and procedures for compliance with industry standards.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Acceptance and Turnover	ST-11	Acceptance procedures and acceptance criteria for each product must be defined, reviewed, and approved prior to testing and the results of the test must be documented. Acceptance procedures must also address the process by which any software product that does not pass acceptance testing will be corrected.	
Acceptance and Turnover	ST-12	Verify that appropriate acceptance testing based on the defined acceptance criteria is performed satisfactorily before acceptance of software products.	
Acceptance and Turnover	ST-13	Verify that the acceptance test organization has an appropriate level of independence from the subcontractor.	
Acceptance and Turnover	ST-8	Verify that training in using the contractor-supplied software is to be on-going throughout the development process (Especially if the software is to be turned over to state staff for operation).	
Acceptance and Turnover	ST-15	Review and evaluate implementation plan.	

M. DATA MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Data Conversion	DM-1	Evaluate the State's existing and proposed plans, procedures, and software for data conversion.	
Data Conversion	DM-2	Verify that procedures are in place and are being followed to review the completed data for completeness and accuracy and to perform data	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
		clean-up as required.	
Data Conversion	DM-3	Determine conversion error rates and if the error rates are manageable.	
Data Conversion	DM-4	Make recommendations on making the conversion process more efficient and on maintaining the integrity of data during the conversion.	
Database Design	DM-5	Evaluate new and existing database designs to determine if they meet existing and proposed system requirements.	
Database Design	DM-6	Recommend improvements to existing designs to improve data integrity and system performance.	
Database Design	DM-7	Evaluate the design for maintainability, scalability, refreshable concurrence, normalization (where appropriate) and any other factors affecting performance and data integrity.	
Database Design	DM-8	Evaluate the project's process for administering the database, including backup, recovery, performance analysis and control of data item creation.	

N. OPERATIONS OVERSIGHT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Operational Change Tracking	OO-1	Evaluate statewide system's change request and defect tracking processes.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Operational Change Tracking	OO-2	Evaluate implementation of the process activities and request volumes to determine if processes are effective and are being followed.	
Customer & User Operational Satisfaction	OO-3	Evaluate user satisfaction with system to determine areas for improvement	
Operational Goals	OO-4	Evaluate impact of system on program goals and performance standards.	
Operational Documentation	OO-5	Evaluate operational plans and processes.	
Operational Processes and Activity	OO-6	Evaluate implementation of the process activities including backup, disaster recovery and day-to-day operations to verify the processes are being followed.	

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IX. FEDERAL PARTNERS & STATE REQUIREMENTS (CHILD SUPPORT, CHILD CARE, SNAP, AND TANF)

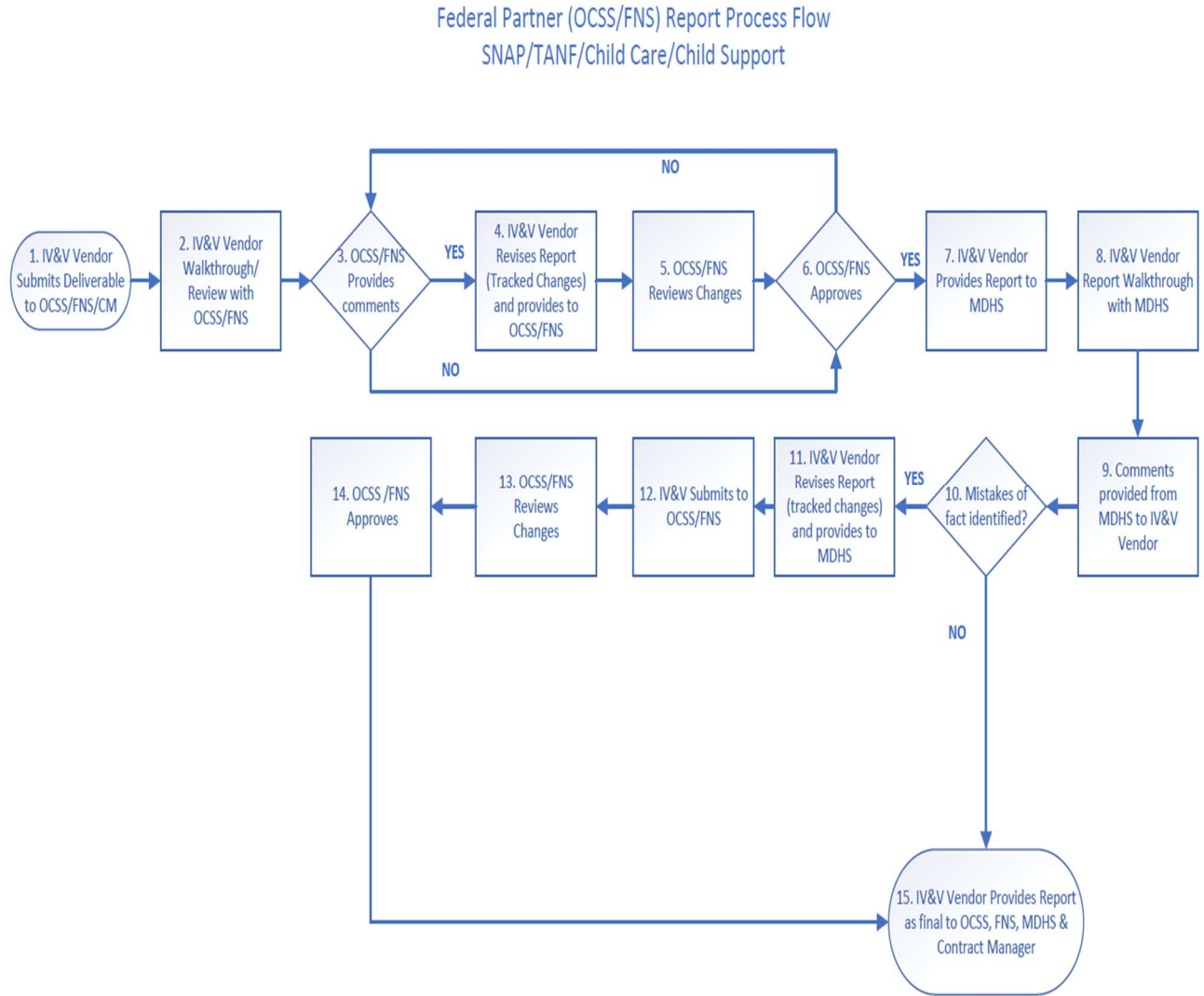
A. SCOPE OF SERVICES

110. Observe project meetings and activities to understand the process, procedures, and tools used in the SUCCESS Project - including any/all aspects within the entire Program Development efforts and the overall program schedule. To ensure the independence of the IV&V effort, all deliverables will be submitted to Federal Partners and State Contract Manager (ITS).

Reporting as follows:

1. Submit report to OCSS, FNS, and CM.
2. IV&V vendor walkthrough / review with OCSS and FNS.
3. OCSS provides comments
 - a. If yes move to step 4
 - b. If no move to step 6.
4. IV&V revises reports (Tracked changes).
5. IV&V reviews changes with OCSS and FNS.
6. OCSS and FNS approval
 - a. If yes move to step 7.
 - b. If not, return to step 3.
7. IV&V Vendor provides report to MDHS
8. IV&V vendor walkthrough / review with MDHS.
9. MDHS provides comments to IV&V vendor.
10. Mistakes of fact identified.
 - a. If yes move to step 11.
 - b. If no move to step 15.
11. IV&V vendor revises report (Tracked Changes).
12. IV&V submits to OCSS and FNS for review.
13. OCSS and FNS review changes
14. OCSS and FNS approves changes
15. IV&V Vendor provide report as final to OCSS, FNS, MDHS, and CM

Figure 8 shows the Federal Partner (OCSS/FNS) Report Flow SNAP/TANF/Child Care/Child Support



111. Using pre-defined checklists and similar tools founded on industry standards, the IV&V Service Provider staff will interview and observe SUCCESS Project Management staff, CSE, DECCD and EAE Program staff, the SUCCESS Project Development Contractor staff (including any sub-contractors), observe project meetings and activities to understand the processes, procedures, and tools used in the CSE, DECCD and EAE Program and SUCCESS Project environments, and review and analyze for adherence to accepted, contractually-defined industry standards, all applicable and available documentation. As a result of these interactions and reviews of the applicable SUCCESS Project documentation, the IV&V Service Provider will produce a structured, exception-based quarterly

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assessment report that objectively illustrates the strengths and weaknesses of the Project. The IV&V Service Provider will also provide recommendations for correcting the weaknesses that the assessment reports identify.

112. IV&V services will be performed periodically, through performance of quarterly IV&V reviews, as part of a larger oversight role of the day-to-day operations and management of the SUCCESS Project by State and Federal entities.

B. IV&V STANDARDS

113. Applicable tasks and activities will be performed in accordance with the Institute of Electrical and Electronics Engineers (IEEE) Standard 1012-2004. The IV&V Service Provider will also use all other applicable, lifecycle-appropriate IEEE Standards (e.g., 12207 Software Life Cycle Process; 703 Software QA Plans; 1074 Developing Software Project Lifecycle Process; 828 Configuration Management Plans; and, 830 Requirement Specifications, etc., to name a few) in assessing the State's SUCCESS Project. Further, the IV&V Service Provider will employ the Capability Maturity Model Integrated (CMMI), and the Project Management Institute's Project Management Body of Knowledge (PMBOK) Seventh Edition as additional standards by which to assess the SUCCESS Project. Offerors to this contract must clearly and thoroughly describe in their technical response, their approach to using, at a minimum, these three (3) industry standards (CMMI, PMBOK, IEEE). Where an offeror has a similar, corresponding, but different set of minimum standards than those cited above, the offeror will be expected to cross-reference or otherwise map how their own standards meet the same level of detail and scope of review as the industry standards for IV&V cited herein (e.g., CMMI, PMBOK and IEEE.). Failure to provide this cross- referencing of standards in the offeror's proposal will be deemed as being non- responsive to this solicitation for purposes of evaluation of the offeror's proposal.
114. IV&V services will be performed periodically, through performance of quarterly IV&V reviews, as part of a larger oversight role of the day-to-day operations and management of the SUCCESS Project by State and Federal entities.
115. The IV&V Service Provider shall have complete access to SUCCESS Project documents, facilities, and staff during normal business hours as required to carry out their oversight role. The IV&V Service Provider shall have access to all key staff on site at the SUCCESS Project location(s) daily, as needed to observe meetings, review deliverables and documentation, conduct interviews, etc., in order to ensure a high level of integrity and confidence in the IV&V Service Provider's SUCCESS Project oversight and monitoring.
116. The following section contains lists of individual IV&V activities. All activities in Section L. Project Management Plan are IV&V activities and considered part of this solicitation. The checked activities should be costed and scheduled in the offeror's IV&V Project Management Plan and reported on in the Initial and Periodic IV&V Reports.

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C. IV&V PROJECT MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
IV&V Management Plan	IM-1	As the first deliverable the IV&V provider shall develop an IV&V Management Plan. This plan shall describe the activities, personnel, schedule, standards, and methodology for conducting the IV&V reviews. (See <i>Deliverables</i> for more details)	
Conduct Initial Review	IM-2	Prepare and deliver an Initial IV&V report on the required activities. Report on status of each activity. (See <i>Deliverables</i> for more details)	
Conduct Periodic Review(s)	IM-3	Prepare and deliver a Follow-up IV&V report on the required activities. Report on status of each activity and progress since the previous report. (See <i>Deliverables</i> for more details)	
Management Briefing	IM-4	Prepare and deliver a formal presentation(s) on the status of the IV&V project. Presented as required, with at least ten (10) business days' notice. No more than once a month. (See <i>Deliverables</i> for more details)	

D. PLANNING OVERSIGHT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Procurement	PO-1	Verify the procurement strategy supports State and Federal project objectives.	
Procurement	PO-2	Review and make recommendations on the solicitation documents relative to their ability to adequately inform potential vendors about project objectives, requirements, risks, etc.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Procurement	PO-3	Verify the evaluation criteria are consistent with project objectives and evaluation processes are consistently applied; verify all evaluation criteria is metrics based and clearly articulated within the solicitation documents.	
Procurement	PO-4	Verify that the obligations of the vendor, sub-contractors, and external staff (terms, conditions, statement of work, requirements, technical standards, performance standards, development milestones, acceptance criteria, delivery dates, etc.) are clearly defined. This includes verifying that performance metrics have been included that will allow tracking of project performance and progress against criteria set by the State.	
Procurement	PO-5	Verify the final contract for the vendor team states that the vendor will participate in the IV&V process, being cooperative for coordination and communication of information.	
Feasibility Study	PO-6	Perform ongoing assessment and review of State methodologies used for the feasibility study, verifying it was objective, reasonable, measurable, repeatable, consistent, accurate and verifiable.	
Feasibility Study	PO-7	Review and evaluate the PAPD(U)/IAPD(U) documents.	
Feasibility Study	PO-8	Review and evaluate the Cost Benefit Analysis to assess its reasonableness.	

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E. PROJECT MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Project Sponsorship	PM-1	Assess and recommend improvement, as needed, to assure continuous executive stakeholder buy-in, participation, support, and commitment, and that open pathways of communication exist among all stakeholders.	
Project Sponsorship	PM-2	Verify that executive sponsorship has bought-in to all changes which impact project objectives, cost, or schedule.	
Management Assessment	PM-3	Verify and assess project management and organization, verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project.	
Management Assessment	PM-4	Evaluate project progress, resources, budget, schedules, workflow, and reporting.	
Management Assessment	PM-5	Assess coordination, communication, and management to verify agencies and departments are not working independently of one another and following the communication plan.	
Project Management	PM-6	Verify that a Project Management Plan is created and being followed. Evaluate the project management plans and procedures to verify that they are developed, communicated, implemented, monitored and complete.	
Project Management	PM-7	Evaluate project reporting plan and actual project reports to verify project status is accurately traced using project metrics.	
Project Management	PM-8	Verify milestones and completion dates are planned, monitored, and met.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Project Management	PM-9	Verify the existence and institutionalization of an appropriate project issue tracking mechanism that documents issues as they arise, enables communication of issues to proper stakeholders, documents a mitigation strategy as appropriate, and tracks the issue to closure. This should include but is not limited to technical and development efforts.	
Project Management	PM-10	Evaluate the system's planned life-cycle development methodology or methodologies (waterfall, evolutionary spiral, rapid prototyping, incremental, etc.) to see if they are appropriate for the system being developed.	
Business Process Reengineering	PM-12	Evaluate the project's ability and plans to redesign business systems to achieve improvements in critical measures of performance, such as cost, quality, service, and speed.	
Business Process Reengineering	PM-13	Verify that the reengineering plan has the strategy, management backing, resources, skills, and incentives necessary for effective change.	
Business Process Reengineering	PM-8	Verify that resistance to change is anticipated and prepared for by using principles of change management at each step (such as excellent communication, participation, incentives) and having the appropriate leadership (executive pressure, vision, and actions) throughout the reengineering process.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Risk Management	PM-15	Verify that a Project Risk Management Plan is created and being followed. Evaluate the projects risk management plans and procedures to verify that risks are identified and quantified and that mitigation plans are developed, communicated, implemented, monitored, and complete.	
Change Management	PM-16	Verify that a Change Management Plan is created and being followed. Evaluate the change management plans and procedures to verify they are developed, communicated, implemented, monitored, and complete; and that resistance to change is anticipated and prepared for.	
Communication Management	PM-17	Verify that a Communication Plan is created and being followed. Evaluate the communication plans and strategies to verify they support communications and work product sharing between all project stakeholders; and assess if communication plans and strategies are effective, implemented, monitored and complete.	
Configuration Management	PM-18	Review and evaluate the configuration management (CM) plans and procedures associated with the development process.	
Configuration Management	PM-19	Verify that all critical development documents, including but not limited to requirements, design, code and job control language JCL are maintained under an appropriate level of control.	
Configuration Management	PM-20	Verify that the processes and tools are in place to identify code versions and to rebuild system configurations from source code.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Configuration Management	PM-21	Verify that appropriate source and object libraries are maintained for training, test, and production and that formal sign-off procedures are in place for approving deliverables.	
Configuration Management	PM-22	Verify that appropriate processes and tools are in place to manage system changes, including formal logging of change requests and the review, prioritization and timely scheduling of maintenance actions.	
Configuration Management	PM-23	Verify that mechanisms are in place to prevent unauthorized changes being made to the system and to prevent authorized changes from being made to the wrong version.	
Configuration Management	PM-24	Review the use of CM information (such as the number and type of corrective maintenance actions over time) in project management.	
Project Estimating and Scheduling	PM-25	Evaluate and make recommendations on the estimating and scheduling process of the project to ensure that the project budget and resources are adequate for the work- breakdown structure and schedule.	
Project Estimating and Scheduling	PM-26	Review schedules to verify that adequate time and resources are assigned for planning, development, review, testing and rework.	
Project Estimating and Scheduling	PM-27	Examine historical data to determine if the project/department has been able to accurately estimate the time, labor, and cost of software development efforts.	
Project Personnel	PM-28	Examine the job assignments, skills, training, and experience of the personnel involved in program development to verify that they are adequate for the development task.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Project Personnel	PM-29	Evaluate the State's hiring plan for the project to verify that adequate human resources will be available for development and maintenance.	
Project Personnel	PM-30	Evaluate the State's personnel policies to verify that staff turnover will be minimized.	
Project Organization	PM-31	Verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project.	
Project Organization	PM-32	Verify that the project's organizational structure supports training, process definition, independent Quality Assurance, Configuration Management, product evaluation, and any other functions critical for the project's success.	
Subcontractors and External Staff	PM-33	Evaluate the use of sub-contractors or other external sources of project staff (such as IS staff from another State organization) in project development.	
Subcontractors and External Staff	PM-34	Verify that the obligations of sub-contractors and external staff (terms, conditions, statement of work, requirements, standards, development milestones, acceptance criteria, delivery dates, etc.) are clearly defined.	
Subcontractors and External Staff	PM-35	Verify that the subcontractors' software development methodology and product standards are compatible with the system's standards and environment.	
Subcontractors and External Staff	PM-36	Verify that the subcontractor has and maintains the required skills, personnel, plans, resources, procedures, and standards to meet their commitment. This will include examining the feasibility of any offsite support of the project	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Subcontractors and External Staff	PM-37	Verify that any proprietary tools used by subcontractors do not restrict the future maintainability, portability, and reusability of the system.	
State Oversight	PM-38	Verify that State oversight is provided in the form of periodic status reviews and technical interchanges.	
State Oversight	PM-39	Verify that the State has defined the technical and managerial inputs the subcontractor needs (reviews, approvals, requirements, and interface clarifications, etc.) and has the resources to supply them on schedule.	
State Oversight	PM-40	Verify that State staff has the ultimate responsibility for monitoring project cost and schedule.	

F. QUALITY MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Quality Assurance	QA-1	Evaluate and make recommendations on the project's Quality Assurance plans, procedures, and organization.	
Quality Assurance	QA-2	Verify that QA has an appropriate level of independence from project management.	
Quality Assurance	QA-3	Verify that the QA organization monitors the fidelity of all defined processes in all phases of the project.	
Quality Assurance	QA-4	Verify that the quality of all products produced by the project is monitored by formal reviews and sign-offs.	

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Quality Assurance	QA-5	Verify that project self-evaluations are performed and that measures are continually taken to improve the process.	
Quality Assurance	QA-6	Monitor the performance of the QA contractor by reviewing its processes and reports and performing spot checks of system documentation; assess findings and performance of the processes and reports.	
Quality Assurance	QA-7	Verify that QA has an appropriate level of independence; evaluate and make recommendations on the project's Quality Assurance plans, procedures, and organization.	
Quality Assurance	QA-8	Verify that the QA vendor provides periodic assessment of the CMM activities of the project.	
Quality Assurance	QA-9	Evaluate if appropriate mechanisms are in place for project self-evaluation and process improvement.	
Process Definition and Product Standards	QA-10	Review and make recommendations on all defined processes and product standards associated with the system development.	
Process Definition and Product Standards	QA-11	Verify that all major development processes are defined and that the defined and approved processes and standards are followed in development.	
Process Definition and Product Standards	QA-12	Verify that the processes and standards are compatible with each other and with the system development methodology.	
Process Definition and Product Standards	QA-13	Verify that all process definitions and standards are complete, clear, up-to-date, consistent in format, and easily available to project personnel.	

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G. TRAINING

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
User Training and Documentation	TR-1	Review and make recommendations on the training provided to system users. Verify sufficient knowledge transfer for maintenance and operation of the new system.	
User Training and Documentation	TR-2	Verify that training for users is instructor-led and hands-on and is directly related to the business process and required job skills.	
User Training and Documentation	TR-3	Verify that user-friendly training materials and help desk services are easily available to all users.	
User Training and Documentation	TR-4	Verify that all necessary policy and process and documentation is easily available to users.	
User Training and Documentation	TR-5	Verify that all training is given on-time and is evaluated and monitored for effectiveness, with additional training provided as needed.	
Developer Training and Documentation	TR-6	Review and make recommendations on the training provided to system developers.	
Developer Training and Documentation	TR-7	Verify that developer training is technically adequate, appropriate for the development phase, and available at appropriate times.	
Developer Training and Documentation	TR-8	Verify that all necessary policy, process, and standards documentation is easily available to developers.	
Developer Training and Documentation	TR-9	Verify that all training is given on-time and is evaluated and monitored for effectiveness, with additional training provided as needed.	

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H. REQUIREMENTS MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Requirements Management	RM-1	Evaluate and make recommendations on the project's process and procedures for managing requirements.	
Requirements Management	RM-2	Verify that system requirements are well-defined, understood and documented.	
Requirements Management	RM-3	Evaluate the allocation of system requirements to hardware and software requirements.	
Requirements Management	RM-4	Verify that software requirements can be traced through design, code, and test phases to verify that the system performs as intended and contains no unnecessary software elements.	
Requirements Management	RM-5	Verify that requirements are under formal configuration control.	
Security Requirements	RM-6	Evaluate and make recommendations on project policies and procedures for ensuring that the system is secure and that the privacy of client data is maintained.	
Security Requirements	RM-7	Evaluate the project's restrictions on system and data access.	
Security Requirements	RM-8	Evaluate the project's security and risk analysis.	
Security Requirements	RM-9	Verify that processes and equipment are in place to back up client and project data and files and archive them safely at appropriate intervals.	
Requirements Analysis	RM-10	Verify that an analysis of client, State and federal needs and objectives has been performed to verify that requirements of the system are well understood, well defined, and satisfy federal regulations.	
Requirements Analysis	RM-11	Verify that all stakeholders have been consulted to the desired functionality of the system, and that users have been involved in prototyping of the user	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
		interface.	
Requirements Analysis	RM-12	Verify that all stakeholders have bought-in to all changes which impact project objectives, cost, or schedule.	
Requirements Analysis	RM-13	Verify that performance requirements (e.g., timing, response time and throughput) satisfy user needs.	
Requirements Analysis	RM-8	Verify that user's maintenance requirements for the system are completely specified.	
Interface Requirements	RM-15	Verify that all system interfaces are exactly described, by medium and by function, including input/output control codes, data format, polarity, range, units, and frequency.	
Requirements Analysis	RM-16	Verify those approved interface documents are available and that appropriate relationships (such as interface working groups) are in place with all agencies and organizations supporting the interfaces.	
Requirements Allocation and Specification	RM-17	Verify that all system requirements have been allocated to a either a software or hardware subsystem.	
Requirements Allocation and Specification	RM-18	Verify that requirements specifications have been developed for all hardware and software subsystems in a sufficient level of detail to ensure successful implementation.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Reverse Engineering	RM-19	If a legacy system or a transfer system is or will be used in development, verify a well-defined plan and process for reengineering the system is in place and is followed. The process, depending on the goals of the reuse or transfer, may include reverse engineering, code translation, re-documentation, restructuring, normalization, and re-targeting.	

I. OPERATING ENVIRONMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Hardware	OE-1	Evaluate new and existing system hardware configurations to determine if their performance is adequate to meet existing and proposed system requirements.	
System Hardware	OE-2	Determine if hardware is compatible with the State's existing processing environment, if it is maintainable, and if it is easily upgradeable. This evaluation will include, but is not limited to CPUs and other processors, memory, network connections and bandwidth, communication controllers, telecommunications systems (LAN/WAN), terminals, printers, and storage devices.	
System Hardware	OE-3	Evaluate current and projected vendor support of the hardware, as well as the State's hardware configuration management plans and procedures.	
System Software	OE-4	Evaluate new and existing system software to determine if its capabilities are adequate to meet existing and proposed system requirements.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Software	OE-5	Determine if the software is compatible with the State's existing hardware and software environment, if it is maintainable, and if it is easily upgradeable. This evaluation will include, but is not limited to, operating systems, middleware, and network software including communications and file-sharing protocols.	
System Software	OE-6	Current and projected vendor support of the software will also be evaluated, as well as the States software acquisition plans and procedures.	
Database Software	OE-7	Evaluate new and existing database products to determine if their capabilities are adequate to meet existing and proposed system requirements.	
Database Software	OE-8	Determine if the database's data format is easily convertible to other formats, if it supports the addition of new data items, if it is scalable, if it is easily refreshable and if it is compatible with the State's existing hardware and software, including any on-line transaction processing (OLTP) environment.	
Database Software	OE-9	Evaluate any current and projected vendor support of the software, as well as the State's software acquisition plans and procedures.	
System Capacity	OE-10	Evaluate the existing processing capacity of the system and verify that it is adequate for current statewide needs for both batch and on-line processing.	
System Capacity	OE-11	Evaluate the historic availability and reliability of the system including the frequency and criticality of system failure.	
System Capacity	OE-12	Evaluate the results of any volume testing or stress testing.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Capacity	OE-13	Evaluate any existing measurement and capacity planning program and will evaluate the system's capacity to support future growth.	
System Capacity	OE-8	Make recommendations on changes in processing hardware, storage, network systems, operating systems, COTS software, and software design to meet future growth and improve system performance.	

J. DEVELOPMENT ENVIRONMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Development Hardware	DE-1	Evaluate new and existing development hardware configurations to determine if their performance is adequate to meet the needs of system development.	
Development Hardware	DE-2	Determine if hardware is maintainable, easily upgradeable, and compatible with the State's existing development and processing environment. This evaluation will include, but is not limited to CPUs and other processors, memory, network connections and bandwidth, communication controllers, telecommunications systems (LAN/WAN), terminals, printers and storage devices.	
Development Hardware	DE-3	Current and projected vendor support of the hardware will also be evaluated, as well as the State's hardware configuration management plans and procedures.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Development Software	DE-4	Evaluate new and existing development software to determine if its capabilities are adequate to meet system development requirements.	
Development Software	DE-5	Determine if the software is maintainable, easily upgradeable, and compatible with the State's existing hardware and software environment.	
Development Software	DE-6	Evaluate the environment as a whole to see if it shows a degree of integration compatible with good development. This evaluation will include, but is not limited to, operating systems, network software, CASE tools, project management software, configuration management software, compilers, cross-compilers, linkers, loaders, debuggers, editors, and reporting software.	
Development Software	DE-7	Language and compiler selection will be evaluated with regard to portability and reusability (ANSI standard language, non-standard extensions, etc.)	
Development Software	DE-8	Current and projected vendor support of the software will also be evaluated, as well as the States software acquisition plans and procedures.	

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K. SOFTWARE DEVELOPMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
High-Level Design	SD-1	Evaluate and make recommendations on existing high level design products to verify the design is workable, efficient, and satisfies all system and system interface requirements.	
High-Level Design	SD-2	Evaluated the design products for adherence to the project design methodology and standards.	
High-Level Design	SD-3	Evaluate the design and analysis process used to develop the design and make recommendations for improvements. Evaluate design standards, methodology and CASE tools used and make recommendations.	
High-Level Design	SD-4	Verify that design requirements can be traced back to system requirements.	
High-Level Design	SD-5	Verify that all design products are under configuration control and formally approved before detailed design begins.	
Detailed Design	SD-6	Evaluate and make recommendations on existing detailed design products to verify that the design is workable, efficient, and satisfies all high-level design requirements.	
Detailed Design	SD-7	The design products will also be evaluated for adherence to the project design methodology and standards.	
Detailed Design	SD-8	The design and analysis process used to develop the design will be evaluated and recommendations for improvements made.	
Detailed Design	SD-9	Design standards, methodology, and CASE tools used will be evaluated and recommendations made.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Detailed Design	SD-10	Verify that design requirements can be traced back to system requirements and high-level design.	
Detailed Design	SD-11	Verify that all design products are under configuration control and formally approved before coding begins.	
Job Control	SD-12	Perform an evaluation and make recommendations on existing job control and on the process for designing job control.	
Job Control	SD-13	Evaluate the system's division between batch and on-line processing regarding system performance and data integrity.	
Job Control	SD-8	Evaluate batch jobs for appropriate scheduling, timing, and internal and external dependencies.	
Job Control	SD-15	Evaluate the appropriate use of OS scheduling software.	
Job Control	SD-16	Verify that job control language scripts are under an appropriate level of configuration control.	
Code	SD-17	Evaluate and make recommendations on the standards and process currently in place for code development.	
Code	SD-18	Evaluate the existing code base for portability and maintainability, taking software metrics including but not limited to modularity, complexity and source and object size.	
Code	SD-19	Code documentation will be evaluated for quality, completeness (including maintenance history) and accessibility.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Code	SD-20	Evaluate the coding standards and guidelines and the projects compliance with these standards and guidelines. This evaluation will include, but is not limited to, structure, documentation, modularity, naming conventions and format.	
Code	SD-21	Verify that developed code is kept under appropriate configuration control and is easily accessible by developers.	
Code	SD-22	Evaluate the project's use of software metrics in management and quality assurance.	
Unit Test	SD-23	Evaluate the plans, requirements, environment, tools, and procedures used for unit testing system modules.	
Unit Test	SD-24	Evaluate the level of test automation, interactive testing, and interactive debugging available in the test environment.	
Unit Test	SD-25	Verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented.	

L. SYSTEM AND ACCEPTANCE TESTING

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Integration Test	ST-1	Evaluate the plans, requirements, environment, tools, and procedures used for integration testing of system modules.	
System Integration Test	ST-2	Evaluate the level of automation and the availability of the system test environment.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
System Integration Test	ST-3	Verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented, including formal logging of errors found in testing.	
System Integration Test	ST-4	Verify that the test organization has an appropriate level of independence from the development organization.	
Pilot Test	ST-5	Evaluate the plans, requirements, environment, tools, and procedures for pilot testing the system.	
Pilot Test	ST-6	Verify that a sufficient number and type of case scenarios are used to ensure comprehensive but manageable testing and that tests are run in a realistic, real-time environment.	
Pilot Test	ST-7	Verify that test scripts are complete, with step-by-step procedures, required pre-existing events or triggers, and expected results.	
Pilot Test	ST-8	Verify that test results are verified, that the correct code configuration has been used, and that the tests runs are appropriately documented, including formal logging of errors found in testing.	
Pilot Test	ST-9	Verify that the test organization has an appropriate level of independence from the development organization.	
Interface Testing	ST-10	Evaluate interface testing plans and procedures for compliance with industry standards.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Acceptance and Turnover	ST-11	Acceptance procedures and acceptance criteria for each product must be defined, reviewed, and approved prior to testing and the results of the test must be documented. Acceptance procedures must also address the process by which any software product that does not pass acceptance testing will be corrected.	
Acceptance and Turnover	ST-12	Verify that appropriate acceptance testing based on the defined acceptance criteria is performed satisfactorily before acceptance of software products.	
Acceptance and Turnover	ST-13	Verify that the acceptance test organization has an appropriate level of independence from the subcontractor.	
Acceptance and Turnover	ST-8	Verify that training in using the contractor-supplied software is to be on-going throughout the development process (Especially if the software is to be turned over to state staff for operation).	
Acceptance and Turnover	ST-15	Review and evaluate implementation plan.	

M. DATA MANAGEMENT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Data Conversion	DM-1	Evaluate the State's existing and proposed plans, procedures, and software for data conversion.	
Data Conversion	DM-2	Verify that procedures are in place and are being followed to review the completed data for completeness and accuracy and to perform data	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
		clean-up as required.	
Data Conversion	DM-3	Determine conversion error rates and if the error rates are manageable.	
Data Conversion	DM-4	Make recommendations on making the conversion process more efficient and on maintaining the integrity of data during the conversion.	
Database Design	DM-5	Evaluate new and existing database designs to determine if they meet existing and proposed system requirements.	
Database Design	DM-6	Recommend improvements to existing designs to improve data integrity and system performance.	
Database Design	DM-7	Evaluate the design for maintainability, scalability, refreshable concurrence, normalization (where appropriate) and any other factors affecting performance and data integrity.	
Database Design	DM-8	Evaluate the project's process for administering the database, including backup, recovery, performance analysis and control of data item creation.	

N. OPERATIONS OVERSIGHT

TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Operational Change Tracking	OO-1	Evaluate statewide system's change request and defect tracking processes.	

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TASK ITEM	TASK #	TASK DESCRIPTION	VENDOR RESPONSE
Operational Change Tracking	OO-2	Evaluate implementation of the process activities and request volumes to determine if processes are effective and are being followed.	
Customer & User Operational Satisfaction	OO-3	Evaluate user satisfaction with system to determine areas for improvement	
Operational Goals	OO-4	Evaluate impact of system on program goals and performance standards.	
Operational Documentation	OO-5	Evaluate operational plans and processes.	
Operational Processes and Activity	OO-6	Evaluate implementation of the process activities including backup, disaster recovery and day-to-day operations to verify the processes are being followed.	

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X. OTHER

A. CHANGE ORDER RATE

117. After implementation and acceptance of the services procured by this RFP, Customer may require additional services, such as enhancements or other system related needs. Vendor must include a fully loaded change order rate as a separate line in the Vendor's Cost Information Submission, Section VIII of RFP No.4545.

B. DELIVERABLES

118. The following table identifies the anticipated deliverables. The State reserves the right to request additional analyses, as needed. Likewise, the IV&V Service Provider may suggest development of additional deliverables in specific areas. The State must authorize the need for any additional deliverables prior to their development.
119. Where applicable, the deliverable must be developed in accordance with CMMI, PMBOK, and IEEE (or substantially and acceptably similar) standards. When no applicable standard exists, the methodology and processes used in the analysis and creation of the deliverable must be delivered to the Federal OCSS and the State prior to its use and described in the final deliverable. All deliverables, reports analyses, etc., whether in draft or final, must be delivered by the IV&V Service Provider directly to the Federal OCSS at the same time they go to the State per page 24 Section 9 pf IV&V Statement of Work template.
120. Copies of all deliverables will be delivered simultaneously to the State and to the Federal OCSS. Frequencies of deliverables are provided in the table below. The State reserves the right to extend the due date if appropriate, due to document size, schedule, or changes in scope. The IV&V Service Provider must notify the State of an anticipated delay of a deliverable, as far in advance of the due date as possible.

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C. DESCRIPTION OF IV&V CONTRACT DELIVERABLES

TASK	DELIVERABLE	TIME PERIOD
C.1 Develop IV&V Management Plan	IV&V Management Plan	<p>To be initially delivered within the first thirty (30) days from the date of contract award and updated and delivered one-week prior to the commencement of the onsite portion of each Initial and Periodic IV&V Review. The IV&V Management Plan shall contain the following:</p> <ul style="list-style-type: none"> a. Resumes of all Key IV&V Service Provider personnel. b. A schedule describing the next two (2) IV&V Review periods, including tasks, activities, deliverables, and milestones, and will show the schedule's critical path reflecting both IV&V Service Provider's and State's delivery and response milestones. c. An organization chart reflecting the IV&V Service Provider's team, including the team's place within the IV&V Service Provider's corporate structure, and providing the key names, addresses and other contact information to be used for dispute resolution and customer feedback. d. A narrative description of all deliverables, including expected format, content, and organization, to be developed and delivered during the next two (2) IV&V Reviews (12 months); and, e. As Appendices, all applicable, Project lifecycle appropriate IV&V Checklists to be utilized during the next two (2) IV&V Reviews.

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TASK	DELIVERABLE	TIME PERIOD
C.2 Develop IV&V Review Checklists	IV&V Checklists	<p>These are IV&V Checklists, presenting in Question-and-Answer format, elements to be reviewed, observed, monitored, and commented on, with regard to all aspects of industry standards for Project Management, Software and Systems Development, and Engineering disciplines as found in IEEE, CMI, and PMBOK industry standards, at a minimum.</p> <p>The IV&V Checklists are to be compiled and delivered on an ongoing basis, with the first checklists being delivered applicable to the project lifecycle phase to be monitored and reviewed within the Initial IV&V Review period, with such checklist delivery made prior to the onsite portion of the review being performed. As IV&V work progresses and project lifecycle phases change, applicable, updated IV&V Checklists will be delivered, as needed, prior to commencement of the on-site portion of that respective, periodic IV&V Review.</p>
C.3 Conduct Initial IV&V Review	IV&V Review Activities	<p>The Initial IV&V Review will commence within sixty (60) days from the date of contract award, with the first activity of the Initial IV&V Review being the onsite review. The IV&V Service Provider will be restricted to conducting its onsite review within a period of ten (10) business days. This onsite portion of the Initial IV&V Review will include the following activities:</p> <ol style="list-style-type: none"> a. Submit to IV&V Contract Manager a schedule of onsite review activities to be performed with State Project and Department. b. Submit to IV&V Contract Manager a list of Project Team and Stakeholder interviews to be performed, documentation required to review. c. Submit to IV&V Contract Manager a list of Project Documentation to be provided for IV&V Service Provider review, and d. Submit to IV&V Contract Manager a

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TASK	DELIVERABLE	TIME PERIOD
		<p>list of Project Meetings, etc., to be attended and observed by the IV&V Service Provider.</p> <p>Upon completion of the onsite portion of the review, the IV&V Service Provider will leave the Project site and at their own place of business review and analyze collected Project artifacts and draft the Initial IV&V Review Report.</p>
C.4 Initial IV&V Review Report	Initial IV&V Review Report (Draft and Final)	<ul style="list-style-type: none"> a. An Initial IV&V Review Report (Draft Version) will be delivered to Federal OCSS and IV&V Contract Manager (at same time) sixty (60) calendar days after the start of the onsite portion of the Initial IV&V Review. b. Federal OCSS will review this Draft Version and provide comments and ACF Priorities that will be incorporated to the Draft Version of the Initial IV&V Review Report and a revised report will be released to the State's Project and Department five (5) calendar days after receipt of ACF comments and Priorities to the Draft Version of the Initial IV&V Review Report. c. State Project and Department comments to the Draft Version of the Initial IV&V Review Report will be returned to the IV&V Service Provider within twenty (20) calendar days of receipt of the Draft Version of the Initial IV&V Review Report.

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TASK	DELIVERABLE	TIME PERIOD
C.4 Initial IV&V Review Report (cont)	Initial IV&V Review Report (Draft and Final) (cont.)	<p>d. The IV&V Service Provider will correct mistakes of fact to the Draft Version of the Initial IV&V Review Report and append to the Draft Version all other Department comments, and redeliver the Initial IV&V Review Report, marked as Final, to OCSS, the IV&V Contract Manager, the State Project and the Department. This Final Version of the Initial IV&V Review Report deliverable concludes the Initial IV&V Review.</p>

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TASK	DELIVERABLE	TIME PERIOD
C.5 Conduct Periodic Review(s)	Periodic IV&V Review Activities	<p>Periodic IV&V Reviews will commence six (6) months following the start of the previous IV&V review, with the first activity of the Periodic IV&V Review being the onsite review. The IV&V Service Provider will be restricted to conducting its onsite review within a period of ten (10) business days. This onsite portion of the Initial IV&V Review will include the following activities:</p> <ul style="list-style-type: none"> a. Submit to IV&V Contract Manager a schedule of onsite review activities to be performed with State Project and Department. b. Submit to IV&V Contract Manager a list of Project Team and Stakeholder interviews to be performed, documentation required to review. c. Submit to IV&V Contract Manager a list of Project Documentation to be provided for IV&V Service Provider review, and, d. Submit to IV&V Contract Manager a list of Project Meetings, etc., to be attended and observed by the IV&V Service Provider. <p>Upon completion of the onsite portion of the Periodic Review, the IV&V Service Provider will leave the Project site and at their own place of business review and analyze collected Project artifacts and draft the respective Periodic IV&V Review Report.</p>
C.6 Periodic IV&V Review Report	Periodic IV&V Review Report (Draft and Final)	<ul style="list-style-type: none"> a. A Periodic IV&V Review Report (Draft Version) will be delivered to Federal OCSS and IV&V Contract Manager (at same time) sixty (60) calendar days after the start of the onsite portion of the respective Periodic IV&V Review.

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TASK	DELIVERABLE	TIME PERIOD
		<ul style="list-style-type: none"> b. Federal OCSS will review this Draft Version and provide comments and ACF Priorities that will be incorporated to the Draft Version of the Periodic IV&V Review Report and a revised report will be released to the State's Project and Department five (5) calendar days after receipt of ACF comments and Priorities to the Draft Version of the respective Periodic IV&V Review Report. c. State Project and Department comments to the Draft Version of the Periodic IV&V Review Report will be returned to the IV&V Service Provider within twenty (20) calendar days of receipt of the Draft Version of the respective Periodic IV&V Review Report. d. The IV&V Service Provider will correct mistakes of fact to the Draft Version of the respective Periodic IV&V Review Report and append to the Draft Version all other Department comments, and redeliver the Periodic IV&V Review Report, marked as Final, to OCSS, the IV&V Contract Manager, the State Project and the Department. This Final Version of the respective Periodic IV&V Review Report deliverable concludes the respective Periodic IV&V Review.

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TASK	DELIVERABLE	TIME PERIOD
C.7 Prepare debriefing and deliver for OCSS	Formal debriefing presentation(s) to the Department, Agency, Project, and OCSS on the respective IV&V Review Report.	If desired by and requested by the Project Team, Agency, and Department, the IV&V Service Provider will prepare and deliver a debriefing related to the latest, respective (Initial or Periodic) IV&V Review Report's results to the Department, Agency, Project, and OCSS. Any such debriefing must be conducted within five (5) calendar days of delivery of the Final Version of the respective (Initial or Periodic) IV&V Review Report. Debriefings prior to this milestone within the IV&V Services contract, whether during the course of an onsite review, or subsequent IV&V Service Provider review, analysis, and report creation timeframe, or prior to delivery of the respective IV&V Review Report under this contract, is prohibited.
C.8 Prepare and deliver invoices for payment.	Contract invoicing.	No more than once a month during active work conducting a quarterly (Initial or Periodic) IV&V Review.
C.9 Prepare and deliver Monthly Status Reports.	Contract Status Reporting To IV&V Contract Manager.	No more than once a month during active work conducting a quarterly (Initial or Periodic) IV&V Review, inform the IV&V Contract Manager of current contract status, availability of IV&V Service Provider key personnel, work, and deliverables expectations prospective to the next sixty (60) days in contract schedule.

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TASK	DELIVERABLE	TIME PERIOD
C.10 Deliverable Observation Report (DOR)	Performed reviews of project artifacts, processes or deliverables not otherwise defined herein this scope of work, as needed in a special scope of work between State and IV&V Service Provider.	If desired and requested by the Project Team, Agency, and Department, the IV&V Service Provider will prepare and deliver a one-time, focused, specific Deliverable Observation Report to the IV&V Contract Manager (for delivery to the State Project, etc.) and OCSS, at the same time, presenting an analysis of a prescribed deliverable or other task not specifically referenced by this scope of work. Examples of such focused Deliverables Observation Reports include: a network capacity, bandwidth, and throughput analysis; and independent analysis of compliance of a project deliverable with contract specifications, etc. The State Project, Agency, and Department may receive a debriefing on the results of such a DOR from the IV&V Service Provider only with the concurrence and attendance of OCSS.
C.11 Archive Documents	Periodic Archive Creation and Delivery of all project artifacts and research materials and contract deliverables	A complete CD-ROM archive of all IV&V Documents including draft and final reports, status briefings, exception reports, all versions of the Project Management Workplan (PMW). Deliverable Observation Review (DOR) Reports, Monthly (Financial) Invoicing, Project Status Reports, and all project materials, documentation, artifacts, data, reports, forms, etc., collected by the IV&V Service Provider during the course of their latest IV&V Review. This complete archive is to be submitted with the respective final invoice for the IV&V Review period in question.

121. All deliverables shall be approved by the State in order for the task which produced them to be considered complete. In all cases, payments to the IV&V provider shall be contingent upon State approval of deliverables. No review will be considered complete until the approved documentation is delivered to and reviewed by the cognizant Federal OCSS and the State.
122. For instances wherein the IV&V Service Provider delivers a one-time, focused, whether solicited by the State or unsolicited, the proposal for review of some

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project artifact, process, or deliverable, called a Deliverable Observation Review (DOR), must include descriptions of the actions that shall be taken to produce the DOR Report, a proposed format and content outline for each DOR deliverable, and obtain State approval prior to any commencement of work.

123. The State must approve, in writing, changes to milestones, deliverables or other material changes to the contract prior to implementation. The State may require concurrence of the Federal OCSS in any changes prior to their implementation.

D. IV&V FORMAT AND CONTENT REPORTING REQUIREMENTS- OCSS ONLY

124. To ensure the independence of the IV&V effort, all deliverables will be submitted concurrently to OCSS when a copy is transmitted to the cognizant State Contract Manager. This includes all work plans, review checklists, Deliverables Observation Review (DOR) reports, and draft and final Quarterly Review (QR) reports. Final documents will likewise be delivered to OCSS by the IV&V Service Provider at the same time that they are submitted to the Department and agency. The State may not modify or reject any IV&V Review Report beyond recommendations to amend mistakes of fact. State comments to all IV&V Review Report findings will only be appended to the respective report.
125. For each area evaluated, the report should contain the current status of the State's effort, including any pertinent historical background information. The report should also contain a detailed analysis of each area, which answers, at the least, the following general questions:
 - a. What is the State's current process in this area?
 - b. What's good about the State's process?
 - c. What about the State's process or technology needs improvement?
 - d. Is the State making measurable progress in this area?
 - e. Is the effort within the triple constraints of budget, scope, and schedule?
 - f. What standards is the project following (State, industry [IEEE, SEI, ISO, etc.], internally?)
 - g. Is the appropriate documentation and other project artifacts accurate and up to date?
 - h. Is there adequate Stakeholder involvement in the Project?
 - i. Are best practices and metrics employed to identify issues, progress, performance, etc.?
126. Responses should be quantified whenever possible. The report should also contain detailed recommendations in each area specifying what can be done immediately and in the long term to improve the State's operation. Any technologies, methodologies, or resources recommended should reflect industry standards and be appropriate for the unique circumstances and constraints of the SUCCESS Project. The recommendations should also specify a method of measuring the State's progress against the recommendations.

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127. Follow-up reports should have quantified information on the progress that the State has made against the recommendations from the previous review. The follow-up report should also contain any additional and/or modified recommendations at the same level of detail as the initial recommendations. All report findings and recommendations should be historically traceable (with a clear and consistent method of identification/numbering) from the time they are first reported by the IV&V Service Provider until closure.
128. The deliverables for this contract shall be provided in hardcopy form and on electronic media, using the following software standards (or lower convertible versions):

DOCUMENT TYPE	FORMAT
Word Processing	Microsoft Word 2016, or newer
Spreadsheets	Microsoft Excel 2016, or newer
Graphics	Microsoft PowerPoint 2016, or newer
Project Management	Microsoft Project 2016, or newer

129. As previously stated, all drafts and final deliverables shall be provided to the Federal OCSS at the same time they are provided to the State (e.g., IV&V Contract Manager). As previously stated, the State cannot modify or reject a report prior to submission.

E. IV&V FORMAT AND CONTENT REPORTING REQUIREMENTS- FEDERAL PARTNERS (OCSS/FNS) & STATE

130. To ensure the independence of the IV&V effort, all deliverables will be submitted concurrently to OCSS when a copy is transmitted to the cognizant State Contract Manager, and FNS. This includes all work plans, review checklists, Deliverables Observation Review (DOR) reports, and draft and final Quarterly Review (QR) reports. Final documents will likewise be delivered to OCSS by the IV&V Service Provider at the same time that they are submitted to the Department and agency. The State may not modify or reject any IV&V Review Report beyond recommendations to amend mistakes of fact. State comments to all IV&V Review Report findings will only be appended to the respective report.
131. For each area evaluated, the report should contain the current status of the State's effort, including any pertinent historical background information. The report should also contain a detailed analysis of each area, which answers, at the least, the following general questions:
- j. What is the State's current process in this area?
 - k. What's good about the State's process?
 - l. What about the State's process or technology needs improvement?
 - m. Is the State making measurable progress in this area?
 - n. Is the effort within the triple constraints of budget, scope, and schedule?
 - o. What standards is the project following (State, industry [IEEE, SEI, ISO, etc.], internally?)

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- p. Is the appropriate documentation and other project artifacts accurate and up to date?
 - q. Is there adequate Stakeholder involvement in the Project?
 - r. Are best practices and metrics employed to identify issues, progress, performance, etc.?
132. Responses should be quantified whenever possible. The report should also contain detailed recommendations in each area specifying what can be done immediately and in the long term to improve the State's operation. Any technologies, methodologies, or resources recommended should reflect industry standards and be appropriate for the unique circumstances and constraints of the SUCCESS Project. The recommendations should also specify a method of measuring the State's progress against the recommendations.
133. Follow-up reports should have quantified information on the progress that the State has made against the recommendations from the previous review. The follow-up report should also contain any additional and/or modified recommendations at the same level of detail as the initial recommendations. All report findings and recommendations should be historically traceable (with a clear and consistent method of identification/numbering) from the time they are first reported by the IV&V Service Provider until closure.
134. The deliverables for this contract shall be provided in hardcopy form and on electronic media, using the following software standards (or lower convertible versions):

DOCUMENT TYPE	FORMAT
Word Processing	Microsoft Word 2016, or newer
Spreadsheets	Microsoft Excel 2016, or newer
Graphics	Microsoft PowerPoint 2016, or newer
Project Management	Microsoft Project 2016, or newer

135. As previously stated, all drafts and final deliverables shall be provided to the Federal OCSS at the same time they are provided to the State (e.g., IV&V Contract Manager and FNS). As previously stated, the State cannot modify or reject a report prior to submission.

F. STATE FURNISHED ITEMS

136. Workspace for up to three contractor staff while on-site at the project site for the duration of the contract. The workspace will include desk or tables, phone, and access to the projects' LAN. The contractor is expected to have regular office space separate from the SUCCESS Project site.
137. Access to SUCCESS Project information, including, but not limited to, technical documentation and SUCCESS Project status data.
138. Access to State and contractor project personnel for information related to the project.
139. The State is not responsible for providing clerical or administrative support to the IV&V Service Provider.

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G. TRAVEL

140. IV&V providers will be required to travel to the State offices periodically. All travel must be pre-approved by the IV&V Contract Manager. Reimbursement of all Per Diem and Meals and Incidentals Expenses (M&IE) costs for travel purposes, if needed, shall be based on current, approved GSA-Travel Schedule rates. All Offerors to this solicitation will include in their bid, a fixed amount, by year, for travel under this contract. This standard contract travel budget will be \$20,000 per year. Offerors are advised to bid exactly this amount.

H. POINTS OF CONTACT

141. The State points of contact for this SOW are:

NAME	PHONE(S)	FAX	E-MAIL
Stephanie Hedgepeth	601-432-8237		Stephanie.hedgepeth@ms.its.gov

I. CONTRACT PERIOD

142. Unless this Agreement is extended by mutual agreement or terminated as prescribed elsewhere herein, this Agreement shall begin on the date it is signed by all parties and shall continue for five (5) years until the end of day. Sixty (60) days prior to the expiration of the initial term or any renewal term of this Agreement, Contractor shall notify ITS of the impending expiration and ITS shall have thirty (30) days in which to notify Contractor of its intention to either renew or cancel the Agreement.

J. DEFINITION OF TERMS

143. All terms are as defined in the Federal Acquisition Regulation (FAR) 48 CFR Chapter 1 Part 2 - Definitions of Words and Terms, including amendments effective as of Federal Acquisition Circular FAC 97-25, May 02, 2001.
144. Table A1 includes a list of acronyms and terms used in Attachment A of the RFP.

Table A1: Glossary of Acronyms and Terms

Acronym/Term	Definition
Adabas	Adaptable Database System
ALM	Application Lifecycle Management
API	Application Programming Interface
ASI	Acute System Interruption
BBCE	Broad-Based Categorical Eligibility
CAP	Corrective Action Plan
CARS	Client Application and Registration System
CCPP	Child Care Payment Program
CCPS	Child Care Payment System
CCR&R	Child Care Resource and Referral
CIO	Chief Information Officer
CM	Contract Manager
COBOL	Common Business-Oriented Language
Contractor	Awarded vendor under contract with ITS

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Acronym/Term	Definition
CRS	Case Review System
CSS	Child Support Services
CSSNet	Child Support Services Network
CWP	Common Web Portal
DDI	Design, Development, and Implementation
DED	Deliverable Expectations Document
DECCD	Division of Early Childhood Care and Development
DRAAS	Disaster Recovery as-a-Service
DSNAP	Disaster Supplemental Nutrition Assistance Program
EBT	Electronic Benefit Transfer
E&T	Employment and Training.
EDP	Employability Development Plan
eFITS	Electronic Financial Interface Tracking System
EPPIC	Electronic Payment Processing and Information Control
ERD	Entity Relationship Diagram
ESB	Enterprise Service Bus
FEMA	Federal Emergency Management Agency
FFP	Federal Financial Participation
FISMA	Federal Information Security Management Act
FNS	Food and Nutrition Service
FTI	Federal Tax Information
IaaS	Infrastructure as a Service
iOS	iPhone Operating System
IT	Information Technology
ITS	Mississippi Department of Information Technology Services
ISRA	Information System Risk Assessment
IV&V	Independent Verification and Validation
IBM®	International Business Machines
IRS	Internal Revenue Service
IVR	Interactive Voice Response
JAD	Joint Application Design
JAWS	Jobs Automated Work System
JTD	Joint Technical Design
LARS	Licensing and Reporting System
LIHEAP	Low-Income Home Energy Assistance Program
MACWIS	Mississippi Automated Child Welfare Information System
MARS	Mississippi Application and Reimbursement System
MARS-E	Minimum Acceptable Risk Standards for Exchanges
MAVERICS	Mississippi Application, Verification, Eligibility, Reporting, & Information Control System
MCTS	Master Client Tracking System
MDHS	Mississippi Department of Human Services
MDM	Master Data Management
MEMA	Mississippi Emergency Management Agency
METSS	Mississippi Enforcement and Tracking of Support System
MIS	Management Information Systems
MOTS	Modified Off-the-Shelf
MPI	Master Person Index
MS	Microsoft

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Acronym/Term	Definition
MyMDHS	My Mississippi Department of Human Services
NDNH	National Directory of New Hire
NIST	National Institute of Standards and Technology
NTE	Not-to-Exceed
O&M	Operations and Maintenance
OCM	Organizational Change Management
OCSS	Office of Child Support Services
OIG	Office of Inspector General
ORT	Operational Readiness Testing
PII	Personally Identifiable Information
PaaS	Platform as a Service
PMO	Project Management Office
QA	Quality Assurance
QC	Quality Control
RBAC	Role Based Access Control
RFP	Request for Proposal
RTM	Requirements Traceability Matrix
SCM	Source Code Management
SFTP	Secure File Transfer Protocol
SI	Systems Integration
SLA	Service Level Agreement
SNAP	Supplemental Nutrition Assistance Program
SNAP E&T	Supplemental Nutrition Assistance Program Education & Training
SOW	Scope of Work
SQL	Structure Query Language
SSA	Social Security Administration
SSO	Single Sign-On
State	State of Mississippi
TANF	Temporary Assistance for Needy Families
TWP	TANF Work Program
UAT	User Acceptance Testing
USDA	United States Department of Agriculture
USPS	United States Postal Service
Vendor	Proposing organization