

STATE OF ALASKA REQUEST FOR PROPOSALS



DESIGN, DEVELOPMENT, AND IMPLEMENTATION SERVICES FOR THE ALASKA MODERNIZATION PROJECT

RFP 2023-0400-0118

ISSUED APRIL 19, 2023

THE PURPOSE OF THIS REQUEST FOR PROPOSAL (RFP) IS TO SOLICIT PROPOSALS FROM QUALIFIED PROPOSERS TO PROVIDE DESIGN, DEVELOPMENT, AND IMPLEMENTATION (DDI) FOR THE WINSTAR REPLACEMENT SYSTEM.

ISSUED BY:

DEPARTMENT OF REVENUE
DIVISION OF CHILD SUPPORT SERVICES

PRIMARY CONTACT:

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(907) 465-2313

OFFERORS ARE NOT REQUIRED TO RETURN THIS FORM.

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SECTION 1. INTRODUCTION & INSTRUCTIONS

SEC. 1.01 PURPOSE OF THE RFP

The Department of Revenue (DOR), Division of Child Support Services (CSSD), is soliciting proposals from qualified proposers to provide design, development, and implementation (DDI) services for the replacement of the current WinSTAR system as part of the Alaska Modernization Project (AMP). The DDI Contractor will provide a modernized Child Support Enforcement (CSE) system that meets the needs of the CSSD and the requirements of the Office of Child Support Enforcement (OCSE), the federal agency responsible for certifying the CSE system and providing federal matching funds.

The DDI Contractor is expected to provide a CSE solution and fully implement the replacement system. A full implementation includes (but not limited to) requirements validation, successful user acceptance testing (UAT), end-user training, and a successful transition of Operations & Maintenance activities to the CSSD IT staff. The scope of services is provided in greater detail in Section 3 – Scope of Work & Contract Information of this RFP.

SEC. 1.02 BUDGET

Department of Revenue, Division of Child Support Services, estimates a budget of between \$16,000,000 and \$21,000,000 dollars for completion of the **DDI portion** of this project. Proposals priced at more than \$21,000,000 for the **DDI Phase** of the AMP will be considered non-responsive.

Payment for the contract is subject to funds already appropriated and identified.

SEC. 1.03 DEADLINE FOR RECEIPT OF PROPOSALS

Proposals must be received no later than 2:00 PM Alaska Time, June 6, 2023. Late proposals or amendments will be disqualified and not opened or accepted for evaluation.

SEC. 1.04 PRIOR EXPERIENCE

In order for offers to be considered responsive offerors must meet these minimum prior experience requirements:

- Has served as a Contractor for the design, development, and implementation of a Child Support Enforcement (CSE) system within the past eight years.
 - Provide at least one (1) reference for each of the project implementations verifying work as a Contractor.

An offeror's failure to meet these minimum prior experience requirements will cause their proposal to be considered non-responsive and rejected.

SEC. 1.05 REQUIRED REVIEW

Offerors should carefully review this solicitation for defects and questionable or objectionable material. Comments concerning defects and questionable or objectionable material should be made in writing and received by the procurement officer at least ten days before the deadline for receipt of proposals. This will allow time for the issuance of any necessary amendments. It will also help prevent the opening of a defective proposal and exposure of offeror's proposals upon which award could not be made.

SEC. 1.06 QUESTIONS PRIOR TO DEADLINE FOR RECEIPT OF PROPOSALS

All questions must be in writing and directed to the procurement officer. The interested party must confirm telephone conversations in writing.

Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. These questions may be answered over the telephone. Other questions may be more complex and may require a written amendment to the RFP. The procurement officer will make that decision.

PROCUREMENT OFFICER: Dorie Choquette – PHONE (907) 465-2313 – EMAIL dorie.choquette@alaska.gov

SEC. 1.07 RETURN INSTRUCTIONS

Electronic submission is preferable.

If submitting a proposal via email, the technical proposal and cost proposal must be saved as separate PDF documents and emailed to dorie.choquette@alaska.gov as separate, clearly labeled attachments, such as "Vendor A – Technical Proposal.pdf" and "Vendor A – Cost Proposal.pdf" (Vendor A is the name of the offeror). The email must contain the RFP number in the subject line.

The maximum size of a single email (including all text and attachments) that can be received by the State is 20MB. If the email containing the proposal exceeds this size, the proposal must be sent in multiple emails that are each less than 20MB and each email must comply with the requirements described above.

Please note that email transmission is not instantaneous. Similar to sending a hard copy proposal, if you are emailing your proposal, the State recommends sending it enough ahead of time to ensure the email is delivered by the deadline for receipt of proposals.

It is the offeror's responsibility to contact the issuing agency at (907) 465-2313 to confirm that the proposal has been received. The State is not responsible for unreadable, corrupt, or missing attachments.

If submitting via hard copy, offerors must submit one hard copy of their proposal, in writing, to the procurement officer in a sealed package. The cost proposal included with the package must be sealed separately from the rest of the proposal and must be clearly identified. The sealed proposal package(s) must be addressed as follows:

Department of Revenue
Division of Child Support Services
Attention: Dorie Choquette
Request for Proposal (RFP) Number: **2023-0400-0118**

RFP Title: Design, Development, and Implementation Services for the Alaska Modernization Project.

Department of Revenue, ASD
333 Willoughby Avenue, 11th Floor

Juneau, Alaska 99801

If using U.S. mail, please use the following address:

Department of Revenue, ASD
P.O. Box 110410
Juneau, Alaska 99811-0410

If using a delivery service, please use the following address:

Department of Revenue, ASD
333 Willoughby Avenue, 11th Floor
Juneau, Alaska 99801

SEC. 1.08 PROPOSAL CONTENTS

The following information must be included in all proposals.

(a) AUTHORIZED SIGNATURE

All proposals must be signed by an individual authorized to bind the offeror to the provisions of the RFP. Proposals must remain open and valid for at least 90-days from the date set as the deadline for receipt of proposals.

(b) OFFEROR'S CERTIFICATION

By signature on the proposal, offerors certify that they comply with the following:

- A. the laws of the State of Alaska;
- B. the federal laws and regulations;
- C. the applicable portion of the Federal Civil Rights Act of 1964;
- D. the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;
- E. the Americans with Disabilities Act of 1990 (28 CFR Part 35, Title II, Subtitle A) and the regulations issued thereunder by the federal government;
- F. Access to Systems and Records (45 CFR 95.615);
- G. Davis-Bacon Act, as amended (40 U.S.C. 3141-3148);
- H. Copeland "Anti-Kickback" Act (40 U.S.C. 3145, as supplemented by 29 CFR Part 3);
- I. Contract Work Hours and Safety Standards Act (40 U.S.C. 3701–3708);
- J. Rights to Inventions Made Under a Contract or Agreement (37 CFR Part 401);
- K. Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251–1387), as amended;
- L. Compliance with the Energy Policy and Conservation Act (42 U.S.C. 6201);

- M. Byrd Anti-Lobbying Amendment (31 U.S.C. 1352);
- N. Conflicts of Interest Statement: 45 CFR 75.112, (a) & (b) 45 CFR 75.327, and 45 CFR 75.328;
- O. Full and Open Competition 45 CFR 75.328;
- P. Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms. 45 CFR § 75.330;
- Q. Software and Ownership Rights 45 CFR 95.617;
- R. all terms and conditions set out in this RFP;
- S. a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
- T. that the offers will remain open and valid for at least 90 days.

If any offeror fails to comply with [a] through [g] of this paragraph, the State reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

(c) VENDOR TAX ID

A valid Vendor Tax ID must be submitted to the issuing office with the proposal or within five days of the State's request.

(d) CONFLICT OF INTEREST

Each proposal shall include a statement indicating whether or not the firm or any individuals working on the contract has a possible conflict of interest (e.g., currently employed by the State of Alaska or formerly employed by the State of Alaska within the past two years) and, if so, the nature of that conflict. The procurement officer reserves the right to **consider a proposal non-responsive and reject it** or cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the contract to be performed by the offeror. The DDI Contractor shall not bid on, be awarded any contract, or subcontract to the winning vendor(s) for which it is providing direct/indirect oversight (i.e., QA, PMO, IV&V, etc.) for the AMP.

(e) FEDERAL REQUIREMENTS

The offeror must identify all known federal requirements that apply to the proposal, the evaluation, or the contract.

SEC. 1.09 ASSISTANCE TO OFFERORS WITH A DISABILITY

Offerors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the procurement officer no later than ten days prior to the deadline for receipt of proposals.

SEC. 1.10 AMENDMENTS TO PROPOSALS

Amendments to or withdrawals of proposals will only be allowed if acceptable requests are received prior to the deadline that is set for receipt of proposals. No amendments or withdrawals will be accepted after the deadline unless they are in response to the State's request in accordance with 2 AAC 12.290.

SEC. 1.11 AMENDMENTS TO THE RFP

If an amendment is issued, it will be provided to all who were notified of the RFP and to those who have registered with the procurement officer after receiving the RFP from the State of Alaska Online Public Notice website.

SEC. 1.12 RFP SCHEDULE

The RFP schedule set out herein represents the State of Alaska's best estimate of the schedule that will be followed. If a component of this schedule, such as the deadline for receipt of proposals, is delayed, the rest of the schedule may be shifted accordingly. All times are Alaska Time.

- Issue RFP APRIL 19, 2023 (Minimum 45-days circulation period between issue and deadline for receipt of proposals dates and requires posting on the State of Alaska Online Public notice web site.),
- Pre-proposal conference on MAY 9, 2023,
- Deadline for Receipt of Proposals June 6, 2023,
- Proposal Evaluation Committee complete evaluation by June 13, 2023,
- State of Alaska issues Notice of Intent to Award a Contract June 16, 2023,
(Minimum period between issuing Notice of Intent and issuing contract is 10 days - to allow time for protests.)
- State of Alaska issues contract August 1, 2023,
- Contract start August 1, 2023

This RFP does not, by itself, obligate the State. The State's obligation will commence when the contract is approved by the Commissioner of the Department of Revenue, or the Commissioner's designee. Upon written notice to the contractor, the State may set a different starting date for the contract. The State will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to the contract start date set by the State.

SEC. 1.13 PRE-PROPOSAL CONFERENCE

There will be a pre-proposal conference held via MS Teams on May 9, 2023, at 10:00 AM prevailing Alaska Time.

Those wishing to attend the MS Teams meeting must contact the Procurement Officer in advance to receive information on how to attend. If there are no parties wishing to attend the pre-proposal conference by **2:00 PM Alaska Time on May 8, 2023**, the pre-proposal teleconference will **not** be held.

The purpose of the pre-proposal conference is to discuss the work to be performed with prospective offerors and allow them to ask questions concerning the RFP. Offerors should read the RFP in full and come to the meeting prepared to discuss any questions or concerns.

Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for the pre-proposal conference so that reasonable accommodation can be made.

SEC. 1.14 ALTERNATE PROPOSALS

Offerors may only submit one proposal for evaluation.

In accordance with 2 AAC 12.830 alternate proposals (proposals that offer something different than what is asked for) will be rejected.

SEC. 1.15 NEWS RELEASES

News releases related to this RFP will not be made without prior approval of the project director.

SECTION 2. BACKGROUND INFORMATION

SEC. 2.01 BACKGROUND INFORMATION

The State of Alaska, DOR, CSSD program is undertaking a system replacement project to secure a modernized child support services system for the State. CSSD is seeking to procure an all-inclusive, low-code solution that will allow a short (18-24 months) implementation with minimal customization. The project is titled the Alaska Modernization Project (AMP). The current WinSTAR program (formerly known as NSTAR) is cumbersome to maintain and enhance due to its aging architecture. CSSD is seeking to replace this aged system with modern technology. Modern technology will better satisfy federal and State processing mandates, support the program's continued growth and evolution, and offset and avoid expensive future year maintenance costs.

CSSD has undergone a lengthy feasibility study and completed an Implementation Advanced Planning Document (IAPD). Both documents have been approved for federal funding by the Office of Child Support Enforcement. The feasibility study was approved on July 18, 2022, and the IAPD was approved on December 12, 2022.

The DDI Contractor is expected to provide a CSE solution and fully implement the replacement system. A full implementation includes (but not limited to) requirements validation, successful user acceptance testing (UAT), data conversion, end-user training, and a successful transition of Operations & Maintenance (O&M) activities to the CSSD IT staff. The scope of services is provided in greater detail in Section 3 – Scope of Work & Contract Information of this RFP.

In addition to the DDI Contractor, the AMP will also utilize the services under two other contractors. First, since this project is partially funded by the OCSE, the services of an Independent Verification & Validation (IV&V) contractor will be included within the scope of this project. The IV&V Contractor will provide quarterly assessments of all aspects of the AMP and provide a written assessment to the OCSE. This will occur through the project. Second, the services of a Quality Assurance Contractor (QAC) will also be utilized on the project. The QAC will be responsible for reviewing all deliverables from the DDI Contractor, leading the planning and execution of UAT, and providing project management support to the State's Project Management Office. The DDI Contractor will be expected to work closely with the IV&V and QA Contractors.

The AMP is a two-phased project. It consists of the DDI Phase and the O&M Phase. The IV&V and QA Contractor's services will only be required during the DDI Phase of the AMP which has a projected duration of 18 months. The IV&V and QA Contractors' services will not be required during the O&M Phase of the AMP.

SEC. 2.02 PROJECT TIMELINE

The proposed solution provided by the DDI Contractor will determine the final project schedule, but a tentative schedule is provided in the table below:

Activity	Duration	Start Date	Finish Date
Obtain OCSE approval of IV&V RFP	60 days	11/3/2022	1/4/2023
Obtain OCSE approval of QA RFP	60 days	11/2/2022	12/27/2022
Release IV&V RFP for bid	30 days	2/14/2023	3/23/2023
Release QA RFP for bid	30 days	1/13/2023	2/13/2023

Issue Notice of Intent to Award IV&V Contract	1 day	4/4/2023	4/4/2023
Issue Notice of Intent to Award QA Contract	1 day	3/13/2023	3/13/2023
Obtain OCSE Approval of IV&V Contractor selection	30 days	4/25 /2023	5/25/2023
Obtain OCSE Approval of QA Contractor selection	30 days	4/24/2023	5/24/2023
Obtain OCSE approval of DDI RFP	60 days	1/8/2023	3/8/2023
Release DDI RFP for bid	45 days	4/19/2023	6/6/2023
Issue Notice of Intent to Award DDI Contract	1 day	6/26/2023	6/26/2023
Obtain OCSE Approval of DDI Contractor selection	30 days	6/27/2023	7/27/2023
Begin DDI Phase of Project	24 months	9/1/2023	9/1/2025
Begin O&M Planning Activities	3 months	6/1/2025	9/1/2025

The DDI Contractor will support the CSSD IT Staff during the O&M Phase of the AMP. A separate contract for the O&M Phase will be entered into prior to the start of the O&M Phase; therefore, the work performed during O&M Phase will not be part of this RFP. The O&M Phase includes the execution of a DDI O&M Transition Plan. The DDI O&M Plan is a deliverable that will be produced by the DDI Contractor. It will include the monitoring of all O&M activities and a development schedule for enhancements identified during the DDI Phase.

Furthermore, the DDI Contractor will provide a 12-month warranty period and 12 months of initial O&M support after the system is fully implemented and certified by OCSE. Contractors bidding on this RFP must also submit a separate cost proposal for three individual 4-year options for O&M support that will begin after the warranty period ends. The three separate O&M cost proposals will be evaluated with the response to this RFP. The proposed costs for the O&M options are not part of the \$16M-\$21M AMP budget mentioned in Section 1.02 of this RFP. Additionally, the State is not guaranteed to exercise one or all of the three O&M options. The table below identifies the proposed O&M budget for SFY2025 thru SFY2028.

Operations & Maintenance			
SFY	Federal Share	State Share	Total
2025	\$ 666,314.00	\$ 343,253.00	\$ 1,009,567.00
2026	\$ 1,372,607.00	\$ 707,101.00	\$ 2,079,708.00
2027	\$ 1,413,785.00	\$ 728,314.00	\$ 2,142,099.00
2028	\$ 1,456,199.00	\$ 750,163.00	\$ 2,206,362.00
Total	\$ 4,908,905.00	\$ 2,528,831.00	\$ 7,437,736.00

The DDI contractor could potentially provide O&M support for the new system for 12 years after the warranty period expires if CSSD exercised all three O&M options. The O&M proposal should also identify all software licensing and upgrades that would need to be addressed by the State if the decision was made at some point in the future not to renew the O&M support contract. Service level agreements will be developed by the DDI Contractor and agreed upon between the CSSD and the O&M Contractor. This approach will allow the CSSD IT Staff to obtain hands-on experience maintaining the new system with the support of the DDI Contractor.

The O&M Phase of the project will only occur once the WinSTAR replacement system has been accepted by the CSSD, implemented, deemed fully operational, and certified by OCSE.

SEC. 2.03 CURRENT TECHNICAL ENVIRONMENT

CSSD's current CSE system is the WinSTAR system. It has been operational since 1996. WinSTAR is the statewide, automated system used to manage and track Alaska's CSE cases pursuant to Title IV-D of the Social Security Act. The WinSTAR system was previously called NSTAR until it was re-platformed in 2020 and migrated to a Linux platform. The system has been stabilized for cost and performance, but it is limited in its upgradability and user interface capabilities. Ongoing support, maintenance, and functionality enhancements are difficult to implement. Additionally, due to its antiquated technology, CSSD has a difficult time finding qualified IT staff to support WinSTAR. End-users have become accustomed to the inefficiencies of having to use multiple screens to update a single case using a mainframe style TN3270 interface. The system has been functioning and meets minimum requirements. Many inefficiencies and bugs exist with the current system. Data is accurately maintained via automated and manual data manipulation.

The WinSTAR system is built upon the NATURAL programming language utilizing a non-relational database (ADABAS). Secondary supporting systems running on Microsoft servers utilize an interface (SQL Gateway and EntireX) directly to ADABAS. SFTP (VisualCron) is also used to transfer data in and out of the system. These interface capabilities enable the use of other technologies such as C#, Java, .NET, SQL, and web services (Rest and SOAP). Currently, the WinSTAR has approximately 84 system interfaces with over 30 partners. The latest version of the Interface Control Document is provided in Attachment 5 – AMP Interface Control Document.

Due to the lack of modern technology, CSSD business staff require an average of five months to become familiar with using the system. It usually takes two years for staff to become proficient using the system.

SEC. 2.04 CURRENT BUSINESS NEED

The aging and inflexible technology used by the WinSTAR system has widespread influence on business processes used in the child support program. Daily work activities are determined by complex interactions with WinSTAR, and time-consuming processes accomplished outside the system for functionality that WinSTAR doesn't support. The feasibility study included a gap analysis that decomposed the business impact of the WinSTAR system into five categories which are briefly summarized in the following sections.

Gap	Summary
Usability Gaps	<ul style="list-style-type: none"> • Not user friendly; • Screen names are not intuitive; • System does not have an automated workflow; • Task completion is excessive; • Not a Windows-based system; • Learning curve for using the system is lengthy.

Functionality Gaps	<ul style="list-style-type: none"> • System does not have bank reconciliation functionality; • Federal reporting requires lengthy manual review processes; • Management of locate activities is not automated; • Administrative Hearing is not support by the system; • System does not support a paperless exchange of information; • System does not have an internal scheduling capability; • System does not have an automated notification capability for alerting clients of activities; • System does not have an online capability to provide clients with a status of their case.
Forms and Reports Gaps	<ul style="list-style-type: none"> • System creates an excessive amount of reports; • Creation of new reports is extremely time-consuming; • Does not have a business intelligence or dashboard reporting capability;
Interface Gaps	<ul style="list-style-type: none"> • Gaps exist between the system and the Child Support Enforcement Network (CSENet); • Interfacing with other modernized systems poses challenges due to the differing technologies; • System does not interface with most of the available locate and enforcement tools; • Alaska has multiple tribal organizations that must manually process TANF; • Manual data validation and audit processes are required when interfacing with the Division of Public Assistance.
System Enhancements and Maintenance Gaps	<ul style="list-style-type: none"> • Data fixes are commonly required to correct processing malfunctions; • System utilizes a rigid, hierarchical database model with inflexible data relationship and access rules; • System's staff spend most of their time keeping the system operational and are limited in the time they have to spend on system fixes and bugs; • Antiquated technology requires the use of third-party software for creating system enhancements and thus adding additional layers to the system's complexity; • System's database structure precludes the use of data mining and analytics tools.

SEC. 2.05 REQUIREMENTS SUMMARY

The State of Alaska Department of Revenue Child Support Services Division is looking for a replacement child support system. The requirements span six general categories:

- Case Management

- Communications
- Reporting
- Ease of Use
- Technical
- Security

See the AMP DDI Requirements Document in the attachments for requirement details. The following list contains the list of guiding requirements for the replacement system:

- The WinStar replacement system and all related subsystems shall run in a cloud environment (and optimized for cloud), either a proprietary vendor-operated cloud or in a commercial cloud space mutually agreed upon by the vendor and the Alaska Child Support Services Division. The application development (used during the project to create the system) and the production environments (post project) must be in the same cloud solution and FedRAMP compliant;
- Thorough, easy to use, and configurable workflow process for all child support actions;
- Case management system that is easy to work with and contains all the actions that may occur within a child support case from creation to closure;
- Supports paternity actions and administrative child support order establishment and modification;
- Financial system that is accurate, fast processing, and able to handle all the complex situations specific to child support;
- Easily configurable solution that can be modified quickly and easily in response to legislation and policy changes;
- Intuitive system for ease of use by agency staff and the public;
- Intelligent design and automation to maximize worker efficiency and effectiveness;
- Data entry validation driven by configurable business rules;
- Modernized system that uses digital methods to communicate with case parties wherever possible;
- Include a portal or external access for case parties, employers, and other organizations that need to submit, pay, or review case information;
- Integrated forms and imaging system that minimizes tedious data entry and facilitates case review;
- Quick, easy to use, and flexible reporting and analytical functionality that allows users of all levels to make business decisions;
- Automated and easy to use reporting in line with state and federal requirements;
- Logging and auditing of all automated and manual actions;
- Supports multiple payment options;
- Supports acceptance and disbursement of payments using Electronic Funds Transfer (EFT);
- Integrate locate services and address verification;
- Adhere to SDU Physical Security and Internal Control Requirements;
- A holistic solution that minimizes the need for ancillary technologies to meet the needs of the agency;
- A system to easily manage interface integrations with other systems and partners;
- Supports all case types and their related actions including referrals from intergovernmental child support agencies, tribal organizations, Title IV-A, IV-E, and XIX agencies; and

A system that is an overall improvement compared to the current system for the success of agency staff, the public, and the agency.

SECTION 3. SCOPE OF WORK & CONTRACT INFORMATION

SEC. 3.01 SCOPE OF WORK

DOR, CSSD, is soliciting proposals for the design, development, and implementation of the WinSTAR replacement system as part of the AMP. The DDI Contractor will provide a modernized Child Support Enforcement (CSE) system that meets the needs of the CSSD and the requirements of the Office of Child Support Enforcement (OCSE), the federal agency responsible for certifying the CSE system and providing federal matching funds.

The DDI Contractor is expected to provide a CSE solution and fully implement the replacement system. A full implementation includes (but is not limited to) requirements collection and validation, data conversion, successful user acceptance testing (UAT), end-user training, and successful O&M Transition Plan activities to the CSSD IT staff. The scope of services is provided in greater detail in the following sections.

The CSSD for the State of Alaska is a state-administered operation located in one central office in Anchorage, Alaska. A high-level CSSD organizational chart is provided in Figure 1.

Figure 1 – CSSD Organizational Chart.

SEC. 3.02 PROJECT MANAGEMENT

Project Responsibility

This section provides an overview of the State of Alaska’s approach for managing the development and implementation of the WinSTAR replacement system.

The State’s Responsibility

DOR has ultimate decision-making responsibility for administration of the contract that results from this RFP. Under the direction of DOR, the CSSD Director, working cooperatively with the AMP Project Manager, will provide CSSD management and oversight, ensuring that the AMP proceeds as scheduled to meet its goal of implementing the new system in the State. CSSD will assign full-time project management and support staff for the DDI phase of the AMP (interchangeable with “the Project”).

The AMP Project Manager and support staff will perform project management functions and oversight. This support will last for the duration of the DDI phase of the project. The PM support staff will work closely and cooperatively with all stakeholders and all other vendors and contractors during DDI to ensure that the procured services accurately meet CSSD’s requirements and specifications as described in the contract. The PM support staff will provide support services for DDI activities. These support services include but are not limited to the following:

- Project planning
- Assessment of system defects and system change requests
- Contract compliance assessment
- Participation in CSSD, State and Federal meetings as requested
- Budget management and (Implementation Advanced Planning Document Updates (IAPDU)
- Change Order analysis
- Project performance management
- Milestone and deliverable planning for schedule impacts of corrective actions
- Deliverable Reviews

Project Oversight

The AMP is subject to oversight by State and Federal agencies and CSSD management. As part of their oversight responsibilities, these entities, or their designees, may undertake various activities during the course of the project. These activities may include, but are not necessarily limited to, risk assessment, independent testing, gate or phase reviews, and review of interim products and deliverables. The DDI Contractor will be required to cooperate fully with all authorized oversight entities in their performance of these and similar activities throughout the duration of the term of the Agreement. Any oversight Contractor engaged by State and/or federal agencies or CSSD management will be afforded full cooperation and provided full access to the PM support staff, work products and services at all stages of the Project.

Project Structure

As previously stated, the AMP is a large project with multiple vendors. The AMP Organization Chart is provided below in Figure 2.

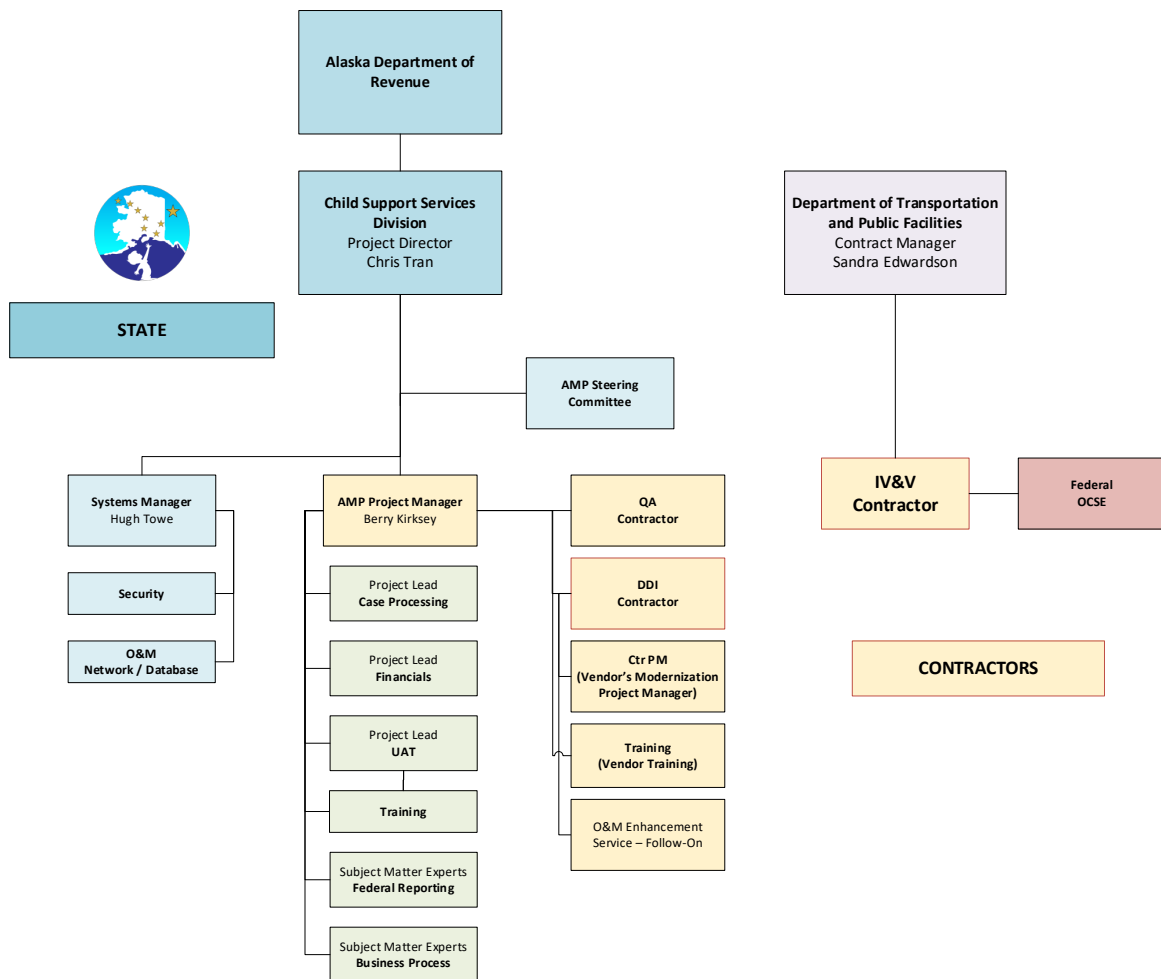


Figure 2 – AMP Organization Chart.

Project Management Approach

The DDI Contractor shall establish a project management approach for their effort that supports and integrates with the current AMP project management tools and methodology. This approach will include but is not limited

to the following: the planning, reporting and controlling of work; the identification, tracking and resolution of problems and issues; proactive risk mitigation; the communication and leadership necessary to ensure the project's success; and the utilization of CSSD's project management SharePoint site for the maintenance of the AMP PMP, sub-plans, and project documents. Such approaches shall be agreed upon by the parties in the AMP PMP as well as subsequent updates to the plan.

The DDI Contractor will cooperate fully with all other parties to implement structured, efficient communication protocols to ensure that all of the State's stakeholders are informed, and that responsibilities for dependencies, instructions, and touchpoints between the DDI Contractor and the State are understood by all parties.

Approach to Communication

The DDI Contractor will use an approach to communication that is open, accurate, direct, and in the best interest of the Project. The approach to communication must not only address communication internal to the Project, but it must also address communication with external entities as appropriate. This will include communication with CSSD personnel, the PM support staff, the IV&V Contractor and the QA Contractor. The approach to communication should adhere to the AMP's Communications Plan. Unique communications requirements should be submitted to the AMP Project Manager or PM support staff for inclusion into the AMP's Communication Plan.

Approach to Issue Identification, Tracking, and Resolution

The DDI Contractor will identify and track all Project issues using CSSD's project management issue tracking process. The process will, at a minimum, provide a description of the issue, priority of the issue, dependencies and plans for resolution, staff responsibility assignments, schedule impacts if appropriate, targeted and actual resolution dates, and the resolution action. This process should be widely and readily accessible for use by all Project staff members. Reports generated by the process will become a part of the Bi-Weekly Status Report.

Approach to Risk Identification and Mitigation

The DDI Contractor will utilize CSSD's project management approach to risk identification, assessment, prioritization, monitoring and mitigation that proactively raises awareness of risk areas and protects the interests of the Project and CSSD. As defined in the project deliverables, this approach must be clearly documented, understood, and accessible by all Project personnel. Thus, it will be documented in the AMP's Risk Management Plan and project risk documents.

Approach to Scope Management

The DDI Contractor must follow the State's approach for managing the scope of the Project. CSSD recognizes that changes in scope are inevitable and may be due to a variety of unforeseen factors. The DDI Contractor must inform the AMP Project Manager of any potential scope changes as soon as is reasonably possible in order to discuss, analyze and document the impact of the change in scope and determine direction and next steps. The DDI Contractor will be responsible for periodic formal scope assessments at appropriate key Project milestones, such as completion of site preparation and installation, change management, training development, training delivery, and equipment and software acquisition. Based on these assessments, CSSD will work with the DDI Contractor to confirm/reconfirm project scope for subsequent tasks, phases and/or milestones.

Approach to Management of Staff

The DDI Contractor will employ a methodology for management of contractor staff and using our process for interaction with CSSD staff that facilitates a productive working relationship and progress towards task completion. The DDI Contractor, working with the AMP Project Manager, will be responsible for ensuring that all staff clearly understands both initial and ongoing roles and responsibilities, and how their specific teams and assignments relate to the overall project plan.

The DDI Contractor will be responsible for identifying performance issues for its entire staff. In the event of staff performance concerns, the DDI Contractor must notify the AMP Project Manager as soon as reasonably possible to discuss and jointly determine the approach for resolving the issue. Should CSSD discover performance problems with any contractor or State staff, CSSD will notify the Contractor's project manager as soon as is reasonably possible to discuss and jointly determine the approach for resolving the issue.

In order to facilitate project progress and avoid time and effort associated with retraining, it is important to CSSD to minimize Contractor staff turnover to the extent possible, particularly for key staff. The DDI Contractor must assure CSSD that wherever possible, staff will be retained until their assignments are completed. When an unplanned, early employee departure from the Project is unavoidable, the DDI Contractor must notify the AMP Project Manager as soon as reasonably possible and develop and complete transition and training requirements for the new or reassigned replacement staff. See Section 3.06 (Deliverables DDI 52-58) of this RFP for more guidance regarding staff turnover.

Approach to Overall Quality Management

The DDI Contractor must develop and implement an internal approach for managing the overall quality of the tasks and subtasks on the project. CSSD expects to receive a quality management approach that focuses on being proactive and preventing problems rather than allowing problems to occur and then devoting valuable resources to their correction. The DDI Contractor must establish and implement processes and procedures that ensure work products and deliverables meet business objectives, end-user expectations, and defined requirements and are as free of errors as possible. Achieving these objectives involves a cooperative working relationship between CSSD, members of the Project Management team, and the QA Contractor. This collaborative approach will help ensure that input and recommendations are promoted and documented in a timely manner.

Approach to Agreement Management

Agreement management plays an important role in the success of any project that involves the procurement of goods or services. The DDI Contractor will develop an agreement management approach that will include specific contract management processes and procedures to ensure the following:

- Contractual terms and conditions are fulfilled, including, but not limited to the following:
 - Deliverable completion dates, reviews and acceptance tests;
 - Project Management, staff, reporting and dispute resolution;
 - Warranties and remedies for warranty breaches associated with deliverables and services;
 - Rights and remedies associated with holdbacks and liquidated damages; and
 - Completion and payments associated with key acceptance milestones;
 - Documenting decisions and scope changes on the AMP's SharePoint site.
- Invoices can be objectively assessed for accuracy, completeness and adherence to agreement terms and related cost schedules; and
- The implications of potential agreement changes are carefully considered, analyzed, and documented as part of a formal change order.

Approach to Requirements Management

Changes to business and technical requirements may occur anytime during the Project. The changes may occur due to technology, testing or implementation, revisions in project budget, and emerging needs. In order to be responsive to needed changes and conscientious about managing the impact of change, the DDI Contractor must utilize a requirements management approach that integrates with the State's requirements management documents. Key elements of requirements management include, but not limited to, the following:

- Assumption definition, tracking, and traceability;
- Business requirement definition, tracking, traceability, and test verification;
- Technical and functional requirement definition, tracking, traceability, and test verification; and
- Tracing and analysis of Deliverables to requirements.

A requirements document (Attachment 4 - AMP DDI RFP Requirements) has been prepared for this project. A Requirements Traceability Matrix (RTM) has also been prepared. The RTM will serve as a Deliverable and will track the requirements defined in the RFP through to Deliverables developed by the DDI Contractor. The RTM will be provided to the DDI Contractor after the contract is awarded. The scope of the RTM will be inclusive of all requirements. Requirements management will also require close coordination and communication with the QA Contractor.

Project Reporting

Coordination between the DDI Contractor and CSSD will occur continuously and on a daily basis through the AMP Project Manager and project staff. In addition, the DDI Contractor will provide both formal written and oral reporting on the Project status. Formats for the reports are left to the DDI Contractor's discretion but must be approved by AMP Project Manager.

Bi-Weekly Status Reports will provide CSSD with progress compared against the AMP PMP objectives for the reporting period, upcoming activities for the next reporting period, and identification of issues encountered and resolved (or left unresolved) during the previous week. This deliverable is defined in Section 3.06.

Security Plan

The DDI Contractor will develop and adhere to Department, State, and Federal security standards. This will include coordinating with the Department Security Office (DSO) to develop a Security Plan that will document the approach, methodology, roles and responsibilities, and processes and procedures with respect to the DDI Contractor's tasks. The DDI Contractor will clearly demonstrate how it will incorporate its security approach within the site preparation and installation, project facility and project management activities. The State's current IT security standards will be provided to vendors who submit an offeror on this RFP.

General Equipment and Software Requirements

The State will provide office space, power, and network connectivity. The State currently utilizes Microsoft software development tools. The proposed technical solution must meet the State's business needs. The contractor must have all software used for the project and development of the system approved by the State

SEC. 3.03 DESIGN AND DEVELOPMENT

The DDI Contractor will be required to produce all Deliverables associated with the customization and/or configuration of the WinSTAR replacement system and the development of all required system environments, as well as Testing and Conversion Plans. Please see the deliverables list in Section 3.06 for additional information.

System Performance Goals

The State requires system performance measures to ensure proper use and processing of the system. Application optimization must be utilized. While specific measurements for performance are difficult to set, below are guidelines to use:

- Screen updates for user-interface interactions (i.e., user-driven keyboard or mouse inputs) should take place within .1 seconds;
- "Simple" Database queries or updates should complete within 1 second;

- “Complex” Database queries (multi-value responses) should complete within 10 seconds;
- User Requested Report Generation (ad-hoc and pre-defined) should utilize a “percent completed indicator” for operations taking more than 10 seconds (clock, bar graph, hourglass, etc.);
- Daily maintenance window will be from 9pm-5am Alaska Standard Time (available for system updates, nightly batch file processing, scheduled report generation, system and data backups, etc.);
- Batch processing preferred to happen live and not require a system outage or maintenance window.

The response time guidelines below have been in use as general industry standards for more than 40 years (from “The Art of Application Performance Testing” by Ian Molyneaux) and should be applied whenever possible within the application.

0.1 second: Limit for users feeling that they are directly manipulating objects in the UI. For example, this is the limit from the time the user selects a column in a table until that column should highlight or otherwise give feedback that it's selected. Ideally, this would also be the response time for sorting the column — if so, users would feel that *they* are sorting the table. (As opposed to feeling that they are *ordering* the computer to do the sorting for them.)

1 second: Limit for users feeling that they are freely navigating the command space without having to unduly wait for the computer. A delay of 0.2–1.0 seconds does mean that users notice the delay and thus feel the computer is “working” on the command, as opposed to having the command be a direct effect of the users' actions. Example: If sorting a table according to the selected column can't be done in 0.1 seconds, it certainly must be done in 1 second, or users will feel that the User Interface is sluggish and will lose the sense of “flow” in performing their task. For delays of more than 1 second, indicate to the user that the computer is working on the problem, for example by changing the shape of the cursor.

10 seconds: Limit for users keeping their attention on the task. Anything slower than 10 seconds needs a percent-done indicator as well as a clearly signposted way for the user to interrupt the operation. Assume that users will need to reorient themselves when they return to the UI after a delay of more than 10 seconds. Delays of longer than 10 seconds are only acceptable during natural breaks in the user's work, for example when switching tasks.

SEC. 3.04 IMPLEMENTATION

A successful system replacement project relies on the integration and management of the various project activities to bring CSSD online with minimal business disruption. Implementation planning must be integrated with site preparation and installation of equipment and software, training delivery, training development, conversion, and change management.

Organizational Change Management

Change Management is the activity by which an enterprise reexamines its goals and the associated processes and procedures designed to achieve those goals in response to impending change. It is the analysis and documentation of how business was previously conducted versus how business must be conducted in the future with the Implementation of the new system. Change management should address new approaches for technical support, system's maintenance and administration, customer support, and training. The DDI Contractor will play a key role in organizational change management. They will be expected to provide relevant expertise and to participate in and facilitate various meetings and workgroups that are focused on change management efforts directly related to the AMP.

Business Process Change Management

Upon completion of an assessment related to impending organizational change, the enterprise undertakes a disciplined approach to redesigning various aspects of its business processes. CSSD's current business model utilizes a process management and multiple payee approach. The DDI Contractor will be responsible for identifying and recommending specific process changes that are a result of the WinSTAR replacement system implementation.

Data Conversion

Data conversion and migration to the new system is a crucial part of any system replacement project. The DDI Contractor will be required to prepare a Conversion Plan and run mock conversions for each environment to ensure a clean and stable migration of data to the WinSTAR replacement system. The State must approve the Conversion Plan as well as the completed data conversion.

Training Development and Delivery

The development of an effective training program for the WinSTAR replacement system is as important as the actual software product. CSSD has over 150 employees that perform CSE duties. The routine turnover of employees associated with an operation this large has resulted in a training program that is an ongoing, recurring process. A comprehensive training program for the WinSTAR replacement system will extend beyond the scope of end-user training. Training will extend to CSSD's IT staff, help desk staff, and other personnel deemed necessary.

The training plan is intended to guide the process of developing and conducting training for the implementation of the WinSTAR replacement system. All training activities will be captured in the AMP Master Training Plan. This will be a sub-plan of the AMP PMP. The training will be tailored specifically to each audience based upon their role in the operation and/or support of WinSTAR replacement system. The activities laid out in the training plan are a necessary part of the system implementation and are designed to maximize its effectiveness. The training activities for pilot testing and rollout will ensure trainee's familiarity and knowledge of the WinSTAR replacement system will be quickly applied and not lost due to a lapse in time between training and implementation. Training should occur in a manner that provides an absolute minimal interruption to CSSD's daily operations. In addition, all training materials should be made available for future reference and for new CSSD staff to learn the system.

Objectives

The goal of the AMP training is to ensure CSSD personnel are capable of operating and supporting the WinSTAR replacement system. Training will be evaluated by the QA Contractor. To accomplish this goal, the following are minimum objectives to be performed:

1. The training experience must relate directly to the business processes utilized within CSSD.
2. Each trainee must be provided the information necessary to use the WinSTAR replacement system to execute the corresponding processes at the completion of training.
3. The training must be presented in a user friendly, positive, and culturally appropriate manner.
4. The training must be completed prior to the implementation of the WinSTAR replacement system.

The training requirements presented are intended to support these objectives with the understanding that the actual training course will be designed by the contractor, matched to the business processes of CSSD, and integrated into the CSSD training methodology.

Training Staff

The DDI Contractor will develop the training materials and conduct all system training activities. These activities will be conducted with the oversight of the Training Coordinator. The Training Coordinator will be provided by

the DDI Contractor. This person will be dedicated to managing the AMP Training Program. The Training Coordinator will maintain a rapport with CSSD's Training Team representative to ensure the training materials and plan conform to the existing CSSD training program. The AMP Training Plan will include training the CSSD Training Team.

Training Audience

The audience for training on the WinSTAR replacement system will consist of CSSD's Research and Development (RAD) team members, help desk staff, IT staff, and other personnel deemed necessary. CSSD personnel will receive in-depth training tailored to their specific area of expertise and business processes.

Policies and Procedures

Training provided by the contractor will comply with all CSSD policies and procedures, including any policies and procedures that are expected to change to conform to the implementation of a new system. The AMP project management staff and project team members will review training materials to ensure they comply with policies and procedures.

Types of Training

The training type will be dictated by the audience and will be scheduled far enough in advance to allow maximum participation. The DDI Contractor will clearly define the specific duration for each type of training. The Training Coordinator will integrate this into the detailed Work Plan (project schedule). All training will be scheduled in advance to ensure the maximum participation of each training audience. To successfully accomplish the training goal and specific objectives, the Training Coordinator will identify the different training audiences within CSSD. The identification of training audiences will be incorporated in the AMP Master Training Plan. It will include the targeted audience's roles and responsibilities with regard to the operation and/or support of WinSTAR replacement system as well as the audiences' unique training requirements.

Training Methodologies

CSSD recognizes the WinSTAR replacement system might dictate a new approach to training. This could include utilizing new training tools and techniques. Training methodologies may include, but not limited to, the following:

- **Demonstrations.** A demonstration involves using the system itself to present a live, real-time illustration of the system feature or function that is being taught along with a verbal explanation. Ideally, this is accomplished before the class has a hands-on exercise. It should use the actual WinSTAR replacement system running on a computer in which the video output is connected to a display device, such as an LCD projector. This will allow the class to view the system screens as they would appear on a monitor at the end-user's normal workstation during daily system use.
- **Classroom Presentations.** Classroom Presentation is a verbal presentation of material by the instructor. This is usually accompanied by a demonstration of the system feature or function that is being taught. An advantage of this method is that trainees may ask questions during the presentation. The Classroom Presentation can be taught Face-to-Face or by Distance Delivery.
- **Hands-On Experience.** Hands-on experience refers to the training participant physically using the system and practicing with the features of the system. The contractor should provide pre-defined training scenarios for training participants to use for hands-on experience.
- **Written Materials.** The training provided will include written materials to assist the users in learning the new system and provide a reference once the training is completed. Written materials include user manuals that contain:
 - Quick reference system instructions;
 - A daily outline of the training course to which the materials pertain;

- Screen shots from the actual system that illustrate the operation of the function being taught in that particular section of the materials;
- Illustrations of system outputs as appropriate;
- Written text, tables, and illustrations that explain the concepts underlying the system, how to operate it, relevant policies and procedures, and relevant examples; and
- Step-by-step instructions on how to use the various system features that are being taught.

The organization of written materials should mirror the order in which the material is presented in the applicable training module. The written format should also convey the information presented verbally and by demonstration. This will ensure training participants receive the new information in at least four methods of learning: auditory, written, visual, and experiential.

Training Schedules and Agendas

The AMP will be a complex project. Training sessions could be staggered or run concurrently with ongoing legacy WinSTAR system training activities. If the system is implemented using a phased or an incremental project management methodology, various phases of training will need to occur that correspond to the WinSTAR replacement system capabilities. The DDI Contractor will prepare syllabi for the training sessions. The syllabi should include topics that cover all aspects of WinSTAR replacement system usage. All training will be scheduled in advance to ensure maximum attendance by each training audience. All training schedules and agendas will be reviewed and approved by the Training Coordinator and the AMP Project Manager.

Training Equipment and Location

CSSD will secure training locations and equipment (computer workstations, printers, scanners, signature pads, and Internet connections) for training. The DDI Contractor and Training Coordinator will support and work with CSSD to ensure the location and equipment is appropriate for successful training sessions. All training will be conducted in training facilities located in Anchorage, Alaska. The exact location of training will be determined during the formulation of the Master Training Plan. Additional hardware requirements for training will be identified by the contractor during system design. These requirements will be compared to CSSD's current hardware inventory. The provision of other types of equipment as may be required by the DDI Contractor's training approach, such as, overhead projectors, data display adapters, projection screens and easels, will be the responsibility of the contractor. The DDI Contractor may arrange to use existing equipment owned by the State of Alaska if it is available.

Training Software

The DDI Contractor shall ensure that all training computers have the required software loaded to perform training. CSSD will work with the contractor to determine what software products exist on each training computer and determine how additional software will be loaded.

Training Materials

The DDI Contractor will provide training materials for each training participant to use and retain for future reference, such as a student training manual and copies of any additional handouts utilized in training events. Electronic copies of the training materials will also be provided to CSSD in a format that will allow future modifications. This will allow CSSD to update the training material as changes to the WinSTAR replacement system occur over course of time. The Training Coordinator and AMP Project Manager will review and approve all training materials prior to being incorporated into the scheduled training activities.

Training Evaluation

The DDI Contractor will not be required to perform a formal training evaluation, but must provide access to training events and data, as well as time for the Training Coordinator to administer training participant surveys, to support the evaluation of the training.

SEC. 3.05 CONTRACT TERM AND WORK SCHEDULE

The length of the contract will be from the date of award, approximately **9/1/23** until completion, approximately **9/1/25**.

Unless otherwise provided in this RFP, the State and the successful offeror/contractor agree: (1) that any extension of the contract excluding any exercised renewal options, will be considered as a month-to-month extension, and all other terms and conditions shall remain in full force and effect and (2) the procurement officer will provide notice to the contractor of the intent to cancel such month-to-month extension at least 30 days before the desired date of cancellation. A month-to-month extension may only be executed by the procurement officer via a written contract amendment.

SEC. 3.06 DELIVERABLES

This section documents the Deliverables that the DDI Contractor will be expected to deliver for the AMP Project.

Development and Maintenance of Deliverables

The DDI Contractor will develop, produce, deliver, install, and successfully implement (as appropriate) project deliverables. The DDI Contractor will make available to CSSD for its review, individual components of the deliverables, as developed in draft form, as requested by CSSD. As draft deliverables are developed, these will be reviewed for compliance with the requirements, Deliverable Expectation Documents (DED), and the State's Project Management Plan. The CSSD will collaborate with assigned CSSD Project staff during development of Deliverables to reduce expectation gaps as to deliverable contents, and therefore expedite the approval process. At the completion of a task or subtask, the DDI Contractor will update and deliver revised documentation from previous tasks, as deemed appropriate by CSSD.

The DED will serve as one of the primary documents that will be maintained to document the expectations and the scope of each deliverable. Throughout the Project, from analysis through O&M, documentation standards will be used to document the objectives, expectations, and deliverables associated with the WinSTAR replacement system. This documentation will be reviewed at each step for understanding and compliance. DEDs must be approved in advance of initiating any work on a project deliverable.

Deliverable Standards and DEDs

The DED and corresponding deliverable reviews will be a key component of the overall AMP's quality management process. The purpose of the deliverable review process is to accomplish the following:

- Ensure that work products meet the AMP requirements.
- Validate that deliverables are comprehensive and complete.
- Verify that deliverables support the efforts appropriately.
- Validate that deliverables provide an audit trail.
- Ensure that deliverables are presented in a manner that can be easily used by all intended recipients.

The DDI Contractor will develop global project deliverable standards which will be used for all deliverables. These standards will include, but not be limited to, styles and terminology. Once these standards are approved by CSSD, the DDI Contractor will make them accessible to all project personnel.

For each required Deliverable, a Deliverable Expectation Document (DED) will be provided by the DDI Contractor to the AMP Project Manager in advance of the scheduled start of any task or subtask that will produce the deliverable. The DED will contain an outline of each Deliverable, requirements, assumptions, approach, resources, related documentation, deliverable schedule, contingency plan, and signoff approval. CSSD will discuss specific expectations included in the DED with the DDI Contractor in advance of its due date and will assess its appropriateness when submitted. Mutual agreement on the DED is of primary importance in order to set appropriate expectation levels for the DDI Contractor and CSSD and the appropriate acceptance criteria for the Deliverable. Since each deliverable is not the same, the amount of work required to accept and validate the deliverable will vary. Deliverable acceptance criteria will directly correlate to the acceptance criteria provided in the Requirements Traceability Matrix. The schedule for these tasks will be delineated in the Project Management Work Plan.

Formal Transmittal of Deliverables

As appropriate, the DDI Contractor will review each Deliverable before it is submitted to confirm that it meets all applicable agreement specifications. By submitting the Deliverable, the DDI Contractor is certifying that it meets all applicable Agreement specifications. The DDI Contractor will submit Deliverables in electronic format. Each Deliverable submitted to CSSD for review and approval will have a formal transmittal letter from the DDI Contractor's project manager and will be addressed to the AMP Project Manager. Work on other deliverables may proceed prior to CSSD's formal acceptance of the preceding deliverables, at the DDI Contractor's sole risk. CSSD is not obligated to pay for any work undertaken by the DDI Contractor before formal acceptance, except as otherwise provided in the agreement.

The DDI Contractor's project manager will be responsible for appropriate quality control of its Deliverables. All Deliverables will be provided in complete form and will meet all applicable agreement specifications no later than the dates indicated in the approved Work Plan. The DDI Contractor's meeting of deadlines to meet key milestones and provide high quality Deliverables is of critical importance to the project.

Acceptance of Deliverables

The DDI Contractor will submit each deliverable to the AMP Project Manager, who will be responsible for obtaining all appropriate review, comments, and acceptance. Acceptance will occur as provided in the project's Procurement Management Plan, Deliverable Management Section, and in accordance with the approved Work Plan. The CSSD's review period will vary with the type, complexity and size of the deliverable. CSSD project staff will review all deliverables in accordance with the Work Plan. The DDI Contractor will include times for CSSD's review and comments, review by the QA Contractor, and any DDI Contractor re-work time in the Work Plan submitted with the proposal. Upon award of the contract, the AMP Project Manager and Project Staff will provide the DDI Contractor with the project's Deliverables Management Process. At that time, the expectations of the Deliverables Management Process will be mutually discussed, agreed upon, and documented in the State's Project Management Plan.

Rejection of a Deliverable

In the event that CSSD finds a deliverable to be unsatisfactory, CSSD will notify the DDI Contractor of the reason(s) for the Deliverable rejection in writing. AMP Project Manager and staff will meet and confer with the DDI Contractor to provide clarification as requested or needed. The DDI Contractor will then correct and resubmit the deliverable within agreed to timeframes that will vary as dictated within the Work Plan by the type, complexity and volume of the deliverable. Rejection of a deliverable by CSSD does not allow for slippage of schedule regarding subsequent deliverables, unless approved by the AMP Project Manager.

The contractor will be required to provide the following deliverables:

Deliverable #	Deliverable Title	Deliverable Description
DDI-1	Project Initiation Meeting	<p>Within 10 days of contract execution, the DDI Contractor will conduct a project initiation meeting to kick off the DDI Phase of the project. The meeting will take place in Anchorage, Alaska, with all key stakeholders in attendance. It will require coordination and cooperation with the DDI Contractor PM and QA Contractors. The DDI Contractor will be prepared to provide an overview of how they intend to accomplish the tasks of the Project and discuss the project schedule. Within five (5) days of the meeting, the DDI Contractor will provide a memorandum documenting meeting decisions and outcomes, as well as issues, actions and risks.</p>
DDI-2	Training Coordinator Identification	<p>The DDI Contractor will identify a dedicated Training Coordinator to manage and coordinate developments and execution of the AMP Master Training Plan.</p>
DDI-3	Project Management Plan	<p>A comprehensive document that describes how the DDI Contractor plans to manage each key component of the project. It should incorporate into the State's existing PMP. The DDI Contractor's PMP will include descriptions of how the DDI Contractor will manage processes such as Deliverable Approval Process, etc.</p> <p>The Project Management Plan will include, but not be limited to, the following subsidiary plans:</p> <ul style="list-style-type: none"> • Master Work Plan and Schedule; • Project Scope Management Plan; • Change Management; • Configuration Management; • Project Work Breakdown Structure; • Quality Management Plan; • Issue Management Plan; • Schedule Management Plan; • Communications Plan; • Staffing Management Plan, including roles and responsibilities; • Risk Management Plan; and • Master Training Plan.

DDI-4	Master Project Work Plan and Schedule	<p>A detailed schedule of task start and finish dates, resource and price information used to monitor project progress, which will be base-lined once approved by the State. The plan will require coordination with the PM support staff. The DDI Contractor's Work Plan should be created and maintained in a version of Microsoft Project that is compatible with Microsoft Project 2019 and Microsoft Office 365.</p> <p>Must include the following:</p> <ul style="list-style-type: none"> • Work Breakdown Structure (WBS) references for each task; • Resource assignments and usage; • Task dependencies and relationships; • Alignment to the state deliverables and milestones association; • Alignment to QA Contractor tasks; • Task durations with no more than 80 hours per task; and • Task usage;
DDI-5	Release Plan (Sub-plan to the Project Management Plan)	<p>The DDI Contractor will provide a Release Plan. This plan will contain descriptions of the system functionality that will be developed and implemented in each release. Upon receipt, this plan will be reviewed and approved by the AMP Project Manager: It will include, but not limited to, the following:</p> <ul style="list-style-type: none"> • Rationale for each release; • Release strategy; • Release content; • Release impacts; • Release notification; • Release assumptions; • Release constraints; and • Release risks; <p>This plan should correlate to the following project documents:</p> <ul style="list-style-type: none"> • Communications Plan; • Risk Management Plan; • Requirements Management Plan and supporting documents; • Interface Control Document; • Configuration Management Plan; • System Design Documents; and • Database Design Documents.

DDI-6	<p>System Installation & Verification for all Environments:</p> <ul style="list-style-type: none"> • Development • Testing • Training • Production • Disaster Recovery and Business Continuity Plan 	<p>A detailed document that sets the scope of system installation and verification in all environments. This document will include the processes and procedures to be adopted, the detailed activities to be completed, the general resources required and the methods and processes to be used to test the installation and technical customization in each of the environments (Development, testing, training, production, and disaster recovery) of the AMP Project. It will detail the activities, dependencies and effort required to conduct the verifications. The DDI Contractor is required to perform these tasks, create the five environments, and ensure they are fully operational to support their intended purpose prior to submission to CSSD for testing by the QA Contractor.</p> <p>This deliverable must address the following:</p> <ul style="list-style-type: none"> • Itemization of detailed installation activities required to install the DDI Contractor's base product; • Itemization of detailed activities required to verify and customize software installation; • Itemization of detailed activities and deliverables as well as processes and procedures; and • Outline how this plan will mesh with the tasks performed by the QA Contractor.
DDI-7	Technical Performance Measurement Toolset (TPM)	<p>Implementation of the State-approved set of monitoring tools. At a minimum, the TPM toolset will provide the following capabilities:</p> <ul style="list-style-type: none"> • Monitoring how the database and its related performance standards are fulfilling the performance requirements using real-time reporting and/or dashboards; • Monitoring of selected components of the solution related to the delivery of database information that facilitates analysis of issues on database usage for forecast planning; • Simplifying and automating the management of the solution that will automatically monitor all vital system resources; • Providing notification in advance of any emerging problems to leverage existing administrative resources in a timely manner; and

		<ul style="list-style-type: none"> Using monitoring and optimization tools that will allow staff to prioritize application maintenance tasks so that the most critical areas that are impacting end user performance are corrected first.
DDI-8	<p>Test Plans for all Environments:</p> <ul style="list-style-type: none"> Development Testing Training Production Disaster Recovery and Business Continuity Plan 	<p>A detailed document that will describe, for each environment:</p> <ul style="list-style-type: none"> Testing; Processes and procedures to be adopted; Detailed activities to be completed; General resources required; and Methods and processes to be used to test system changes. <p>The Test Plan will also detail the activities, dependencies and effort required to conduct the tests and must address the following:</p> <ul style="list-style-type: none"> Types of tests to be employed (unit, regression, system integration, interface, capacity/volume, user acceptance, etc.); Itemization of detailed activities required to test customized software; Itemization of detailed test activities and deliverables as well as processes and procedures; Test scripts (positive and negative scenarios); Testing tools and software; Test resources and schedule required to install and create/run the tests; and Issue tracking as defined in the Issue Management Plan
DDI-9	Test Report	<p>The DDI Contractor will be required to execute each test script/scenario outlined in the test plans. The DDI Contractor will also provide a test report template for documenting the execution of each of the AMP test scripts/scenarios. The format for the Test Report must be approved by the AMP Project Manager. The test report should correlate to the following items:</p> <ul style="list-style-type: none"> Requirements Traceability Matrix, All applicable Test Plans and Test Matrices; and The corresponding DED. <p>A Test Report will be provided with each applicable deliverable.</p>

DDI-10	AMP Master Training Plan	<p>The DDI Contractor will be responsible for the development of the AMP Master Training Plan. It is intended to guide the process of developing and conducting training. This training plan will target an audience whose job responsibilities include the operation and/or support of the WinSTAR replacement system. This plan will include, but not limited to, the following items:</p> <ul style="list-style-type: none"> • Coordination with the CSSD Training Team; • Coordination with the PM support staff and QA Contractor; • Conduct a training needs assessment to include all aspects of the WinSTAR replacement system usage; • An approach to training that integrates with CSSD's current training methodology and tools; • Methods and materials for conducting training; • Equipment and resources required to conduct training; • Identify responsibilities for acquiring training equipment and resources; • Training schedules and agendas; • Identify all training audiences to include all aspects of system usage; • Describe the unique roles and responsibilities of each training audience; • Identify the training requirements for each training audience; • Responsibility Assignment Matrix for training tasks and functions; • Method to determine the effectiveness of the training plan; (for example; trainee surveys and performance measures for trained personnel) • Problem escalation plan to identify and resolve training problems that might arise; • Include the supplement in the succeeding deliverable entitled "State Project Team Training Plan"; and • Include the supplement in the succeeding deliverable entitled "End User Training Plan."
DDI-11	State Project Team Knowledge Transfer and Training Plan (Supplement to Master Training Plan)	<p>A detailed approach to ensure that State staff assigned to this Project have the knowledge and skills required to support the system. The Knowledge Transfer and Training Plan will provide a framework for training on the system that is tailored to the unique needs of this system and support teams (to include Help Desk, RAD team, Technical Support, Software Development,</p>

		<p>Database Administration, System Administration, Computer Operations and Security).</p> <p>The plan will require coordination with the PM support staff and the CSSD project team's training representative, and must include:</p> <ul style="list-style-type: none"> • Clarify the need for training and identify those who shall receive particular levels of training; • Provide a strategic basis for training including a delivery plan and methodology; • Outline how training will be delivered; • Detail how the training strategy will be evaluated; and • Itemize detailed training activities, materials and deliverables as well as procedures and processes.
DDI-12	End User Training Plan (Supplement to Master Training Plan)	<p>A detailed approach to ensure that end users have the knowledge and skills to appropriately use the system. The Training Plan will provide the framework for training end users how to use the system to accomplish their day-to-day job duties. This plan will require coordination with the PM support staff and the CSSD project team training representative, and must include:</p> <ul style="list-style-type: none"> • Identify the level of training needed by each user; • Identify training delivery methods and locations; • Provide a schedule for training; • Provide a methodology for evaluating effectiveness of training; • Itemize detailed training activities, materials and deliverables as well as procedures and processes; • Integrate with CSSD's existing training system; and • Include an approach for transitioning of the training program to CSSD's Training Team after the WinSTAR replacement system has been implemented.
DDI-13	Detailed Conversion Plan	<p>A detailed plan outlining the approach to converting and migrating legacy data into the new database. This plan will describe the overall approach, assumptions, and processes that will be used in the data conversion. It will include:</p>

		<ul style="list-style-type: none"> • An inventory and cross reference of source and target data elements, schema, metadata and all self-describing files; • Process for data extraction, transformation and loading for each data source; • Audit plan for pre and post data verification; • Tools needed to execute the conversion; and • Strategy for data quality assurance and control. <p>This plan will include decisions regarding retention and archiving of legacy data. The plan should include activities to coordinate the mapping of schema and test plans with the QA Contractor.</p>
DDI-14	Change Management Plan	<p>The DDI Contractor will integrate with the state's Change Management Plan. It will reflect the organization roles and responsibilities, policies, guidelines and procedures necessary for controlling and managing technical changes to and maintaining the installation and operation of the system. The guidance outlined in the plan must be incorporated into the development activities and management decision-making processes throughout the entire system life cycle from concept and requirements identification to development to system operations and maintenance.</p> <p>The plan must establish requirements for documenting and controlling changes to ensure all approved changes are:</p> <ul style="list-style-type: none"> • Necessary; • Documented correctly (including a Change Management Log); • Evaluated to consider interfaces; • Evaluated against available resources; and • Evaluated for cost vs. benefit, schedule and performance trade-offs.
DDI-15	Configuration Management Plan	<p>A plan that will explain the methodology for identifying and controlling the functional and physical design characteristics of a deliverable. It will describe what items will be placed under configuration management control and how those items will be managed throughout the system development life cycle. Included will be software code promotion and documentation version control for all environments: development, training, system test, user acceptance test, and production.</p>

		<p>The plan must address and/or include, but is not limited to, the following:</p> <ul style="list-style-type: none"> • A list of all functional and physical items (configuration items) included in the scope of configuration management, which includes hardware, software and design; • A method and procedure for controlling changes to configuration items; • A method and procedure for rolling back to previous builds or versions; • A change status reporting method for configuration items; • A reference for the common terminology and vocabulary for configuration management; • A method for ensuring that control will be maintained over design, development, production, installation and support configuration items; • An audit log of all system and configuration changes; • A method and procedure for tracing requirements, issues, and enhancements to a specific build or version; • A method for ensuring inspections to demonstrate acceptability of material and services will be performed; and • Evidence of a disciplined integrated systems development approach.
DDI-16	Business Process Requirements Gathering Sessions (RGS)	The DDI Contractor will hold requirements gathering sessions with CSSD business process SMEs to discover any new business process requirements not documented in Attachment 4 - AMP DDI RFP Requirements.
DDI-17	Business Process Requirements Documentation	The DDI Contractor will document the newly identified business process requirements and deliver the final document to the AMP Project Manager.
DDI-18	Database and Data Conversion Analysis	<p>The DDI Contractor will complete a detailed analysis of the WinSTAR database, including impacts to the other systems when the WinSTAR system is replaced to discover any new requirements not documented in the Attachment 4 - AMP DDI RFP Requirements.</p> <p>The DDI Contractor will complete a detailed data conversion analysis and provide solutions for converting data from current WinSTAR to the WinSTAR replacement system. This will include the effort and</p>

		activities needed to convert current and historical CSSD clients, cases, and participation data from the current WinSTAR database to the WinSTAR replacement system.
DDI-19	Database and Data Conversion Analysis Documentation	The DDI Contractor will document the database and data conversion analysis results and deliver the final document to the AMP Project Manager.
DDI-20	Data Conversion Plan	The DDI Contractor will develop a document detailing their plan for converting data from the WinSTAR system to the WinSTAR replacement system. The plan should be consistent with the results of the DDI Contractor's database and data conversion analysis.
DDI-21	Architectural Diagrams	<p>These diagrams will depict the framework for identifying the conceptual integration of the underlying business functionality, data, and infrastructure of the AMP. This document should be updated as architectural changes occur. The most recent version will be provided to the AMP Project Manager for approval within 15 days of the approval of any changes to the business requirements and/or technical specifications. Additionally, this document will be provided to the AMP Project Manager for approval:</p> <ul style="list-style-type: none"> • Prior to the construction of the proposed system; and • As part of the "System and Technical User Documentation."
DDI-22	Business Process Models	<p>These diagrams will serve as a pictorial representation of business processes and information flows to include sequence of events. This document should be updated as process changes occur. The most recent version will be provided to the AMP Project Manager for approval within 15 days of the approval of any changes to the business requirements and/or technical specifications. Additionally, this document will be provided to the AMP Project Manager for approval:</p> <ul style="list-style-type: none"> • Prior to the construction of the proposed system; and • As part of the "System and Technical User Documentation."
DDI-23	Technical Architecture Diagrams	These diagrams will depict the network, data storage, security, middleware, and server architecture. This document should be updated as architectural changes occur. The most recent version will be provided to the

		<p>AM Project Manager for approval within 15 days of the approval of any changes to the business requirements and/or technical specifications. Additionally, this document will be provided to the AMP Project Manager for approval:</p> <ul style="list-style-type: none"> • Prior to the construction of the proposed system; and • As part of the “System and Technical User Documentation.”
DDI-24	Requirements Traceability Matrix (RTM) Plan and Updates	<p>The DDI Contractor will update the RTM with any approved requirement changes and provide a discussion of the content and approach to managing the RTM, and a discussion of how this will be used and updated to track requirements, programming, and test scenarios during all phases of the project. All business functional and technical requirements in this RFP and any new requirements identified during the planning RGS must be traceable to the Test Plan, and the DDI Contractor must provide the State with an RTM which will provide a link from each test case back to each of the business functional and technical requirements in the RFP for testing purposes. The Plan must include description of intended approach to ensuring forward and backward traceability, including but not limited to traceability between the requirements documents attached and approved requirement changes discovered during implementation of the proposed system.</p>
DDI-25	Design Review Sessions	<p>The DDI Contractor will conduct a Design Review Session and present the proposed system design for the WinSTAR replacement system as stated in the System Design Document. The proposed design session should present the new system’s functionality and how it meets the business requirements obtained from the business requirements gathering sessions and documented in the requirements document.</p>
DDI-26	System Design Document	<p>In this document, the DDI Contractor will capture the transformation of requirements, user-oriented functional design, and data design into the technical specifications from which the system will be built. This document should be updated as changes to the technical specifications occur. The most recent version will be provided to the AMP Project Manager for approval within 15 days of the approval of any changes</p>

		<p>to the business requirements and/or technical specifications. Additionally, this document will be provided to the AMP Project Manager for approval:</p> <ul style="list-style-type: none"> • Prior to the construction of the proposed system; and • As part of the “System and Technical User Documentation.”
DDI-27	Interface Control Documents	<p>This document will contain a description of the inputs and outputs of a single system/service, the interface between two systems/services, and the interfaces between physical components. An Interface Control Document should exist for each interface and correlate to existing requirements documentation. This document should be updated as changes to the technical specifications occur. The most recent version will be provided to the AMP Project Manager for approval within 15 days of the approval of any changes to the business requirements and/or technical specifications.</p> <p>At the minimum, each document should contain the following:</p> <ul style="list-style-type: none"> • Be linked to a specific business or system requirements in the Requirements Traceability Matrix (RTM); • System/service identification and description; • Interface overview; • How data will be transferred between the two systems/services; • Types of transactions; • Identify the data exchanges between the systems/services; • Communication methods; • Performance requirements; • Security (or reference to System Security Plan); • Processing priorities; • Data structures; • Message/file formats; • Field/element definition; • Interface initiation; and • Interface verification.
DDI-28	Security Plan	<p>The DDI Contractor will document its approach, methodology, roles and responsibilities, processes and procedures with respect to security tasks related to site preparation and installation, project facility, PM activities, and IRS Pub 1075 Tax Information Security</p>

		Guidelines for Federal, State and Local Agencies, as well as information security.
DDI-29	System Security Plan	The DDI Contractor will create a Systems Security Plan. This plan will document security controls within the system that will protect the confidentiality, integrity, and availability of the system and its information. The guide for this plan will be provided the DDI Contractor when the contract is awarded.
DDI-30	Information Security Risk Assessment	<p>This document will identify potential threats and vulnerabilities in the AMP. This assessment should:</p> <ul style="list-style-type: none"> • Analyze planned and actual security controls; • Analyze potential impacts on operations, assets, or individuals; • Identify additional safeguards required for protecting and preserving the confidentiality, integrity, and availability of the AMP; and • Provide an assessment of the residual risk level once the additional or different safeguards are implemented. <p>Further guidance will be provided to the DDI Contractor when the contract is awarded.</p>
DDI-31	Disaster Recovery and Business Continuity Plan	<p>A plan that will address how to back up the environments without affecting the operations of services within the hosted environment, so as to ensure that services can be restored after a failure.</p> <p>The plan must address the following items as they would occur within the DDI contractor's hosted environment:</p> <ul style="list-style-type: none"> • Processes and technology deployed to protect against data loss or corruption due to the following: <ul style="list-style-type: none"> o Human errors, such as accidental deletion of data by a user; misconfigured service or a software bug; o Hardware failure, such as disk failure, or power outage; o Natural disasters, such as earthquake, tornado, and fire accidents; o Viruses, worms and other security breaches; and o Theft or sabotage. • Plans to ensure minimal or no interference to regular business operation;

		<ul style="list-style-type: none"> • Ability to restore lost data and bring failed services back to normal operation within a period defined in a Service Level Agreement; • Scalability to meet growing data backup and recovery requirements; • Ability to meet special requirements, such as data retention as per legal requirements; • Detailed plan to be used for yearly testing of the Disaster Recovery and Business Continuity Plan; • A detailed list describing all potential recovery limitations relative to specific types of events, and/or the technology or processes to be used; • The plan should integrate into the Division, Department, and State's most current Disaster Recovery and Business Continuity Plan.
DDI-32	Site Preparation Completion Report	The Site Preparation Completion Report will document the results of the Site Preparation prior to execution and construction of the AMP. This report will also describe and summarize recommendations resulting from the Site Preparation Review.
DDI-33	System and Technical User Documentation	<p>The collection of all system and technical user documentation (not expressly stated as a deliverable), which includes detailed information about a system's design specifications, its internal workings, and its functionality, as well as online help and user manuals.</p> <p>Must include descriptive documentation that follows the accepted System and User Documentation Strategy and addresses each of the following audiences:</p> <ul style="list-style-type: none"> • System and Software Designers and Developers; • Database Administrators; • Technical Support Staff; • Operations Support Staff; and • Trainers (technical and operational).
DDI-34	User Acceptance Testing Certification	<p>The DDI Contractor will provide a written statement to the AMP Project Manager certifying the WinSTAR replacement system is ready for User Acceptance Testing. This statement should include, but not limited to, the following items in its comments and provide supporting information as an attachment (as applicable):</p> <ul style="list-style-type: none"> • Status of test environment;

		<ul style="list-style-type: none"> • Test scripts; • Test strategy; • Test support team; and • All test reports.
DDI-35	User Acceptance Testing	Support user acceptance testing per the System Installation & Test Plans.
DDI-36	Contingency Plan	The DDI Contractor should develop a contingency plan if the project is delayed due to technical or other difficulties. The contingency plan should provide the State with the ability to meet any Federally imposed deadlines or mandates relative to this project.
DDI-37	Conversion Activities	Perform conversion and migration activities per the Detailed Conversion Plan.
DDI-38	State Project Team Training Delivery	Conduct training per the AMP Master Training Plan
DDI-39	End User Training Delivery	Conduct training per the AMP Master Training Plan
DDI-40	O&M Transition Plan	<p>A document that will identify all activities necessary for an orderly transition to the successor O&M Contractor. All data and software licenses are the property of the State and must be turned over, including images, logs, current procedures, and supplies. The plan must identify the approach to providing this data to the state in a format that is non-encrypted and is not proprietary. The plan will include, but not be limited to, the following content:</p> <ul style="list-style-type: none"> • Description of the strategy and approach to turnover, with inclusion of a turnover timeline; • Delineate activities that will be transitioned to CSSD and the CSSD IT staff to include the required resources and level of support; • Identification of risks to service disruption and corresponding mitigation strategies; • Description of all activities necessary to support an orderly turnover; • Identification of organizational entities responsible for, or involved in turnover activities, to include roles and responsibilities; • Explanation of how turnover activities will be planned and conducted; • Description of the approach to providing access to staff and information required as part of the transition; • A schedule of all activities with time frames to

		<p>ensure that all components of the system are included in the transition;</p> <ul style="list-style-type: none"> • Identify all software licensing and upgrades that would need to be addressed by the State if a decision was made in the future not to have an O&M support contractor; • Description of the approach to ensuring operational quality during turnover; and • Identification of any necessary changes to operations and processes or procedures.
DDI-41	Readiness Review Report	<p>The Readiness Review Report will document the results of the Readiness Review prior to the operational cutover of the AMP. This report will also describe and summarize recommendations resulting from the Readiness Review. The report will include, but not be limited to, the following content:</p> <ul style="list-style-type: none"> • Status of all components/modules; • Status of testing (to include performance testing, and execution of all test conversion, and implementation plans); • Status of technical support readiness; • Completeness of procedures and processes; • Coordination with the QA Contractor; and • Summary of outstanding issues.
DDI-42	Operational Readiness Assessment and Review Report	<p>The Operational Readiness Assessment and Review Report will document the results of the Operational Readiness Assessment and Review prior to the operational cutover of the AMP. This report will also describe and summarize recommendations resulting from the Operational Readiness Assessment and Review. The report will include, but not be limited to, the following content:</p> <ul style="list-style-type: none"> • Site preparation assessment; • Status of equipment to be used; • Staff readiness; • Inventory of supplies; • Completeness of procedures and processes; and • Review of prior implementations (where applicable).
DDI-43	"Go Live" Process Execution	<p>Push to Production per the System Installation & Test Plans.</p>

DDI-44	Disaster Recovery and Business Continuity Testing	<p>The DDI Contractor will assist the State in developing formal, written agreement(s) between the Contractor and the State for any hardware, software, operating system software, release management, disaster backup and recovery processes, performance and system support monitoring, error recovery, disk storage management, system software and hardware upgrades, capacity planning, preventive system maintenance, help desk, communications network, problem management, status reporting and daily system support. Agreement language should be commensurate with the terms used in the requirements documentation and Deliverable Expectation Documents and must address the following:</p> <ul style="list-style-type: none"> • Scope of Work; • Performance, Tracking and Reporting; • Problem Management; • Financial Penalties; • Duties and Responsibilities; • Warranties and Remedies; • Security, and Disaster Backup and Recovery; • Intellectual Property Rights and Confidential Information; • Legal Compliance and Resolution of Disputes; • Termination; • General Terms; • Authorities; and • Schedules.
DDI-45	Turnover Activity Completion Report	The Turnover Activity Completion Report will document the results of each activity defined within the Turnover Plan and deviations from the strategy and approach to turnover.
DDI-46	DDI Phase Closeout	<p>Project closeout includes the following:</p> <ul style="list-style-type: none"> • Turning over all Project Deliverables to State operations staff; • Redistributing resources (staff, facilities, equipment, etc.); • Closing out financial accounts; • Archiving project records; • Documenting any “Lessons Learned”; and • Planning for Post Implementation Review of project success.
DDI-47	Project Management Plan Updates	The DDI Services Contractor will review its Project Management Plan and Sub-plans on a monthly basis.

		Updates to the plan should be made on a monthly basis.
DDI-48	Project Work Plan (Schedule) Updates	The work plan task information will be updated each week to reflect task updates and percentage complete. The work plan will be made available to the State upon request. It should integrate with the project management tools and templates utilized on the state's project management SharePoint site. In addition, monthly updates showing percent complete along with explanation of any schedule slippage will be submitted with the monthly status report. All variances should be fully explained with a description of the variance along with a detailed remediation plan. All remediation activities should integrate with the Project Work Plan.
DDI-49	Bi-Weekly Project Status Reports	<p>The DDI Contractor will provide a bi-weekly status report to the AMP Project Manager. The contents of the report will include at a minimum:</p> <p>Project accomplishments during the reporting period;</p> <ul style="list-style-type: none"> • Items/ tasks to be completed during the next reporting period; • Items/ tasks that are behind schedule; • Identification of risks and recommended resolutions; • Listing of high priority issues; • Listing of obstacles to progress; • Recommended resolutions; and • Future trends based upon current project performance. <p>Project Status Reports should integrate with the project management tools and templates utilized on the state's project management SharePoint site.</p>
DDI-50	Bi-Weekly Project Status Meetings	The DDI Contractor will provide a Bi-Weekly Project Status Report to the AMP Project Manager. The DDI Contractor will review and discuss the contents on the report after during a recurring meeting after the report has been delivered to the AMP Project Manager.
DDI-51	Staff Management Plan	<p>The DDI Contractor must provide a Staff Management Plan. It should include the following:</p> <ul style="list-style-type: none"> • Narrative description of the organization of the project team; • Personnel roster that identified each person

		<p>who will work on the project to include their title;</p> <ul style="list-style-type: none"> • Identify key staff and their level of commitment; • Provide resumes for key staff (key staff are personnel serving in the role of a team lead or higher); • location(s) where work will be performed; and • locations should be broken down by percentage performed on site and off site by location specific location. <p>The Staff Management Plan must be reviewed and updated within 7 days of any approved changes in DDI Contractor's staff and/or staffing requirements.</p>
DDI-52	Assignment of Project Manager	The Project Manager and/or Deputy Project Manager will be on site for the normal project hours. The AMP hours are based on a 5-day, 40-hour work week, beginning 8AM on Monday and ending 5PM on Friday. All project hours are Alaska Standard Time (AST).
DDI-53	Assignment of Key Personnel	With the exception of the prior requirements for the Project Manager and Deputy Project Manager, all Key Personnel assigned to the AMP must be on-site or at a mutually agreed upon (by the AMP Project Manager and the DDI Contractor) location for the duration of the DDI Project Phase, as appropriate for their position. The AMP Project hours are based on a 5-day, 40 hour work week, beginning 8AM on Monday and ending 5PM on Friday, AST.
DDI-54	Notice of Staff Change	The DDI Contractor is required to provide a thirty (30) calendar-day notice and transition plan to the AMP Project Manager for <u>any</u> expected staff changes.
DDI-55	References for Replacement Staff	The DDI Contractor will provide the AMP Project Manager with a resume and three references for any recommended replacement staff. The State reserves the right to accept or reject any proposed Key Personnel.
DDI-56	Unexpected Staff Changes	The DDI Contractor will provide notice and a transition plan to the AMP Project Manager as soon as is reasonably possible for any unexpected staff changes.
DDI-57	Roles & Responsibilities	The DDI Contractor, working with AMP Project Manager or designee, will be responsible for ensuring

		all DDI Contractor staff clearly understands both initial and ongoing roles and responsibilities, and how the project management team and assignments relate to the overall AMP Project Management Plan.
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SEC. 3.07 CONTRACT TYPE

This contract is a firm fixed price contract.

SEC. 3.08 PROPOSED PAYMENT PROCEDURES

The State will make a single payment when all of the deliverables are formally accepted by the State, the WinSTAR replacement system has been certified by OCSE, and the contract is completed and approved by the AMP Project Director.

SEC. 3.09 CONTRACT PAYMENT

No payment will be made until the contract is approved by the Commissioner of the Department of Revenue or the Commissioner's designee. Under no conditions will the state be liable for the payment of any interest charges associated with the cost of the contract. The state is not responsible for and will not pay local, state, or federal taxes. All costs associated with the contract must be stated in U.S. currency.

Any single contract payment of \$1 million or higher must be accepted by the contractor via Electronic Funds Transfer (EFT).

SEC. 3.10 LOCATION OF WORK

The location(s) the work is to be performed, completed, and managed in Anchorage, Alaska.

The state will provide workspace for the contractor.

The contractor should include in their price proposal: transportation, lodging, and per diem costs sufficient to pay for their personnel to travel to Anchorage. Travel to other locations will not be required.

By signature on their proposal, the offeror certifies that all services provided under this contract by the contractor and all subcontractors shall be performed in the United States.

If the offeror cannot certify that all work will be performed in the United States, the offeror must contact the procurement officer in writing to request a waiver at least 10 days prior to the deadline for receipt of proposals.

The request must include a detailed description of the portion of work that will be performed outside the United States, where, by whom, and the reason the waiver is necessary.

Failure to comply with these requirements may cause the state to reject the proposal as non-responsive or cancel the contract.

SEC. 3.11 SUBCONTRACTORS

Subcontractors will not be allowed.

SEC. 3.12 JOINT VENTURES

Joint ventures will not be allowed.

SEC. 3.13 CONTRACT PERSONNEL

Any change of the project team members named in the proposal must be approved, in advance and in writing, by the State's project manager or procurement officer. Changes that are not approved by the state may be grounds for the state to terminate the contract.

SEC. 3.14 INSPECTION & MODIFICATION - REIMBURSEMENT FOR UNACCEPTABLE DELIVERABLES

The contractor is responsible for the completion of all work set out in the contract. All work is subject to inspection, evaluation, and approval by the project director. The state may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the contract. The project director or procurement officer may instruct the contractor to make corrections or modifications if needed in order to accomplish the contract's intent. The contractor will not unreasonably withhold such changes.

Substantial failure of the contractor to perform the contract may cause the state to terminate the contract. In this event, the state may require the contractor to reimburse monies paid (based on the identified portion of unacceptable work received) and may seek associated damages.

SEC. 3.15 CONTRACT CHANGES - UNANTICIPATED AMENDMENTS

During the course of this contract, the contractor may be required to perform additional work. That work will be within the general scope of the initial contract. When additional work is required, the project director will provide the contractor a written description of the additional work and request the contractor to submit a firm time schedule for accomplishing the additional work and a firm price for the additional work. Cost and pricing data must be provided to justify the cost of such amendments per AS 36.30.400.

The contractor will not commence additional work until the procurement officer has secured any required state approvals necessary for the amendment and issued a written contract amendment, approved by the Commissioner of the Department of Revenue or the Commissioner's designee.

SEC. 3.16 NONDISCLOSURE AND CONFIDENTIALITY

Contractor agrees that all confidential information shall be used only for purposes of providing the deliverables and performing the services specified herein and shall not disseminate or allow dissemination of confidential information except as provided for in this section. The contractor shall hold as confidential and will use reasonable care (including both facility physical security and electronic security) to prevent unauthorized access by, storage, disclosure, publication, dissemination to and/or use by third parties of, the confidential information. "Reasonable care" means compliance by the contractor with all applicable federal and state law, including the Social Security Act and HIPAA. The contractor must promptly notify the state in writing if it becomes aware of any storage, disclosure, loss, unauthorized access to or use of the confidential information.

Confidential information, as used herein, means any data, files, software, information or materials (whether prepared by the state or its agents or advisors) in oral, electronic, tangible or intangible form and however stored, compiled or memorialized that is classified confidential as defined by State of Alaska classification and categorization guidelines provided by the state to the contractor or a contractor agent or otherwise made

available to the contractor or a contractor agent in connection with this contract, or acquired, obtained or learned by the contractor or a contractor agent in the performance of this contract. Examples of confidential information include, but are not limited to: technology infrastructure, architecture, financial data, trade secrets, equipment specifications, user lists, passwords, research data, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc.).

Additional information that the contractor shall hold as confidential during the performance of services under this contract are provided in Attachment 3 - IRS Pub 1075 Exhibit 7 Safeguarding Contract Language.

Additionally, the QAC will not be able to share or re-share Federal Tax Information (FTI) without written approval from the IRS per the direction provided in IRS Pub 1075, Section 1.9.4.

If confidential information is requested to be disclosed by the contractor pursuant to a request received by a third party and such disclosure of the confidential information is required under applicable state or federal law, regulation, governmental or regulatory authority, the contractor may disclose the confidential information after providing the state with written notice of the requested disclosure (to the extent such notice to the state is permitted by applicable law) and giving the state opportunity to review the request. If the contractor receives no objection from the state, it may release the confidential information within 30 days. Notice of the requested disclosure of confidential information by the contractor must be provided to the state within a reasonable time after the contractor's receipt of notice of the requested disclosure and, upon request of the state, shall seek to obtain legal protection from the release of the confidential information.

The following information shall not be considered confidential information: information previously known to be public information when received from the other party; information freely available to the general public; information which now is or hereafter becomes publicly known by other than a breach of confidentiality hereof; or information which is disclosed by a party pursuant to subpoena or other legal process and which as a result becomes lawfully obtainable by the general public.

SEC. 3.17 INDEMNIFICATION

The contractor shall indemnify, hold harmless, and defend the contracting agency from and against any claim of, or liability for error, omission or negligent act of the contractor under this agreement. The contractor shall not be required to indemnify the contracting agency for a claim of, or liability for, the independent negligence of the contracting agency. If there is a claim of, or liability for, the joint negligent error or omission of the contractor and the independent negligence of the contracting agency, the indemnification and hold harmless obligation shall be apportioned on a comparative fault basis. "Contractor" and "contracting agency", as used within this and the following article, include the employees, agents and other contractors who are directly responsible, respectively, to each. The term "independent negligence" is negligence other than in the contracting agency's selection, administration, monitoring, or controlling of the contractor and in approving or accepting the contractor's work.

SEC. 3.18 INSURANCE REQUIREMENTS

Without limiting contractor's indemnification, it is agreed that contractor shall purchase at its own expense and maintain in force at all times during the performance of services under this agreement the following policies of insurance. Where specific limits are shown, it is understood that they shall be the minimum acceptable limits. If the contractor's policy contains higher limits, the state shall be entitled to coverage to the extent of such higher limits.

Certificates of Insurance must be furnished to the procurement officer prior to beginning work and must provide for a notice of cancellation, non-renewal, or material change of conditions in accordance with policy provisions.

Failure to furnish satisfactory evidence of insurance or lapse of the policy is a material breach of this contract and shall be grounds for termination of the contractor's services. All insurance policies shall comply with and be issued by insurers licensed to transact the business of insurance under AS 21.

Workers' Compensation Insurance: The contractor shall provide and maintain, for all employees engaged in work under this contract, coverage as required by AS 23.30.045, and; where applicable, any other statutory obligations including but not limited to Federal U.S.L. & H. and Jones Act requirements. The policy must waive subrogation against the State.

Commercial General Liability Insurance: covering all business premises and operations used by the Contractor in the performance of services under this agreement with minimum coverage limits of \$300,000 combined single limit per claim.

Commercial Automobile Liability Insurance: covering all vehicles used by the contractor in the performance of services under this agreement with minimum coverage limits of \$300,000 combined single limit per claim.

SEC. 3.19 TERMINATION FOR DEFAULT

If the project director or procurement determines that the contractor has refused to perform the work or has failed to perform the work with such diligence as to ensure its timely and accurate completion, the state may, by providing written notice to the contractor, terminate the contractor's right to proceed with part or all of the remaining work.

This clause does not restrict the state's termination rights under the contract provisions of Appendix A, attached in **SECTION 8. ATTACHMENTS**.

SECTION 4. PROPOSAL FORMAT AND CONTENT

SEC. 4.01 PROPOSAL FORMAT AND CONTENT

The state discourages overly lengthy and costly proposals, however, in order for the state to evaluate proposals fairly and completely, offerors must follow the format set out in this RFP and provide all information requested.

SEC. 4.02 INTRODUCTION

Proposals must include the complete name and address of offeror's firm and the name, mailing address, and telephone number of the person the state should contact regarding the proposal.

Proposals must confirm that the offeror will comply with all provisions in this RFP; and, if applicable, provide notice that the firm qualifies as an Alaskan bidder. Proposals must be signed by a company officer empowered to bind the company. An offeror's failure to include these items in the proposals may cause the proposal to be determined to be non-responsive and the proposal may be rejected.

SEC. 4.03 UNDERSTANDING OF THE PROJECT

Offerors must provide comprehensive narrative statements that illustrate their understanding of the requirements of the project and the project schedule.

SEC. 4.04 PROPOSED SOLUTION

Offerors must provide comprehensive narrative states that describe how their proposed solution meets CSSD's business needs.

SEC. 4.05 METHODOLOGY USED FOR THE PROJECT

Offerors must provide comprehensive narrative statements that set out the methodology they intend to employ and illustrate how the methodology will serve to accomplish the work and meet the state's project schedule.

SEC. 4.06 MANAGEMENT PLAN FOR THE PROJECT

Offerors must provide comprehensive narrative statements that set out the management plan they intend to follow and illustrate how the plan will serve to accomplish the work and meet the state's project schedule.

SEC. 4.07 EXPERIENCE AND QUALIFICATIONS

Offerors must provide an organizational chart specific to the personnel assigned to accomplish the work called for in this RFP; illustrate the lines of authority; designate the individual responsible and accountable for the completion of each component and deliverable of the RFP.

Offerors must provide a narrative description of the organization of the project team and a personnel roster that identifies each person who will actually work on the contract and provide the following information about each person listed:

- title,
- resume,
- location(s) where work will be performed,

- itemize the total cost and the number of estimated hours for each individual named above.

Offerors must provide reference names and phone numbers for similar projects the offeror's firm has completed.

SEC. 4.08 COST PROPOSAL

Offerors must complete and submit this Submittal Form. Proposed costs must include all direct and indirect costs associated with the performance of the contract, including, but not limited to, total number of hours at various hourly rates, direct expenses, payroll, supplies, overhead assigned to each person working on the project, percentage of each person's time devoted to the project, and profit. The costs identified on the cost proposal are the total amount of costs to be paid by the state. No additional charges shall be allowed.

SEC. 4.09 EVALUATION CRITERIA

All proposals will be reviewed to determine if they are responsive. Proposals determined to be responsive will be evaluated using the criterion that is set out in **SECTION 5. EVALUATION CRITERIA AND CONTRACTOR SELECTION**.

An evaluation may not be based on discrimination due to the race, religion, color, national origin, sex, age, marital status, pregnancy, parenthood, disability, or political affiliation of the offeror.

SECTION 5. EVALUATION CRITERIA AND CONTRACTOR SELECTION

THE TOTAL NUMBER OF POINTS USED TO SCORE THIS PROPOSAL IS 1000

SEC. 5.01 SUMMARY OF EVALUATION PROCESS

The State will use the following steps to evaluate and prioritize proposals:

- 1) Proposals will be assessed for overall responsiveness. Proposals deemed non-responsive will be eliminated from further consideration.
- 2) A Proposal Evaluation Committee (PEC), made up of at least three state employees or public officials, will evaluate specific parts of the responsive proposals.
- 3) The Submittal Forms from each responsive proposal will be sent to the PEC. No cost information will be shared or provided to the PEC.
- 4) The PEC will independently evaluate and score the documents based on the degree to which they meet the stated evaluation criteria.
- 5) After independent scoring, the PEC will have a meeting, chaired by the procurement officer, where the PEC may have a group discussion prior to finalizing their scores.
- 6) The evaluators will submit their final individual scores to the procurement officer, who will then compile the scores and calculate awarded points as set out in Section 5.02.
- 7) The procurement officer will calculate scores for cost proposals as set out in Section 5.03 and add those scores to the awarded points along with factoring in any Alaska preferences.
- 8) The procurement officer may ask for best and final offers from offerors susceptible for award and revise the cost scores accordingly.
- 9) The state will then conduct any necessary negotiations with the highest scoring offeror and award a contract if the negotiations are successful.

SEC. 5.02 EVALUATION CRITERIA

Proposals will be evaluated based on their overall value to state, considering both cost and non-cost factors as described below. Note: An evaluation may not be based on discrimination due to the race, religion, color, national origin, sex, age, marital status, pregnancy, parenthood, disability, or political affiliation of the offeror.

Qualifications Criteria	Weight - Percentage	Weight - Points
Product Demonstration	30%	300
Interviews	10%	100
Understanding of the Project	5%	50
Proposed Solution	10%	100
Methodology Used for Project	5%	50

Management Plan for the Project	5%	50
Experience and Qualifications	5%	50
Total		700

Cost Criteria	Weight - Percentage	Weight - Points
Contract Cost	20%	200
Total		200

Preference Criteria	Weight - Percentage	Weight - Points
Alaska Bidder Preference (if applicable)	10%	100
Total		100

SEC. 5.03 PRODUCT DEMONSTRATION (30%, 300 POINTS)

Following evaluation of the technical and cost proposal and after award of the Offeror preferences (refer to Section 2.13- 2.17 of this RFP) if applicable, Offeror proposals will be ranked according to the scores awarded. **Only the Offerors with proposals deemed reasonably susceptible for award (example provided later in this section) will be invited to provide a scripted demonstration of their application before the Proposal Evaluation Committee (PEC).**

The order of Offeror demonstrations will be determined by a blind draw. The first Offeror name drawn will have the first option for scheduling their demonstration, from the times available. The second Offeror drawn will have the second option for scheduling their demonstration, from the remaining dates available; etc. The Procurement Officer will notify Offerors who are reasonably susceptible for award of selected demonstration times.

Offerors invited to the scripted demonstration will have the opportunity to demonstrate the capability of their system in response to each of the fifteen (15) scripted scenario requirements listed in Attachment 7— Demonstration Scenario Requirements & Scoring Form. They will be afforded 10 minutes per scenario. Offerors will also be afforded the opportunity to provide a brief overview of their system. They will be afforded 20 minutes for the system overview. PEC members will use the Demonstration Scenario Requirements Scoring Form (see Attachment 8) to score each system's ability to perform the 15 scenarios. A maximum of 300 demonstration points will be available for this section. **An Offeror who fails to score at least 50% (150/300) of the total demonstration points will be excluded from further consideration for contract award.**

The total possible scripted demonstration points (300) will carry a weight of 30% of the total possible points awarded to a proposal.

Reasonably Susceptible for Award

The Procurement Officer will determine whether Offeror proposals are reasonably susceptible for award, based solely upon total technical proposal scores from the PEC evaluation and the total cost proposal scores, including

appropriate preferences. If the range between the highest ranked proposal score and the second ranked proposal score is less than 300 points, (the total demonstration score), then the two proposals are reasonably susceptible for award. However, if the range between the highest ranked proposal and the third ranked proposal is greater than 300 points (based upon the total technical score and the total cost proposal, including preferences); then the third ranked proposal is not reasonably susceptible for award. At no time will the PEC members see any of the Offerors cost proposals.

EXAMPLE

[STEP 1]

Procurement Officer determines total technical proposal score from PEC scores; reviews cost proposals and converts cost to points; and determines the number of points available for preferences. Proposals are then sub-totaled and ranked from highest to lowest.

Total number of points available – 1,000 Points

Total number of points available for technical proposals, cost proposals, and preferences – 600 Points

Offeror #1 – highest ranked proposal - 532 points

Offeror #3 – second ranked proposal - 449 points

Offeror #2 – third ranked proposal - 220 points

[STEP 2]

The range between Offeror #1 and Offeror #3 technical and cost proposal scores (with preferences) is less than 300 points; thus, these two proposals are considered to be reasonably susceptible for award. The range between Offeror #1 score and Offeror #2 score is greater than 300 points; thus Offeror #2 proposal is not considered to be reasonably susceptible for award. Offeror #1 and Offeror #3 will be given the opportunity for a scripted demonstration.

SEC. 5.04 INTERVIEWS (10%, 100 POINTS)

Offerors eligible for the product demonstration will also be asked to participate in an interview. The PEC will interview three of the personnel who were identified in the offeror's proposal. The interviewees will be interviewed during the same session. One of the three personnel must be the Project Manager proposed by the offeror. The offeror will be allowed to select the other two personnel, but these two individuals must be listed in the offeror's proposal at the level of the team lead or higher.

The interview session will be conducted via a teleconference. Offerors may choose to attend the interviews in-person, but they must do so at their own expense. The State will not pay for offeror travel costs to attend the interview session. The duration of the interview will be two hours. Each of the offeror teams will be asked the same questions.

SEC. 5.05 UNDERSTANDING OF THE PROJECT (5%, 50 POINTS)

Examples of questions that may be used to evaluate proposals are set out below:

- 1) How well has the offeror demonstrated a thorough understanding of the purpose and scope of the project?

- 2) How well has the offeror identified pertinent issues and potential problems related to the project?
- 3) To what degree has the offeror demonstrated an understanding of the deliverables the state expects it to provide?
- 4) Has the offeror demonstrated an understanding of the state's time schedule and can meet it?
- 5) Has the offeror demonstrated an understanding of the OCSE certification requirements?

SEC. 5.06 PROPOSED SOLUTION (10%, 100 POINTS)

Examples of questions that may be used to evaluate proposals are set out below:

- 1) Does the Offeror's proposed solution appear to be feasible?
- 2) Does the Offeror's proposed technical solution comply with the State's current IT security standards?
- 3) If a COTS solution was proposed, did the Offeror identify a process for obtaining customized enhancements beyond the implementation timeframe? Is this process practical and feasible? Does it meet CSSD's needs? What are the benefits of the proposed system (i.e., operations and maintenance, etc.) vs. customer low-code software development.
- 4) Does the Offeror's proposed solution meet the business process requirements outlined in the document, AMP DDI RFP Requirements (Attachment 4)?
- 5) Does the Offeror's proposed solution identify the skills and resources required by the state to maintain the system beyond the initial implementation?
- 6) Does the Offeror's proposed solution include all of the system environments required to support the replacement system (development, testing, training, production, disaster recovery and business continuity)?
- 7) Does the Offeror's proposed solution include a technical performance measurement toolset?
- 8) To what extent does the Offeror's approach address the need for detailed data analysis of the WinSTAR system? Did the Offeror's approach include a process for pre- and post-conversion data validation?
- 9) Did the Offeror's proposed solution include a detailed data conversion plan?
- 10) Did the Offeror's proposed solution provide an approach for change management? Did this approach address requirements management for the project? Did this approach address managing and controlling system change requests for the DDI and Operations & Maintenance timeframes?
- 11) Did the Offeror's proposal include an approach for creating a plan to back-up environments for Disaster Recovery and Business Continuity Planning?
- 12) Did the Offeror's proposal include an approach for providing the technical support team with procedures for recording and responding to issues? Did the Offeror's proposal provide a methodology to correlate reported problems with specific requirements?
- 13) Did the Offeror's proposal acknowledge the need to develop a Site Preparation Completion Report? Did the Offeror acknowledge the requirements to develop this report prior to constructing the WinSTAR replacement system?

- 14) Did the Offeror's proposal acknowledge a reasonable consideration for User Acceptance Testing and potential re-work that could result from software deficiencies?
- 15) Did the Offeror's proposal outline an implementation strategy? Did the proposal address areas of accountability and responsibility for implementation tasks?
- 16) Did the Offeror's proposal include an Operations & Maintenance transition strategy? Did this strategy recognize the requirement to provide Operations & Maintenance Activities Reports? Did this strategy include Turnover Activity Reports? Did this strategy incorporate testing of system back-up and recovery processes per the department's most current Disaster Recovery and Business Continuity Plan?
- 17) Did the Offeror's proposal acknowledge the need to provide detailed system and technical document for this project? Did the proposal recognize the documentation should include system design specifications, internal workflow of the replacement system, and system functionality? Did the Offeror acknowledge the documentation should be focused on the following audiences:
 - System and Software Designers and Developers;
 - Database Administrators;
 - IT Support Staff;
 - Operations Support Staff;
 - Trainers (technical and operational).

SEC. 5.07 METHODOLOGY USED FOR THE PROJECT (5%, 50 POINTS)

Examples of questions that may be used to evaluate proposals are set out below:

- 1) How comprehensive is the methodology and does it depict a logical approach to fulfilling the requirements of the RFP?
- 2) How well does the methodology match and achieve the objectives set out in the RFP?
- 3) Does the methodology interface with the time schedule in the RFP?
- 4) To what extent is the Offeror's approach to managing project timelines clearly explained and reasonable?
- 5) Did the Offeror present a proposed schedule for accomplishing the work of the project? Did this schedule include major project milestones and gate reviews?
- 6) How reasonable is the Offeror's approach to data conversion and installation services?
- 7) Did the Offeror acknowledge the requirement to integrate its project management plan with the state's project management plan? Did the Offeror account for updating the project management plan?
- 8) To what extent did the Offeror explain its approach to managing communications for this project? Did this approach provide bi-weekly project status reports? Did this approach include a bi-weekly project status meeting with the state?
- 9) To what extent did the Offeror explain its approach for integrated change control for this project?
- 10) To what extent did the Offeror explain its requirements gathering approach for this project?

- 11) Did the Offeror's proposal address the need for a Requirements Traceability Matrix (RTM)? Did the approach include describing the forward and backward traceability through the plan? Did the approach address how potential updates to the plan will be made? Did the approach address technical and functional requirements?
- 12) To what extent has the Offeror clearly identified potential risks and offered reasonable risk mitigation strategies for the project?
- 13) How well has the Offeror explained its approach to configuration management?
- 14) Has the Offeror identified a project management methodology that will conduct activities in parallel to ensure milestones for this project are met?
- 15) To what extent did the Offeror explain its approach to working with the PM and QA Contractors?
- 16) To what extent has the Offeror explained its ability to utilize project management tools that will integrate with the state's project management tools?
- 17) How reasonable is the Offeror's approach to transitioning technical support to the state's technical support staff?
 - a. Were specific tasks identified to transition to the State's staff?
 - b. Were potential risks identified with the transition?
 - c. Did the proposal include an explanation of how transition activities would occur?
 - d. Did the transition recognize the importance of conducting a transition without degradation to the maintenance and support of WinSTAR operations?
- 18) How reasonable is the Offeror's approach for meeting the training requirements associated with the project? Did this approach recognize the requirement to train technical staff, functional staff, and end-users?
- 19) To what extent did the Offeror address the need for test plans for all of the system environments for this project (development, testing, training, production, disaster recovery, and business continuity)?
- 20) Did the Offeror's proposal acknowledge the requirement for a security plan? Did the Offeror's proposal acknowledge the state will provide a security plan template upon award of the contract?
- 21) Did the Offeror's proposal include the requirement for a Readiness Review Report to document the results of the Readiness Review prior to the operational cut-over to the WinSTAR replacement system? Did the Offeror's proposal include basic components of the report such as:
 - Status of all components/modules;
 - Status of testing;
 - Status of technical support readiness;
 - Completeness of procedures and processes;
 - Coordination with the QA Contractor;
 - Summary of outstanding issues and the impact; and
 - Recommended approach for addressing any outstanding issues.

22) Did the Offeror's proposal acknowledge the role of the Operational Readiness Assessment along with the Readiness Review Report prior to the operational cut-over to the WinSTAR replacement system? Were the basic components of the report acknowledged, such as:

- Site preparation assessment;
- Status of equipment to be used;
- Staff readiness;
- Inventory of supplies;
- Completeness of procedures and processes; and
- Review of prior implementations (where applicable).

23) Did the Offeror's proposal recognize the requirement for a formal Project/Contract Closeout event in which materials will be turned over to the state?

SEC. 5.08 MANAGEMENT PLAN FOR THE PROJECT (5%, 50 POINTS)

Examples of questions that may be used to evaluate proposals are set out below:

- 1) How well does the management plan support all of the project requirements and logically lead to the deliverables required in the RFP?
- 2) How well is accountability completely and clearly defined? Was the accountability outlined in a matrix (or other visual) format?
- 3) To what extent has the Offeror identified lines of communication regarding issues that might arise with this project?
- 4) To what extent has the Offeror identified a means to escalate potential problems that might rise with this project?
- 5) To what extent did the Offeror identify its staff management plan for the project? Did it include a complete personnel roster with position titles? Were key personnel and their level of commitment identified? Were resumes provided for key personnel? Were the work locations of the personnel clearly identified?
- 6) Is the organization of the project team clear?
- 7) How well does the management plan illustrate the lines of authority and communication?
- 8) To what extent does the offeror already have the hardware, software, equipment, and licenses necessary to perform the contract?
- 9) Does it appear that the offeror can meet the schedule set out in the RFP?
- 10) Has the offeror gone beyond the minimum tasks necessary to meet the objectives of the RFP?
- 11) To what degree is the proposal practical and feasible?

12) To what extent has the offeror identified potential problems and solutions?

SEC. 5.09 EXPERIENCE AND QUALIFICATIONS (5%, 50 POINTS)

Examples of questions that may be used to evaluate proposals are set out below:

1) Questions regarding the personnel:

- a) Do the individuals assigned to the project have experience on similar projects?
- b) Are resumes complete and do they demonstrate backgrounds that would be desirable for individuals engaged in the work the project requires?
- c) How extensive is the applicable education and experience of the personnel designated to work on the project?
- d) Did the Offeror provide evidence of professional certifications held by personnel who will be working on this project? Are the credentials relative to the expertise required to perform the work of this project?
- e) Did the Offeror provide current references for the personnel that were proposed for this project?
- f) Does any of the Offeror's key staff have prior or current experience working with the Department?

2) Questions regarding the firm (if used):

- a) Has the firm successfully completed one child enforcement system replacement project within the past eight years for a state-level government, or comparable entity?
- b) How well has the firm demonstrated experience in completing similar projects on time and within budget?
- c) How successful is the general history of the firm regarding timely and successful completion of projects?
- d) Has the firm provided letters of reference from previous clients?
- e) Does the firm's proposed technical approach appear to be based upon experience? Does it appear meet the needs of the project?
- f) Does the firm's proposed technical approach provide evidence of past experience that included successfully overcoming the unique technical considerations posed by Alaska?
- g) Does the firm's proposed functional approach appear to be realistic and based upon experience? Does the experience of the firm appear to be sufficient to meet the business requirements outlined in the project?
- h) To what extent does the firm have past experience integrating its proposed solutions with existing IT strategies and roadmaps? Does this experience include leveraging existing software technologies and licenses to implement the proposed solution?

- i) To what extent has the firm's past experience as an integrator supported the organization change associated with the implementation of an eligibility information system?

SEC. 5.10 CONTRACT COST (20%, 200 POINTS)

Overall, a minimum of 20% of the total evaluation points will be assigned to cost. The cost amount used for evaluation may be affected by one or more of the preferences referenced under Section 6.11.

Converting Cost to Points

The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out in Section 6.15.

SEC. 5.11 ALASKA BIDDER PREFERENCE (10%, 100 POINTS)

If an offeror qualifies for the Alaska Bidder Preference, the preference will be 10% of the total available points. This amount will be added to the overall evaluation score of each Alaskan offeror.

In order to receive the Alaska Bidder Preference, the proposal must include the Alaska Bidder Preference Certification Form attached to this RFP (Attachment 9). An Offeror does not need to complete the Alaska Veteran Preference questions on the form if not claiming the Alaska Veteran Preference. An offeror's failure to provide this completed form with their proposal will cause the State to disallow the preference.

SEC. 5.12 ALASKA VETERAN PREFERENCE

An Alaska Veteran Preference of 5%, not to exceed \$5,000, will be applied to the price in the proposal. The preference will be given to an offeror who qualifies under AS 36.30.990(2) as an Alaska bidder and is a:

- A. sole proprietorship owned by an Alaska veteran;
- B. partnership under AS 32.06 or AS 32.11 if a majority of the partners are Alaska veterans;
- C. limited liability company organized under AS 10.50 if a majority of the members are Alaska veterans; or
- D. corporation that is wholly owned by individuals, and a majority of the individuals are Alaska veterans.

In accordance with AS 36.30.321(i), the bidder must also add value by actually performing, controlling, managing, and supervising the services provided, or for supplies, the bidder must have sold supplies of the general nature solicited to other State agencies, other government, or the general public.

Alaska Veteran Preference Certification

In order to receive the Alaska Veteran Preference, the proposal must include the Alaska Bidder Preference Certification Form attached to this RFP. An offeror's failure to provide this completed form with their proposal will cause the State to disallow the preference.

SECTION 6. GENERAL PROCESS INFORMATION

SEC. 6.01 INFORMAL DEBRIEFING

When the contract is completed, an informal debriefing may be performed at the discretion of the project director. If performed, the scope of the debriefing will be limited to the work performed by the contractor.

SEC. 6.02 ALASKA BUSINESS LICENSE AND OTHER REQUIRED LICENSES

Prior to the award of a contract, an offeror must hold a valid Alaska business license. However, in order to receive the Alaska Bidder Preference and other related preferences, such as the Alaska Veteran Preference and Alaska Offeror Preference, an offeror must hold a valid Alaska business license prior to the deadline for receipt of proposals. Offerors should contact the **Department of Commerce, Community and Economic Development, Division of Corporations, Business, and Professional Licensing, PO Box 110806, Juneau, Alaska 99811-0806**, for information on these licenses. Acceptable evidence that the offeror possesses a valid Alaska business license may consist of any one of the following:

- copy of an Alaska business license;
- certification on the proposal that the offeror has a valid Alaska business license and has included the license number in the proposal;
- a canceled check for the Alaska business license fee;
- a copy of the Alaska business license application with a receipt stamp from the State's occupational licensing office; or
- a sworn and notarized statement that the offeror has applied and paid for the Alaska business license.

You are not required to hold a valid Alaska business license at the time proposals are opened if you possess one of the following licenses and are offering services or supplies under that specific line of business:

- fisheries business licenses issued by Alaska Department of Revenue or Alaska Department of Fish and Game,
- liquor licenses issued by Alaska Department of Revenue for alcohol sales only,
- insurance licenses issued by Alaska Department of Commerce, Community and Economic Development, Division of Insurance, or
- Mining licenses issued by Alaska Department of Revenue.

Prior the deadline for receipt of proposals, all offerors must hold any other necessary applicable professional licenses required by Alaska Statute.

SEC. 6.03 SITE INSPECTION

The State may conduct on-site visits to evaluate the offeror's capacity to perform the contract. An offeror must agree, at risk of being found non-responsive and having its proposal rejected, to provide the State reasonable access to relevant portions of its work sites. Individuals designated by the procurement officer at the State's expense will make site inspection.

SEC. 6.04 CLARIFICATION OF OFFERS

In order to determine if a proposal is reasonably susceptible for award, communications by the procurement officer or the proposal evaluation committee (PEC) are permitted with an offeror to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Clarifications may not result in a material or substantive change to the proposal. The evaluation by the procurement officer or the PEC may be adjusted as a result of a clarification under this section.

SEC. 6.05 DISCUSSIONS WITH OFFERORS

The State may conduct discussions with offerors in accordance with AS 36.30.240 and 2 AAC 12.290. The purpose of these discussions will be to ensure full understanding of the requirements of the RFP and proposal. Discussions will be limited to specific sections of the RFP or proposal identified by the procurement officer. Discussions will only be held with offerors who have submitted a proposal deemed reasonably susceptible for award by the procurement officer. Discussions, if held, will be after initial evaluation of proposals by the procurement officer or the PEC. If modifications are made as a result of these discussions, they will be put in writing. Following discussions, the procurement officer may set a time for best and final proposal submissions from those offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final proposal submissions.

If an offeror does not submit a best and final proposal or a notice of withdrawal, the offeror's immediate previous proposal is considered the offeror's best and final proposal.

Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for discussions so that reasonable accommodation can be made. Any oral modification of a proposal must be reduced to writing by the offeror.

SEC. 6.06 EVALUATION OF PROPOSALS

The procurement officer, or an evaluation committee made up of at least three State employees or public officials, will evaluate proposals. The evaluation will be based solely on the evaluation factors set out in SECTION 5. EVALUATION CRITERIA AND CONTRACTOR SELECTION.

After receipt of proposals, if there is a need for any substantial clarification or material change in the RFP, an amendment will be issued. The amendment will incorporate the clarification or change, and a new date and time established for new or amended proposals. Evaluations may be adjusted as a result of receiving new or amended proposals.

SEC. 6.07 CONTRACT NEGOTIATION

After final evaluation, the procurement officer may negotiate with the offeror of the highest-ranked proposal. Negotiations, if held, shall be within the scope of the request for proposals and limited to those items which would not have an effect on the ranking of proposals. If the highest-ranked offeror fails to provide necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the State may terminate negotiations and negotiate with the offeror of the next highest-ranked proposal. If contract negotiations are commenced, they may be held in conference room 126 on the first floor of the Linny Pacillo Garage Building in Anchorage, Alaska.

If the contract negotiations take place in Anchorage, Alaska, the offeror will be responsible for their travel and per diem expenses.

SEC. 6.08 FAILURE TO NEGOTIATE

If the selected offeror

- fails to provide the information required to begin negotiations in a timely manner; or
- fails to negotiate in good faith; or
- indicates they cannot perform the contract within the budgeted funds available for the project; or
- if the offeror and the State, after a good faith effort, simply cannot come to terms,

the State may terminate negotiations with the offeror initially selected and commence negotiations with the next highest ranked offeror.

SEC. 6.09 OFFEROR NOTIFICATION OF SELECTION

After the completion of contract negotiation, the procurement officer will issue a written Notice of Intent to Award and send copies of that notice to all offerors who submitted proposals. The notice will set out the names of all offerors and identify the offeror selected for award.

SEC. 6.10 PROTEST

AS 36.30.560 provides that an interested party may protest the content of the RFP.

An interested party is defined in 2 AAC 12.990(a) (7) as "an actual or prospective bidder or offeror whose economic interest might be affected substantially and directly by the issuance of a contract solicitation, the award of a contract, or the failure to award a contract."

If an interested party wishes to protest the content of a solicitation, the protest must be received, in writing, by the procurement officer at least ten days prior to the deadline for receipt of proposals.

AS 36.30.560 also provides that an interested party may protest the award of a contract or the proposed award of a contract.

If an offeror wishes to protest the award of a contract or the proposed award of a contract, the protest must be received, in writing, by the procurement officer within ten days after the date the Notice of Intent to Award the contract is issued.

A protester must have submitted a proposal in order to have sufficient standing to protest the proposed award of a contract. Protests must include the following information:

- the name, address, and telephone number of the protester;
- the signature of the protester or the protester's representative;
- identification of the contracting agency and the solicitation or contract at issue;
- a detailed statement of the legal and factual grounds of the protest including copies of relevant documents; and the form of relief requested.

Protests filed by telex or telegram are not acceptable because they do not contain a signature. Fax copies containing a signature are acceptable.

The procurement officer will issue a written response to the protest. The response will set out the procurement officer's decision and contain the basis of the decision within the statutory time limit in AS 36.30.580. A copy of the decision will be furnished to the protester by certified mail, fax or another method that provides evidence of receipt.

All offerors will be notified of any protest. The review of protests, decisions of the procurement officer, appeals, and hearings, will be conducted in accordance with the State Procurement Code (AS 36.30), Article 8 "Legal and Contractual Remedies."

SEC. 6.11 APPLICATION OF PREFERENCES

Certain preferences apply to all contracts for professional services, regardless of their dollar value. The Alaska Bidder, Alaska Veteran, and Alaska Offeror preferences are the most common preferences involved in the RFP process. Additional preferences that may apply to this procurement are listed below. Guides that contain excerpts from the relevant statutes and codes, explain when the preferences apply and provide examples of how to calculate the preferences are available at the **Department of Administration, Division of Shared Service's** web site:

<http://doa.alaska.gov/dgs/pdf/pref1.pdf>

- Alaska Products Preference - AS 36.30.332
- Recycled Products Preference - AS 36.30.337
- Local Agriculture and Fisheries Products Preference - AS 36.15.050
- Employment Program Preference - AS 36.30.321(b)
- Alaskans with Disabilities Preference - AS 36.30.321(d)

The Division of Vocational Rehabilitation in the Department of Labor and Workforce Development keeps a list of qualified employment programs and individuals who qualify as persons with a disability. As evidence of a business' or an individual's right to the Employment Program or Alaskans with Disabilities preferences, the Division of Vocational Rehabilitation will issue a certification letter. To take advantage of these preferences, a business or individual must be on the appropriate Division of Vocational Rehabilitation list prior to the time designated for receipt of proposals. Offerors must attach a copy of their certification letter to the proposal. **An offeror's failure to provide this certification letter with their proposal will cause the State to disallow the preference.**

Sec. 6.12 ALASKA BIDDER PREFERENCE

An Alaska Bidder Preference of 5% will be applied to the price in the proposal. The preference will be given to an offeror who:

- 1) holds a current Alaska business license prior to the deadline for receipt of proposals;
- 2) submits a proposal for goods or services under the name appearing on the offeror's current Alaska business license;
- 3) has maintained a place of business within the State staffed by the offeror, or an employee of the offeror, for a period of six months immediately preceding the date of the proposal;

- 4) is incorporated or qualified to do business under the laws of the State, is a sole proprietorship and the proprietor is a resident of the State, is a limited liability company (LLC) organized under AS 10.50 and all members are residents of the State, or is a partnership under former AS 32.05, AS 32.06 or AS 32.11 and all partners are residents of the State; and
- 5) if a joint venture, is composed entirely of ventures that qualify under (1)-(4) of this subsection.

Alaska Bidder Preference Certification Form

In order to receive the Alaska Bidder Preference, the proposal must include the Alaska Bidder Preference Certification Form attached to this RFP. An offeror does not need to complete the Alaska Veteran Preference questions on the form if not claiming the Alaska Veteran Preference. An offeror's failure to provide this completed form with their proposal will cause the State to disallow the preference.

SEC. 6.13 ALASKA VETERAN PREFERENCE

An Alaska Veteran Preference of 5%, not to exceed \$5,000, will be applied to the price in the proposal. The preference will be given to an offeror who qualifies under AS 36.30.990(2) as an Alaska bidder and is a:

- E. sole proprietorship owned by an Alaska veteran;
- F. partnership under AS 32.06 or AS 32.11 if a majority of the partners are Alaska veterans;
- G. limited liability company organized under AS 10.50 if a majority of the members are Alaska veterans; or
- H. corporation that is wholly owned by individuals, and a majority of the individuals are Alaska veterans.

In accordance with AS 36.30.321(i), the bidder must also add value by actually performing, controlling, managing, and supervising the services provided, or for supplies, the bidder must have sold supplies of the general nature solicited to other State agencies, other government, or the general public.

Alaska Veteran Preference Certification

In order to receive the Alaska Veteran Preference, the proposal must include the Alaska Bidder Preference Certification Form attached to this RFP. An offeror's failure to provide this completed form with their proposal will cause the State to disallow the preference.

SEC. 6.14 ALASKA OFFEROR PREFERENCE

2 AAC 12.260(e) provides Alaska offerors a 10% overall evaluation point preference. Alaska bidders, as defined in AS 36.30.990(2), are eligible for the preference. An Alaska offeror will receive 10 percent of the total available points added to their overall evaluation score as a preference.

SEC. 6.15 FORMULA USED TO CONVERT COST TO POINTS

The distribution of points based on cost will be determined as set out in 2 AAC 12.260(c). The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined using the formula:

$$[(\text{Price of Lowest Cost Proposal}) \times (\text{Maximum Points for Cost})] \div (\text{Cost of Each Higher Priced Proposal})$$

SEC. 6.16 EXAMPLES: CONVERTING COST TO POINTS & APPLYING PREFERENCES

(a) FORMULA USED TO CONVERT COST TO POINT

STEP 1

List all proposal prices, adjusted where appropriate by the application of applicable preferences claimed by the offeror.

Offeror #1	\$40,000
Offeror #2	\$42,750
Offeror #3	\$47,500

STEP 2

In this example, the RFP allotted 40% of the available 100 points to cost. This means that the lowest cost will receive the maximum number of points.

Offeror #1 receives 40 points.

The reason they receive that amount is because the lowest cost proposal, in this case \$40,000, receives the maximum number of points allocated to cost, 40 points.

Offeror #2 receives 37.4 points.

$\$40,000 \text{ lowest cost} \times 40 \text{ maximum points for cost} = 1,600,000 \div \$42,750 \text{ cost of Offeror \#2's proposal} = 37.4$

Offeror #3 receives 33.7 points.

$\$40,000 \text{ lowest cost} \times 40 \text{ maximum points for cost} = 1,600,000 \div \$47,500 \text{ cost of Offeror \#3's proposal} = 33.7$

(b) ALASKA OFFEROR PREFERENCE

STEP 1

Determine the number of points available to qualifying offerors under this preference.

100 Total Points Available in RFP x 10% Alaska Offeror preference = 10 Points for the preference

STEP 2

Determine which offerors qualify as Alaska bidders and thus, are eligible for the Alaska Offeror preference. For the purpose of this example, presume that all of the proposals have been completely evaluated based on the evaluation criteria in the RFP. The scores at this point are:

Offeror #1	83 points	No Preference	0 points
Offeror #2	74 points	Alaska Offeror Preference	10 points
Offeror #3	80 points	Alaska Offeror Preference	10 points

STEP 3

Add the applicable Alaska Offeror preference amounts to the offerors' scores:

Offeror #1	83 points	
Offeror #2	84 points	(74 points + 10 points)
Offeror #3	90 points	(80 points + 10 points)

STEP 4

Offeror #3 is the highest scoring offeror and would get the award, provided their proposal is responsive and responsible.

SECTION 7. GENERAL LEGAL INFORMATION

SEC. 7.01 STANDARD CONTRACT PROVISIONS

The contractor will be required to sign and submit the Standard Contract Form for Goods and Non-Professional Services (form SCF.DOC/Appendix A). This form is attached in **SECTION 8. ATTACHMENTS** for your review. The contractor must comply with the contract provisions set out in this attachment. No alteration of these provisions will be permitted without prior written approval from the Department of Law. Objections to any of the provisions in Appendix A must be set out in the offeror's proposal in a separate document. Please include the following information with any change that you are proposing:

1. Identify the provision the offeror takes exception with.
2. Identify why the provision is unjust, unreasonable, etc.
3. Identify exactly what suggested changes should be made.

SEC. 7.02 QUALIFIED OFFERORS

Per 2 AAC 12.875, unless provided for otherwise in the RFP, to qualify as an offeror for award of a contract issued under AS 36.30, the offeror must:

- 1) Add value in the contract by actually performing, controlling, managing, or supervising the services to be provided; or
- 2) Be in the business of selling and have actually sold on a regular basis the supplies that are the subject of the RFP.

If the offeror leases services or supplies or acts as a broker or agency in providing the services or supplies in order to meet these requirements, the procurement officer may not accept the offeror as a qualified offeror under AS 36.30.

SEC. 7.03 PROPOSAL AS PART OF THE CONTRACT

Part of all of this RFP and the successful proposal may be incorporated into the contract.

SEC. 7.04 ADDITIONAL TERMS AND CONDITIONS

The State reserves the right to add terms and conditions during contract negotiations. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations.

SEC. 7.05 HUMAN TRAFFICKING

By signature on their proposal, the offeror certifies that the offeror is not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: <https://www.state.gov/trafficking-in-persons-report/>

Failure to comply with this requirement will cause the State to reject the proposal as non-responsive or cancel the contract.

SEC. 7.06 RIGHT OF REJECTION

Offerors must comply with all of the terms of the RFP, the State Procurement Code (AS 36.30), and all applicable local, state, and federal laws, codes, and regulations. The procurement officer may reject any proposal that does not comply with all of the material and substantial terms, conditions, and performance requirements of the RFP.

Offerors may not qualify the proposal nor restrict the rights of the State. If an offeror does so, the procurement officer may determine the proposal to be a non-responsive counter-offer and the proposal may be rejected.

Minor informalities that:

- do not affect responsiveness;
- are merely a matter of form or format;
- do not change the relative standing or otherwise prejudice other offers;
- do not change the meaning or scope of the RFP;
- are trivial, negligible, or immaterial in nature;
- do not reflect a material change in the work; or
- do not constitute a substantial reservation against a requirement or provision;

may be waived by the procurement officer.

The State reserves the right to refrain from making an award if it determines that to be in its best interest.

A proposal from a debarred or suspended offeror shall be rejected.

SEC. 7.07 STATE NOT RESPONSIBLE FOR PREPARATION COSTS

The State will not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal.

SEC. 7.08 DISCLOSURE OF PROPOSAL CONTENTS

All proposals and other material submitted become the property of the State of Alaska and may be returned only at the State's option. AS 40.25.110 requires public records to be open to reasonable inspection. All proposal information, including detailed price and cost information, will be held in confidence during the evaluation process and prior to the time a Notice of Intent to Award is issued. Thereafter, proposals will become public information.

The Office of Procurement and Property Management (OPPM), or their designee recognizes that some information an offeror submits might be confidential under the United States or the State of Alaska Constitution, a federal statute or regulation, or a State of Alaska statute: i.e., might be confidential business information (CBI). *See, e.g.,* article 1, section 1 of the Alaska Constitution; AS 45.50.910 – 45.50.945 (the Alaska Uniform Trade Secrets Act); *DNR v. Arctic Slope Regional Corp.*, 834 P.2d 134, 137-39 (Alaska 1991). For OPPM or their designee to treat information an offeror submits with its proposal as CBI, the offeror must do the following when submitting their proposal: (1) mark the specific information it asserts is CBI; and (2) for each discrete set of such information, identify, in writing, each authority the offeror asserts make the information CBI. If the offeror does not do these things, the information will become public after the Notice of Intent to Award is issued. If the offeror does these things, OPPM or their designee will evaluate the offeror's assertion upon receiving a request for the information.

If OPPM or their designee reject the assertion, they will, to the extent permitted by federal and State of Alaska law, undertake reasonable measures to give the offeror an opportunity to object to the disclosure of the information.

SEC. 7.09 ASSIGNMENTS

Per 2 AAC 12.480, the contractor may not transfer or assign any portion of the contract without prior written approval from the procurement officer. Proposals that are conditioned upon the State's approval of an assignment will be rejected as non-responsive.

SEC. 7.10 DISPUTES

A contract resulting from this RFP is governed by the laws of the State of Alaska. If the contractor has a claim arising in connection with the agreement that it cannot resolve with the State by mutual agreement, it shall pursue the claim, if at all, in accordance with the provisions of AS 36.30.620 – AS 36.30.632. To the extent not otherwise governed by the preceding, the claim shall be brought only in the Superior Court of the State of Alaska and not elsewhere.

SEC. 7.11 SEVERABILITY

If any provision of the contract is found to be invalid or declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected; and, the rights and obligations of the parties will be construed and enforced as if the contract did not contain the particular provision held to be invalid.

SEC. 7.12 SUPPLEMENTAL TERMS AND CONDITIONS

Proposals must comply with **SEC. 7.06 RIGHT OF REJECTION**. However, if the State fails to identify or detect supplemental terms or conditions that conflict with those contained in this RFP or that diminish the State's rights under any contract resulting from the RFP, the term(s) or condition(s) will be considered null and void. After award of contract:

if conflict arises between a supplemental term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail; and

if the State's rights would be diminished as a result of application of a supplemental term or condition included in the proposal, the supplemental term or condition will be considered null and void.

SEC. 7.13 SOLICITATION ADVERTISING

Public notice has been provided in accordance with 2 AAC 12.220.

SEC. 7.14 FEDERALLY IMPOSED TARIFFS

Changes in price (increase or decrease) resulting directly from a new or updated federal tariff, excise tax, or duty, imposed after contract award may be adjusted during the contract period or before delivery into the United States via contract amendment.

- **Notification of Changes:** The contractor must promptly notify the procurement officer in writing of any new, increased, or decreased Federal excise tax or duty that may result in either an increase or decrease in the contact price and shall take appropriate action as directed by the procurement officer.

- **After-imposed or Increased Taxes and Duties:** Any federal excise tax or duty for goods or services covered by this contract that was exempted or excluded on the contract award date but later imposed on the contractor during the contract period, as the result of legislative, judicial, or administrative action may result in a price increase provided:
 - a) The tax or duty takes effect after the contract award date and isn't otherwise addressed by the contract;
 - b) The contractor warrants, in writing, that no amount of the newly imposed federal excise tax or duty or rate increase was included in the contract price, as a contingency or otherwise.
- **After-relieved or Decreased Taxes and Duties:** The contract price shall be decreased by the amount of any decrease in federal excise tax or duty for goods or services under the contract, except social security or other employment [taxes](#), that the contractor is required to pay or bear, or does not obtain a refund of, through the contractor's fault, negligence, or failure to follow instructions of the procurement officer.
- **State's Ability to Make Changes:** The State reserves the right to request verification of Federal excise tax or duty amounts on goods or services covered by this contract and increase or decrease the contract price accordingly.
- **Price Change Threshold:** No adjustment shall be made in the contract price under this clause unless the amount of the adjustment exceeds \$250.

SECTION 8. ATTACHMENTS

SEC. 8.01 ATTACHMENTS

Attachments:

- 1) Cost Proposal
- 2) Standard Contract Form for Goods and Non-Professional Services
- 3) IRS Publication 1075 Exhibit 7 Contract Language Effective 06.10.22
- 4) AMP DDI RFP Requirements Document
- 5) AMP Interface Control Document
- 6) AMP Proposal Evaluation Committee Score Sheet
- 7) AMP Scripted Scenario Requirements
- 8) AMP Demonstration Scenario Requirements & Scoring Form
- 9) Alaska Bidder Preference Certification Form
- 10) 2017 OCSE Certification Guide