STATE OF INDIANA

Request for Services

7-64

INDIANA DEPARTMENT OF ADMINISTRATION ("IDOA")

And

INDIANA FAMILY AND SOCIAL SERVICES ADMINISTRATION ("FSSA")

Solicitation for:

Operational Validation and Verification for Eligibility Services Modernization

Response Due Date: January 31, 2007

Jessica Robertson, Senior Account Manager
Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana 46204

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SECTION ONE - GENERAL INFORMATION AND REQUESTED PRODUCTS/SERVICES

1.1 INTRODUCTION

In accordance with Indiana statute, including IC 5-22-9, the Indiana Department of Administration (IDOA), acting on behalf of the Family and Social Services Administration, requires Operational Verification and Validation (OV&V) services for its Division of Family Resources Eligibility Modernization Program. It is the intent of IDOA to solicit responses to this Request for Services (RFS) in accordance with the statement of work, proposal preparation section, and specifications contained in this document. This RFS is being posted to the IDOA website (http://www.IN.gov/idoa/proc) for downloading. A nominal fee will be charged for providing hard copies. Neither this RFS nor any response (proposal) submitted hereto are to be construed as a legal offer.

1.2 DEFINITIONS AND ABBREVIATIONS

Following are explanations of terms and abbreviations appearing throughout this RFS. Other special terms may be used in the RFS, but they are more localized and defined where they appear, rather than in the following list.

IAC	The Indiana Administrative Code.
IC	The Indiana Code.
Full Time Equivalent (FTE)	The State defines FTE as a measurement of an employee's productivity on a specific project or contract. An FTE of 1 would mean that there is one worker fully engaged on a project. If there are two employees each spending 1/2 of their working time on a project that would also equal 1 FTE.
Implementation	The successful implementation of Eligibility Modernization services, processes, personnel and a governance methodology at the Indiana Government Center and other state offices and state-approved sites, including contractor sites, offering eligibility verification services as specified in the contract resulting from RFP 6-58.
Installation	The delivery and physical setup of products or services requested in this RFS.

Other Governmental Body	An agency, a board, a branch, a bureau, a commission, a council, a department, an institution, an office, or another establishment of any of the following: (1) The judicial branch. (2) The legislative branch. (3) A political subdivision (includes towns, cities, local governments, etc.) (4) A state educational institution
Products	Tangible goods or manufactured items as specified in this RFS.
Proposal	An offer as defined in IC 5-22-2-17.
Respondent	An offeror as defined in IC 5-22-2-18. The State will not consider a proposal responsive if two or more offerors submit a joint or combined proposal. One entity or individual must be clearly identified as the Respondent who will be ultimately responsible for performance of the contract.
Services	Work to be performed as specified in this RFS.
State	The State of Indiana.
State Agency	As defined in IC 4-13-1, "state agency" means an authority, board, branch, commission, committee, department, division, or other instrumentality of the executive, including the administrative, department of state government.
Vendor	Any successful Respondent selected as a result of the procurement process to deliver the products or services requested by this RFS.

1.3 PURPOSE OF THE RFS

The purpose of this Request for Services is to contract with an independent third party for operational verification and validation services, as well as vendor oversight, program oversight, and knowledge transfer assistance, for what is commonly referred to as "the Eligibility Modernization Program".

The Indiana Family and Social Services Administration (FSSA) provides services to low income individuals and families, children, senior citizens, people with mental illness, people with addictions and people with physical and developmental disabilities. The public assistance eligibility system—the portal through which one applies for benefits under such programs as Medicaid, Temporary Assistance for Needy Families (TANF), and Food Stamps—can no longer serve the needs of its client base.

FSSA issued RFP 6-58 last year, seeking an outside partner to assist FSSA in modernizing the eligibility system. As a result, a contract was awarded to International Business Machines Global Services (IBM). The Master Services Agreement that has been negotiated will govern a ten-year initiative with an estimated cost of $1.2 billion dollars. The Eligibility Modernization Program will involve multiple subcontractors working with IBM, in a consortium calling itself the Hoosier Coalition for Self-Sufficiency (HCSS). There are numerous Federal and State agency stakeholders. Thousands of Indiana families and children are beneficiaries of the subject programs.

FSSA is issuing this RFS to augment its program management capabilities and to provide administrative continuity over the life of the Eligibility Modernization Program. FSSA wishes to procure the services of an independent party to assist in oversight of IBM/HCSS, who have been tasked with one of the largest projects in State history. As described more particularly in the sections that follow, this RFS seeks professional services for operational verification and validation of program deliverables, as well as assistance with project management, operations control, issue negotiation and resolution, personnel transition, and knowledge transfer.

Note About Terminology

This RFS seeks a "vendor" (where vendor refers to an independent third party) to provide operational verification and validation of "vendor" deliverables (where vendor refers to the IBM/HCSS consortium). To minimize the risk of confusion inherent in the unqualified use of the term "vendor", this RFS adheres to the following conventions:

OV&V Vendor – the successful Respondent to this Request for Services
IBM/HCSS – the group of vendors providing services and products under the Master Services Agreement for the Division of Family Resources Eligibility Modernization Program.

1.4 SUMMARY SCOPE OF WORK

This section contains additional background of the Eligibility Modernization Program, describes the need for an OV&V Vendor, provides a summary statement of work, and identifies key considerations for Respondents.

1.4.1. Background and Evolution of the Eligibility Modernization Program

FSSA's budget of $6.55 billion comprises nearly a third of the State budget. FSSA serves one out of every six Hoosiers each year through the purchase of health care and social services. In order to provide these services, candidates must be evaluated for eligibility. A 2006 report, Eligibility Modernization: The Need for Change, described both the organizational evolution of the FSSA and the many challenges associated with the eligibility determination processes of its Division of Family Resources. The current system was described as "wrought with errors, inefficiencies, complexity, inconsistency, fraud and abuse". Respondents are strongly encouraged to review this thirty page report; see Attachment D for URL information.

FSSA has twin goals in modernizing its eligibility system: to provide better service to clients and to improve operational efficiency. In devising a strategy to meet these goals, FSSA conducted extensive analyses, including studies of the best practices and lessons learned from states already embarking on modernization efforts, as well as input from its employees and federal oversight agencies responsible for public assistance programs and familiar with modernization efforts. The analyses resulted in the development of a strategic framework, which in turn led to procurement to obtain an outsourced operational solution that would provide better access, use modern technology and business processes to leverage efficiencies, and better utilize FSSA staff.

A Request for Information was issued in October 2005, followed by a Request for Proposal in January 2006. Since that time, proposed solutions were evaluated and the IBM/HCSS was selected to lead the Eligibility Modernization Program. Pending federal approval and State signature, service delivery is to begin in the first quarter of 2007.

FSSA has developed a website dedicated to sharing information about the Eligibility Modernization Program. Attachment D to this RFS provides URLs for the site and identifies other pertinent reference materials that will be of interest to Respondents.

1.4.2. Current Need for OV&V (Operational Verification & Validation) Vendor

The Eligibility Modernization Program will be massive, complex, and lengthy. FSSA realizes that effective oversight of the Eligibility Modernization Program mandates additional resources to augment the limited resources of its PMO and the agency in general. In addition, the complexity of modernization efforts has underscored the need for operational verification and validation of IBM/HCSS schedules, communications, activities, and deliverables. FSSA is therefore seeking an OV&V Vendor to provide highly skilled personnel to augment and complement the FSSA PMO (Project Management Office) in overseeing the Eligibility Modernization Program.

The predominant objective of procuring the services of an OV&V Vendor is to assure the program's success. FSSA will rely on the OV&V Vendor to:

- Verify that project management disciplines are planned and performed according to best practices;
- Validate that deliverables and project results meet the goals, objectives, and requirements as intended;
- Provide quality assurance and advice to FSSA sponsors and project management teams over the entire program life cycle.

In addition, a planned knowledge transfer is needed. The FSSA PMO is in a formative stage. The project management practices and processes of the Eligibility Modernization Program are expected to shape—and possibly become the standards—for subsequent FSSA project management in general. Therefore, the contract with the OV&V Vendor will be constructed with multiple renewable timeframes as the FSSA PMO prepares to function autonomously.

1.4.3. Summary Statement of Work

This RFS solicits the delivery of a full spectrum of operational verification and validation services. Specific requirements are detailed in Section Two – Proposal Preparation Instructions. In general these services are:

- Program Governance
- Project Management Support
- Project Deliverables Review
- Transition Phase Support
- Change Order Process Review
- Performance Monitoring & Quality Assurance
- Issue Management / Dispute Resolution
- Other OV&V Requirements
- FSSA Project Management Office Development/Knowledge Transfer
- OV&V Document Retention & Access

Although explicit responsibilities and obligations are detailed later in this RFS, FSSA prefers not to specify how Respondents should tailor their approach to realize FSSA's objectives. Rather, FSSA expects the Vendor to define the practices that will take best advantage of Respondent's expertise in realizing similar visions in similar situations, whether in governmental or commercial sectors.

FSSA is not looking to the OV&V Vendor to outsource day-to-day project management or to simply provide supplemental staffing to fulfill FSSA's responsibilities under its agreements with IBM/HCSS. The value to be provided by the OV&V Vendor is in ensuring long-term quality and thoroughness.

1.4.4 Key Considerations for Respondents

To further preface the detailed requirements presented later in this RFS, FSSA wants Respondents to note specifically:

1. Although much of the work of the OV&V Vendor will be associated with evaluating the project practices and work products of the IBM/HCSS team, the State expects the OV&V Vendor to establish and sustain a relationship that is not adversarial but is positive, productive, and constructive.

2. The State expects the OV&V Vendor to provide timely notice to Eligibility Modernization Program executive sponsors of any problem, situation, or obstacle that may jeopardize the program's success. In this regard, the OV&V Vendor's scope of vigilance will include not just the IBM/HCSS group, but any and all stakeholders, parties, individuals, and organizations that impact the program.

3. While independent validation and verification ("IV&V") services are most commonly associated with information systems development projects, State has deliberately chosen to specify a need for "OV&V" services, emphasizing that the full range of Eligibility Modernization Program operations are within the scope of this RFS.

4. FSSA expects the OV&V Vendor to identify and ensure the timely completion of tasks that will ensure program continuity. For example, the OV&V Vendor program documentation should be created, maintained, and archived via document management tool or other methodology so that the documentation is easily accessible and understandable. The documentation should be complete enough to serve as a source of program history/continuity in the event of changing personnel, political administrations, etc.

5. The OV&V Vendor is not charged with quality assurance testing. Rather, the OV&V Vendor will be expected to identify deficiencies in test plans and recommending modifications and enhancements to them.

1.5 RFS OUTLINE

The outline of this RFS document is described below:

Section	Description
Section One – General Information and Requested Products or Services	This section provides an overview of the RFS, general timelines for the process, and a summary of the products/services being solicited by the FSSA via this RFS
Section Two – Proposal Preparation Instructions	This section provides instructions on the format and content of responses to the RFS including the Letter of Transmittal, Business Proposal, Technical

	Proposal, and Cost Proposal
Section Three – Proposal Evaluation Criteria	This section discusses the evaluation criteria to be used to evaluate Respondents' proposals
Attachment A	M/WBE Subcontractor Commitment Form
Attachment B	Sample Contract
Attachment C	Indiana Economic Impact Form
Attachment D	Resources and References

1.6 QUESTION/INQUIRY PROCESS

All questions/inquiries regarding this RFS must be submitted in writing by the deadline of **3 p.m**. **Eastern Time on January 10, 2007**. Questions/Inquiries may be submitted via email to rfp@idoa.in.gov and must be received by the Procurement Division by the time and date indicated above.

Following the question/inquiry due date, Procurement Division personnel will compile a list of the questions/inquiries submitted by all Respondents. The responses will be posted to the IDOA website according to the RFS timetable established in Section 1.23. The question/inquiry and answer link will become active after responses to all questions have been compiled. Only answers posted on the IDOA website will be considered as official by the State. No Respondent shall rely upon, take any action, or make any decision based upon any verbal communication with any State employee.

Inquiries are not to be directed to any staff member of the FSSA. Such action may disqualify Respondent from further consideration for a contract resulting from this RFS.

If it becomes necessary to revise any part of this RFS, or if additional information is necessary for a clearer interpretation of provisions of this RFS prior to the due date for proposals, an addendum will be posted on the IDOA website. If such addenda issuance is necessary, the Procurement Division may extend the due date and time of proposals to accommodate such additional information requirements.

1.7 DUE DATE FOR PROPOSALS

All proposals must be received at the address below by the Procurement Division no later than **3 p.m. Eastern Time on January 31, 2007**. Each Respondent must submit one original (marked "Original") and 10 (ten) complete copies of the proposal, including the Transmittal Letter and other related documentation as required in this RFS. The proposal must not exceed 50 (fifty) pages of content (net of any appendices), assuming usage of Times New Roman font (12-point) or other similar-sized font. A complete copy of the proposal must be provided on CD-ROM.

Each copy of the proposal must follow the format indicated in Section Two of this document. Unnecessarily elaborate brochures or other presentations, beyond those necessary to present a complete and effective proposal, are not desired. All proposals must be addressed to:

Indiana Department of Administration
Procurement Division
402 West Washington Street, Room W478
Indianapolis, IN 46204

Caution to Respondents about shipping/mailing: United States Postal Express and Certified Mail are both delivered to the Government Center Central Mailroom, and not directly to the Procurement Division. It is the responsibility of the Respondent to make sure that solicitation responses are received by the Procurement Division at the Department of Administration's reception desk on or before the designated time and date. Late submissions will not be accepted. The Department of Administration Procurement Division clock is the official time for all solicitation submissions.

All proposal packages must be clearly marked with the RFS number, due date, and time due. Any proposal received by the Department of Administration Procurement Division after the due date and time will not be considered. Any late proposals will be returned, unopened, to the Respondent upon request. All rejected proposals not claimed within 30 days after the proposal due date will be destroyed.

No more than one proposal per Respondent may be submitted.

The State accepts no obligations for costs incurred by Respondents in anticipation of being awarded a contract.

All proposals submitted to the State should be double-sided and printed on 30% post-consumer recycled content paper or tree-free paper. When possible, soy ink should be used.

1.8 PRE-PROPOSAL CONFERENCE

A pre-proposal conference will be held on Thursday, December 21st at 11:00 am EST in the Indiana Government Center Complex, Conference Room 19. At this conference, potential Respondents may ask questions about the RFS and the RFS process. Respondents are reminded that no answers issued verbally at the conference are binding on the State and any information provided at the conference, unless it is later issued in writing, also is not binding on the State.

1.9 MODIFICATION OR WITHDRAWAL OF OFFERS

Modifications to responses to this RFS may only be made in the manner and format described in Section 1.6 and clearly identified as a modification.

The Respondent's authorized representative may withdraw the proposal, in person, prior to the due date. Proper documentation and identification will be required before the Procurement Division will release the withdrawn proposal. The authorized representative will be required to sign a receipt for the withdrawn proposal.

Modification to, or withdrawal of, a proposal received by the Procurement Division after the exact hour and date specified for receipt of proposals will not be considered.

1.10 PRICING

Pricing on this RFS must be firm and remain open for a period of not less than 180 days from the proposal due date.

Please refer to the Cost Proposal sub-section in Section Two for a detailed discussion of the proposal pricing format and requirements.

1.11 PROPOSAL CLARIFICATIONS AND DISCUSSIONS, AND CONTRACT DISCUSSIONS

The State reserves the right to request clarifications on proposals submitted to the State. The State also reserves the right to conduct proposal discussions, either oral or written, with Respondents. These discussions could include request for additional information, request for cost or Technical Proposal revision, etc. Additionally, in conducting discussions, the State may use information derived from proposals submitted by competing Respondents only if the identity of the Respondent providing the information is not disclosed to others. The State will provide equivalent information to all Respondents which have been chosen for discussions. Discussions, along with negotiations with responsible Respondents may be conducted for any appropriate purpose.

The Procurement Division will schedule all discussions. Any information gathered through oral discussions must be confirmed in writing.

A sample contract is provided in Attachment B. Any requested changes to the sample contract must be submitted with your response (see Section 2.3.5 for details). The State reserves the right to reject any of these requested changes. It is the State's expectation that any material elements of the contract will be substantially finalized prior to contract award.

1.12 BEST AND FINAL OFFER

The State may request best and final offers from those Respondents determined by the State to be reasonably viable for contract award. However, the State reserves the right to award a contract on the basis of initial proposals received. Therefore, each proposal should contain the Respondent's best terms from a price and technical standpoint.

Following evaluation of the best and final offers, the State may select for final contract negotiations/execution the offers that are most advantageous to the State, considering cost and the evaluation criteria in this RFS.

1.13 REFERENCE SITE VISITS

The State may request a site visit to a Respondent's working support center to aid in the evaluation of the Respondent's proposal. Site visits, if required, will be discussed in the Technical Proposal.

1.14 TYPE AND TERM OF CONTRACT

The State intends to sign a contract with one Respondent to fulfill the requirements in this RFS. If the Respondent responds to this RFS in a manner indicating that they will be utilizing subcontractors to fulfill the requirements, the Respondent will be required to provide copies of signed contracts with those subcontractor(s) to the State.

The term of the contract shall be for a period of 4 (four) years from the date of contract execution. There may be 3 (three) optional two-year renewals for a total of ten (10) years at the State's option.

1.15 CONFIDENTIAL INFORMATION

Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 *et seq*., and, after the contract award, the entire RFS file may be viewed and copied by any member of the public, including news agencies and competitors. Respondents claiming a statutory exception to the APRA must place all confidential documents (including the requisite number of copies) in a sealed envelope clearly marked "Confidential" and must indicate in the Transmittal Letter and on the outside of that envelope that confidential materials are included. The Respondent must also specify which statutory exception of APRA applies. The State reserves the right to make determinations of confidentiality. If the Respondent does not identify the statutory exception, the Procurement Division will not consider the submission confidential. If the State does not agree that the information designated is confidential under one of the disclosure exceptions to APRA, it may seek the opinion of the Public Access Counselor. Prices are not confidential information.

1.16 TAXES

Proposals should not include any tax from which the State is exempt.

1.17 PROCUREMENT DIVISION REGISTRATION

In order to receive an award, you must be registered as a bidder with the Department of Administration, Procurement Division. Therefore, to ensure there is no delay in the award, all Respondents are strongly encouraged to register prior to submission of their response.

Respondents should go to http://www.in.gov/idoa/proc/bidding and click on "Bidder Registration" to register.

1.18 SECRETARY OF STATE REGISTRATION

If awarded the contract, the Respondent will be required to register, and be in good standing, with the Secretary of State. The registration requirement is applicable to all limited liability partnerships, limited partnerships, corporations, S-corporations, nonprofit corporations and limited liability companies. Information concerning registration with the Secretary of State may be obtained by contacting:

Secretary of State of Indiana
Corporation Division
302 West Washington Street, E018
Indianapolis, IN 46204
(317) 232-6576
www.in.gov/sos

1.19 COMPLIANCE CERTIFICATION

Responses to this RFS serve as a representation that it has no current or outstanding criminal, civil, or enforcement actions initiated by the State, and it agrees that it will immediately notify the State of any such actions. The Respondent also certifies that neither it nor its principals are presently in arrears in payment of its taxes, permit fees or other statutory, regulatory or judicially required payments to the State. The Respondent agrees that the State may confirm, at any time, that no such liabilities exist, and, if such liabilities are discovered, that State may bar the Respondent from contracting with the State, cancel existing contracts, withhold payments to setoff such obligations, and withhold further payments or purchases until the entity is current in its payments on its liability to the State and has submitted proof of such payment to the State.

1.20 EQUAL OPPORTUNITY COMMITMENT

Pursuant to IC 4-13-16.5 and in accordance with 25 IAC 5, it has been determined that there is a reasonable expectation of minority and woman business enterprises subcontracting opportunities on a contract awarded under this RFS. Therefore a contract goal of 5 % for Minority Business Enterprises and 5 % for Woman Business Enterprises has been established, and all Respondents will be expected to comply with the regulation set forth in 25 IAC 5.

Failure to meet these requirements will affect the evaluation of your proposal.

1.21 MINORITY & WOMEN'S BUSINESS ENTERPRISES COMMITMENT

In accordance with 25 IAC 5-5, the Respondent is expected to submit with its proposal a MWBE Subcontractor Commitment Form. The Form must show that there are, participating in the proposed contract, Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) listed in the Minority and Women's Business Enterprises Division (MWBED) directory

of certified firms located at www.buyindiana.in.gov.

If participation is met through use of vendors who supply products and/or services directly to the Respondent, the Respondent must provide a description of products and/or services provided that are directly related to this proposal and the cost of direct supplies for this proposal. Respondents must complete the Subcontractor Commitment Form in its entirety.

Failure to meet these goals will affect the evaluation of your Proposal. The Department reserves the right to verify all information included on the MWBE Subcontractor Commitment Form.

Respondents are encouraged to contact and work with MWBED at 317-232-3061 to design a subcontractor commitment to meet established goals as referenced in this solicitation.

Prime Contractors must ensure that the proposed subcontractors meet the following criteria:

- Must be listed on the IDOA Directory of Certified Firms
- Each firm may only serve as one classification – MBE or WBE
- A Prime Contractor who is an MBE or WBE must meet subcontractor goals by using other listed certified firms. Certified Prime Contractors cannot count their own workforce or companies to meet this requirement.
- Must serve a commercially useful function. The firm must serve a value-added purpose on the engagement.
- Must provide goods or services only in the industry area for which it is certified as listed in the directory at www.buyindiana.in.gov
- Must be used to provide the goods or services specific to the contract
- National Corporate Diversity Plans are generally not acceptable

MINORITY & WOMEN'S BUSINESS ENTERPRISES RFS SUBCONTRACTOR LETTER OF COMMITMENT

A signed letter(s), on company letterhead, from the MBE and/or WBE must accompany the MWBE Subcontractor Commitment Form. Each letter shall state and will serve as acknowledgement from the MBE and/or WBE of its subcontract amount, a description of products and/or services to be provided on this project and approximate date the subcontractor will perform work on this contract. The State will deny evaluation points if the letter(s) is not attached, not on company letterhead, not signed and/or does not reference and match the subcontract amount and the anticipated period that the Subcontractor will perform work for this solicitation.

By submission of the Proposal, the Respondent acknowledges and agrees to be bound by the regulatory processes involving the State's M/WBE Program. Questions involving the regulations governing the MWBE Subcontractor Commitment Form should be directed to: Minority and Women's Business Enterprises Division at (317) 232-3061 or mwbe@idoa.in.gov.

1.22 AMERICANS WITH DISABILITIES ACT

The Respondent specifically agrees to comply with the provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq*. and 47 U.S.C. 225).

1.23 SUMMARY OF MILESTONES

The following timeline is only an illustration of the RFS process. The dates associated with each step are not to be considered binding. Due to the unpredictable nature of the evaluation period, these dates are commonly subject to change. At the conclusion of the evaluation process, all Respondents will be informed of the evaluation team's findings.

Key RFS Dates:

Activity	Date
Issue of RFS	12/28/06
Deadline to Submit Written Questions	1/10/06
Pre-Proposal Conference	Thursday, December 21st 11:00 am EST
Response to Written Questions/RFS Amendments	On-Going
Submission of Proposals	1/31/2006
The dates for the following activities are target dates only. These activities may be completed earlier or later than the date shown.	
Proposal Evaluation	On-going
Proposal Discussions/Clarifications (if necessary)	2/7/07
Oral Presentations (if necessary)	2/15/07
Contract Award	3/2/07

SECTION TWO - PROPOSAL PREPARATION INSTRUCTIONS

2.l GENERAL

To facilitate the timely evaluation of proposals, a standard format for proposal submission has been developed and is described in this section. All Respondents are required to format their proposals in a manner consistent with the guidelines described below:

a) Each item must be addressed in the Respondent's proposal.

b) The Transmittal Letter must be in the form of a letter. The business and Technical Proposals must be organized under the specific section titles as listed below.

2.2 TRANSMITTAL LETTER

The Transmittal Letter must address the following topics except those specifically identified as "optional."

2.2.1 Agreement with Requirements listed in Section One

The Respondent must explicitly acknowledge understanding of the general information presented in Section One and agreement with any requirements/conditions listed in Section One.

2.2.2 Summary of Ability and Desire to Supply the Required Products or Services

The Transmittal Letter must briefly summarize the Respondent's ability to supply the requested products and/or services that meet the requirements defined in this RFS. The letter must also contain a statement indicating the Respondent's willingness to provide the requested products and/or services subject to the terms and conditions set forth in the RFS including, but not limited to, the State's mandatory contract clauses.

2.2.3 Signature of Authorized Representative

A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions including the information requested in Section 2.3.4, must sign the Transmittal Letter. **In the Transmittal Letter, please indicate the principal contact for the proposal along with an address, telephone and fax number as well as an e-mail address, if that contact is different than the individual authorized for signature.**

2.2.4 Respondent Notification

Unless otherwise indicated in the Transmittal Letter, Respondents will be notified via e-mail.

It is the Respondent's obligation to notify the Procurement Division of any changes in any address that may have occurred since the origination of this solicitation. The Procurement Division will not be held responsible for incorrect vendor/contractor addresses.

2.2.5 Other Information

This item is optional. Any other information the Respondent may wish to briefly summarize will be accepted.

2.3 BUSINESS PROPOSAL

The Business Proposal must address the following topics except those specifically identified as "optional."

2.3.1 General (optional)

This section of the business proposal may be used to introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFS.

2.3.2 Respondent's Company Structure

The legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization are to be included in this section. If the organization includes more than one product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization.

2.3.3 Company Financial Information

This section must include the Respondent's financial statement, including an income statement and balance sheet, for each of the two most recently completed fiscal years. The financial statements must demonstrate the Respondent's financial stability. If the financial statements being provided by the Respondent are those of a parent or holding company, additional financial information should be provided for the entity/organization directly responding to this RFS.

2.3.4 Integrity of Company Structure and Financial Reporting

This section must include a statement indicating that the CEO and/or CFO has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The particular areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

The Sarbanes-Oxley Act of 2002, H.R. 3763, is NOT directly applicable to this procurement; however, its goals and objectives may be used as a guide in the determination of corporate responsibility for financial reports.

2.3.5 Contract Terms/Clauses

A sample contract that the state expects to execute with the successful Respondent(s) is provided in Attachment B. This contract contains both mandatory and non-mandatory clauses. Mandatory clauses are listed below and are non-negotiable. Other clauses are highly desirable. It is the State's expectation that the final contract will be substantially similar to the sample contract provided in Attachment B.

In your Transmittal Letter please indicate acceptance of these mandatory contract terms (see Section 2.2.2). In this section please review the rest of the contract and indicate your acceptance of the non-mandatory contract clauses. If a non-mandatory clause is not acceptable as worded, suggest specific alternative wording to address issues raised by the specific clause. If you require additional contract terms please include them in this section. To reiterate, it is the State's strong desire to not deviate from the contract provided in the attachment and, as such, the State reserves the right to reject any and all of these requested changes.

The mandatory contract terms are as follows:

- Authority to Bind Contractor
- Duties of Contractor, Rate of Pay, and Term of Contract
- Compliance with Laws
- Conflict of Interest
- Drug-free Workplace Provision and Certification
- Funding Cancellation
- Indemnification
- Governing Laws
- Non-discrimination clause
- Payments

- Penalties/Interest/Attorney's Fees
- Non-collusion and Acceptance
- Termination for Convenience

Any or all portions of this RFS and any or all portions of the Respondent's response may be incorporated as part of the final contract.

2.3.6 References

The Respondent must include a list of at least five (5) clients for whom the Respondent has provided products and/or services that are in some way equivalent to the services requested in this RFS.

The State recognizes that it is unlikely that any Respondent will be able to provide multiple references for projects encompassing all of the key components of this RFS (i.e., operational verification and validation services, other than information systems development, for a government social service agency). Nevertheless, the State will find the most value in references that include:

- Projects of similar scope, breadth, complexity and duration;
- Monitoring of project management efforts;
- Operational verification and validation of project deliverables.

Within the above parameters, the State will be particularly interested in references where the Respondent provided one or more of the following components:

- Independent vendor oversight services to a government social service agency;
- Verification and validation services not related to computer systems development and implementation;
- Advisory services/knowledge transfer of best practices to client's internal project management office.

Reference information provided should include:

- Name, address, and telephone number of the client facility;
- Name, title, and telephone number and/or email address of a person who may be contacted for further information;
- Description of products and services provided.

2.3.7 Registration to do Business

2.3.7.1 Secretary of State

If awarded the contract, the Respondent will be required to be registered, and be in good standing, with the Secretary of State. The registration requirement is applicable to all limited liability partnerships, limited partnerships, corporations, S-corporations, nonprofit corporations and limited liability companies. The Respondent must indicate the status of registration, if applicable, in this section of the proposal.

2.3.7.2 Department of Administration, Procurement Division

Additionally, Respondents must be registered with the IDOA. This can be accomplished on-line at www.in.gov/idoa/proc .

The IDOA Procurement Division maintains databases of vendor information. The Bidder registration database is set up to register vendors who are interested in selling products or services to the State of Indiana. Respondents may register on-line at no cost to become a Bidder with the State of Indiana. To complete the on-line Bidder registration, go to http://www.in.gov/idoa/register/. The Bidder registration offers email notification of upcoming solicitation opportunities, corresponding to a vendor's area(s) of interest, as selected during the registration process. Respondents do need to be registered to bid on and receive email notifications. Completion of the Bidder registration will result in a vendor's name being added to the Bidder's Database, for email notification. The Bidder registration requires some general business information, an indication of the types of goods and services available to the State of Indiana, and locations(s) within the state that can be supplied or serviced. There is no fee to be placed in Procurement Division's Bidder database. To receive an award, you must be registered as a bidder.

Problems or questions concerning the registration process or the registration form may be directed to Amy Redding at aredding@idoa.in.gov or (317) 234-0234.

2.3.8 Authorizing Document

Respondent personnel signing the Transmittal Letter of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement.

2.3.9 Subcontractors

The Respondent is responsible for the performance of any obligations that may result from this RFS, and shall not be relieved by the non-performance of any subcontractor. Any Respondent's proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement with the official signatures of the firms involved must accompany each proposal.

Any subcontracts entered into by the Respondent must be in compliance with all State statutes, and will be subject to the provisions thereof. For each portion of the proposed products or services to be provided by a subcontractor, the Technical Proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience.

The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address and the state in which formed that are proposed to be used in providing the required products or services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, the subcontractor's form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFS or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority or Women Owned Business under IC 4-13-16.5-1. See Section 1.21 and Attachment A for Minority and Women's Business Enterprise information.

2.4 TECHNICAL PROPOSAL

2.4.1 Introduction and Overview

In describing the desired content and format for Respondents' Technical Proposals, the State wishes not only to elicit responses that clearly and consistently address specific State requirements, but also to encourage creative and innovative responses to the State's overall goals.

Included as sections 2.4.2 and 2.4.3 are two tables that detail specific OV&V Vendor responsibilities:.

- **Requirements** (Section 2.4.2) – itemizes the duties of the OV&V Vendor in terms of the services and deliverables that will be required.
- **Obligations** (Section 2.4.3) – itemizes the professional, working environment commitments to which the OV&V Vendor will be obligated.

The Technical Proposal must include, at a minimum, separate sections that address each Requirement Task Group and each Obligation item in the order given. The same outline numbers must be used in the response. RFS language should not be repeated within the response. Where appropriate, supporting documentation may be referenced by a page and paragraph number. However, when this is done, the body of the Technical Proposal must contain a meaningful summary of the referenced material. The referenced document must be included as an appendix to the Technical Proposal with referenced sections clearly marked. Multiple references or documents should be indexed and organized for State ease of use.

In addition to separate sections addressing Requirements and Obligations, Respondents must include a third separate section within the Technical Proposal addressing Performance Measures and Remedies, as explained in Section 2.4.4 below.

Although the State requires that the Technical Proposal include the specific information and format described above, Respondents are reminded that they are also encouraged to be innovative when responding to this RFS. Respondents should not feel constrained to respond only to the requirements and obligations in the tables. The State is open to alternatives and suggestions that Respondents believe will facilitate and/or enhance the performance of an operational verification and validation role. Such alternatives and suggestions may be presented in the Technical Proposal in whatever format the Respondent deems most appropriate, so long as the three sections requested above are presented separately.

2.4.2 Requirements

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.1 Administration of OV&V Functions		
2.4.2.1.1	**OV&V Operations Plan** A. Develop an Operations Plan in collaboration with the FSSA PMO to identify OV&V tasks, timelines and deliverables for the contract term. B. Submit the plan within 30 days of contract award.	*The Respondent's proposal should demonstrate their understanding of the requirements in this task group and describe methods and tools that make evident the ability of the Respondent to institute effective project administration and sustain efficient communications with the State*
2.4.2.1.2	**Status Reports** Produce periodic status reports in accordance with State requirements, to include: • OV&V Vendor personnel activities. • Issues and recommendations regarding current policies, procedures, and focus areas. • Progress toward achieving goals and deliverables stated in this RFS. • Identification of any potential project risks and risk mitigation activity results.	
2.4.2.1.3	**Status Meetings** A. Meet periodically in accordance with State requirements to discuss OV&V activities. B. Prepare and distribute meeting agendas within State-approved time frames; C. Maintain and distribute meeting minutes within State-approved time frames.	
2.4.2.1.4	**State Action Requests** Respond to State Action Requests (SARs) by the date requested. An SAR is an official communication. SARs provide a controlled communications process for the FSSA PMO to initiate, document, and monitor formal directives to the OV&V Vendor. SARs are not the only forms of communication permitted between the FSSA PMO and the OV&V Vendor. In day-to-day business operations, other forms of communication (telephone, electronic mail and other written correspondence) may be more effective.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.2 **Program Governance**		
2.4.2.2.1	**Strategic Focus** Provide focus on the strategic goals, objectives and benefits of the Eligibility Modernization Program and ensure that these are evident in its constituent activities.	*The Respondent's proposal should display their understanding of the requirements in this task group and further demonstrate the ability of the Respondent to provide effective program governance and to ensure realization of program objectives.*
2.4.2.2.2	**Communications** Monitor that there are open communications and access among key individuals at the State, IBM/HCSS and other program stakeholders.	
2.4.2.2.3	**Governance Plan Adherence** Monitor that IBM/HCSS, the State, and other program stakeholders act in accordance with the terms of the Master Services Agreement Governance Plan.	
2.4.2.2.4	**Governance Board Participation** Act as a member of, and participate in activities of, the following program governance boards: • Executive Steering Committee • Strategic Policy Board • Transition Management Board • Operations Management Board • Change Control Board.	
2.4.2.2.5	**Governance Board Operations** Monitor that program governance boards are properly staffed and are functioning effectively, consistent with their respective charters.	
2.4.2.2.6	**Risk Monitoring** Ensure that wider business risks in relation to the program are recognized and being managed.	
2.4.2.2.7	**Aggregate Deliverables** Monitor that the sum of the deliverables in the program meet the overall strategic objectives.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.3 **Project Management Support**		
2.4.2.3.1	**Comprehensive Support** Assist the FSSA PMO in monitoring plans, efforts, schedules, resource requirements, budgets, and costs.	*The Respondent's proposal should confirm their understanding of the requirements in this task group and to identify other methods, tools, and resources that Respondent will deploy to support FSSA project management functions.*
2.4.2.3.2	**Ad Hoc Meeting Participation** Attend and participate in meetings and workgroup sessions as requested.	
2.4.2.3.3	**Master Calendar** Be responsible for the creation and maintenance of a comprehensive calendar of activities, events, deliverables, and deadlines, inclusive of all relevant items whether the responsibility of IBM/HCSS, the State or other program stakeholders.	
2.4.2.3.4	**Materials Preparation** Assist the FSSA PMO in preparing briefing papers, presentations and other materials.	
2.4.2.3.5	**Discrepancies Reporting** Report discrepancies, project timeline slippage, or concerns to the FSSA PMO Manager.	
2.4.2.3.6	**Risk Assessment** Perform risk assessments and develop risk mitigation strategies.	
2.4.2.3.7	**Approval Process Support** Assist the State in obtaining required State and federal approvals of planning and other documents, including, without limitation, Implementation Advance Planning Documents and updates or modifications.	
2.4.2.3.8	**Information Distribution** Assist the State in responding to State and federal questions, participate in meetings and conference calls with State and federal officials, and provide information, modified or updated as appropriate.	
2.4.2.3.9	**Vendor Invoice Review** Establish and document a traceability and review plan for processing IBM/HCSS invoices, ensuring that correct timekeeping, billing, and invoicing procedures are being followed.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.4 **Project Deliverables Review**		
2.4.2.4.1	**Deliverables Review** Review each Deliverable from the IBM/HCSS as to quality, progress, standards, and requirements traceability.	*The Respondent's proposal should confirm their understanding of the requirements in this task group, and to identify other procedures and tools that Respondent will use to validate and verify project deliverables. Project deliverables are identified in the various documents described in Attachment D.*
2.4.2.4.2	**Deliverable Review Report** Within 10 calendar days of receipt of an IBM/HCSS Deliverable, analyze, evaluate and provide a review report to the State on the Deliverable. The review report must provide sufficient detail and be of sufficient clarity to enable the State, in conjunction with the State's independent assessment of the Deliverable, to determine whether to accept or not to accept the Deliverable.	
2.4.2.4.3	**Review Report: Quality Assurance** Include in the review report of each Deliverable from the IBM/HCSS a description of the Quality Assurance activities involved in creating the report, including without limitation meetings attended, work observed, tests undertaken and/or observed, Documentation, Specifications, Deliverables, and other materials reviewed or other pertinent information.	
2.4.2.4.4	**Review Report: Modifications** Include in the review report of each Deliverable from the IBM/HCSS a description of any modifications previously made to the Deliverable in connection with Quality Assurance activities, including without limitation those generated in connection with the review of draft, interim or revised Deliverables.	
2.4.2.4.5	**Review Report: Deficiencies** Include in the review report of each Deliverable from the IBM/HCSS formal written comments and detailed discussion of any deficiencies, outstanding issues, risks and recommendations regarding the Deliverable.	
2.4.2.4.6	**Review Report: Recommendations** Include in the review of each Deliverable from the IBM/HCSS a recommendation section recommending acceptance or non-acceptance of the Deliverable, and addressing outstanding issues and/or risks related to current and future Deliverables.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.5 **Transition Phase Support**		
2.4.2.5.1	**Transition Management Board Participation** Provide a permanent delegate to serve as a member of, and participate in activities of, the Transition Management Board.	*The Respondent's proposal should confirm their understanding of the requirements in this task group, and to identify other methods and tools that Respondent proposes for assistance to the State during the Transition Phase.*
2.4.2.5.2	**Transition Plan Review** Review, analyze and provide feedback on the comprehensive Transition Plan that will be developed by IBM/HCSS to supplement and expand the Initial Transition Plan.	
2.4.2.5.3	**PMO Assistance** Assist the FSSA PMO as requested by: • Monitoring transition phase activities • Participating in the review of IMB/HCSS transition planning and operations control documents; • Making recommendations as appropriate.	
2.4.2.5.4	**Go-live Readiness** Provide go-live readiness reviews.	
2.4.2.5.5	**Monitor Satisfaction** Develop and execute quality assurance activities to monitor the satisfaction levels of all parties involved in Transition Phase (State, State employees, State clients).	
Task Group 2.4.2.6 **Change Order Process Review**		
2.4.2.6.1	**Comprehensive Support** Assist the FSSA PMO in monitoring change order activities and processes and make recommendations as appropriate.	*The Respondent's proposal should confirm their understanding of the requirements in this task group, and to demonstrate Respondent's experience and expertise in change order process review. The Eligibility Modernization Change Order Process is defined in Section 3.12 of the Master Services Agreement (see Attachment D).*
2.4.2.6.2	**Change Analyses Review** Review each Change Analysis prepared in accordance with the Master Services Agreement between the State and IBM/HCSS for validity and content.	
2.4.2.6.3	**Change Order Recommendations** Recommend approval /denial of Change Request submissions to Change Control Board.	
2.4.2.6.4	**Discrepancies Reporting** Report discrepancies or concerns related to the Change Order Process to the FSSA PMO Manager.	
2.4.2.6.5	**Change Control Board Participation** Provide a permanent delegate to serve as a member of, and participate in activities of, the Change Control Board.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.7 **Performance Monitoring & Quality Assurance**		
2.4.2.7.1	**Performance Metrics** Review data collection for and assist in monitoring of contracted IBM/HCSS performance metrics.	*The Respondent's proposal should confirm their understanding of the requirements in this task group, and further demonstrate the ability of the Respondent to provide effective performance and quality assurance monitoring.*
2.4.2.7.2	**Performance Recommendations** Where appropriate and in coordination with IBM/HCSS, recommend additional performance improvement and enhancement incentives for program stakeholders.	
2.4.2.7.3	**Comprehensive QA Support** Assist the FSSA PMO by: • monitoring quality assurance activities and processes; • reviewing program quality assurance metrics; • performing periodic audits; • making recommendations as appropriate.	
2.4.2.7.4	**QMP Compliance Monitoring** Monitor IBM/HCSS compliance with the provisions of Quality Management Plan set forth in the Master Services Agreement.	
2.4.2.7.5	**Transition Phase QMP Review** Review, analyze, and provide feedback on the Transition Quality Management Plan that will be developed by IBM to cover the period during which IBM/HCSS will be delivering services utilizing the State's "as is" operating environment.	
2.4.2.7.6	**Steady State QMP Review** Review, analyze and provide feedback on the Steady State Quality Management Plan that will be developed by IBM to cover the period during which IBM/HCSS will be delivering services under the IBM/HCSS operating environment.	
2.4.2.7.7	**Documentation Review** Review Quality Management Plan documentation for clarity, completeness, and accuracy, such documentation to include at a minimum: • Eligibility process descriptions; • Continuous improvement process descriptions; • Data collection, reporting, and analysis schedule.	
2.4.2.7.8	**Test Plan Review** Review all system test plans and user acceptance test plans for appropriateness and completeness.	
2.4.2.7.9	**Federal Agency Regulation Compliance** Review plans, events, and deliverables for compliance with Federal agency regulations.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.8 **Issue Management / Dispute Resolution**		
2.4.2.8.1	**Operations Management Board Participation** Provide a permanent delegate to serve as a member of, and participate in activities of, the Operations Management Board.	*The Respondent's proposal should demonstrate their understanding of the requirements in this task group, and identify other practices and tools they propose for facilitate issue management and dispute resolution.*
2.4.2.8.2	**Procedural Support** Assist in facilitating good communications and systematic procedures for addressing potential and existing disputes in a fair, timely and efficient manner.	
2.4.2.8.3	**Dispute Resolution** Monitor that disputes, if they arise, are dealt with in accordance with the Dispute Resolution Procedures of the Master Services Agreement.	
2.4.2.8.4	**Dispute Escalation** Monitor that disputes, if they escalate, follow the escalation levels defined in the Governance Plan appended to the Master Services Agreement.	
2.4.2.8.5	**Executive Notice** Ensure that appropriate State executive management receives timely notice of disputes.	
Task Group 2.4.2.9 **Other OV&V Requirements**		
2.4.2.9.1	**Change Management Support** Assist in the execution of change management efforts, including stakeholder communications.	*The Respondent's proposal should confirm their understanding of the requirements in this task group.*
2.4.2.9.2	**Stakeholder Change Management** Ensure IBM/HCSS compliance in utilizing best practices to address change management issues with all stakeholders via multiple communication vehicles including but not limited to: marketing materials, newsletters, intranet content, e-mail distribution.	
2.4.2.9.3	**Documentation Review** Participate in the review and approval of documentation including but not limited to training plans, training curricula, Vendor staff training logs; system test plans; end-user documentation; process documentation; implementation documentation.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.10 **FSSA PMO Development/Knowledge Transfer**		
2.4.2.10.1	**Evaluate Current Practices** Review and evaluate current practices and processes within the FSSA PMO in order to determine the adequacy and applicability of these practices and processes to the OV&V functions for the Eligibility modernization program.	*The Respondent's proposal should demonstrate their understanding of the requirements in this task group. The State will be particularly interested in the Respondent's experience and methods in adding value to the performance of verification and validation functions by proactively providing concurrent knowledge transfer and client project management office development.*
2.4.2.10.2	**Recommend Best Practices** Prepare recommendations for incorporating supplemental "best practices" into FSSA PMO project management methodology, based on practices utilized in the Eligibility modernization program.	
2.4.2.10.3	**Develop Knowledge Transfer Plan** Develop a plan to assist FSSA PMO in the shared development and usage of procedures, checklists, manuals, test scripts and other materials to be used in evaluating the quality and progress of project deliverable.	
2.4.2.10.4	**Training Assistance: Project Management** Assist, as requested, in the development and delivery of training, that will enhance the project management skills and methodology of State personnel.	
2.4.2.10.5	**Training Assistance: Deliverables Review** Assist, as requested, in the development and delivery of instruction on the effective project deliverables review.	
2.4.2.10.6	**Training Assistance: Testing Plans** Assist, as requested, in the development and delivery of instruction on effective review of systems testing and user acceptance testing plans.	

Section 2.4.2 – Requirements		
No.	**Requirement**	**Notes**
Task Group 2.4.2.11 **OV&V Document Retention & Access**		
2.4.2.11.1	**Document Retention: General Standards** Prepare, maintain and preserve all Deliverables and all writings, documents, and records prepared or compiled in connection with the performance of this Contract for a minimum of five years from the termination or completion of this Agreement, or until such records and their supporting documentation are released due to closure of the Project, State or Federal audit, whichever is longer. These writings include any handwriting, typewriting, printing, photo static, photographing, and every other hard copy and electronic means of recording, any form of communication or representation including letters, words, pictures, sounds, or symbols, or any combination thereof.	*The Respondent's proposal should confirm understanding of the requirements in this task group and demonstrate ability to insure continuity of OV&V functions through awareness and methods of maintaining timely, complete, and accessible OV&V documentation.*
2.4.2.11.2	**Document Retention: Litigation Contingency** Keep all records involving matters in litigation related to this Agreement for one year following the termination of litigation, including all appeals if the litigation has not terminated within five years.	
2.4.2.11.3	**Document Accessibility for Agency Representatives** Ensure Federal and State representatives shall have access to and the right to examine, audit, inspect and copy all records, documents, and billings associated with the project, including without limitation, those of any Subcontractor, during the term of the agreement and the five-year period thereafter.	
2.4.2.11.4	**Document Accessibility at Reasonable Times** Provide access at all reasonable times to these items during the term of the agreement.	
2.4.2.11.5	**Document Accessibility without Cost** Ensure that during the five-year period after the term of the Contract, delivery of and access to the listed items will be at no cost to State.	

2.4.3 Obligations

Section 2.4.3 – Obligations		
Section Ref. No.	**Obligation**	**Notes**
	Personnel	
2.4.3.1.	**Project Team** Provide a project team with an OV&V Vendor Project Manager, each of whom have had previous experience with third-party vendor management, operational verification and validation services, government social services administration, and other such skills necessary for the delivery of the requirements defined in Section 2.4.2.	
2.4.3.2.	**Project Team Resumes** Provide resumes for any member of the OV&V Vendor's staff or a subcontractor's staff assigned to this project prior to commencing any services.	
2.4.3.3.	**State Approval of OV&V Vendor Personnel** Permit the State to approve or disapprove Vendor's staff, to approve or disapprove any proposed changes in staff, and to require the removal or reassignment of any staff found unacceptable by the State.	
2.4.3.4.	**Replacement of Project Personnel** All staff proposed by the OV&V Vendor as replacements for other staff should have comparable or greater skills to perform the project activities as were performed by the staff being replaced.	
2.4.3.5.	**Roster of Project Personnel** Create, maintain and make available to the State a list of all staff providing services on this contract that includes all full or part-time staff names, working project titles, a brief description of each position, and the monthly hours worked.	
2.4.3.6.	**OV&V Vendor Project Manager** Adhere to State expectations regarding the OV&V Vendor Project Manager including: A. That the OV&V Vendor Project Manager will be the State's single point-of-contact for the OV&V Vendor; B. That the State will identify a single point-of-contact for coordination and communications; C. That the State's single point-of-contact will determine and approve decision-making authority of the OV&V Vendor Project Manager on issues related to the project; D. That the OV&V Vendor shall not remove the OV&V Vendor Project Manager from the Project, nor temporarily reassign or reduce the time of the OV&V Vendor Project Manager on the Project or divide the time of the OV&V Vendor Project Manager between the Project and any other project or task, event or activity unrelated to the Project, except in the event of: illness; retirement; disability; termination of employment, or completion of assignments as defined in the Work Plan, or by mutual agreement of the OV&V Vendor and the State.	

Section 2.4.3 – Obligations		
Section Ref. No.	**Obligation**	**Notes**
	Accessibility	
2.4.3.7.	**Regular Business Hours** Provide services discussed herein from at least 8:00 a.m. through 4:30 p.m., Eastern Time, Monday through Friday (excluding State-observed holidays).	
2.4.3.8.	**Access Outside Regular Business Hours** Provide services discussed herein outside regular business hours and on weekends and holidays on an "on call" basis.	
	Work Location	
2.4.3.9.	**Local Service Delivery** At a minimum, locate the OV&V Vendor Project Manager in Indianapolis (State Government Center) for the duration of the project. Respondents should propose how remaining OV&V personnel will perform their duties if not locating them in Indianapolis.	Non-US Service Delivery locations will not be accepted in the proposed solution
	Legal and Regulatory	
2.4.3.10.	**Delegation of Authority** Demonstrate awareness that state and federal law generally limit FSSA's ability to delegate certain decisions to a contractor. i.e., that Vendor will not and cannot be delegated: • Policy-making authority; and • Final decision-making authority regarding acceptance of contracted services.	
2.4.3.11.	**Conflicts of Interest** A. May not have personal or business interests that would present an actual, potential, or apparent conflict of interest with respect to this procurement and the performance of the resulting contract. For purposes of this RFS, a conflict of interest is any set of facts or circumstances that, in FSSA 's determination, compromises, appears to compromise, or may reasonably compromise the Respondent's fairness, independence or objectivity. B. Must disclose any potential conflicts or provide a statement acknowledging that no actual or potential conflicts of interest or provide a statement acknowledging that no actual or potential conflicts exist with respect to this procurement and the resulting contract. If selected for contract award, a Respondent will be under a continuing duty to notify FSSA of any actual or potential conflicts of interest that may develop during the course of the contract and may not engage in conduct that will create a reasonable appearance of impropriety.	
2.4.3.12.	**Former Employees of a State Agency** Bidders must comply with State and federal laws and regulations relating to the hiring of former state employees. Such "revolving door" provisions generally restrict former agency heads from communicating with or appearing before the agency on certain matters for two years after leaving the agency. The revolving door provisions also restrict certain former employees from representing clients on matters that the employee participated in during state service or matters that were	

Section 2.4.3 – Obligations		
Section Ref. No.	**Obligation**	**Notes**
	within the employees' official responsibility. As a result of such laws and regulations, a Respondent must certify that it has complied with all applicable state and federal laws and regulations relating to the hiring of former state employees.	
	End of Contract Services	
2.4.3.13.	**End-of-Contract Services** Provide the following end-of-contract services upon completion of the contract (whether of 4, 6, 8, or 10 year duration): A. Work with the State and any other organization(s) designated by the State to facilitate an orderly transition of services at the end of the contract term; B. Work in a professional manner with the State's next vendor/processor to execute a smooth and timely transition at the end of the contract term; C. Provide the State the right to serve as a mediator between the old and new vendor and subcontractors. D. Transfer to State any ownership claim to all documents, records, programs, data, film, tape, articles, memoranda, and other materials developed under this Contract. All such materials will become the property of the State of Indiana. Use of these materials, other than related to contract performance by the OV&V Vendor, without the prior written consent of the State, is prohibited. During the performance of this Contract, the OV&V Vendor shall be responsible for any loss of or damage to these materials developed for or supplied by the State and used to develop or assist in the services provided herein while the materials are in the possession of the OV&V Vendor. Any loss or damage thereto shall be restored at the OV&V Vendor expense. Full, immediate, and unrestricted access to these materials of the OV&V Vendor during the term of this Contract shall be available to the State.	

2.4.4 Performance Measures and Remedies

This subsection describes the State's expectations regarding (1) the performance measures to which the OV&V Vendor will be held, (2) the remedies to be applied in the event of a breach of performance measures, and (3) the manner in which performance measures and remedies are to be addressed in a Respondent's proposal.

A wide variety of performance standards and liquidated damages are included in the Master Services Agreement between the State and IBM/HCSS. The State believes that contracting for OV&V services is an additional action to minimize risks, and that the role and responsibilities of the OV&V Vendor are of the utmost importance to the success and continuity of the Eligibility Modernization Program. The State wishes to incentivize and motivate the OV&V Vendor to meet its contractual commitments.

The State requests that the Respondent identify in its Technical Proposal its own list of the performance measures in addition to those offered, as well as the associated remedies that Respondent believes are appropriate and meaningful. The State's rationale for this approach is threefold:

- To demonstrate from the onset the State's commitment to a constructive partnership relationship with its OV&V Vendor;
- To draw on the greater experience of a Respondent in defining what is reasonable and prudent;
- To allow a Respondent to demonstrate its creativity, level of commitment, and degree of confidence to serving the best interests of the State.

Respondents should present proposed performance measures and remedies in format of the table below (i.e., insert proposed liquidated damages for metrics 1-7; and insert additional metrics with the associated measure, priority, and proposed liquidated damages that the Respondent proposes). Within the table, priority indicates where the metric is considered of High importance (H), moderate importance (M), or low importance (L).

Performance Measures and Remedies				
Metric No.	**Metric Description**	**Measure**	**Priority**	**Proposed Liquidated Damages**
1.	**Monthly Vendor SLA/KPI Validation** The OV&V Vendor will review data collection for and assist in monitoring of contracted IBM/HCSS performance metrics. *Cross Reference: Requirement 2.4.2.7.1*	Late or incorrect	H	
2.	**Delay in Project Milestone** Within 10 calendar days of receipt of an IBM/HCSS Deliverable, The OV&V Vendor will analyze, evaluate and provide a review report to the State on the Deliverable. The report must provide sufficient detail for the State to thoroughly review and understand the review report, and, in conjunction with the State's independent assessment of the Deliverable, to determine whether to accept or not to accept the Deliverable. *Cross Reference: Requirement 2.4.2.4.2*	Late or incorrect deliverable/ attestation	H	
3.	**Incorrect Metric Validation or Acceptance Test** The OV&V Vendor will review all system test plans and user acceptance test plans for appropriateness and completeness. *Cross Reference: Requirement 2.4.2.7.8*	Incorrect attestation	M	
4.	**Problem Management/ Escalation for End Client Issues** Problems having negative client consequences, caused by processes or systems implemented are escalated to highest priority within one business day.	Problem resolution or approved action plan within 10 days	M	
5.	**Status Reports** Status Reports must be delivered accurately and completely on date(s) and time(s) as agreed by the parties. *Cross Reference: Requirement 2.4.2.1.2*	Late, incomplete or incorrect	M	

Performance Measures and Remedies				
Metric No.	**Metric Description**	**Measure**	**Priority**	**Proposed Liquidated Damages**
6.	**Full Staffing** A. The OV&V Vendor will permit the State to approve or disapprove Vendor's staff, to approve or disapprove any proposed changes in staff, and to require the removal or reassignment of any staff found unacceptable by the State. Cross Reference: Obligation 2.4.3.3 B. OV&V Vendor will not remove its Project Manager from the project, nor temporarily reassign or reduce the time of its Project Manager on the Project, or divide the time of its Vendor Project Manager between the Project and any other project or task, event or activity unrelated to the Project, except in the event of: illness, retirement, disability, termination of employment, or completion of assignments as defined in the Work Plan, or by mutual written agreement of the OV&V Vendor and the State. *Cross Reference: Obligation 2.4.3.6*	Maintain 100% of committed staffing levels	L	
7.	**Operations Plan** The OV&V Vendor will develop an Operations Plan in collaboration with FSSA PMO project management to identify tasks, timelines and deliverables for the contract term. *Cross Reference: Requirement 2.4.2.1.1*	Late or incomplete	L	

2.5 COST PROPOSAL

FSSA and IDOA recognize there are certain industry practices for service providers. However, the Departments encourage Respondents, in their responses to the RFS, to be as creative as possible regarding cost to the State, as cost efficiency for the State will be a consideration in determining contract award.

The proposal price must remain open and in effect for a period of not less than 180 days from the proposal due date.

FSSA expects the services identified in the Technical Proposal o be provided on a fixed price, all inclusive basis (i.e., anticipated out of pocket expenses incurred for travel, per diem, and other expenses are to be included in the fixed price).

The Cost Proposal must include two tables:

I. **Basis of Estimate** – a table that identifies each type of resource being proposed and the pricing/productivity assumptions associated with the projected cost of that resource
II. **Pricing** – a table that projects the annual price for each resource included in the fixed bid.

Illustration: I. Basis of Estimate

Resource	Workload Drivers	Price Drivers	Productivity Assumptions
Project Manager *(Example Only)*	i.e., Duties of resource	i.e., Factors that influence the price the resource	i.e., Assumptions associated with the productivity of the resources such as hours per week or year
Program Analyst *(Example Only)*	i.e., Duties of resource	i.e., Factors that influence the price the resource	
Knowledge management software *(Example Only)*	Software productivity tool	One license per named user	

Illustration: II. Pricing

Resource	**Year 1**		**Year 2**		**Year 3**		**Year 4**	
	Qty	**Price**	**Qty**	**Price**	**Qty**	**Price**	**Qty**	**Price**
Project Manager *(Example Only)*								
Program Analyst *(Example Only)*								
Knowledge management software *(Example Only)*								
Total	**$**		**$**		**$**		**$**	

2.6 INDIANA ECONOMIC IMPACT

All companies desiring to do business with state agencies must complete an "Indiana Economic Impact" form (Attachment C). The collection and recognition of the information collected with the Indiana Economic Impact form places a strong emphasis on the economic impact a project will have on Indiana and its residents regardless of where a business is located. The collection of this information does not restrict any company or firm from doing business with the state.

SECTION THREE - PROPOSAL EVALUATION

3.1 PROPOSAL EVALUATION PROCEDURE

The State has selected a group of personnel to act as a proposal evaluation team. The team will be responsible for evaluating proposals with regard to compliance with RFS requirements. All evaluation personnel will use the evaluation criteria stated in Section 3.2. The Commissioner of IDOA or her designee will, in the exercise of her sole discretion, determine which proposals offer the best means of servicing the interests of the State. The exercise of this discretion will be final.

The procedure for evaluating the proposals against the evaluation criteria will be as follows:

3.1.1 Each proposal will be evaluated for Adherence to Mandatory Requirements on a pass/fail basis. Proposals that are incomplete or otherwise do not conform to proposal submission requirements will normally be eliminated from consideration. Respondents should note that agreement to the State's mandatory contract clauses is required in the Transmittal Letter and will be evaluated for such under Criterion 1 below.

3.1.2 Each proposal will be evaluated on the basis of the criteria included in Section 3.2. A point score has been established for each criterion.

3.1.3 If Technical Proposals are close to equal, greater weight may be given to price.

3.1.4 Based on the results of this evaluation, the qualifying proposal determined to be the most advantageous to the State, taking into account all of the evaluation factors, may be selected by IDOA and FSSA for further action, such as contract negotiations. If, however, IDOA and FSSA decide that no proposal is sufficiently advantageous to the State, the State may take whatever further action is deemed necessary to fulfill its needs. If, for any reason, a proposal is selected and it is not possible to consummate a contract with the Respondent, IDOA may begin contract preparation with the next qualified Respondent or determine that no such alternate proposal exists.

3.2 EVALUATION CRITERIA

3.2.1. Categories and Point System

Proposals will be evaluated based upon the proven ability of the Respondent to satisfy the requirements of the RFS in a cost-effective manner. The evaluation criteria are identified below, along with the possible points with each criterion (total maximum points = 100). If any one or more of the listed criteria on which

the responses to this RFS will be evaluated are found to be inconsistent or incompatible with applicable federal laws, regulations or policies, the specific criterion or criteria will be disregarded and the responses will be evaluated and scored without taking into account such criterion or criteria.

Summary of Evaluation Criteria:

Criteria	Points
1. Adherence to Mandatory Requirements	Pass/Fail
2. Management Assessment/Quality (Business and Technical Proposal)	45
3. Cost (Cost Proposal)	35
4. Minority Business Enterprise Participation Plan	10
5. Women's Business Enterprise Participation Plan	10
Total	**100**

3.2.2. Evaluation of Point Categories

Evaluation will be conducted in three steps:

1. Each written response to the RFS will be evaluated by the evaluation team. Based upon their Technical Proposal; the number of Respondents remaining under consideration may be reduced to a short list.
2. Oral presentations will be conducted (limited to those Respondents on the short list, if one is created).
3. Oral presentations will be evaluated, and those Respondents' entire proposal will be evaluated based on all point categories identified in the table above.

The State reserves the right to invite any or all of the Respondents to submit a BAFO. Award of the Contract will be made to the responsible Respondent whose proposal is determined to be the most advantageous to the State considering the factors set forth in this solicitation. The State reserves the right to enter into contract negotiations with more than one Respondent.

Prices quoted for provision of all OV&V Services should be all inclusive of miscellaneous expenses, including travel.

3.2.3. Minority & Women's Business Enterprises Participation Plans

The following formula will be used to determine points to be awarded:

The commitment factor for each proposal will be calculated by multiplying the commitment percentage by one hundred. The RFS score ration will be determined by dividing the maximum allowable points by the highest commitment factor. The proposal with the highest commitment factor will be given the maximum allowable points. The points awarded to the other proposals will be calculated by multiplying the score ratio by the proposed commitment factor.

Commitment percentage * 100 = commitment factor
Maximum allowable points/highest commitment factor = score ratio
Commitment factor * score ratio = points awarded

As previously defined in Section 1.20, commitment percentages of 5% for Minority Business Enterprises and 5% for Woman Business Enterprises have been established as contract goals for this RFS.

ATTACHMENTS

Attachment	Description
A	M/WBE Subcontractor Commitment Form
B	Sample Contract
C	Indiana Economic Impart
D	Resources and References

ATTACHMENT D -
RESOURCES AND REFERENCES

The materials below provide additional information related to The Eligibility Modernization Program. Note that these documents refer to the project which the OV&V Vendor will be overseeing, not the statement of work for which this RFS is being issued.

The links within the table will directly connect you to the document indicated. To view the complete listing of the webpage contents (Indiana Family and Social Services Administration / Eligibility Determination Process Respondent Document Library), select www.in.gov/fssa/transformations/edp/edp/index

Document Title	Document Description
RFP 6-58	RFP 6-58, Solicitation for Eligibility Determination Services
http://www.in.gov/fssa/transformations/edp/edp/pdf/RFP-6-58.pdf	
Addendum 1	RFP 6-58, Solicitation for Eligibility Determination Services, Addendum 1
http://www.in.gov/fssa/transformations/edp/edp/pdf/Addendum 1.pdf	
Addendum 2	RFP 6-58, Solicitation for Eligibility Determination Services, Addendum 2
http://www.in.gov/fssa/transformations/edp/edp/pdf/RFP 6-58 Addendum Number 2.pdf	
FSSA Eligibility Determination Services RFP Data Repository	Data Repository - RFP
http://www.in.gov/fssa/transformations/edp/edp/rfpdatarepository0206.html	
FSSA Eligibility Determination Services RFI Data Repository	Data Repository - RFI
http://www.in.gov/fssa/transformations/edp/edp/rfi_data_repository.html	
FSSA Eligibility Modernization Project Evaluation Report and Recommendation	Review Committee findings outlined to Governor Daniels
http://www.in.gov/fssa/transformations/edp/edp/pdf/0025_001.pdf	
Exhibit A – Memoranda	Various memoranda concerning RFP
http://www.in.gov/fssa/transformations/edp/edp/pdf/0016_001.pdf	
Exhibit B – Master Services Agreement	Master Services Agreement between State of Indiana and IBM
http://www.in.gov/fssa/transformations/edp/edp/pdf/Master%20Services%20Agreement%20-%2011-30-06.pdf	

Document Title	Document Description
Exhibit B – Master Services Agreement - Attachments	List of Appendices to Master Services Agreement
http://www.in.gov/fssa/transformations/edp/edp/appendices.html	
Exhibit B – Master Services Agreement - Attachments	List of Exhibits - Master Services Agreement
http://www.in.gov/fssa/transformations/edp/edp/exhibits.html	
Exhibit B – Master Services Agreement - Attachments	List of Schedules - Master Services Agreement
http://www.in.gov/fssa/transformations/edp/edp/schedules.html	
Exhibit C - Eligibility Modernization: The Need for Change (pp. 1-12)	Executive Summary; History of FSSA and Public Assistance; Vision, Mission and Goals
http://www.in.gov/fssa/transformations/edp/edp/pdf/0020_001.pdf	
Exhibit C - Eligibility Modernization: The Need for Change (pp. 13 – 27)	FSSA Snapshot; Eligibility Intake and Customer Care; Attributes of a Modernized System
http://www.in.gov/fssa/transformations/edp/edp/pdf/0020_013.pdf	
Exhibit C - Eligibility Modernization: The Need for Change (pp. 29 – 30)	Expectations of a Successful Program
http://www.in.gov/fssa/transformations/edp/edp/pdf/0020_028.pdf	
Modernization Cost Comparisons	Cost Comparison Chart
http://www.in.gov/fssa/transformations/edp/edp/pdf/0022_001.pdf	
Eligibility Determination Communications	List of press releases and other communications to the public, State employees, and State clients
http://www.in.gov/fssa/transformations/edcommunication.html	