



**SEALED BID
REQUEST FOR PROPOSAL (RFP)
For
CONSULTING SERVICES – IT OPTIMIZATION ADVISORY SERVICES**

Expected RFP Schedule Summary:

Date Posted	May 22, 2009
Questions Due	June 5, 2009
Proposals Due	June 26, 2009
Selection Notification	July 8, 2009
Project Starts	August 10, 2009

Location of Bid Opening: **10 Baldwin Street Montpelier, VT 05633-7501**

Please be advised that all notifications, releases and amendments will be posted at WWW.BGS.VERMONT.GOV/PURCHASING/BIDS. The Vermont Department of Building and General Services will make NO attempt to contact vendors with updated information. It will be the responsibility of each vendor to periodically check this site for the latest details.

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Chapter 1: Overview and General Information

1.1 Overview

This is a Request for Competitive Sealed Proposals (RFP). The Vermont Department of Information and Innovation (DII) is soliciting competitive, sealed, fixed price proposals (Proposals) for IT Optimization Consulting Services (the Work) from qualified vendors. If a suitable offer is made in response to this RFP, DII may enter into a contract (the Contract) to have the selected vendor (the Contractor) perform all or part of the Work. This RFP provides details on what is required to submit a Proposal in response to this RFP, how DII will evaluate the Proposals, and what will be required of the Contractor in performing the Work.

This RFP also gives the estimated dates for the various events in the submission process, selection process, and performance of the Work. While these dates are subject to change, prospective vendors must be prepared to meet them as they currently stand.

Once awarded, the term of the Contract will be from the date the contract is finalized through the end of the project or at the end of one year following the date the contract is finalized, whichever occurs first.

Note: this RFP is divided into several distinct functional areas (also referred to as phases or activity areas). Vendors may bid on this in whole or in part. The State reserves the right to award contracts to multiple vendors, or to not have one or more portions of the work done depending on the quality of the proposals received.

Any failure to meet a deadline in the submission or evaluation phases and any objection to the dates for performance of the Project may result in DII refusing to consider the Proposal of the vendor.

1.2 Single Point of Contact

All communications concerning this Request For Proposal (RFP) are to be addressed in writing to the attention of the Purchasing Agent listed below. The Purchasing Agent is the sole contact for this proposal.

Purchasing Agent:
Address:

John McIntyre
State of Vermont
BGS Financial Operations Division
Office of Purchasing and Contracting
10 Baldwin Street
Montpelier, VT 05633-7501

Telephone Number:
Fax Number:

(802) 828-2210
(802) 828-2222

E-mail Address:

John.McIntyre@state.vt.us

1.3 Questions and Answers

Any vendor requiring clarification of any section of this proposal or wishing to comment or take exception to any requirements or other portion of the RFP must submit specific questions in writing no later than the date listed in section 1.4 "Schedule of Events". Questions may be e-mailed to the Purchasing Agent listed above. Any objection to the RFP or to any provision of the RFP, that is not raised in writing on or before the last day of the question period is waived. At the close of the question period a copy of all questions or comments and the State's responses will be posted on the State's web site www.bgs.vermont.gov/purchasing/bids. Every effort will be made to have these available soon after the question period ends, contingent on the number and complexity of the questions.

1.4 Schedule of Events

The *expected* timetable, including the Proposal Due Date and other important dates, are set forth below. The name of any vendor submitting a proposal shall be a matter of public record on the Proposal Due Date.

RFP Published	May 22, 2009
Questions Due	June 5, 2009
Answers to Questions Posted	June 12, 2009 3:00 p.m. ET
Proposal Due (see section below for detailed instructions on Proposal Format and submission instructions)	June 26, 2009 3:00 p.m. ET
Recommendation for Award	July 7, 2009 2:00 p.m. ET
Notification of Award	July 8, 2009 2:00 p.m. ET
Contract Negotiation Period	July 10, 2009 – July 31, 2009
Contract Dates	August 1, 2009 – June 30, 2011

1.5 Proposal Acceptance

The State of Vermont reserves the right to accept or reject any or all proposals, in whole or in part, as deemed to be in the best interest of the State of Vermont.

1.6 Tax Certification

To expedite any contract which might ensue, each proposal submitted shall indicate, on a form provided, that the vendor is in compliance with the tax laws of the State of Vermont. See Attachment D - Tax Certification Form.

1.7 Business Registration

To be awarded a contract by the State of Vermont a vendor must be (except an individual doing business in his/her own name) registered with the Vermont Secretary of State's office <http://www.sec.state.vt.us/tutor/dobiz/forms/fcregist.htm> and must obtain a Contractor's Business Account Number issued by the Vermont Department of Taxes <http://www.state.vt.us/tax/pdf.word.excel/forms/business/s-1&instr.pdf>

1.8 Costs of Preparation

The vendor shall be solely responsible for all expenses incurred in the preparation of a response to this RFP and shall be responsible for all expenses associated with any presentations or demonstrations associated with this request and/or any proposals made.

1.9 Evaluation Criteria

A review team, comprised of select management and staff from the Vermont Department of Information and Innovation, will be charged with evaluating proposals based on the criteria listed in this subsection and subsection 1.10 (Mandatory Bid Requirements). During the evaluation process, bidders may be contacted for the purpose of obtaining clarification of their response. However, no clarification will be sought if a bidder completely fails to address any "must" feature contained in the RFP document. The selection committee will evaluate proposals against the Mandatory Bid Requirements and other evaluation factors as listed below. As part of its evaluation, DII may conduct interviews with one or more bidders. DII may conduct these interviews by means of telephone or web conferencing, or bidders may be required to travel to Montpelier, VT at their own expense to participate in an on-site interview. Selected vendors must be prepared to discuss their project methodology, capabilities & experience as well as their implementation expertise. Bidders may be asked to provide examples of developed deliverables during their presentation.

DII will rescore related evaluation factors after any interviews, presentations, or software demonstrations.

The selection committee will evaluate proposals based on the criteria listed below in approximate order of importance. The highest scoring, qualified proposal will be eligible to receive the award.

EVALUATION FACTORS	Possible Points
-Adherence to Mandatory Requirements	Pass/Fail
-Acceptance to the Standard State Terms & Conditions (Attachment A)	Pass/Fail
-Satisfactory Assessment of Bidder's Financial Statements	Pass/Fail
-Experience and Qualifications	50
-Approach to and Quality of Proposed Solution	30
-Cost	20

1.10 Mandatory Bid Requirements

Only proposals meeting the following mandatory requirements will be eligible to participate in the procurement. DII reserves the right to reject any proposal that does not meet these requirements.

1. The proposed vendor must have successfully conducted a similar analysis of one or more of the Phases as outlined in this RFP and provide references including names and contact information for individuals who can speak to the quality of the service provided by the contractor. Failure to provide references as required will cause the proposal to be rejected.
2. The vendor must not be a manufacturer or reseller of hardware or software or services that could be recommended for use or as part of the implementation of any recommendations that result from this engagement.

1.11 Contracts

Vendors planning to submit a bid are advised of the following:

- 1) The State of Vermont expects the vendor to agree to the Standard State Contract Provisions as outlined in Attachment A.
- 2) The State of Vermont has no legal authority to indemnify a vendor, and that issue is not negotiable.
- 3) If the vendor wishes to propose an exception to any Standard Contract Provision, it must notify the State of Vermont in its response to the RFP in Chapter 4, number 5 Acknowledgment of Terms. Failure to note exceptions in Chapter 4, number 5 will be deemed to be acceptance of the Standard State Contract Provisions as outlined in Attachment A of the RFP. If exceptions are not noted in the RFP but raised during contract negotiations, the State reserves the right to cancel the negotiation if deemed to be in the best interests of the State of Vermont. All proposed contracts are subject to review and approval by the Attorney General and Secretary of Administration. A separate software license and maintenance support agreement consistent with the indemnification restriction outlined in number 2 immediately above will be required for all major software, if any, proposed for this project.

While we welcome competitive bids from a number of sources, it is in both parties best interest not to engage in this process if the vendor is not able and willing to comply with the terms and conditions of the state contract process.

1.12 Optional Aspects of the Contracts

There are no identified optional aspects of the contract for this project.

1.13 Contract Award

Awards will be made under the provisions of VSA Title 29 Chapter 49 § 903. DII may award one or more contracts and reserves the right to make additional awards to the same vendor or other

vendors who submitted proposals at any time during the first year of the contract if such award is deemed to be in the best interest of DII.

1.14 Contract Negotiation

Upon completion of the evaluation process, DII may select one or more vendors with which to negotiate a contract, based on the evaluation findings and other criteria deemed relevant for ensuring that the decision made is in the best interest of the State of Vermont. In the event DII is successful in negotiating with the vendor, DII will issue a notice of award. In the event DII is not successful in negotiating a contract with a selected vendor, DII reserves the option of negotiating with another vendor or cancelling this RFP altogether.

1.15 Contract Terms

The selected vendor will sign a contract with DII to provide the services requested as proposed in the response to the RFP and/or as defined within the contract. This RFP and the vendor's response will become part of the contract. The contract will be subject to review throughout its term. DII will consider cancellation upon determination that a Contractor is in violation of any portion of the agreement, including an inability by the Contractor to provide the products, support and/or service offered in their response.

1.16 Confidential/Proprietary Information

Any proposal selected for contract award will be incorporated in the resulting contract. The State would prefer that vendors not include "trade secrets" or other privileged information considered confidential in their proposals. If proposals contain information considered by the vendors to be proprietary and confidential, the vendor shall clearly designate the material as such, explaining why such material should be considered confidential. Under no circumstances can pricing information be considered confidential.

1.17 Project Location and Use of State Facilities and Network Resources

It is anticipated that work on this project will include being onsite in Montpelier, Vermont and may also require some work to be performed in other state locations, including but not limited to Waterbury and Burlington Vermont. Occasional exceptions to this rule may be established by mutual agreement between the Bidder and the State Project Manager.

Where applicable, the State will provide a project facility with desks, telephone, LAN connections, and printers. The State will expect the vendor to provide their own laptop computers. Bidders will be provided support by the state in setting up any accounts or connections required (i.e. State email system, network connectivity, network printing etc.) and vendors will have access to State phones for use in project related business calls. The State will not pay bidder's cell phone bills.

Special Note on Network Resources: If the vendor requires Internet access, or needs to connect to any part of the State's network resources with its own equipment, the State reserves

the right to provide such access in a manner that will protect the network from propagation of viruses and malware that might otherwise infect any network resource, including not providing access at all. Where possible, and solely at our discretion, vendors will use state provided computers while on this project. Vendors are further advised that while on this engagement, they are expected to adhere to all policies applicable to State of Vermont employees regarding the use of computer resources, including but not limited to State of Vermont policy 11.7, Electronic Communications and Internet Use (see <http://www.vermontpersonnel.org/employee/policy.php?id=pm117.htm>). In the case where any inappropriate activity may be suspected, the vendor must agree to work in a timely and cooperative manner with State of Vermont personnel responsible for conducting inspection and forensic investigations and no claim of privacy or conflict with vendor policy that serves to impede an investigation will be tolerated. If such a claim is asserted, the State of Vermont reserves the right to remove personnel assigned to the project by the vendor immediately and without recourse.

The successful bidder may be required to complete one or more department specific non-disclosure agreements in order to access information specific to certain state departments.

1.18 Independent Review

Per Vermont statute, all information technology activities with a cost of \$500,000 or more must undergo an “independent review” by an uninvolved party who is engaged by the State Chief Information Officer to review the decision of the contracting agency in its selection of a particular information technology proposal. This review includes the following elements:

- An acquisition cost assessment
- A technology architecture review
- An implementation plan assessment
- A cost/benefit analysis

The cost of the independent review is borne by the State.

1.19 Base Project: Contractor Services and Deliverables

The Contractor must meet all RFP requirements and complete all Project Milestones and Deliverables, as defined in Chapter 3 of this RFP and as described in approved Project Plan(s). The Contractor may propose alternative deliverables. If alternative deliverables are proposed: 1) the reasons for proposing them must be provided, and 2) they must be mapped back to the RFP deliverables to show that requested content or services are provided for. If there are differences in content or services proposed with the alternative deliverables, then the reasons for this must be explained.

Project Scope - Project Management Services

The Contractor must directly manage all activities directly related to the vendor’s execution of the implementation project and provide significant input and guidance to the State

Program/Project management team in planning, organizing, and directing the activities of State staff.

As a part of its project management duties, the Contractor must attend informational and status meetings and, when appropriate, call and lead such meetings. Such meetings may include meetings with the Program and/or Project Management Team, the Key Stakeholder Committee, the Key Sponsors, the Project Director, the Contract Administrator, and any other consultants, elected officials, external stakeholders, and members of the Project Team, as designated by the State.

The Contractor will be required to work directly with the Program/Project Manager to define manage and control the project scope, timeline, issue escalation and resolution processes and rollout strategy and timelines.

The Program/Project Manager will require status reports on a weekly basis and will reserve the option of changing that requirement dependent upon which phase the project is in or if in his/her judgment circumstances warrant it. In addition, the Contractor must routinely update the Project Plan to reflect changes in the nature and timing of project activities, all changes being subject to the State Program/Project Manager's approval. Project deliverables and activities will be subjected to a rigorous quality management process that assures the delivery of high-quality products and services.

Project Scope - Change Management

The Contractor must utilize a formal technical change order management process as agreed upon by the State Project Manager.

The Contractor must directly manage all activities related to organizational Change Management and an approved Change Management plan. The Contractor will be required to work with the Program Manager to establish and execute a change management plan to include all aspects of Change Management. This work will include, but is not limited to, defining and executing activities involved in (1) defining and instilling new values, attitudes, norms, and behaviors within the State of Vermont organization and (2) creating and conducting tasks to ensure successful project completion.

1.20 Pricing

For all Activities (Phases) the contractor's price quotes must be fixed price and include all expenses. Cost must be totally inclusive; fixed price. The State does not reimburse for travel costs. Include costs for extended support separate from the total fixed cost for the required deliverables.

Note: The template that must be used to submit the sealed price proposal can be found as Attachment J at the end of this document.

Note: All pricing information must be submitted in a sealed price proposal and in a separate file on the required CD, NOT as part of the technical proposal.

Each Activity area is defined in Chapter 3. Attachment J is a template and can be modified as needed. Each Activity has one or more Deliverables defined for the Activity. The vendor must break the prices down per deliverable. The vendor must be clear about prices for additional deliverables that are proposed in response to Chapter 3. Project artifacts such as Project Plan/Schedule, Meeting Agendas and Minutes, issue logs, and risk assessments are assumed to be built into the overall costs listed below.

1.21 Invoicing

All invoices are to be rendered by the Contractor on the Contractor's standard billhead and forwarded to the State Project Manager. Details such as name & address will be determined during negotiations. The bidder's proposal must clearly specify the address for submitting payments. All payments are to be based on State of Vermont's acceptance of agreed to, fixed price deliverables.

The State will hold back 10% of each deliverable payment as retainage. Upon completion of all deliverables to the satisfaction of the State, all retainage withheld will be paid to the bidder in full, subject to the terms and conditions of the contract.

Chapter 2: Background

Vermont currently has what is referred to as a Federated Information Technology ("IT") model under which Agencies and Independent Departments (hereafter referred to as "Agencies") have substantial autonomy to make decisions on which IT solutions are put in place and how they are managed. For example, the State has evolved, like many organizations, from a mainframe model of the 1970's and 1980's to a distributed client/server model where any department or agency can and does "stand up" a server and load and manage their own applications. In recent years the State developed a number of statewide or "enterprise" systems such as our ERP PeopleSoft system, the State Wide Area Network (WAN), Data Center infrastructure, and the State Exchange Email system. Several other enterprise systems are currently under development.

These initiatives were, in part, the result of recommendations made by the Vermont Institute for Government Effectiveness (VIGE) which came together at the request of the Governor to provide guidance on how to better organize IT resources in the State to gain more efficiency. The VIGE report was followed by a statewide, strategic enterprise initiative (SEI) to determine areas that were ripe for enterprise solutions. Current projects like the Enterprise Grants Management system resulted from the SEI inventory that was compiled in 2006 from across state government.

In addition to the development of enterprise applications, the state has also identified areas where savings may be achieved (via collaboration and consolidation) and risks to systems and information may be eliminated by the implementation of common standards and best practices.

A survey completed several years ago determined that the State has over 640 servers in over 30 locations, ranging from a handful of small data centers to data closets that lack appropriate

cooling and power backup. The increased distribution of systems has not always included sufficient human resources to manage the various installations.

It also appears that the current model of IT Governance, or lack thereof, fails to utilize the statewide purchasing power and the state is probably missing opportunities to better leverage IT resources as a result.

The Department of Information and Innovation (DII) was created to promote the IT enterprise goals of the state, and it is in this capacity that this RFP is being issued. While some states have moved towards a complete centralization of all IT resources, DII does not believe that such a model is necessarily required in Vermont. We believe that there are likely some areas where we can help improve the overall IT posture of the State of Vermont *without* having all resources centralized.

It's no secret that state government provides many different types of services that are demanded by the public. At the same time, this state, like most others around the country, is facing budget challenges that need to be addressed. There can be no question that information technology has changed and will continue to change how the citizens interact with their government, but those interactions must be provided at a cost that is both affordable and sustainable. Any required changes need to match the reality that we do not have now nor will we likely have in the future all of the IT human resources that are required at the department and agency level to perform the same or similar functions. The purpose of this RFP, therefore, is to obtain an objective review of the IT posture of the State of Vermont and help us to decide which areas bear the most benefit in the short run and whether there are other areas where a more long term approach is most advantageous, as well as areas where the status quo may be maintained. The output from this analysis will be used to further guide state policy and the Chief Information Officer (CIO) and other decision makers on how best to accomplish the tasks we choose to undertake in a more efficient and cost effective manner.

Chapter 3: Detailed Requirements and Scope of Work

We require the services of one or more vendors to accomplish an objective analysis of our current information technology structure provide recommendations based on industry best practice within the government sector, and provide a gap analysis that will enable us to create a roadmap to a more effective IT model for the State of Vermont. The analysis must keep in mind the inherent differences between the private sector and public sector models, especially as they relate to the budget process utilized by government entities. The functional areas to be assessed include:

- o Infrastructure and data centers
- o Networks, both Local and Wide Area
- o Desktop Support
- o Purchasing and Funding
- o Server and System Support
- o Project Management
- o Mainframe

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Purchasing and Contract Administration

- o Other areas the vendor deems important for us to consider, e.g. assessment and recommendations on application development, database administration, online commerce, etc.

While we envision a multi-phased assessment to occur as the result of this RFP, we do not require any one company to bid on this RFP in total. We will welcome proposals for any one or more of the outlined phases. The State will then make decisions about whether to proceed with each functional area as may be proposed, whether to focus on those areas where there is the greatest immediate benefit, or not proceed with the recommendations for a specific functional area at all.

In order to advise the State on what might work better, the vendor will first need to understand the current environment. The vendor will need to work with all State agencies and independent departments. The extent of this interaction may be different depending on the particular functional area. In some cases, focusing on the current practices used, validating those practices and identifying gaps and solutions to fill those gaps may be the most appropriate methodology. This RFP is intended to assist the state in re-defining and/or validating the current IT services model based on best practices and determine a path for transforming Statewide IT into a more efficient and effective enabler of State Government. We want vendors to pay specific attention to existing configurations including age and location of equipment, operating system(s) and version, hard drive storage, memory etc., policy, and procedure and leverage current efforts that are in line with industry best practice. And, of course, any and all state initiatives related to information technology must be designed to better integrate into an overarching IT security plan.

As noted above, we are looking for an objective assessment that is vendor agnostic, so please do not propose solutions that require us to engage with a particular vendor.

The following are objectives for the discovery and assessment project:

- Produce strategic documents that provide road maps from the current state to the future state based on best practices and leverage the current imbedded technologies.
- Produce business cases that will support the work recommended.
- Produce anticipated timelines to achieve that future state (including critical path).
- Make recommendations for IT governance and security structures.

Each phase should include descriptions that, in broad terms, outline how the proposed solutions will fit into an overall governance model and security deliverables addressing the following areas as a minimum:

- o Inventory and description of current governance models and security policy/procedure
- o Business Case for collaborative business (State program leadership) and IT governance

- o The governance model (referred to as: “Vermont Information Technology Investment Council” (VITIC))
- o Business Case for security
- o Recommendation on governance and security enhancements, and associated risks, with sequencing by IT domain or system
 - o Implementation network diagram(s) and Gantt charts including critical path
 - o Cost model estimates including FTE requirements
 - o Training recommendations, e.g. CMMI, ITIL, NIST, etc.

While this proposal primarily focuses on IT Optimization within the departments and agencies of the Executive Branch, the State may want to expand the work to other branches of State Government (Legislative or Judiciary) and/or other Elected State offices (ex. Secretary of State, Treasurer’s office etc.) if not already included in this scope of work. A scope change process will be followed should this occur.

The following sections outline deliverables and minimum requirements by area:

Phase 1 Infrastructure and Data Center Assessment and Recommendations

The consolidation of the state’s infrastructure, including server hardware and networks, into one or more data centers may be long overdue, but there are probably a number of different ways of accomplishing this goal. We believe application of appropriate consolidation and virtualization techniques will significantly mitigate server sprawl and operating costs. For example, we may be able to reduce the number of data centers/closets from over two dozen down to one primary datacenter, with disaster recovery at a backup datacenter.

Additionally the State of Vermont Legislature has directed the CIO to study the viability of cloud computing and other virtualized infrastructure options. We are asking the Vendor to address this as part of the deliverables below:

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan
2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan
5. Create a Quality Assurance Plan
6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

2. Deliverable 2: Current State Assessment

1. Server and application inventory
2. Server and application Business Impact Statements
3. Business Case for Server Consolidation
4. Return on Investment (ROI) formulas
 - 4.1 Quantitative and qualitative components
5. Business case for server virtualization
6. Return on Investment (ROI) formulas
 - 6.1 Quantitative and qualitative components
7. Datacenter assessment
 - 7.1 Current Service Level needs and scalability
8. Business Case for datacenter improvements, e.g.:
 - 8.1 Consolidation alternatives
 - 8.2 Redesign
 - 8.3 Disaster Recovery
9. Return on Investment (ROI) formulas
 - 9.1 Quantitative and qualitative components

3. Deliverable 3: Recommendations and gap analysis based on best practice

1. Server consolidation targets, associated risks, and roadmap/sequencing by Agency
 - 1.1. Implementation network diagram(s) and Gantt charts including critical path
 - 1.2. Lifecycle cost model estimates
 - 1.2.1. Potential for technology related savings
 - 1.3. Physical data security and recovery
2. Server virtualization targets and roadmap/sequencing by Agency

- 2.1. Implementation network diagram(s) and Gantt charts including critical path
- 2.2. Lifecycle cost model estimates
 - 2.2.1. Potential for technology related savings
- 2.3. Virtual data security and recovery
3. Analysis of agency/departments' server policy/procedure and imbedded tools and technologies that should be leveraged and exist in future state
4. Future state Datacenter structure, associated risks, and implementation roadmap (to include viability of cloud computing)
 - 4.1. Future Service Level Needs
 - 4.2. Opportunities for improved systems performance and capacity
 - 4.3. Specific vendors and relevant vendor policies
 - 4.4. Potential for legal and regulatory obstacles
5. Implementation network diagram(s) and Gantt charts including critical path
6. Lifecycle cost model estimates
7. Analysis of agencies/departments' datacenter policy/procedure and imbedded tools and technologies that should be leveraged and also exist in future state

Phase 2 - Network Assessment and Recommendations

DII manages, on behalf of the rest of state government, a redundant Wide Area Network. That network has grown over the years to cover most parts of the state, with a few remaining sections that are still reliant on older and slower connectivity into the primary network backbone. Individual departments and agencies are responsible for managing their own local area networks. In order to consider implementing newer technology like Voice and Video over IP, we realize that there has to be a more tightly integrated network solution, even if the responsibility for managing the two main components of the network remains as it is today.

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan
2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan

5. Create a Quality Assurance Plan
6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

2. Deliverable 2: Current State Assessment

1. Analysis of current state Wide area network (WAN) including associated local area networks (LANs) and carrier attributes
2. Business Case for WAN design enhancements
3. Return on Investment (ROI) formulas
 - 3.1 Quantitative and qualitative components

Deliverable 3: Recommendations and gap analysis based on best practice

1. Future state WAN design, associated risks, and implementation roadmap
2. Implementation network diagram(s) and Gantt charts including critical path
3. Lifecycle cost model estimates
4. Analysis of current agency/departments' network policy/procedure and imbedded tools and technologies that should be leveraged and also exist in future state

Phase 3 - Desktop Assessment and Recommendations

The state currently has a variety of different standards for desktop software, patching, antivirus, content monitoring and hardware. This creates challenges as we begin to deploy more enterprise services while ensuring that the highest security posture is in effect. The state may also benefit from reduced desktop equipment and licensing costs derived through bulk purchasing as well as other savings from thin client technologies. We are also looking for recommendations on whether and how to adopt software as a service and/or cloud computing options for desktops, the use of non-Microsoft operating systems at the desktop level, and whether and how we might integrate an environment that includes all of these desktop options with an existing Exchange email and SharePoint infrastructure platform.

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan

2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan
5. Create a Quality Assurance Plan
6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

2. Deliverable 2: Current State Assessment

1. Desktop/Laptop assessment
 - 1.1 Hardware, Operating Systems, installed applications and licensing
2. Business Case for Desktop Standards
3. Return on Investment (ROI) formulas
 - 3.1 Quantitative and qualitative components

3. Deliverable 3: Recommendations and gap analysis based on best practice

1. Desktop standardization recommendations, associated risks, and roadmap/sequencing by Agency
2. Implementation network diagram(s) and Gantt charts including critical path
3. Lifecycle cost model estimates
4. Analysis of current agency/departments' desktop policy/procedure and imbedded tools and technologies that should be leveraged and also exist in future state

Phase 4 – Purchasing and Cost Allocation Model Assessment and Recommendations

There are two key aspects to this part of the analysis. The first part is how we can better leverage the bulk purchasing power of the state to reduce the overall IT spending on commodity purchases like hardware and software, including desktop, server and network equipment like switches and routers. The second part is to provide a best practice cost allocation model that is based on an assumption that the current method of budgeting, where individual departments and agencies are allocated funding. As we continue to roll out

enterprise solutions, we need to have a fair and predictable methodology for allocating the cost of those systems so the first department to adopt a solution does not bear a disproportionate cost that could otherwise be allocated over time to other departments that adopt the enterprise solution.

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan
2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan
5. Create a Quality Assurance Plan
6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

2. Deliverable 2: Current State Assessment

1. Assessment of current financial models for IT procurement and lifecycle support
2. Business Case for alternative cost models and purchasing approaches
3. Return on Investment (ROI) formulas
 - 3.1 Quantitative and qualitative components

3. Deliverable 3: Recommendations and gap analysis based on best practice

1. Recommendation on financial models, associated risks, and implementation strategies by funding source
2. Implementation network diagram(s) and Gantt charts including critical path
3. Cost model estimates including FTE requirements
4. Training recommendations, e.g. CMMI, ITIL, etc.

Phase 5 – Mainframe Assessment and Recommendations

The State of Vermont's IBM mainframe, a.k.a. enterprise server, is a platform of choice for mission-critical applications and storage for corporate data. The State of Vermont utilizes both

System z hardware and software to create a superior and optimal operating environment. The mainframe is shared by the Department of Children and Families, the Department of Tax, the Department of Motor Vehicles, the Agency of Transportation, the Treasurer's Department and its Retirement Division and is hosted by the Department of Information and Innovation (more background information can be found in Attachment K of this document). The State acknowledges that we are at a point where an upgrade in processor causes a concomitant and expensive upgrade in our software tier pricing.

The State is commissioning an analysis of the State mainframe's environment to analyze how costs can be cut while maintaining or improving performance and customer experience without doing a "rip and replace" of the applications. To be clear, the State is trying to significantly cut costs while keeping applications intact.

The vendor will recommend solution(s) for cutting, not shifting costs. A successful proposal will look at every alternative (e.g. Linux farms, outsourcing, in-house management, new software packages, cloud computing, virtualization, etc) and will describe the process for migrating applications to alternative platforms. Some potential solutions might include migrate platforms from Mainframe to client server model or leave the application on the mainframe, but rethink the outdated mainframe model. The State is open to all viable suggestions.

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan
2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan
5. Create a Quality Assurance Plan
6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

Deliverable 2: Current State Assessment

1. Assessment
2. Business Case
3. Return on Investment (ROI) formulas
 - 3.1 Quantitative and qualitative components

Deliverable 3: Recommendations and gap analysis based on best practice

1. Recommendation, associated risks, and implementation strategies.
 - 1.1. Define in detail the alternatives, your recommendation, and how stakeholders of this system will be affected by the change:
 - 1.1.1. Users
 - 1.1.1.1. Will the user experience notable response decrease?
 - 1.1.1.2. What will the interface look like if it changes? QWS3270?
 - 1.1.1.3. Will we need to purchase new terminal emulation software?
 - 1.1.1.4. Additional changes for the user.
 - 1.1.2. Operators
 - 1.1.2.1. What will the staffing model look like?
 - 1.1.2.2. Will there be additional requirements for software for operators?
 - 1.1.2.3. Additional changes for the operator environment.
 - 1.1.3. Developers
 - 1.1.3.1. How will the development environment change?
 - 1.1.3.2. Are there additional tools that need to be purchased for developers in the proposed solution?
 - 1.1.3.3. Additional changes for the developer environment.
 - 1.1.4. Identify other stakeholders and how they will be affected.
 - 1.2. Identify and provide cost benefit analysis for recommended operations, business process or tool implementations.
 - 1.2.1. Compare the “mainframe model” to “server model” operations.
 - 1.2.2. Associate probability to achieve savings and risk associated with any options proposed.
 - 1.2.3. Identify organizational/culture changes required of other service models that would achieve desired objectives.
 - 1.3. DII Billing Structure. (If the change is a migration, the servers will remain at DII)
 - 1.3.1. What will the billing model look like?

- 1.3.2. Additional considerations/changes for the billing structure.
- 1.4. If the proposal is a platform migration, verify that DCF's software tools, to include third party software (see Attachment A), will work in the proposed environment or define specifically how to accomplish the current functionality in the new environment. Include any software/hardware purchases that are needed to maintain the current functionality.
- 1.5. Define how development and test environments would be affected with the proposed solution.
- 1.6. Define the impact on interfaces with the proposed solution.
- 1.7. Define the Backup/Recovery model for the proposed solution if a significant change is identified.
- 1.8. Define how printing will be affected by this proposal.
- 1.9. Identify all resources needed for the proposed solution.
- 1.10. Identify Training requirements.
- 1.11. Clearly state assumptions and risks.
- 1.12. Identify additional factors pertinent to the proposed solution.
2. Implementation network diagram(s) and Gantt charts including critical path
3. Cost model estimates including FTE requirements

Phase 6 – Project Management Assessment and Recommendations

While we have spent a lot of time and effort over the past three years to build a project management office and structure, we would like to have our processes and procedures independently evaluated so we know whether we are on the right track.

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan
2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan
5. Create a Quality Assurance Plan

6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

2. Deliverable 2: Current State Assessment

1. Assessment
2. Business Case
3. Return on Investment (ROI) formulas and estimates
 - 3.1 Quantitative and qualitative components

3. Deliverable 3: Recommendations and gap analysis based on best practice

1. Recommendation, associated risks, and implementation strategies
2. Implementation network diagram(s) and Gantt charts including critical path
3. Cost model estimates including FTE requirements

Phase 7 – IT Governance Assessment and Recommendations

Managing IT as an enterprise and delivering services to a large number of departments that all have significantly different missions and service models requires an overall governance structure that allows the business to drive IT services and investment. We have developed a governance structure known as the Vermont Information Technology Investment Council (VITIC) that would benefit from an independent analysis based on best practices before it is actually implemented.

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan
2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan
5. Create a Quality Assurance Plan
6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

2. Deliverable 2: Current State Assessment

1. Assessment
2. Business Case
3. Return on Investment (ROI) formulas
 - 3.1 Quantitative and qualitative components

2. Deliverable 3: Recommendations and gap analysis based on best practice

1. Recommendation, associated risks, and implementation strategies
2. Implementation network diagram(s) and Gantt charts including critical path
3. Cost model estimates including FTE requirements

Phase 8 – Security Assessment and Recommendations

1. Deliverable 1: Project Management Planning

1. Create a comprehensive Project Plan
2. Create a communication plan
3. Create a Risk Management Plan
4. Create a Resource Management Plan
5. Create a Quality Assurance Plan
6. Methodology and approach to accomplish deliverables in this phase, e.g. best practices, checklists, document templates, inventory attributes, etc.

2. Deliverable 2: Current State Assessment

1. Assessment
2. Business Case
3. Return on Investment (ROI) formulas and estimates
 - 3.1 Quantitative and qualitative components

3. Deliverable 3: Recommendations and gap analysis based on best practice

1. Recommendation, associated risks, and implementation strategies
2. Implementation network diagram(s) and Gantt charts including critical path
3. Cost model estimates including FTE requirements

Chapter 4: Vendor Response Content and Format

The instructions and format for the submission of proposal information are designed to ensure the provision of data considered essential to the understanding and comprehensive evaluation of the bidder's proposal. There is no intent to limit the content of the proposals, nor in any way to inhibit a presentation in other than the vendor's favor. We are looking for substance, not marketing material, but vendors may provide additional information or data as may be appropriate, or offer alternate solutions but shall not exclude any portion requested in this document. All proposals must contain the following information.

1) LETTER OF TRANSMITTAL

A statement identifying individuals who were involved in the preparation of the proposal as well as a single point of contact for clarification of bid information must be included.

2) BACKGROUND AND EXPERIENCE

The section provides response instructions to the Vendor for both the Vendor's Technical Proposal and Pricing Proposal. The Vendor's Technical Proposal for this RFP must include the following components:

- Qualifications of Personnel
- Staffing Capabilities
- Prior Experience

a. QUALIFICATIONS OF PROSPECTIVE VENDORS

The Vendor must submit resumes for the Project Manager and Key Personnel who will work on this project. The Vendor must demonstrate both business and staff qualifications for this project as listed below:

Project Manager

The Vendor is required to demonstrate that its proposed Project Manager will have the skills necessary to meet the objectives of this project. The Project Manager must have comprehensive knowledge of project management skills and methodologies (preferably with PMI certification) along with the following skills:

- Significant experience leading Baseline and assessment/analysis projects for multiple IT Infrastructure Service areas including Data Center Services and Telecommunications Services. Experience in

large-scale enterprise IT Infrastructure assessments and implementations as well as experience using the methodology and approach required for these assessments and implementations.

- Experience of at least three engagements of comparable size and/or scope where information gathering and sourcing analysis is conducted prior to planning future state recommendations.
- Experience in the development of future state models for large IT infrastructure Service organizations.

Other Key Personnel

The Vendor is required to demonstrate that other Key Personnel as identified by the Vendor and defined in the Agreement will have the skills and experience as listed below necessary to meet the objectives of this project:

- Significant experience working on Baseline and sourcing assessment/analysis projects for multiple IT Infrastructure service areas including Data Center Services and Telecommunications Services. Experience in large-scale enterprise IT Infrastructure assessment and implementations as well as experience using the methodology and approach required for these assessments and implementations.
- Experience in developing complex business cases for projects of comparable size and scope with demonstrable relative analysis experience, knowledge and skills.
- At least two years demonstrable experience developing, implementing, administering and supporting procurement activities for large scale IT Infrastructure engagements.
- Experience of at least three engagements of comparable size and scope where information gathering and sourcing analysis is conducted prior to IT Infrastructure Outsourcing procurements.
- Experience in the development of future state models for large IT infrastructure Service organizations.

Submit a list of the Key Personnel that will lead each of the major work activities. Vendor must also indicate if any personnel submitted for work on this project is a sub-contractor to Vendor's company.

b. Staffing Capabilities

Vendor must demonstrate that Vendor's company will assign sufficient numbers of experienced staff as described in the Scope of Work section (Chapter 3) to meet the timelines and deliverables for DII's Baseline development, Operational Assessment, sourcing assessment, sourcing

procurement development, and service management organization development efforts.

Vendor must demonstrate that Vendor's company will assign sufficient numbers of experienced staff as described in the Scope of Work section (Chapter 3) to meet the timelines and deliverables for the Baseline development, Operational Assessments, sourcing assessments, of up to 12 participating Agencies.

c. Prior Experience

Submit a description of at least three (3) prior IT Infrastructure Services sourcing advisory engagements that Vendor has been directly engaged on, where the scope of work included performing services that are similar to, or relevant to, the services requested in this RFP. The projects submitted must include assessments, sourcing procurement development, service management governance development and design. This project experience must be with large organizations similar in size and scope (or larger) to DII and the State and include both Data Center services and Networking services in some combination for the three or more projects. The description must include the type of project, the technology areas included, a narrative description of the engagement, the key deliverables, the size and terms of the resulting sourcing contract, and relativity to the project requested in this RFP.

3) References

Submit client references for the projects described in 2.C above. Include individual contact information suitable for a reference check.

Submit a description of Vendor's capabilities and credentials highlighting how it differentiates itself from other sourcing advisory service providers and what 'value added' services it provides.

4) Approach Narrative

Describe in Vendor's own words the Vendor's understanding of this project's objectives and DII's expectations of the work activities and deliverables described in the Scope of Work.

Describe Vendor's approach to the project and how Vendor will meet/address each of the requirements in the Scope of Work Section (Chapter 3).

- **The Vendor's response should repeat each Phase in Chapter 3 with corresponding outline number.** Following each entry, provide a description of the proposed approach and deliverables required to meeting the Scope of Work requirement. The Vendor's list of

deliverables may exceed DII's list of required deliverables. Follow all response instructions found under each work activity description.

Submit a high-level project plan and project schedule in Microsoft Project format with milestones for Phase 1 of the project.

It is important to note that project management on State of Vermont projects must follow a conventional approach and methodology, such as the Project Management Body of Knowledge as described by the Project Management Institute. DII Project Management Office provides guidance and templates on this with the Project Management Standard, which can be found at the following link:

http://dii.vermont.gov/DII_Divisions/Project_Management.

Vendor's response for the project plan also should describe the approach for project management to be used in the delivery of this effort, including, at a minimum, the following:

- Scope Management – How does Vendor's project management staff define, contain and deliver against the business scope for a project?
- Requirements Management – How does Vendor's project management staff define, create and manage requirements and provide for traceability throughout the project?
- Estimating – How does Vendor's project management staff provide for reliable estimating for project efforts throughout the project?
- Budget and Schedule Management – How does Vendor's project management staff align budgets and schedules for planning, executing and controlling projects?
- Communications – How does Vendor's project management staff provide for comprehensive and reliable communications to all relevant stakeholders?
- Performance Measurement – How does Vendor's project management staff provide for measuring and reporting on project performance during project execution?
- Quality Assurance – How does Vendor's project management staff provide for Quality Management for all project deliverables?
- Risk Management – How does Vendor's project management staff prepare for and control risks through-out the project?
- Staffing/Resource Management – How does Vendor's project management staff acquire, maintain and release staff and project resources during the project?
- Change Control – How does Vendor's project management staff ensure changes are identified, analyzed, approved and integrated into the project throughout the lifecycle of the project?

Create and submit the following matrices as appropriate for the major work activities in the Scope of Work:

- DII/Vendor Roles and Responsibilities Matrix - Phase 1

The matrices should clearly indicate the Vendor's expectations for the roles and responsibilities of DII and participating Agencies as well as those of Vendor's staff for this project. The Vendor should ensure all instructions related to a Roles and Responsibilities Matrix are incorporated in the matrices.

- Submit any additional materials Vendor thinks may be relevant.

5) ACKNOWLEDGEMENT OF TERMS

Include a statement acknowledging all Customary State Contract Provisions and Purchasing and Contract Administration Terms and Conditions. Any proposed exceptions have to be noted here as part of the RFP response.

6) Pricing

You must complete a separate PRICING RESPONSE, enclose it as a separate document and file on the required CD copy of the proposal and submit it with your bid (see 1.20).

Chapter 5: Proposal Submission

CLOSING DATE: The closing date for the receipt of proposals is June 26, 2009 at **3:00 P.M.** Bid must be delivered to: State of Vermont, BGS Financial Operations Division, Office of Purchasing and Contracting, 10 Baldwin Street, Montpelier, VT 05633-7501 prior to that time. Proposals or unsolicited amendments submitted after that time will not be accepted and will be returned to the vendor.

The bid opening will be held at 10 Baldwin Street, Montpelier, VT 05633-7501 and is open to the public. **Submit an unbound original (clearly marked as such) and six (6) paper copies and one (1) CD-ROM copy.**

The bid should include a Technical Response and a separate Pricing Response.

The separate Pricing Response must include an original and six (6) paper copies and one (1) CD-ROM copy.

All proposals shall be submitted in a sealed package and must be clearly marked as follows:

PROPOSAL FOR CONSULTING SERVICES – IT OPTIMIZATION ADVISORY SERVICES

If bids are being sent via an express delivery service, be certain that this designation is clearly shown on the outside of the delivery envelope or box.

Chapter 6: Sealed Bid Instructions

All bids must be sealed and must be addressed to the State of Vermont, BGS Financial Operations Division, Office of Purchasing and Contracting, 10 Baldwin Street, Montpelier, VT 05633-7501. **BID ENVELOPES MUST BE CLEARLY MARKED 'SEALED BID' AND SHOW THE REQUISITION NUMBER AND/OR PROPOSAL TITLE, OPENING DATE AND NAME OF BIDDER.**

1. All bidders are hereby notified that sealed bids must be in the office of the Vermont Purchasing and Contract Administration Division by the time of the bid opening. Bids not in possession of the Purchasing and Contract Administration Division at the time of the bid opening will not be considered, and returned to the vendor.
2. Purchasing and Contract Administration Division may, for cause, change the date and/or time of bid openings or issue an addendum. If a change is made, the State will make a reasonable effort to inform all bidders by posting at: www.bgs.vermont.gov/purchasing/bids.
3. All bids will be publicly opened. Any interested party may attend bid openings. At the sole discretion of Purchasing and Contract Administration the information disclosed may be limited to the names and addresses of the bidders. Bid results may be requested in writing and are available once an award has been made.

4. DELIVERY METHODS:

- 4.1. U.S. MAIL: Bidders are cautioned that it is their responsibility to originate the mailing of bids in sufficient time to insure receipt by the Purchasing and Contract Administration Division prior to the time of the bid opening.
- 4.2. EXPRESS DELIVERY: If bids are being sent via an express delivery service, be certain that the RFP designation is clearly shown on the outside of the delivery envelope or box.
- 4.3. HAND DELIVERY: Hand carried bids shall be delivered to a representative of the Division prior to the bid opening.
- 4.4. ELECTRONIC: Electronic bids will not be accepted.
- 4.5. FAX BIDS: Faxed Bids are Not Acceptable
- 4.6. SUBMISSION CHECKLIST
 - 4.6.1. Hard *Copies* (6)
 - 4.6.2. Original Unbound *Master* (1)
 - 4.6.3. Transmittal Letter
 - 4.6.4. CD – (Separate files for technical proposal and pricing)
 - 4.6.5. References
 - 4.6.6. Certificate of Compliance (Reference Attachment C)
 - 4.6.7. Tax Form – (Reference Attachment D)
 - 4.6.8. Offshore/outsource form – (Reference Attachment B)
 - 4.6.9. Mercury Content form – (Reference Attachment E)
 - 4.6.10. Use of Recycled Material Form (Reference F)
 - 4.6.11. Political Sub Division Form (Reference G)
 - 4.6.12. Purchasing Card Questionnaire (Reference H)
 - 4.6.13. Fixed Price Proposal Form (Reference J)

REMEMBER!

ALL NOTIFICATIONS, RELEASES AND AMENDMENTS WILL BE POSTED AT:

WWW.BGS.VERMONT.GOV/PURCHASING/BIDS

THE STATE WILL MAKE NO ATTEMPT TO CONTACT VENDORS WITH UPDATED INFORMATION. IT WILL BE THE RESPONSIBILITY OF EACH VENDOR TO PERIODICALLY CHECK THIS SITE FOR THE LATEST DETAILS.

Attachments

Attachment A: STANDARD STATE PROVISIONS **FOR CONTRACTS AND GRANTS**

- 1. Entire Agreement:** This Agreement, whether in the form of a Contract, State Funded Grant, or Federally Funded Grant, represents the entire agreement between the parties on the subject matter. All prior agreements, representations, statements, negotiations, and understandings shall have no effect.
- 2. Applicable Law:** This Agreement will be governed by the laws of the State of Vermont.
- 3. Definitions:** For purposes of this Attachment, "Party" shall mean the Contractor, Grantee or Subrecipient, with whom the State of Vermont is executing this Agreement and consistent with the form of the Agreement.
- 4. Appropriations:** If this Agreement extends into more than one fiscal year of the State (July 1 to June 30), and if appropriations are insufficient to support this Agreement, the State may cancel at the end of the fiscal year, or otherwise upon the expiration of existing appropriation authority. In the case that this Agreement is a Grant that is funded in whole or in part by federal funds, and in the event federal funds become unavailable or reduced, the State may suspend or cancel this Grant immediately, and the State shall have no obligation to pay Subrecipient from State revenues.
- 5. No Employee Benefits For Party:** The Party understands that the State will not provide any individual retirement benefits, group life insurance, group health and dental insurance, vacation or sick leave, workers compensation or other benefits or services available to State employees, nor will the state withhold any state or federal taxes except as required under applicable tax laws, which shall be determined in advance of execution of the Agreement. The Party understands that all tax returns required by the Internal Revenue Code and the State of Vermont, including but not limited to income, withholding, sales and use, and rooms and meals, must be filed by the Party, and information as to Agreement income will be provided by the State of Vermont to the Internal Revenue Service and the Vermont Department of Taxes.
- 6. Independence, Liability:** The Party will act in an independent capacity and not as officers or employees of the State.

The Party shall defend the State and its officers and employees against all claims or suits arising in whole or in part from any act or omission of the Party or of any agent of the Party. The State shall notify the Party in the event of any such claim or suit, and the Party shall immediately retain counsel and otherwise provide a complete defense against the entire claim or suit.

After a final judgment or settlement the Party may request recoupment of specific defense costs and may file suit in Washington Superior Court requesting recoupment. The Party shall be entitled to recoup costs only upon a showing that such costs were entirely unrelated to the defense of any claim arising from an act or omission of the Party.

The Party shall indemnify the State and its officers and employees in the event that the State, its officers or employees become legally obligated to pay any damages or losses arising from any act or omission of the Party.

- 7. Insurance:** Before commencing work on this Agreement the Party must provide certificates of insurance to show that the following minimum coverages are in effect. It is the responsibility of the Party to maintain current certificates of insurance on file with the state through the term of the Agreement. No warranty is made that the coverages and limits listed herein are adequate to cover and protect the interests of the Party for the Party's operations. These are solely minimums that have been established to protect the interests of the State.

Workers Compensation: With respect to all operations performed, the Party shall carry workers' compensation insurance in accordance with the laws of the State of Vermont.

General Liability and Property Damage: With respect to all operations performed under the contract, the Party shall carry general liability insurance having all major divisions of coverage including, but not limited to:

Premises - Operations

Products and Completed Operations

Personal Injury Liability

Contractual Liability

The policy shall be on an occurrence form and limits shall not be less than:

\$1,000,000 Per Occurrence

\$1,000,000 General Aggregate

\$1,000,000 Products/Completed Operations Aggregate

\$ 50,000 Fire/ Legal/Liability

Party shall name the State of Vermont and its officers and employees as additional insureds for liability arising out of this Agreement.

Automotive Liability: The Party shall carry automotive liability insurance covering all motor vehicles, including hired and non-owned coverage, used in connection with the Agreement. Limits of coverage shall not be less than: \$1,000,000 combined single limit.

Party shall name the State of Vermont and its officers and employees as additional insureds for liability arising out of this Agreement.

- 8. Reliance by the State on Representations:** All payments by the State under this Agreement will be made in reliance upon the accuracy of all prior representations by the Party, including but not limited to bills, invoices, progress reports and other proofs of work.
- 9. Requirement to Have a Single Audit:** In the case that this Agreement is a Grant that is funded in whole or in part by federal funds, and if this Subrecipient expends \$500,000 or more in federal assistance during its fiscal year, the Subrecipient is required to have a single audit conducted in accordance with the Single Audit Act, except when it elects to have a program specific audit.

The Subrecipient may elect to have a program specific audit if it expends funds under only one federal program and the federal program's laws, regulating or grant agreements do not require a financial statement audit of the Party.

A Subrecipient is exempt if the Party expends less than \$500,000 in total federal assistance in one year.

The Subrecipient will complete the Certification of Audit Requirement annually within 45 days after its fiscal year end. If a single audit is required, the sub-recipient will submit a copy of the audit report to the primary pass-through Party and any other pass-through Party that requests it within 9 months. If a single audit is not required, the Subrecipient will submit the Schedule of Federal Expenditures within 45 days. These forms will be mailed to the Subrecipient by the Department of Finance and Management near the end of its fiscal year. These forms are also available on the Finance & Management Web page at:
<http://finance.vermont.gov/forms>

- 10. Records Available for Audit:** The Party will maintain all books, documents, payroll papers, accounting records and other evidence pertaining to costs incurred under this agreement and make them available at reasonable times during the period of the Agreement and for three years thereafter for inspection by any authorized representatives of the State or Federal Government. If any litigation, claim, or audit is started before the expiration of the three year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved. The State, by any authorized representative, shall have the right at all reasonable times to inspect or otherwise evaluate the work performed or being performed under this Agreement.
- 11. Fair Employment Practices and Americans with Disabilities Act:** Party agrees to comply with the requirement of Title 21V.S.A. Chapter 5, Subchapter 6, relating to fair employment practices, to the full extent applicable. Party shall also ensure, to the full extent required by the Americans with Disabilities Act of 1990 that qualified individuals with disabilities receive equitable access to the services, programs, and activities provided by the Party under this Agreement. Party further agrees to include this provision in all subcontracts.
- 12. Set Off:** The State may set off any sums which the Party owes the State against any sums due the Party under this Agreement; provided, however, that any set off of amounts due the State of Vermont as taxes shall be in accordance with the procedures more specifically provided hereinafter.
- 13. Taxes Due to the State:**
 - a. Party understands and acknowledges responsibility, if applicable, for compliance with State tax laws, including income tax withholding for employees performing services within the State, payment of use tax on property used within the State, corporate and/or personal income tax on income earned within the State.
 - b. Party certifies under the pains and penalties of perjury that, as of the date the Agreement is signed, the Party is in good standing with respect to, or in full compliance with, a plan to pay any and all taxes due the State of Vermont.
 - c. Party understands that final payment under this Agreement may be withheld if the Commissioner of Taxes determines that the Party is not in good standing with respect

to or in full compliance with a plan to pay any and all taxes due to the State of Vermont.

- d. Party also understands the State may set off taxes (and related penalties, interest and fees) due to the State of Vermont, but only if the Party has failed to make an appeal within the time allowed by law, or an appeal has been taken and finally determined and the Party has no further legal recourse to contest the amounts due.

14. Child Support: (Applicable if the Party is a natural person, not a corporation or partnership.) Party states that, as of the date the Agreement is signed, he/she:

- a. is not under any obligation to pay child support; or
- b. is under such an obligation and is in good standing with respect to that obligation; or
- c. has agreed to a payment plan with the Vermont Office of Child Support Services and is in full compliance with that plan.

Party makes this statement with regard to support owed to any and all children residing in Vermont. In addition, if the Party is a resident of Vermont, Party makes this statement with regard to support owed to any and all children residing in any other state or territory of the United States.

15. Sub-Agreements: Party shall not assign, subcontract or subgrant the performance of his Agreement or any portion thereof to any other Party without the prior written approval of the State. Party also agrees to include all subcontract or subgrant agreements and a tax certification in accordance with paragraph 11 above.

16. No Gifts or Gratuities: Party shall not give title or possession of any thing of substantial value (including property, currency, travel and/or education programs) to any officer or employee of the State during the term of this Agreement.

17. Copies: All written reports prepared under this Agreement will be printed using both sides of the paper.

18. Certification Regarding Debarment: Party certifies under pains and penalties of perjury that, as of the date that this Agreement is signed, neither Party nor Party's principals (officers, directors, owners, or partners) are presently debarred, suspended, proposed for debarment, declared ineligible or excluded from participation in federal programs or programs supported in whole or in part by federal funds.

(End of Standard Provisions)

STATE OF VERMONT
PURCHASING AND CONTRACT ADMINISTRATION DIVISION

Attachment B: OFFSHORE OUTSOURCING QUESTIONNAIRE

Vendors must indicate whether or not any services are or will be outsourced under the terms of any agreement with the State of Vermont. Indicate N/A if not applicable. This is required by the State of Vermont but cannot be used as an evaluation criterion under Federal Law.

Services:

Proposed Service to be Outsourced	Bid Total or Contract Estimate	Represents what % of total Contract Dollars	Outsourced Dollars	Outsourced Work Location (Country)	Subcontractor

If any or all of the services are or will be outsourced offshore, Vendors are required to provide a cost estimate of what the cost would be to provide the same services onshore and/or in Vermont.

Proposed Service to be Outsourced	Bid Total or Contract Estimate if provided Onshore	Bid Total or Contract Estimate if provided in Vermont	Cost Impact	Onshore Work Location	Subcontractor

Name of Bidder:

Signature of Bidder:

Date:

STATE OF VERMONT
PURCHASING AND CONTRACT ADMINISTRATION DIVISION

***Check With BGS to See Which Attachment C to Use**

Attachment C: CERTIFICATE OF COMPLIANCE

RFP:

DATE:

This form must be completed in its entirety and submitted as part of the response for the proposal to be considered valid.

TAXES: Pursuant to 32 V.S.A. § 3113, bidder hereby certifies, under the pains and penalties of perjury, that the company/individual is in good standing with respect to, or in full compliance with a plan to pay, any and all taxes due to the State of Vermont as of the date this statement is made. A person is in good standing if no taxes are due, if the liability for any tax that may be due is on appeal, or if the person is in compliance with a payment plan approved by the Commissioner of Taxes.

INSURANCE: Bidder certifies that the company/individual is in compliance with, or is prepared to comply with, the insurance requirements as detailed in Section 6 of the Standard State Contract Provisions: Commodity Purchases. Certificates of insurance must be provided prior to issuance of a contract and/or purchase order. If the certificate(s) of insurance is/are not received by the Office of Purchasing & Contracting within five (5) days of notification of award, the State of Vermont reserves the right to select another vendor. Please reference the RFP and/or RFQ # when submitting the certificate of insurance.

CERTIFICATION FOR APPAREL, FOOTWEAR, AND TEXTILES (SWEATSHOP PROHIBITION): Bidder certifies that the company/individual is in compliance with the requirements as detailed in Section 32 of the Standard State Contract Provisions: Commodity Purchases. The contractor must provide certification from each supplier that meets the requirements of 29 V.S.A. §922(a) as well as a list of the names and addresses of each supplier, as required by 29 V.S.A. §922(b). Contractor certifies that if, at any time during the contract period, there are changes to the information in the certification or to the list of supplier the contractor will promptly inform the Commissioner of Buildings and General Services of such changes. The state reserves the right to ask for additional information and / or certifications any time during the contract period. Failure of the vendor to comply with any provision of this certification will be considered a default of the vendor's contract obligations.

CONTRACT TERMS: The undersigned hereby acknowledges and agrees to the State of Vermont Standard State Contract Provisions: Commodity Purchases.

TERMS OF SALE: The undersigned agrees to furnish the products or services listed at the prices quoted. The Terms of Sales are Net 30 days from receipt of service or invoice, whichever is later. Percentage discounts may be offered for prompt payments of invoices; however such discounts must be in effect for a period of 30 days or more in order to be considered in making awards.

FORM OF PAYMENT: Would you accept the Visa Purchasing Card as a form of payment?
____ Yes ____ No

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Insurance Certificate(s): Attached _____
award _____

Will provide upon notification of

Delivery Offered: _____ days after notice of award

Terms of Sale:

Quotation Valid for: _____ days

Date: _____

(If Discount)

Name of Company: _____

Contact Name:

Address: _____

Fax Number:

Telephone Number _____

E-mail:

By: _____

Name:

Signature (Bid Not Valid Unless Signed)

(Type or Print)

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Attachment D: TAX CERTIFICATION FORM

DATE: -DATE

-Title of Project

Address

This form must be completed and submitted as part of the response for the proposal to be considered valid.

The undersigned agrees to furnish the products or services listed at the prices quoted and, unless otherwise stated by the vendor, the Terms of Sales are Net 30 days from receipt of service or invoice, whichever is later. Percentage discounts may be offered for prompt payments of invoices; however, such discounts must be in effect for a period of 30 days or more in order to be considered in making awards.

VERMONT TAX CERTIFICATE AND INSURANCE CERTIFICATE

To meet the requirements of Vermont Statute 32 V.S.A. subsection 3113, by law, no agency of the State may enter into extend or renew any contract for the provision of goods, services or real estate space with any person unless such person first certifies, under the pains and penalties of perjury, that he or she is in good standing with the Department of Taxes. A person is in good standing if no taxes are due, if the liability for any tax that may be due is on appeal, or if the person is in compliance with a payment plan approved by the Commissioner of Taxes, 32 V.S.A. subsection 3113. In signing this bid, the bidder certifies under the pains and penalties of perjury that the company/individual is in good standing with respect to, or in full compliance with a plan to pay, any and all taxes due to the State of Vermont as of the date this statement is made.

Bidder further certifies that the company/individual is in compliance with the State's insurance requirements as detailed in section 21 of the Purchasing and Contract Administration Terms and Conditions. All necessary certificates must be received prior to issuance of Purchase Order. If the certificate of insurance is not received by the Division of Purchasing and Contract Administration within five (5) days, the State of Vermont reserves the right to select another vendor. Please reference this RFQ# when submitting the certificate of insurance.

Insurance Certificate: Attached _____ Will provide upon notification of award: _ (within 5 days)

Delivery Offered _____ Days After Notice of Award

Terms of Sale

Quotation Valid for _____ Days _____

Date:

Name of Company: _____

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Telephone Number: _____

Fax Number:

By: _____

Signature (Bid Not Valid Unless Signed)

Name:
(Type or Print)

This is NOT AN ORDER

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Attachment E: MERCURY STATEMENT

The State of Vermont is committed to minimizing the amount of mercury utilized in its operations, and desires to eliminate the purchase of products that contain mercury whenever feasible alternatives exist at a reasonable cost and comparable performance. Where mercury-free alternative products do not exist, preference will be given to the purchase of products with the lowest (documented) total mercury content feasible and products that bear a mercury content warning label as required of product manufacturers under Vermont law. Executive Order #03-02

The State of Vermont urges suppliers to continue to develop, produce, and bring to market appropriate, cost competitive, and effective mercury-free replacements.

MERCURY CONTENT CERTIFICATION

The undersigned hereby certifies that none of the items quoted in this RFQ/RFP and any contract issued as a result contain mercury except as identified below. Bidders shall also specify the amount of mercury contained in any of the products listed below. Additional pages may be used if necessary.

<u>ITEM</u>	<u>PART NUMBER</u>	<u>MERCURY CONTENT</u>
1). _____	_____	_____
2). _____	_____	_____
3). _____	_____	_____
4). _____	_____	_____
5). _____	_____	_____

Name of Bidder _____

Signature of Bidder

Date: _____

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Attachment F: USE OF RECYCLED MATERIALS OR PRODUCTS REPORT

November 1, 2004

The Commissioner, in his/her discretion, may spend up to five percent more for comparable products that are made of recycled materials. If products made of recycled materials are to cost more than five percent more than comparable products, the Commissioner shall receive consent of State entities that are to use the product, before completing the order for the materials in question.

All bidders are to complete the following information in reference to each item being quoted. Additional pages may be used if necessary.

<u>Item #</u>	<u>Brand/Manufacturer</u>	<u>% of Recycled Content</u>	<u>% Post-Consumer Content</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Name of Bidder:

Signature of Bidder:

Date:

Attachment G: *POLITICAL SUBDIVISION QUESTIONNAIRE*

**PROVISIONS FOR THE PURCHASE OF SUPPLIES, MATERIALS, AND
EQUIPMENT FOR TOWNS, SCHOOLS, POLITICAL SUBDIVISIONS,
AND INDEPENDENT COLLEGES¹ OF THE STATE OF VERMONT**

29 V.S.A., Chapter 49, relating to the duties of the Commissioner of Buildings and General Services, Agency of Administration, authorizes the Purchasing and Contract Administration Division to provide central procurement service to the political subdivisions and the independent colleges of the State.

The Purchasing and Contract Administration Division keeps a current file of the contracts that are available to the political subdivisions and colleges. We are continually interested in expanding this file and would appreciate a positive response to the following questions:

1. Will you furnish the requirements of the political subdivisions of the State of Vermont at the same prices, terms and conditions as you quoted in this response?
Yes _____ No _____
2. Will you furnish the requirements of the independent colleges of the State of Vermont at the same prices, terms and conditions as you quoted in this response?
Yes _____ No _____
3. If no, kindly outline below the prices, terms, and conditions under which you will agree to supply these needs.

It should be noted, if you agree to furnish the political subdivisions or colleges, all such items furnished will be billed directly to and paid for by the political subdivision or college and neither the State of Vermont, nor its Commissioner of Buildings and General Services, personally or officially assumes any responsibility.

RESPONSE TITLE:

FIRM NAME:

DATE:

BY:

¹Independent Colleges are "any institution of higher education chartered in VT and accredited or holding a certificate of approval from the State Board of Education."

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Attachment H: PURCHASING CARD QUESTIONNAIRE

Vendors are required to respond to the following questions.

1. Do you currently accept Visa?

Yes _____ No _____

2. Would you accept the Visa Purchasing Card as a form of payment?

Yes _____ No _____

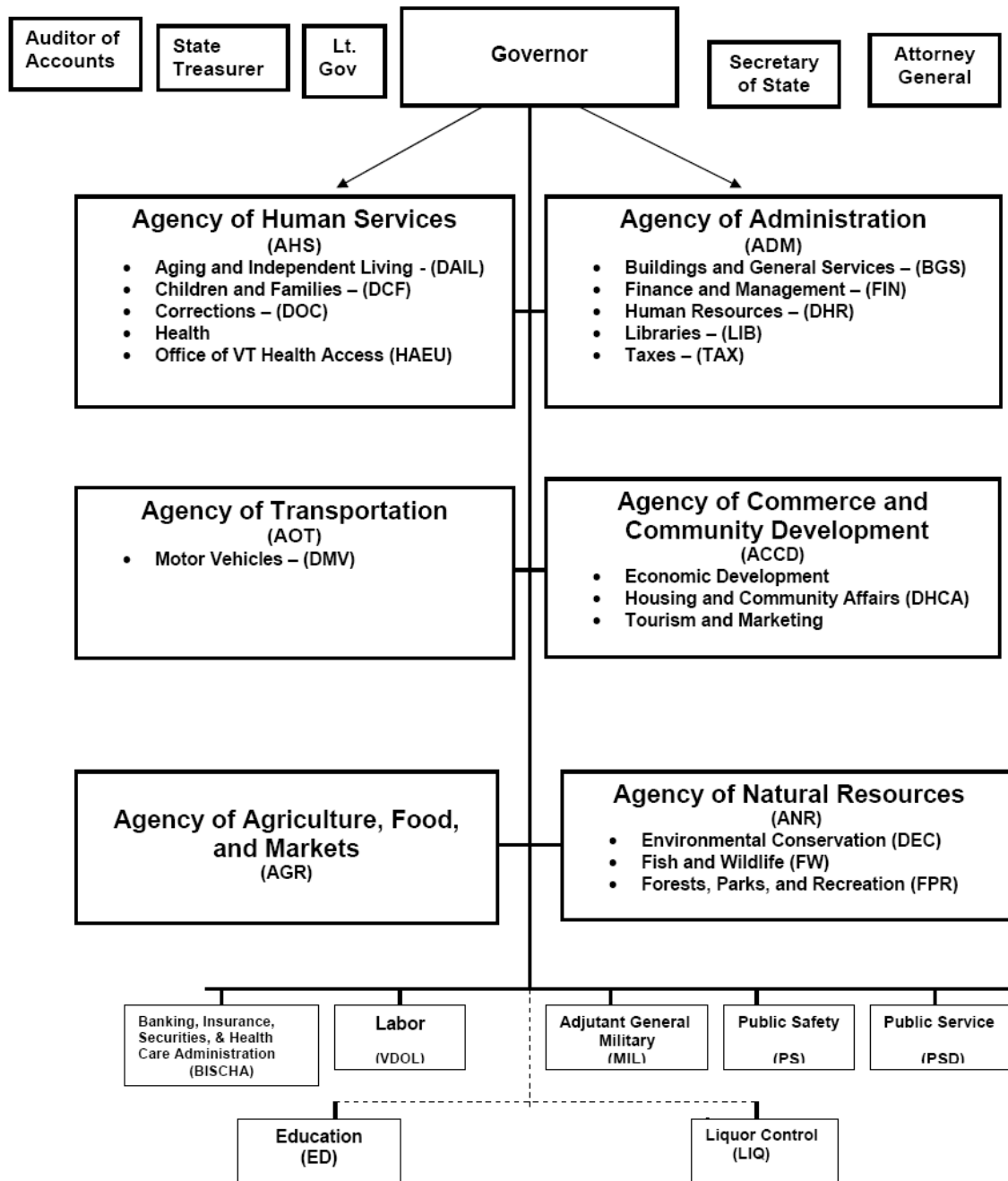
3. Would any additional discount be offered for use of the Card as payment? If so, What?

Yes _____ No _____ If Yes, What: _____

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Attachment I- STATE OF VERMONT ORGANIZATIONAL CHART

EXECUTIVE BRANCH ORGANIZATION CHART



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Attachment J- FIXED PRICE PROPOSAL TEMPLATE

Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price
1	Infrastructure & Data Center Assessment & Recommendation Deliverables		
1.1	Deliverable 1: Project Management Planning		
1.1.1	Create a Comprehensive Project Plan		
1.1.2	Create a Communication Plan		
1.1.3	Create a Risk Management Plan		
1.1.4	Create a Resource Management Plan		
1.1.5	Create a Quality Assurance Plan		
1.1.6	Methodology and approach to accomplish this Phase's deliverables		
1.2	Deliverable 2: Current State Assessment		
1.2.1	Server and application inventory		
1.2.2	Server and application business impact statement		
1.2.3	Business case for server consolidation		
1.2.4	Return on Investment formulas		
1.2.4.1	Quantitative and qualitative components		
1.2.5	Business case for server virtualization		
1.2.6	Return on Investment formulas		
1.2.6.1	Quantitative and qualitative components		
1.2.7	Datacenter assessment		
1.2.7.1	Current Service Level needs and scalability		
1.2.8	Business case for datacenter improvements		
1.2.8.1	Consolidation alternatives		
1.2.8.2	Redesign		
1.2.8.3	Disaster Recovery		
1.2.9	Return on Investment formulas		
1.2.9.1	Quantitative and qualitative components		
1.3	Deliverable 3: Recommendations and gap analysis based on best practice		

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1.3.1	Server consolidation targets, risks and roadmap/sequencing by Agency		
1.3.1.1	Implementation network diagram(s) and Gantt charts		
1.3.1.2	Lifecycle cost model estimates		
1.3.1.2.1	Potential for technology related savings		
1.3.1.3	Physical data security and recovery		
1.3.2	Server virtualization targets, roadmap/sequencing by Agency		
1.3.2.1	Implementation network diagram(s) and Gantt charts		
1.3.2.2	Lifecycle cost model estimates		
1.3.2.2.1	Potential for technology related savings		
1.3.2.3	Virtual data security and recovery		
1.3.3	Analysis of agencies/departments' server policy/procedure and imbedded tools and technologies to be leveraged and exist in future state		
1.3.4	Future state Datacenter structure, associated risks and implementation roadmap (to include viability of cloud computing)		
1.3.4.1	Future Service Level Needs		
1.3.4.2	Opportunities for improved systems performance and capacity		
1.3.4.3	Specific vendors and relevant vendor policies		
1.3.4.4	Potential for legal and regulatory obstacles		
1.3.5	Implementation network diagram(s) and Gantt charts including critical path		
1.3.6	Lifecycle cost model estimates		
1.3.7	Analysis of agencies/departments' datacenter policy/procedure and imbedded tools and technologies to be leveraged.		
	FIXED TOTAL COST- Infrastructure and Datacenter		\$

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Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:			
Project Manager		PM \$	
Functional Lead		FL \$	
Business Analyst		BA \$	
Technical Lead		TL \$	
Change Management Lead		CM \$	
Change Management Analyst		CMA \$	
Other		Oth \$	
Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price
2	Network Assessment & Recommendations		
2.1	Deliverable 1: Project Management Planning		
2.1.1	Create a Comprehensive Project Plan		
2.1.2	Create a Communication Plan		
2.1.3	Create a Risk Management Plan		
2.1.4	Create a Resource Management Plan		
2.1.5	Create a Quality Assurance Plan		
2.1.6	Methodology and approach to accomplish this Phase's deliverables		
2.2	Deliverable 2: Current State Assessment		
2.2.1	Analysis of current state of WAN including LANs and carrier attributes		
2.2.2	Business case for WAN design enhancements		
2.2.3	Return on Investment formulas		

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2.2.3.1	Quantitative and qualitative components		
2.3	Deliverable 3: Recommendations and gap analysis based on best practice		
2.3.1	Future state WAN design, associated risks and implementation roadmap		
2.3.2	Implementation network diagram(s) and Gantt charts including critical path		
2.3.3	Lifecycle cost model estimates		
2.3.4	Analysis of current agencies/departments' network policy/procedure and imbedded tools and technologies that should be leveraged and also exist in future state		
	FIXED TOTAL COST- Network Assessment		\$
	Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:		
	Project Manager	PM \$	
	Functional Lead	FL \$	
	Business Analyst	BA \$	
	Technical Lead	TL \$	
	Change Management Lead	CM \$	
	Change Management Analyst	CMA \$	
	Other	Oth \$	
Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price
3	Desktop Assessment and Recommendations		

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3.1	Deliverable 1: Project Management Planning		
3.1.1	Create a Comprehensive Project Plan		
3.1.2	Create a Communication Plan		
3.1.3	Create a Risk Management Plan		
3.1.4	Create a Resource Management Plan		
3.1.5	Create a Quality Assurance Plan		
3.1.6	Methodology and approach to accomplish this Phase's deliverables		
3.2	Deliverable 2: Current State Assessment		
3.2.1	Desktop/Laptop Assessment		
3.2.1.1	Hardware, Operating Systems, Office applications and licensing		
3.2.2	Business Case for Desktop standards		
3.2.3	Return on Investment formulas		
3.2.3.1	Quantitative and qualitative components		
3.3	Deliverable 3: Recommendations and gap analysis based on best practice		
3.3.1	Desktop standardization recommendations, associated risks and roadmap/sequencing by Agency		
3.3.2	Implementation network diagram(s) and Gantt charts including critical path		
3.3.3	Lifecycle cost model estimates		
3.3.4	Analysis of current agencies/departments' desktop policy/procedure imbedded tools and technologies that should be leveraged and also exist in future state		
	FIXED TOTAL COST- Desktop Assessment		\$
Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:			
Project Manager		PM \$	

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	Functional Lead	FL \$	
	Business Analyst	BA \$	
	Technical Lead	TL \$	
	Change Management Lead	CM \$	
	Change Management Analyst	CMA \$	
	Other	Oth \$	
Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price
4	Purchasing and Funding Model Assessment and Recommendations		
4.1	Deliverable 1: Project Management Planning		
4.1.1	Create a Comprehensive Project Plan		
4.1.2	Create a Communication Plan		
4.1.3	Create a Risk Management Plan		
4.1.4	Create a Resource Management Plan		
4.1.5	Create a Quality Assurance Plan		
4.1.6	Methodology and approach to accomplish this Phase's deliverables		
4.2	Deliverable 2: Current State Assessment		
4.2.1	Assessment of current financial models for IT procurement and lifecycle support		
4.2.2	Business case for alternative cost models and purchasing approaches		
4.2.3	Return on Investment formulas		
4.2.3.1	Quantitative and qualitative components		
4.3	Deliverable 3: Recommendations and gap analysis based on best practice		
4.3.1	Recommendation on financial models, associated risks and implementation strategies by funding source		

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4.3.2	Implementation network diagram(s) and Gantt charts including critical path		
4.3.3	Cost model estimates including FTE requirements		
4.3.4	Training recommendations (e.g. CMMI, ITIL, etc.)		
	FIXED TOTAL COST- Purchasing and Funding Models		\$
	Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:		
	Project Manager	PM \$	
	Functional Lead	FL \$	
	Business Analyst	BA \$	
	Technical Lead	TL \$	
	Change Management Lead	CM \$	
	Change Management Analyst	CMA \$	
	Other	Oth \$	
Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price
5	Mainframe Assessment and Recommendation		
5.1	Deliverable 1: Project Management Planning		
5.1.1	Create a Comprehensive Project Plan		
5.1.2	Create a Communication Plan		
5.1.3	Create a Risk Management Plan		
5.1.4	Create a Resource Management Plan		
5.1.5	Create a Quality Assurance Plan		

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5.1.6	Methodology and approach to accomplish this Phase's deliverables		
5.2	Deliverable 2: Current State Assessment		
5.2.1	Assessment		
5.2.2	Business case		
5.2.3	Return on Investment formulas		
5.2.3.1	Quantitative and qualitative components		
5.3	Deliverable 3: Recommendations and gap analysis based on best practice		
5.3.1	Recommendations, associated risks and implementation strategies		
5.3.2	Implementation network diagram(s) and Gantt charts including critical path		
5.3.3	Cost model estimates including FTE requirements		
	FIXED TOTAL COST- Mainframe Assessment		\$
Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:			
Project Manager		PM	\$
Functional Lead		FL	\$
Business Analyst		BA	\$
Technical Lead		TL	\$
Change Management Lead		CM	\$
Change Management Analyst		CMA	\$
Other		Oth	\$
Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price

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6	Project Management Office Assessment and Recommendations			
6.1	Deliverable 1: Project Management Planning			
6.1.1	Create a Comprehensive Project Plan			
6.1.2	Create a Communication Plan			
6.1.3	Create a Risk Management Plan			
6.1.4	Create a Resource Management Plan			
6.1.5	Create a Quality Assurance Plan			
6.1.6	Methodology and approach to accomplish this Phase's deliverables			
6.2	Deliverable 2: Current State Assessment			
6.2.1	Assessment			
6.2.2	Business case			
6.2.3	Return on Investment formulas			
6.2.3.1	Quantitative and qualitative components			
6.3	Deliverable 3: Recommendations and gap analysis based on best practice			
6.3.1	Recommendations, associated risks and implementation strategies			
6.3.2	Implementation network diagram(s) and Gantt charts including critical path			
6.3.3	Cost model estimates including FTE requirements			
	FIXED TOTAL COST- Project Management Office Assessment			\$
	Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:			
	Project Manager		PM	\$
	Functional Lead		FL	\$
	Business Analyst		BA	\$
	Technical Lead		TL	\$

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	Change Management Lead	CM \$	
	Change Management Analyst	CMA \$	
	Other	Oth \$	
Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price
7	IT Governance Assessment and Recommendations		
7.1	Deliverable 1: Project Management Planning		
7.1.1	Create a Comprehensive Project Plan		
7.1.2	Create a Communication Plan		
7.1.3	Create a Risk Management Plan		
7.1.4	Create a Resource Management Plan		
7.1.5	Create a Quality Assurance Plan		
7.1.6	Methodology and approach to accomplish this Phase's deliverables		
7.2	Deliverable 2: Current State Assessment		
7.2.1	Assessment		
7.2.2	Business case		
7.2.3	Return on Investment formulas		
7.2.3.1	Quantitative and qualitative components		
7.3	Deliverable 3: Recommendations and gap analysis based on best practice		
7.3.1	Recommendations, associated risks and implementation strategies		
7.3.2	Implementation network diagram(s) and Gantt charts including critical path		
7.3.3	Cost model estimates including FTE requirements		
	FIXED TOTAL COST- IT Governance		\$

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	Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:		
	Project Manager	PM \$	
	Functional Lead	FL \$	
	Business Analyst	BA \$	
	Technical Lead	TL \$	
	Change Management Lead	CM \$	
	Change Management Analyst	CMA \$	
	Other	Oth \$	
Activity Area (Activity area & deliverables map directly to deliverables outlined in Chapter 3 of this document. Please refer to that section for detailed descriptions of deliverables.)		Proposed Delivery Date by Deliverable (can be a date range)	Price
8	Security Assessment and Recommendations		
8.1	Deliverable 1: Project Management Planning		
8.1.1	Create a Comprehensive Project Plan		
8.1.2	Create a Communication Plan		
8.1.3	Create a Risk Management Plan		
8.1.4	Create a Resource Management Plan		
8.1.5	Create a Quality Assurance Plan		
8.1.6	Methodology and approach to accomplish this Phase's deliverables		
8.2	Deliverable 2: Current State Assessment		
8.2.1	Assessment		
8.2.2	Business case		
8.2.3	Return on Investment formulas		
8.2.3.1	Quantitative and qualitative components		
8.3	Deliverable 3: Recommendations and gap analysis based on best practice		

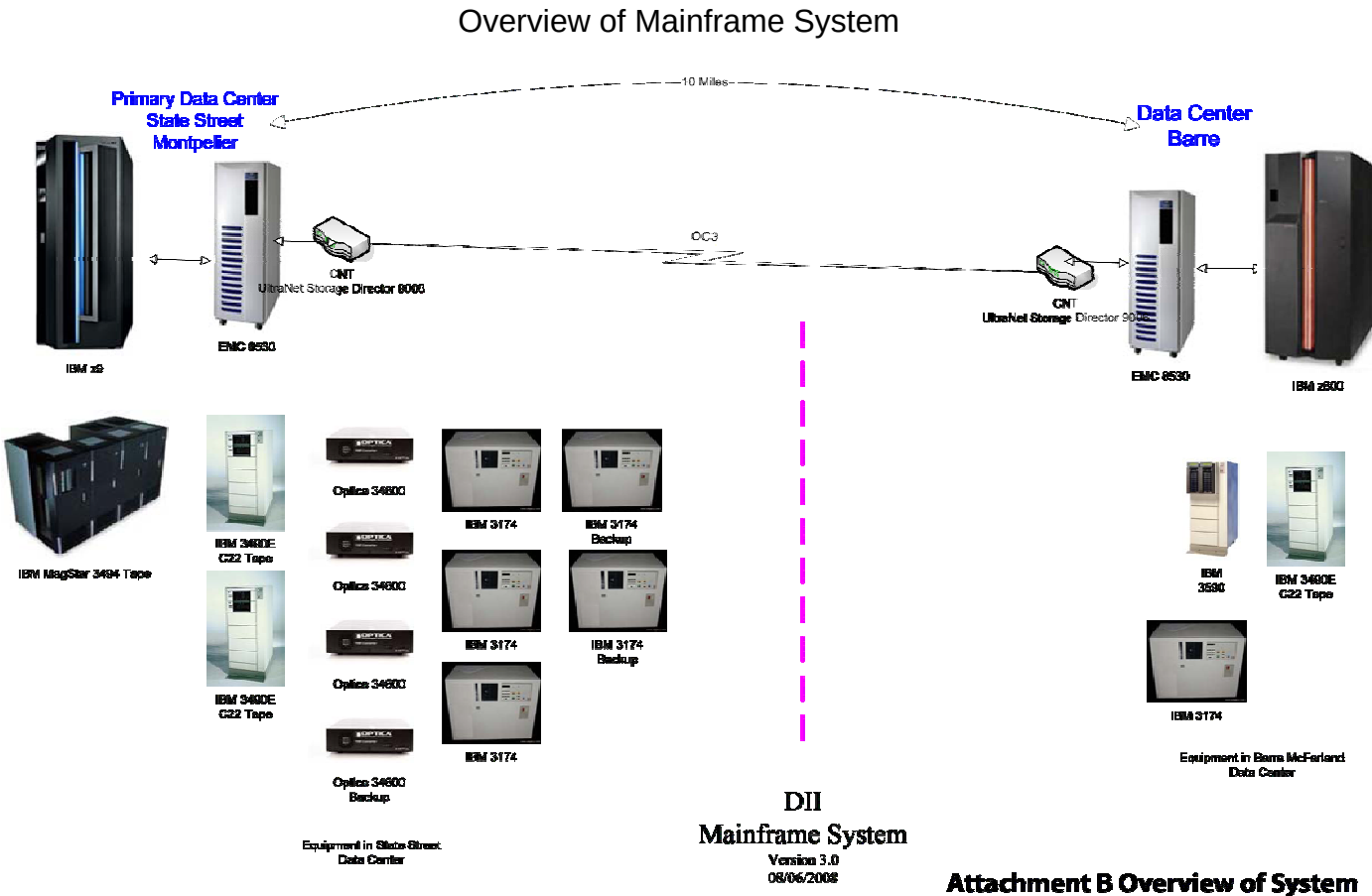
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8.3.1	Recommendations, associated risks and implementation strategies		
8.3.2	Implementation network diagram(s) and Gantt charts including critical path		
8.3.3	Cost model estimates including FTE requirements		
	FIXED TOTAL COST- Security Assessment		\$

Hourly billing rate for additional services (time and materials basis) added to scope through normal change order process, per resource:	
Project Manager	PM \$
Functional Lead	FL \$
Business Analyst	BA \$
Technical Lead	TL \$
Change Management Lead	CM \$
Change Management Analyst	CMA \$
Other	Oth \$

Attachment K- MAINFRAME BACKGROUND INFORMATION

The following information is provided to assist the potential vendor in gaining some insight as to some of the applications that are hosted on the DII Mainframe. The information contained here is only a sampling of information and is not intended to be a comprehensive document.



Department of Children and Families- ACCESS System

The Department for Children and Families (DCF) is comprised of the Division of Disability Determinations Services, the Office of Economic Opportunity, the Office of Child Support, the Economic Services Division, the Family Services Division, and the Child Development Division. . Currently DCF spends approximately 2 million dollars per year for hosting of its mainframe application ACCESS on a state shared mainframe. As other departments/agencies move applications from the mainframe, DCF costs could increase exponentially.

Background

DCF implemented its ACCESS system in the early 1980's. It is a fully integrated mainframe application which ties Economic Services Divisions benefits programs together in a way that is envied by many states. The system was originally designed for about 250 users; today more than 1200 users rely upon the system, users who have ever higher expectations regarding system speed, performance, and reliability. The amount of transactions within ACCESS has grown steadily, as well, since its original implementation.

The system is very complex, integrated system with 35 views of a single person. Data attached to the view enables case workers to determine eligibility and benefits, such data includes financial background and benefits previously received and/or currently receiving. Because views can change over time, eligibility for any specific services can change as well.

There are four views on the Person Master Index (PMI) file, which is the identifying key across all applications:

- Type 1 Person Demographics – first history – ISN is the unique identifier
- Type 2 Demographic Changes – tied using Person Identifier (PID) key –this includes any demographic changes
- Type 3 Person Demographics – overflow of transactions on Type 1
- Type 4 Specific Type Record – overflow of transactions on Type 1

Entering a case traverses many screens, but the system is intuitive and only provides screens that are needed. This process can take over an hour to enter an application for benefits. The process can be restarted, and there is a match/merge process where all changes will be processed as one. Some batch jobs have restart logic. Transaction logging is used for security monitoring, fraud detection and error tracking.

2.1 Data Extracts

There are many other extracts of Adabas data; either done via Protection Log processing by Treehouse Software's DPS product or application code written specifically for extraction.

Extracts are performed for:

- Child Support
- Health
- Voice Response
- Agency Warehouse
- Statistician

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- Other/miscellaneous

Child Support uses Adabas Triggers are to move data to the data warehouse when specific events happen on the mainframe.

2.2 System Architecture

DCF's ACCESS application is hosted on the state mainframe which is shared among state departments and agencies. The mainframe environment is segregated so that DCF's application and test/demo environments are isolated but share the mainframe CPU.

The mainframe is located in the Montpelier DII Data Center and operated by DII operators who: install, maintain, troubleshoot, monitor and support hardware, software and connectivity related to the mainframe system.

The ACCESS developers and database administrators (dba) are located in the Waterbury, VT complex which is located approximately fifteen miles from Montpelier. The developers and dbas manage the application within the DCF segregated environment to include administration, development, module interoperability, interfaces, security, and all database functions.

The business users are distributed across the state.

The developers, dbas, and users access the system via the state's secure wide area network (WAN) known as Govnet. More information about Govnet can be found at http://www.dii.vermont.gov/Business_Users/network_engineering/faq.

The current ACCESS operating system is z/OS 1.9. The main development language is NATURAL version 4.1.3. The database is ADABAS 7.4.2.

There is a disaster recovery site located at the McFarland House in Barre, Vt. The site has the equipment that DII replaced with our new mainframe approximately two – three years ago.

2.3 Printing

Printing will be accomplished onsite at the Middlesex office of the Department of Buildings and General Services Middlesex office using the Govnet WAN after June 30.

2.4 Supporting Documentation

There is very limited application documentation, which always presents challenges for DCF in its strategizing efforts.

System Overview

Mainframe * hosted by DII

z/OS 1.9 Operating System on Z9 2096 Enterprise Server

Users – 1200 total, 650 concurrent, 600 online

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CICS Transaction Server v2.3 (upgrading to TS32 July 2009)

Online activities

TSO/E 3.9.0 – batch processing and monitoring

CICS regions – CICS1 & CICS3

DBMS

ADABAS V7.4.2

Three databases – two test, one production

Upgrading to version 8.1.3 in 4 months

DB2

Programming Language

Natural

V4.1.3 for production environment

V4.2.3 for test environments

Upgrade for production planned within next 3 months

34 Natural nucleuses – 11 production, 23 test

7500 Natural modules – **80% reporting mode, 20% structured mode**

1.7 million lines of code

One library for object code in production environment

A library for each eligibility subsystem in development

COBOL - IBM Enterprise COBOL for z/OS v3.4.1, PP 5655-G53

System Tools

Predict V4.5.1

Metadata repository

System documentation of file data definition modules

Field structure

Adabas Online System V7.4.2

Field definition tables

Checkpoint, file and database maintenance

Session monitoring, report functions and session opercoms

EntireX V7.1.1

Communication tool for mainframe to SQL Server data transfer and return

Trelational/DPS V4.2.1

Transmits changes in production data to SQL Server agency databases

Apas V4.1.1

Monitors database i/o, used to insure efficiency

Provides diagnostic data

PKWARE	PKZ08-8201-ENG-FC1-PKZIP, zSeries, Standard, Renewal Maintenance Server License 8.2
IBM	Designated Machine/Parallel Sysplex - S00X44M DB2 UDB For Z/OS
IBM	Designated Machine/Parallel Sysplex - S010CSN Tivoli Decsn Supp Base S&S Designated Machine/Parallel Sysplex - S010CSS Tivoli Decsn Supp Cics Opt Designated Machine/Parallel Sysplex - S010CST Tivoli Decsn Supp Sysprf Opt
Software AG USA, Inc.	Adabas SAF Security for z/OS Technical Service Fee

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	ADABAS for z/OS Technical Service Fee	
	Adabas Online System for z/OS Technical Service Fee	
	Natural Construct for z/OS Technical Service Fee	
	wM EntireX on z/OS Technical Service Fee	
	Natural for z/OS Technical Service Fee	
	Predict for z/OS Technical Service Fee	
CA, Inc.	40068141-25 CA VM:Backup®	
	40068141-50 CA Gener/OL™	
	40068141-75 CA One TAPE MANAGEMENT	
	40068141-100 CA Sort	
	40068141-125 CA VISION:Results	
	40068141-150 CA VISION:Sixty™	
	40068141-175 CA APAS Insight Monitor for Adabas	
IBM	5654010 ACF/VTAM V4 VM/ESA - S000BXV ACF/VTAM V4 VM/ESA Multidom	
	5655G53 Enterprise Cobol - S00VXNN Cobol Alternate Function	
	5655103 DITTO/ESO for MVS - S001819 DITTO/ESA for MVS	
	5684043 ISPF Version 3 for VM/SP - S000R17 ISPF Version 3 for VM/SP	
	5684096 RSCS V3 - S000R4W IBM VM RSCS Networking V3	
	5696234 High Level Assembler - S00128R High Level Assembler	
	5697ENV IBM Tivoli Netview for Z/O - S00WM20 IBM Tivoli Netview for Z/OS	
	5697E93 CICS TS for Z/OS V2 - S00T7FK CICS TS for Z/OS V2	
Levi, Ray & Shoup, Inc.	Software Maintenance and Support - VMCF/CICS	
	Software Maintenance and Support - Dynamic Report System (DRS)	
	Software Maintenance and Support - VPS/Email	
	Software Maintenance and Support - Report Browse	
	Software Maintenance and Support - VPS/TCPIP	
	Software Maintenance and Support - VTAM Printer Support (VPS)	
	Software Maintenance and Support - VPS/PDF v1.8	
Jolly Giant Software Inc.	QWS3270 PLUS Maintenance	
SPL	ADAPREP v2.8 Annual Maintenance Fee - Hardware 2066-OA1, Operating System MVS/ESA	
ASG Software Solutions	AZM C ASG-ZEKE OS/390	Conversion
	JDI C ASG-Docu/Text Online Info	Conversion
	JDO C ASG-Docu/Text Operations Documents	Conversion
	NVH C ASG-NAVIPLEX Host	Conversion
	PJM C ASG-PRO/JCL	Conversion
	TCE C ASG-TMON for CICS TS for Z/OS	Conversion
	TMV C ASG-TMON for Z/OS	Conversion
Information Builders	WF COMP User Services	
	WEBFOCUS Reporting Services	
Innovation Data Processing	Maintenance for FDREPORT	

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Software Diversified
Services

Annual Fee-Corrective Maintenance and Future Improvements to Software
Product IPCP-PLUS/MVS)

Key elements of DCF Systems include:

- Exponential growth since system implemented in early 1980s.
 - o 1,200 users – ~650 concurrent – 600 online
 - o 20 Natural developers.
 - o 25%/75% Online to Batch. Online takes precedence at all times.
 - o Batch job available for users 24/7 except four hours a week for system maintenance.
 - o Online is available almost 24/7 (except four hour window mentioned above). There are some 'slow' periods due to batch processing.
 - o DCF is billed (via charge-back) on a monthly basis by VT DII (Department of Information & Innovation)
- Largest application on the Mainframe
 - o Model 2096-G01 z/9 processor – 3 LPAR's
 - o 1 processor set to 108 MIPS
 - o 9 Total CICS regions
 - o 2,000 batch jobs
 - o 7,500 Natural Modules
 - o 1.7 million lines of code covering Medicaid, Child Support, Food Stamps, Fuel Assistance and TANF (Temporary Assistance for Needy Families)
 - o 950 JCL members
 - o No CPU constraints at the moment, but CPU is growing rapidly
 - o Adabas and Natural use 75% or more of mainframe CPU, and DCF usage constitutes about 75% of the total usage of the 2096-G01 mainframe at DII (Agency of Transportation has some usage of Adabas & Natural as well)
 - o The current z/9 mainframe generally runs between 30-70% utilization. We are generally closer to the low end during the day and on weekends it drops to around 10%. There are spikes particularly when other departments do nightly processing and when some mainframe utilities are running.
- Adabas/Natural Design & Usage Considerations
 - o DCF has multiple libraries for development
 - o DCF production is in one system library and interfaces with FNAT system files
 - o There are no steplib's just default SYSTEM steplib
 - o 4 COBOL modules. Natural calls the COBOL programs to initiate CICS calls. Only Natural accesses Adabas.
 - o JCL stored in Adabas as a text file. We store a copy in a text file but it is transferred to DII to be 'kept' in a linked library.
 - o Some DDM's are hard coded
 - o Every subprogram has a role/function

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- o Use Natural Construct and Predict with Maint and Browse models. Not used much
Very limited Construct approximately less than 30 modules. Most natural code is split
between Structured and Report modes.
- Security Mechanisms
 - o Use RACF for Mainframe Security
 - o No Natural Security – All security is implemented in the application and is homegrown.
Some Security is homegrown down to the field level.
 - o EntireX Security interfaces with RACF for client calls
 - o ACCESS system is a role based system. Roles are assigned to users, and it is menu
driven. Homegrown Natural System
- Backup/Disaster Recovery Procedures
 - o ADASAV (Adabas backup utility) is done on Monday, Wednesday and Friday.
 - o These are parallel backups done with the database up This applies to production
environment.
 - o Standalone backup on Sunday before IPL. Full offline.
 - o Audit every transaction - including updates and inquiries – Stored in an Adabas File.
 - o DCF does an INPL once a week with a 2-hour window Inpl is two hours
 - o Production, database is not available for 4 hours.
 - o State of Vermont has a hot backup site for Disaster Recovery (located in Barre, VT) –
Goal is to have everything up and running within 24 hours. Current mandate is that
DCF be up and running within 48 hours. The old z800 processor is used at the DR
site. EMC disk mirroring is utilized.
- Data Warehouse Component
 - o AHS Data Warehouse (CSME) processing takes 2 to 3 hours each day
 - o Adabas Triggers are being used to do extracts for the warehouse, but this is causing a
problem with Natural 4.2.3. CSME is T-Relational.
- Utility/Middleware Usage
 - o APAS used to provide the cost allocation for Federal Programs and for performance
 - o ADASAF and ADAPREP are used by other agencies (Agency of Transportation) but
not DCF
 - o All Adabas utilities are located in TSO and AOS
 - o EntireX is used to communicate both ways
- Related Systems/Interfaces
 - o Need to interface with imaging and IVR systems
 - o New DB2 database, which is very small and is used for a very small application
 - o Checkwrite application uses COBOL to communicate with operator at the console
 - o Migration system is homegrown.
 - o Versionality control is homegrown.
 - o Homegrown tool to do testing
 - o Use TSO and have a job scheduler ZEKE

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- Impact of Other State Agencies
 - o VSAM files are used by most other depts, including DMV
 - o DMV is planning on moving off of the Mainframe in Dec-Jan 2010, migrating to .NET and SQL/Oracle
 - o Some agencies are looking at migrating to smaller platforms, such as Windows, and using .NET
 - o Agency of Transportation has a project underway to move to PeopleSoft from its Adabas/Natural-based STARS financial system, planned date July 2012.

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Vermont Agency of Transportation- STARS System Overview

The Vermont Agency of Transportation (VTRANS) implemented the **State Transportation Accounting and Reporting System (STARS)** in June 1993. The STARS application is an online table driven application with batch processing occurring overnight. The batch transactions are released by users to overnight batch processing. Financial transactions are built and posted based on table data. The STARS application has eight major functions:

- provides online access to maintain STARS tables, enter financial transactions, view data, and submit batch jobs
- processes financial transactions from various interface files, such as payroll and fixed assets, as well as the transactions entered via the online menus
- interfaces (outbound and inbound) with the state financial system, VISION
- provides data to the Warehouse
- provides billing (Federal Highway Administration, Federal Transit Authority, Third Party, and Miscellaneous Sales and Billing, MS&B)
- determines town highway payments
- provides reporting
- provides expenditure and revenue reconciliation processes

The STARS application is hosted on the state mainframe. The STARS application resides in three environments, test, demo, and production. The original system code is programmed in **COBOL**. Financial transactions are combined and proceed through a collection of **COBOL** programs that perform various edits and use the STARS tables to build and generate financial transactions.

VTRANS incorporated **Software AG (SAG)** products for the online screens and enhancements.

- **ADABAS** database using the inverted list model (**V7.4.2**)
- **PREDICT** data dictionary (**V4.5.1**)
- **NATURAL** programming language (**V4.2.3**)
- **ADAPREP** data manipulation language – used in COBOL programs
- **NATURAL CONSTRUCT** – only used for MS&B
- Various SAG utilities

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The system is comprised of 1200+ program modules, 30 + files, and 60 + tables. [VTRANS manages about 100,000 cylinders of data across all environments. The VTRANS has a partially implemented ADASAF installation](#)

Access to the STARS application

Users access the STARS application via the mainframe **CICS** environment, **CICS7** (demo) and **CICS9** (production). System developers can also access the STARS application from CICS7 (test).

Source Code - TLMS

The STARS application source code is stored using the **Transportation Library Management System**, TLMS. TLMS is used by system developers to control development, implementation, and maintenance of application program. It utilizes the three environments of test, demo, and production. The three environments make it possible for modifications to be tested prior to implementation into production.

TLMS is used to perform the following functions

- Library Management provides source version control
- Naming Convention
- Documentation Management
- Task Management
- Database Administration – collection of software that support the DBA
- Batch Submit

When using TLMS you are in a NATURAL environment in CICS7 test. COBOL source code is moved from the NATURAL environment to TSO and from TSO to NATURAL via the Transportation Data Base Option Menu accessed from TSO.

Job Scheduling

Jobs are scheduled via the **ZEKE** Scheduler via the ISPF/PDF Primary Option Menu in TSO. Users are also able to request certain jobs be added to the daily schedule. Most jobs are scheduled to run during the overnight batch processing.

Reporting/Billing

The STARS application FTP reports to **OnBase** imaging server as well as printing to local printers. The billing invoices from MS&B and Third Party Billing are printed in Middlesex and handled by Buildings and General Services, BGS.

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Data Warehouse

The STARS application extracts and FTP data to the Warehouse server to be used by the QueryDB application

Disaster Recovery (DR) Site

The DR site is actively replicating STARS Production data. It is located off-site at McFarland House in Barre. The DR site should have the same software versions as our production environment. We think the DR processor is at 90 MIPS, while production is at 125 MIPS.

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VERMONT DEPARTMENT OF TAX- TAX MAINFRAME SYSTEM

Background information:

The Dept. of Tax is currently process the following Taxes on the MF:

- Corporate Income
- Business Income
- Property Transfer
- Fuel Gross
- Other miscellaneous taxes

Included in this is Accounts Receivable and Billing for those taxes. Additionally there is a application called RAS (Revenue Accounting System) that is used to track deposits into the various receipt accounts.

The Dept. of Tax is also in the process of migrating the ongoing processing and billing of the four **specific taxes** mentioned above from the MF to the VIRCS ETM system which is being implemented in early Nov. That being said all the historical information for those taxes will stay on the MF for the foreseeable future so it can be referenced.

TAX MAINFRAME SYSTEM ADDITIONS

Mainframe

z/VM
CICS7and CICS9 regions

Programming Language

CA – GENER/OL
VISION (was DYL280)
IBM Rexx for VM

System Tools

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SFUGEN (Screen Format Utility)
SOLIMAR
LYTROD
FTP (secure)

PKWARE

IBM

IBM Rexx for VSE
CICS 3270 Screen Format Utility

Hummingbird Communications Ltd
HostExplorer for Windows

STERLING SOFTWARE
VISION (DYL280)

Key elements of TAX Systems include:

220 users
3 Mainframe batch/CICS developers
235 batch jobs
206 batch programs(includes DYL280, excludes Gener/OL)
55 CICS programs
46 CICS maps
44 Gener/OL programs
90+ Gener/OL maps

- Security Mechanisms
 - o Use a combination of RACF and homegrown application level security maintainable using a CICS transaction
- Related Systems/Interfaces
 - o Interfaces with Tax VIRCS and IFPS systems using Rexx, FTP, COBOL, and CICS to feed payment information to the Tax Revenue Accounting System
 - o Some Agencies have access to certain Tax CICS transactions
 - o There is a manual procedure to provide DMV with “Good Standing” information and there is a desire to automate this.
 - o Some Tax personnel have access to certain DMV CICS transactions