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| **STATEMENT OF REQUIREMENTS (SOR)** **SOR # VDH-220301-01-CAI**  ***VDH Drinking Water Program – Business Process Improvement and Implementation of a Project Management Governance to support a Technology System Implementation*** |

1. **Date:** *03/01/2022*
2. **Authorized User:** Virginia Department of Health, Office of Drinking Water
3. **Authorized User Contact Information:**

*Kelly Ward*

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Richmond, VA 23219

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1. **Solicitation Schedule:**

|  |  |
| --- | --- |
| **Event** | **Date** |
| Release SOR | *03/01/22* |
| Supplier Response Due | *03/04/22* |
| Award Decision | *03/08/22* |
| Estimated Project Start Date | *04/01/22* |

1. **Evaluation and Scoring:**

Supplier’s Response must be submitted in the specified Statement of Work (SOW) format and will be evaluated for format compliance.

Supplier’s Response will be evaluated for technical merit based on its appropriateness to the performance of agency requirements, its applicability to the Commonwealth Agency’s environment, and its effective utilization of Supplier and Commonwealth resources.

Company and project references, other than those requested in section 13, may be requested by the Authorized User and used for evaluation and scoring.

1. **Project/Service:**  Business process analysis and standardization, Project Management and Training framework implementation
2. **Specialty Area:**

|  |  |
| --- | --- |
| Application Development | Information Security |
| Business Continuity Planning | IT Infrastructure |
| Business Intelligence | IT Strategic Planning |
| Business Process Reengineering | Project Management |
| Enterprise Architecture | Public Safety Communications |
| Enterprise Content Management | Radio Engineering Services |
| Back Office Solutions | IV&V Services |
| Geographical Information Systems |  |

1. **Contract Type:**

Fixed Price, Deliverable-based

1. **Introduction:**

Project History

The Virginia [Drinking Water State Revolving Loan Fund (DWSRF) program](https://www.epa.gov/dwsrf) provides technical and financial assistance to waterworks through a balanced approach of using set-asides and construction project funds. Currently, DWSRF data is tracked within siloed systems and tools including: a system over 14 years old and manually tracked in spreadsheets and other documents resulting in timely processes and reporting challenges. To facilitate administration of the program and support the public health, the Virginia DWSRF program completed an effort to identify business and technology opportunities that will improve operational efficiency, allow more accurate reporting and analysis, facilitate planning and support better decision making.

As a result of these efforts, the program is looking to modernize and implement a system that allows standardization across the various groups withing the DWSRF program, provides a central data repository while ensuring data quality, allows for integrated document management and facilitates reporting and decision making.

Business Need

The Virginia DWSRF program supports the public health and quality of life for all citizens of the Commonwealth. It is imperative that the program has the right tools to manage funded projects, and availability to complete accurate and timely data for reporting and decision making.

The program has established processes and tools; however, operational gaps were identified as part of the assessment efforts and recommendations provided to help the program mature and achieve more operational efficiency including the standardization of tools, processes and project management methodology across regions and teams within the program.

The DWSRF Program is seeking a vendor partner to help:

* Analyze six (6) current state processes within the program to provide process improvement recommendations and define a future state that allows for efficiency and standardization across regions and teams.
* Establish a project governance framework across the program. This includes standardize templates, tools, and new processes across regions. Also define a document structure to help consolidate a portal for PMO tools, documentation, and training material

Project Complexity

This project is estimated to be medium complexity and low risk. The Supplier will be tasked with gathering and documenting high level requirements, analyzing current state, designing future state and implementing changes that support the Virginia DWSRF program’s long-term vision and goals.

Project Management and Organizational Structure

The supplier is required to provide dedicated project management, including creation and management of the Project Schedule. Section 21 outlines the requirements for project metrics (risks, issues, action items, etc.) to be tracked and included in the status reports. All project meetings will have notes taken and communicated to the project team. Action items should be verbally identified at the project meeting and included (or referenced, if tracked separately) in the meeting notes.

1. **Scope of Work:**

This SOR defines the services required by Authorized User in support of the Project/Service. The scope of this project is to analyze and implement standardization of business processes, project management and training efforts across the DWSRF Program. The analysis will produce a high level ‘As Is’ document that will serve as the project baseline. The team will then formulate a strategic ‘To Be’ plan including recommendations and implement the changes to the program.

### Phase 1 –Current State Process Analysis and Future State

**Detailed Level Requirements**

The first step will be to develop a detailed and common understanding of all the steps across regions that the Virginia DWSRF program completes within six (6) related processes:

* Construction Application
* Small Engineering Project Funding Support
* Planning and Design Grants
* Active Projects
* EPA Grant Application
* Consent Order

Based on the findings, a desired future state diagram standardizing processes across regions and detailing the new steps for each will be proposed and presented. The future state process will also consider and support the implementation of the new technology system.

This work will require interview with key stakeholders across the business and review of the program’s documentation on existing processes. The work for Phase 1 will culminate in a Summary of Findings and future state process recommendations.

The Vendor will present their key findings and recommendations to the Virginia DWSRF Stakeholders.

### Phase 2 – Business Process and Project Management Governance Roadmap

**Detailed Level Requirements**

This phase consists of defining the strategy to implement the agreed future state business process recommendations from Phase 1. It will also include the strategic planning and implementation of project management governance based on the DWSRF program goals, future state business processes, identified tools, gaps and opportunities within regions. The roadmap will detail the actions needed and proposed steps to implement standardized business process improvement and governance across the DWSRF Program. It will take into consideration change management and training efforts to ensure successful implementation.

The Vendor will present the strategy and recommendations to the Virginia DWSRF Stakeholders.

### Phase 3 – Documentation and Coaching

**Detailed Level Requirements**

This phase will focus on supporting the implementation of business process and project management governance. It will include creation of key material/documentation to the DWSRF program personnel on the new processes and tools and the project management governance methodology. Supporting material should support the roadmap and include components like:

* Project management services and methodology
* Project management tools and templates
* Business Processes
* Roles and Responsibilities
* Communication Plan
* Training Plan

Supplier will provide coaching to key personnel (SMEs, project engineers/ project managers) for successful implementation of the business process and project management governance roadmaps.

1. **Period of Performance:**

Implementation of the solution or deliverables will occur within 12 months of execution of this SOW. This includes delivery and installation of all products and services necessary to implement the Authorized User’s solution and any additional support, beyond on-going maintenance services.

1. **Place of Performance:**

Authorized User’s Location \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supplier’s Location \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Authorized User’s and/or 109 Governor Street, Richmond, VA 23219 and or Remotely due to Covid Restrictions

Supplier’s Location

1. **Project Staffing:**
2. **Supplier Personnel**

The roles listed in the table below represent the minimum Supplier personnel requirements for this engagement.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Role** | **Key Personnel (Y/N)** | **Years of Experience** | **Certifications** | **References Required (Y/N)** |
| Project Manager | Y |  |  | N |
| Process Engineer | Y |  |  | N |

1. **Authorized User Staff**

The roles listed in the table below represent Authorized User’s staff and the estimated time each will be available to work on the project.

|  |  |  |
| --- | --- | --- |
| **Role** | **Description** | **% Project Availability** |
| Business SMEs | Business knowledge and expertise | 25% |
| VDH IT Specialist | IT Specialist for review and Consultation | 5% |

1. **Milestones and Deliverables:**

The minimum required milestones and deliverables and the estimated completion date for each deliverable are listed in the following table.

| **#** | **Milestone**  **Event(s)** | **Deliverable(s)** | **Estimated Completion Date** |
| --- | --- | --- | --- |
| 1 | Phase 1 – Current State Process Analysis approved | Interviews, questionnaires and/or group discussions conducted with stakeholders. PowerPoint presentations and meeting notes (as applicable). Approved current state document including covering all outlined in Section 10. | Supplier to Propose |
| 2 | Phase 1 – Future State Process approved | Approved future state process diagrams covering all outlined in Section 10. | Supplier to Propose |
| 3 | Phase 2 – Business Process and Project Management Governance Roadmap complete | Approved business process roadmap document covering all outlined in Section 10. | Supplier to Propose |
| 3 | Phase 3 – Business Process and Governance documentation complete | Approved documentation covering all outlined in Section 10. | Supplier to Propose |

The delivery of the final milestone should include the return of all Authorized User’s assets (e.g., security card, VPN token, equipment) and the turnover of all documentation (e.g., knowledge transfer, application) by Supplier. The Authorized User will verify that all assets and documentation have been returned prior to approving the final milestone deliverable for payment.

Supplier should provide all deliverables in electronic form, using the following software standards (or lower, convertible versions):

| **Deliverable Type** | **Format** |
| --- | --- |
| Text Document | Microsoft Word 2016 |
| Spreadsheets | Microsoft Excel 2016 |
| Presentation | Microsoft PowerPoint 2016/Visio 2016 |

1. **Travel Expenses:**

No travel will be required for this engagement

Travel must be included in the total fixed price of the solution

1. **Payment:**

Payment made based on successful completion and acceptance of deliverables

All payments, except final payment, are subject to a *(XX)*% holdback

1. **Acceptance Criteria:**

The Project Manager will have five (5) business days from receipt of the deliverable to provide Supplier with notification of approval of the deliverable or changes necessary to make the deliverable acceptable.

Final acceptance of services provided under the SOW will be based upon (Check one):

User Acceptance Test

Acceptance Criteria for this solution will be based on a User Acceptance Test (UAT) designed by Supplier and accepted by Authorized User. The UAT will ensure that all of the functionality required for the solution has been delivered. Supplier will provide Authorized User with a detailed test plan and acceptance checklist based on the mutually agreed upon UAT Plan. This UAT Plan checklist will be incorporated into the SOW.

Final Report

Acceptance Criteria for this solution will be based on a Final Report. In the SOW, Supplier will define the format and content of the report to be provided to Authorized User for final acceptance.

Other (specify): Approval of specified deliverables as specified in Section 14

1. **Project Roles and Responsibilities:**

| **Responsibility Matrix** | **Supplier** | **Authorized User** |
| --- | --- | --- |
| Project Planning and Management | ** |  |
| Project Plan and Schedule Management | ** |  |
| Research / Data gathering | ** |  |
| Analysis | ** |  |
| Documentation | ** |  |
| Problem Tracking | ** |  |
| Approval of Deliverables |  | ** |

1. **Criminal Background Checks and Other Security Requirements:**

Criminal Background Checks Required?

YES

NO

1. **Performance Bond:**

Required for *(XXX)*% of the SOW value

Not Required

1. **Reporting:**

**Weekly or Bi-weekly Status Update**

The weekly/bi-weekly status report, to be submitted by Supplier to Authorized User, should include: accomplishments to date as compared to the project plan; any changes in tasks, resources or schedule with new target dates, if necessary; all open issues or questions regarding the project; action plan for addressing open issues or questions and potential impacts on the project; risk management reporting.

**Other(s)** (Specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. **Federal Funds:**

Project will be funded with federal grant money

Project will be funded with federal ARRA funds

No federal funds or ARRA funds will be used for this project

1. **Training and Documentation:**
2. **Training is:**

Required as specified below

Not Required

1. **Documentation is:**

Required as specified below

Not Required

Documentation Requirements:

* As stated in Section 14

1. **Additional Terms and Conditions:**

The services to be provided are subject to the following additional provisions:

Effective July 1, 2020, the Code of Virginia requires contractors with the Commonwealth who spend significant time working with or in close proximity to state employees to complete sexual harassment training.  As a result of the new code, VITA and the Department of Human Resource Management (DHRM ) are requiring that all contractors working through the CAI contract complete DHRM's "Preventing Sexual Harassment" training.  This training is available as either a short video or a written transcript on the DHRM website: <https://www.dhrm.virginia.gov/public-interest/contractor-sexual-harassment-training>. The selected Supplier must agree that any assigned resource will complete the training.

1. **Scheduled Work Hours:**

It is anticipated that most of this work can be accomplished at the Supplier’s location. If some of the work necessary for this project should be done on-site at the Authorized User’s location, on-site tasks should be identified in the proposed project plan in the SOW.  Supplier staff needed to accomplish these tasks should be identified at the start of the project and will be issued ID and building access cards.  Work hours for on-site staff will be between 8:00 am to 5:00 pm, Monday thru Friday (excluding state holidays). Changes to work hours must have prior approval by the Authorized User.

1. **Facility and Equipment to be provided by Authorized User:**

Authorized User has limited workspace, furniture, and equipment available and only on a temporary basis.  Permanent office space, furniture, and equipment are the responsibility of the Supplier.   For work to be conducted on-site, Authorized User will provide temporary desk space and access to a copier.  Only state-owned equipment may be connected to the agency’s LAN, therefore if the Supplier requires access to the agency network, it must be noted in the SOW (to include the number of staff requiring access, type of access, and reasons), and the Authorized User will provide the necessary equipment and/or access after the kickoff of the project.  Otherwise, Supplier must provide any equipment (e.g., cell phones, personal computers, or laptops) required by the Team. If the Authorized User is required to provide state-owned computer equipment to the Supplier’s staff it may be necessary to allow additional time for the equipment to be acquired. Additionally, in order to use state-owned equipment, the Supplier’s staff must follow the Commonwealth’s and Authorized User’s agency computer access policies and procedures.

The Supplier is responsible for the return of any state-owned equipment at the completion of the project, unless otherwise agreed upon in writing with the authorized user.