

Appendix 02 – Project Management

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See the RFP Section 1.2 and Task Order Section 1.2 for a complete list of all abbreviations and acronyms.

1. Overview

Project Management is ongoing for the duration of the Contract. The primary objective of project management is to plan, manage, and control the timely and accurate completion and approval of all tasks and deliverables. The Contractor shall develop and execute the Project Management Plan and adhere to all scheduled due dates for all milestones.

2. Working With the MVA Governance Structure

The Contractor shall comply with and provide support to MVA processes and collaborate with the following MVA Governance Boards:

1. Executive Steering Committee
2. Program Management Office (PMO)
3. Enterprise Architecture Governance Board (EAGB)
4. Functional Governance Board (FGB)
5. Quality Management (QM)
6. Change Control Board (CCB)

The following diagram shows the relationship of the PMO, EAGB, and FGB to the Steering Committee. The QM and CCB support all of these boards.



3. Compliance with the State PMO as well as MVA Processes and Tools

1. The State has established a number of tools, guidelines, repositories and processes for managing DIWS 2. The Contractor shall comply with all guidelines, tools, and processes during the execution of DIWS 2, as defined by the State's PMO. This includes but is not limited to, usage of the MVA-established processes and

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tools for status reporting, risk and issue tracking, deliverable tracking, and schedule management.

2. The State is open to any suggestions, improvements, and best practices which the Contractor can provide which will help to reduce risk, improve process and deliverable quality, and support the overall success of the project. Tailoring of these State processes, tools, guidelines, and associated repositories will be made, at the State’s sole discretion, after consideration of any Contractor recommended changes. The Contractor shall follow and support these processes, tools, guidelines, and associated repositories in the execution of the DIWS 2.

4. Project Startup

The Contractor is responsible for performing project startup activities as described below.

4.1 Project Kickoff

The Contractor shall plan and deliver multiple kickoff meetings as needed (and determined by the MVA Project Manager) to engage and coordinate with MVA project management staff and other stakeholders. For the kickoff meeting, the Contractor shall:

1. Present an overview of the Project Management Plan and the manner in which project activities will be executed.
2. Include an agenda, WBS, High Level Roadmap (see section 2.2 of Appendix 1), presentation, and all other materials needed to detail the approach and preliminary activities for project implementation.
3. Obtain approval five (5) days in advance from the State for the meeting materials and agenda.
4. Deliver Kickoff presentation materials draft within 30 days of NTP date.
5. Deliver Kickoff presentation materials final within 60 days of NTP date.
6. Hold Kickoff meeting within 60 days of NTP date.

Deliverables: Project Kickoff meeting presentation and materials

4.2 Project Startup Tasks

The Master Project Schedule shall include fully detailed Contract and project start-up activities and activities for the first six months of the project per the Master Project Schedule requirements which shall include an overview of the timelines and phases/activities for the entire project. The following tasks shall be included in the Project Startup Tasks within the Master Project Schedule and executed:

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4.2.1 On-Boarding & Logistics

The Contractor shall at a minimum go through the State’s on-boarding process which includes:

1. Undergo and satisfactorily pass a federal and State background check;
2. Have all PCs checked for compliance to encryption and anti-virus standards by MVA;
3. Receive identification cards and building access cards;
4. Sign non-disclosure forms, and other forms as required by the State of Maryland and MVA.

Since the Contractor Personnel will on-board and off-board at different times during the project, the Contractor shall designate a resource that will coordinate these on-boarding processes with the State.

4.2.2 Proposed SDLC Methodology

If an SDLC methodology is being proposed, completion of SDLC review and tailoring between the Contractor and the MVA Project Manager must be included as a startup task with timelines agreed upon by the State.

An SDLC contains steps or phases that a project passes through during its system life; from concept development to disposition. The State of Maryland has an SDLC, referred to as the Maryland SDLC that contains nine lifecycle phases. Instructions on locating the Maryland SDLC can be found in the DIWS 2 TO, Section 3.3.1.A.

The MVA SDLC is an SDLC tailored to MVA operations using State of Maryland SDLC. See also the DIWS 2 TO, Section 3.3.1.C.

The Contractor is encouraged to propose its own SLDC which the Contractor is familiar with and can provide evidence as being appropriate for DIWS 2. The Contractor’s proposed SDLC must be a complete SDLC that has been proven successful in other projects. (See Appendix 1, 2.1.3 Contractor’s SDLC Documentation.)

The SDLC actually followed on the DIWS 2 shall be the Maryland SDLC, MVA SDLC, or the Proposed SDLC, with the SDLC subject to review and tailoring.

The Contractor shall obtain approval from the MVA Project Manager for all support related plans, outlines, drafts, final documentation and other Deliverables.

4.2.3 Proposal and TO Review

The Contractor shall schedule a sequence of meetings to review the content of its proposal with the State team and Contractor team so that participants can be informed about the proposed scope and approach for the project. The Contractor shall schedule a review of this Task Order to include State staff and the Contractor’s Personnel, so all parties can be informed about the scope and requirements set forth by the State. Any contractual documents which amend the content of this TO and the proposal shall be incorporated in the review. These reviews shall be scheduled as multiple meetings in a format mutually agreeable to both the State and the Contractor.

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4.2.4 Initial Project Management Plan

The Contractor shall prepare and deliver an initial Project Management Plan and timeline for delivery of updates for the entire Project Management Plan and its sub-plans. Details of the Project Management Plan requirements are identified in Section 5.1 Project Management Plans.

4.2.5 PMO Orientation

After Contract award, within the first weeks of the project, the MVA PMO governance board will meet with the Contractor’s management team to review the State’s PMO processes (e.g., change management, deliverable review and approval, risk and issue management) and the document repository.

All Contractor project startup tasks or deliverables listed above are due within 60 days of NTP date.

Deliverables: Project startup tasks within the Master Project Schedule

5. Project Management Requirements

The Contractor shall complete all project management activities according to project standards. At the State’s sole discretion any requirements may be waived.

1. The Contractor shall develop, maintain, and follow a State approved Project Management Plan consistent with project and PMO standards (see TO Section 3.3.1 Required Project Policies, Standards, Guidelines and Methodologies) that addresses all of the project management requirements in this TO.
2. The Contractor shall periodically review the Project Management Plan and its sub-plans for any updates that may need to be applied during the execution of the Contract.
3. The Contractor shall document and share any assumptions made during the creation of the Project Management Plan, including any of the sub-plans.
4. The Contractor shall collaborate with the State and its representatives to incorporate all best practices and approaches into the Project Management Plan and its sub-plans.
5. The Contractor shall keep the Project Management Plan and its sub-plans current to reflect best known information and lessons learned (see Section 5.4.1 Project Performance Improvement) throughout the execution of the project to improve project execution.
6. The Contractor shall develop a High-Level Roadmap to organize and depict the approach for managing and executing the project, including planned development/implementation milestones. See Section 2.2 – Software Development Plan in Appendix 1
7. The Contractor shall meet all project execution requirements as described in this TO and elaborated in the Contract deliverables approved by the State.

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The Project Management requirements are further elaborated below.

5.1 Project Management Plans

After Contract award, the Contractor shall work with the State’s project management team to create a consolidated set of project management plans, sub-plans, and deliverables and maintain them during the course of the Contract. A sub-plan is one of the ten (10) PMI PMBOK areas, and may be delivered as a standalone document or as part of an overarching Project Management Plan.

Deliverables: Project Management Sub-Plan

5.2 Scope and Change Management

The Contractor shall develop, present for approval, and execute a sub-plan for defining and managing project scope and for tracking progress toward completion.

1. All documentation and work products, once base lined, shall be subject to the agreed-upon change management process (see Section 6.2 Change Management Approval).
2. The Contractor shall update the work breakdown structure (WBS) and Master Project Schedule that is approved by the State as part of the change management process.
3. The Contractor shall document all deliverables within the WBS.
4. The WBS shall clearly define all project deliverables whether they are created by the Contractor, a Subcontractor, or the State.
5. Any changes to scope shall be approved in advance by the State as defined in the approved project change management process.
6. Subject to finalization of the approved project change management process, the project change management process will include:
 - a. Documentation of the change request within the already-established SharePoint scope and change repository to include at a minimum:
 1. Reason for change
 2. Impact of the change on the scope and schedule
 3. Dependencies
 4. Risk of not doing the change
 - b. Review and approval by the MVA CCB and the change management process.
 - c. Update of relevant SDLC artifacts

Deliverables: Scope and Change Management Plan, WBS

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5.3 Schedule Management

The Contractor shall develop, present for approval, and execute a sub-plan for creating, maintaining, and managing the Master Project Schedule and any subsidiary schedules.

1. All project schedules shall include Contractor and State tasks. The Contractor shall obtain input and approval on State tasks before publishing. The Contractor may not commit State resources to timelines or tasks without State participation and approval of the schedule. The Contractor shall provide a calendar month's lead time (or other mutually agreed timeframe) to ensure that the appropriate State resources are available.
2. The Contractor shall use Microsoft Project to maintain all project schedules. The use of MS Project Server may be required by the State and if so it will be provided and managed by the State. The Master Project Schedule shall be reviewed with the State weekly or as determined by the State.
3. The Contractor shall develop and provide Gantt charts and other progress tracking tools such as dashboards to convey the status of the project.
4. For reporting purposes, the State requires that a detailed Master Project Schedule be summarized into a dashboard or a level of detail appropriate for overseeing and managing the project. Different levels of reporting are required for different levels in the organization (e.g. PM, Executive)
5. The Contractor shall gain approval from the State before publishing modifications to the schedule baseline.
6. Derivative schedules or sub-schedules shall be compatible and consistent with the Master Project Schedule, linked to it, and rolled up into the Master Project Schedule.
7. The Contractor shall ensure that the entire DIWS 2 System project can be divided into sub-projects. These sub-project schedules shall be rolled into an overall Master Project Schedule and dashboard, whereby the State and the Contractor can track and manage overall resource utilization and task dependencies.
8. Project schedules shall follow PMI PMBOK project management practices. Project schedules shall clearly define dependencies, resource requirements, the critical path of tasks, and no task shall be longer than 80 hours in duration. All project schedules shall include appropriate milestones approved by the State to allow for the overall tracking of project progress.
9. All task durations and review cycles shall be calculated in State working days, not calendar duration of days.
10. The Contractor shall at all times develop and propose project schedules that it believes are realistic and properly manage risk. Schedule delays which are not mutually agreed to as being caused by the State will not be considered for a change order nor additional compensation or consideration to the Contractor.

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11. The Contractor shall develop a project schedule based on the phased delivery of modules and releases. The Contractor shall provide an initial schedule, and shall submit a revised schedule whenever there is an approved modification in the requirements or deliverables throughout all phases of the project.
12. The Contractor shall use project standards (e.g. MD SDLC, MVA PMO, PMI) for the development of all schedules.

Deliverables: Master Project Schedule and Schedule Management Plan

5.4 Quality Management and Process Improvement

The Contractor shall develop, present for approval, and execute a comprehensive Quality Management Plan. The MVA must have visibility into quality control reports, repositories, and other relevant assets.

The Contractor shall work with the State to develop the requirements and scope of the quality management sub-plan. The sub-plan will define the specific quality practices, resources, and processes for the system development and operational system. Further, at a minimum, the sub-plan shall address:

1. **Quality Policy** – A description of the overall quality intentions and direction of the Contractor with regard to quality.
2. **Quality Targets, Metrics, and Entry/Exit Criteria for each project Phase/Activity** – These items are expected to evolve over the course of the project. The Contractor shall have all quality plans in place and approved for each iteration of the project before beginning the phase/activity.
3. **Quality Assurance (QA)** – A description of the plan for evaluating overall task performance on a regular basis to ensure confidence that the project will satisfy the relevant quality standards. This shall include evaluating software development and project management document creation processes to ensure that the process controls are in place and procedures are being followed. The Contractor shall plan for and incorporate QA, including support for State-performed verification and validation during the course of the project
4. **QA Staff** – The plan shall describe the Contractor Personnel that is assigned responsibility for quality assurance.
5. **Quality Control (QC)** – The plan must describe an approach for monitoring task results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance or defects. This includes complete testing and review of all deliverables.
6. **QC Staff** – The plan shall describe the Contractor Personnel that is assigned responsibility for quality control.

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Deliverables: Quality Management Plan to include quality measurement mechanisms and quality control activities

5.4.1 Project Performance Improvement

1. The Contractor shall establish and perform a process for project performance assessment and improvement performing periodic lessons learned and project improvement reviews.
2. At a minimum, the Contractor shall meet with the Agency on a quarterly basis or as determined by the TO Manager to review Contractor’s performance assessment and plans for improvement. This meeting will also include Agency feedback regarding Contractor performance.
3. Improvement measures shall be approved by the State Project Manager and PMO, and as appropriate, be routed through the Change Management process.
4. Annually, with every major SDLC gate review, and as otherwise necessary, the Contractor and the State shall meet to review governance operations, revise operations and enhance operations as necessary.

5.4.2 Project Quality Measurement

1. **Meeting Standards** - The Contractor shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished to the State. The Contractor shall follow practices consistent with generally accepted professional and technical standards and any applicable State policies or standards as defined in the main TO document Section 3.3.1. If any service, product, or deliverable furnished by the Contractor does not conform to generally accepted industry standards and/or applicable State policies or standards and/or project policies or standards, the Contractor shall, at its expense, replace it with a conforming equivalent or modify it to address the deviation from standards.
2. **State Verification of Deliverables** - The State intends to exercise its right to perform verification and validation of work products and deliverables sufficient to confirm the Contractor has performed the work according to those items identified in paragraph 1 above. If State analysis of deliverables and/or work products indicate the Contractor has not adhered to those items identified in paragraph 1 above, the State, at its sole discretion, may:
 - a. Require the Contractor to, at its expense, replace the deliverable or work product with a conforming equivalent or modify it to address the deviation from standards,
 - b. Perform additional verification and validation activities, which the Contractor shall support at no additional charge to the State.
 - c. The Contractor may not charge the State for costs incurred due to additional review, testing, or deployment iterations as a result of a deficiency identified by the State for noncompliance to, at a minimum, project standards.

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3. **Incorporating State QA** - Integration of the State and/or oversight vendor into the Contractor’s processes will provide the best opportunity for the Contractor to incorporate feedback within its already-planned internal quality cycles.
4. **Availability & Storage** –Documents, deliverables, and work products shall be stored in the appropriate project repository and shall be viewable by the State and its agents.
5. **Access to all Work Products** – The State and its agents shall be granted access to repositories, to perform verification and validation appropriate for the type of document or work product.

5.5 Resource Management

The Contractor shall develop, present for approval, and execute a sub-plan for management of its resources on the project. The Resource Management Plan shall include:

1. Project organizational structure
2. Role and responsibility assignments including percent of time allocated to assignments
3. Staffing plan describing when and how Contractor Personnel will be brought onto and transitioned off the project team, retention, and where they will be located
4. Job descriptions and background profiles – experience in related areas
5. Background checks
6. Training needs
7. Details on required support from the MVA staff, which will help the State to allocate the appropriate resources in alignment with the project plan/ sub-plan

Substitution of Key Personnel during the Contract term shall be approved by the State as defined in Section 1.23 of the RFP.

Deliverables: Resource Management Plan

5.6 Communications & Stakeholder Management

The Contractor shall develop, present for approval, and execute a sub-plan for communication & stakeholder management.

1. The Contractor shall work with the State to identify stakeholders, communication needs, communication activities, and mechanisms.
2. The Communications Plan and all communication artifacts shall comply with the MVA Style guide.

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Project information for dissemination to the public, State, or MVA staff and business partners shall be coordinated with and approved by the State Project Manager prior to dissemination.

Deliverables: Communications Plan

5.7 Risk & Issue Management

The Contractor shall develop, present for approval, and execute a sub-plan for risk and issue management.

1. The Risk & Issue Management Plan shall include identification of probable risks, mitigation and remediation strategies, as well as the risk and issue repository
2. The Contractor shall follow the established risk and issue escalation process to foster communication for relevant stakeholders. Collaboratively, MVA will work with the Contractor to define the specific escalation path and reporting requirements after Contract award.
3. The Contractor shall develop and actively manage a risk register and issue register that shall be updated no less frequently than bi-weekly. The State has selected and established SharePoint issue and risk trackers.
4. Contractor shall obtain input on the risk register on a regular basis from project stakeholders as defined in the Risk Management Plan.
5. The Contractor shall track project and development issues and risks, as well as assess potential changes to the project scope as a result of mitigation.
6. The Contractor shall be responsible for documenting, tracking, and managing to resolution all issues and risks related to the project.
7. The Contractor shall use the State’s existing SharePoint issue and risk trackers to track project and development issues that are not system defects, and include potential changes to the project scope. Note: Defects shall be tracked in a defect tracking system as described in Section 8.2.3 of Appendix 1.
8. The Contractor shall work with the State to review the design of the tracking systems and make any necessary modifications to support the project.

Deliverables: Risk & Issue Management Plan

5.8 Procurement Management

The Contractor shall develop, present for approval, and execute a sub-plan for procurement management.

1. The Procurement Management Plan shall address any procurement activities that are planned to occur post award.

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2. The Contractor’s Procurement Management Plan shall include procurement tracking mechanism, management approach, and reporting metrics.

Deliverables: Procurement Management Plan

5.9 Meeting Management

The Contractor shall develop, present for approval, and execute a sub-plan for managing and documenting all project meetings.

1. The Contractor shall be responsible for developing and distributing minutes of all meetings.
2. The Contractor shall post these minutes to a designated folder in the document repository (or SharePoint tracker/library as indicated by the State Project Manager) within 48 hours of the meeting.
3. The State will review and approve all minutes.

Deliverables: Meeting Management Plan

5.10 Status Reporting

5.10.1 Weekly Status Meetings

1. The Contractor shall meet at least weekly with the State to report status. During these meetings the Contractor will conduct a project review (e.g., resources, schedule, issues, risks, procurement).
2. The Contractor shall review key issues and risks weekly or on another schedule as determined by the State.
3. The State will set the agenda and facilitate these meetings or may delegate these responsibilities to the Contractor.

5.10.2 Bi-Weekly Status Reports

The Contractor's Project Manager shall submit status reports to the State once every two weeks on a day mutually agreed upon by the State and Contractor. The proposed format and level of detail for the status reports will be subject to the State’s approval. The report shall include, at a minimum, the following:

1. Accomplishments over the reporting period
2. Risk status for new or previously identified risks to any aspect of the project
3. Issue status for new or previously identified issues to any aspect of the project
4. Key activities over the next period

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5. Schedule for the next period’s activities including deliverables and dates
6. Deliverables expected to finish in the next period
7. Deliverables expected to start in the next period
8. Identification and justification of any proposed adjustments in the schedule (time), resources (staff), scope of work, costs, or other aspects of the Project Management Plan
9. Identification of schedule delays and recommended corrective action plans
10. Performance reporting, including variance analysis, trend analysis, and change requests

5.10.3 Monthly Executive Status Meetings

On a monthly basis, the Contractor shall meet with the MVA management team to report status.

1. The Contractor shall provide an executive level project review (e.g., resources, schedule, issues, risks, procurement) highlighting items that require executive attention.
2. The State will set the agenda and conduct these meetings or may delegate these responsibilities to the Contractor.
3. Additional executive status meetings may be required during the execution of the project.

5.10.4 Quarterly Management Meetings

Every quarter or as otherwise mutually agreed, the Contractor shall present a project status to the State staff and managers to communicate the project status to the broader MVA community.

5.10.5 Quarterly DOIT Update Support

Every quarter the Contractor shall support MVA’s needs to report project status to other Maryland State agencies. This occurs quarterly and at other times as necessary to support State oversight of large scale projects (MITDP).

Deliverables: Status Reports

6. Configuration and Document Management

The Contractor shall prepare a Configuration and Documentation Management Plan (CDMP) describing the types of documentation that will be prepared throughout the project. This refers to all documents and artifacts created as part of system development required for all phases and activities. An approach for tracking traceability between documents and artifacts along with version control shall be included in the CDMP. The CDMP shall be delivered to the State for their review and approval. The Contractor shall update this CDMP as necessary in order to secure State approval. The CDMP shall document and inform project stakeholders about:

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1. The processes and procedures to be used to control change
2. The configuration of the solution, work products, documents, deliverables, and configuration items
3. Tracking traceability across all work products
4. The change and configuration management tools to be used as well as how they will be applied by the project team to promote success and ensure that all configuration items are controlled.
5. How the Contractor will present documents in both their native format and Adobe PDF format.

6.1 Document Repository

6.1.1 State’s SharePoint Repository

Consistent with the CDMP, the Contractor shall implement and maintain a documentation repository. The Agency has chosen SharePoint as the primary document repository, and will furnish licenses as necessary to the Contractor for this purpose. If SharePoint is used as the document repository, the State shall provide the hardware, operating system licenses, client access licenses, SharePoint software, and will be responsible for the backup and recovery of the site. The State shall maintain administrator rights to the SharePoint site. Changes to the SharePoint site shall be managed by the State through a change request process to be developed jointly between the Contractor and the State.

6.1.2 Alternate Repository

The State is open to the Contractor providing and implementing a supplementary document repository platform that facilitates traceability with other project artifacts. Traceability shall be managed by the features of the tools and platform rather than manually. The State will maintain overall administrator rights of the site, and changes to the site shall be processed through a change management process that the Contractor develops with input and approval by the State. The design of the repository shall be developed in collaboration with the State and the Contractor shall obtain approval of the design from the State. The Contractor shall provide Contractor Personnel that can implement the approved changes to the site.

The State has the option to review and approve, the Contractor proposed suite to track requirements, test cases, defects and traceability.

6.2 Change Management Approval

The Contractor shall obtain approval from the State for any changes to plans, work breakdown structures, deliverables, designs, or other aspects of the project following established change procedures.

Deliverables: Configuration and Document Management Plan

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7. Project Management Tools

The Contractor shall use the following project management tools, unless justification is provided and agreed upon by the State as to how it would be beneficial to the State:

1. SharePoint
2. Team Foundation Server
3. MS Project & MS Project Server
4. MS Office
5. Adobe

If the Contractor employs a document repository other than SharePoint:

1. The Contractor shall be responsible for performing backups of any repository the Contractor establishes.
2. The Contractor shall be responsible for performing appropriate training to the Agency for any repository the Contractor establishes.

8. Sub-Project Development

If sub-projects are required, the Contractor shall establish sufficient documentation to support the execution of the sub-project, including

1. Describing dependencies
2. Tracking sub-project progress
3. Scope
4. Roles Definition

8.1 Charters

The Contractor shall develop a charter for each sub-project that defines scope, approach, roles, dependencies, and other information relevant to the proper documentation and execution of each subproject.

8.2 Schedule Creation and Integration with Master Project Schedule

The Contractor shall develop project schedules for sub-projects, which shall be integrated into the overall Master Project Schedule with relevant dependencies.

The subprojects shall have identified teams. Each team, consisting of both State and Contractor staff, shall be able to create and oversee its own project schedule.

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8.3 Deliverable Tracking

The Contractor shall use the SDLC used on DIWS 2 and level of detail for tracking sub-project work products (deliverables) in a similar fashion as the overall project.

Deliverables: Deliverable mapping as part of the State approved DIWS 2 SDLC

9. Frequency and Evolution of Project Management Activities

The State will work with the Contractor to determine the most practical and effective approach to project management which will evolve over time (collaboratively with the Contractor) to meet the needs of the project. The State expects that a project of this size and duration will evolve over time. The project management activities will be dynamic as well. The project management responsibilities described in this section represents a minimum set of required tasks and deliverables. The State will set the standards for project management reporting and tasks throughout the life of the project and they will be compatible with the standards noted in RFP Section 3.3.1 Required Project Policies, Standards, Guidelines and Methodologies. The Contractor is responsible for complying with those project management standards.

10. Response to Project Management Requirements

The table below identifies the topics which the Offeror shall address in its Technical Proposal. Each topic in the response shall be identified with a heading corresponding to the table below. Responses should not be placed in the table.

Offeror shall refer to the referenced section of the Task Order to fully understand the State’s requirements and expectations when preparing the response. The Offeror shall address the topics/questions identified in the table but is expected to elaborate or add additional information as appropriate to fully understand the Offeror’s solution and approach.

The Offeror should provide a detailed description of the proposed solution but does not need to address every item or sentence in a particular section. The Offeror’s response shall be construed to be inclusive of all requirements referenced by the table and shall bind the Offeror to all such requirements unless the Offeror specifically addresses partial or non-compliance in its response. Offerors shall describe requirements that cannot be met or that can only partially be met as part of the final question of the response table.

The Offeror shall adhere to any page limit for the topic.

In some topics below, the State has requested a sample of work from a previous project or a draft version of an artifact for this project (e.g. include a draft Project Plan for this project). These items are identified below and shall be included in [TAB O] and not inserted into the narrative. Such items are not included in page limits. If requested items are not available, briefly describe.

Response Requirements			
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Appdx Ref	Topic Title	Response Requirements	Page Limit
4	Project Startup	The Offeror shall describe its general approach to project startup.	
5	Project Management Requirements	<ol style="list-style-type: none"> 1. The Offeror shall present its project management methodology as proposed for this project. This description should include all proposed deliverables necessary to meet the requirements in the TO and others that the Offeror proposes to include as part of its approach. 2. The Offeror should submit a proposed draft Project Management Plan (PMP) for this project. 	
5.4	Quality Management and	<ol style="list-style-type: none"> 1. The Offeror should provide a detailed description of the Quality Management approach it proposes to use for this project. 	

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Appdx Ref	Topic Title	Response Requirements	Page Limit
	Process Improvement	2. Include a sample Quality Management Plan from a similar project.	
5.5	Resource Management	The Offeror shall describe its team and proposed resources in TAB F of its response. See TO Section 4.2.2.7 Experience and Qualifications of Proposed Staff	
5.7	Risk & Issue Management	The Offeror shall describe its approach to risk and issue management and specifically describe risks related to this project and any mitigation or remediation considerations.	
6	Configuration and Document Management	The Offeror shall describe its approach and recommended toolset for addressing configuration and document management.	
8	Project Management Tools	<ol style="list-style-type: none"> 1. Offerors should describe any project management tools and software proposed as part of their solution. 2. If there is a cost or licensing for these tools then include line item pricing on the price sheet for the tools as directed, including licensing model and the required hardware and software. 	
	Requirements not Met	The State assumes that the Offeror will meet all requirements described in Appendix 2 of the TO. Identify any areas that cannot be met and describe why.	