**Statement of Work**

***<Agency Name>***

**Independent Verification and Validation (IV&V) services for**

***<Project Name>***

***<Date>***

**[NOTE TO THE AUTHOR]**

*[This IV&V Statement of Work template is provided as a guideline and follows best practices for most projects – it is not mandated for any project, but may be used by any project. This guideline may be customized to meet the needs and complexity of the project.*

*The template includes instructions, boilerplate text, and fields that should be replaced with the values specific to the agency and / or project.*

*Blue italicized text enclosed in square brackets ([text]) provides instructions to the document author, or describes the intent, assumptions and context for content included in this document.*

*Red text enclosed in angle brackets (<text>) indicates a field that should be replaced with information specific to a particular project.*

*Text and tables in black are provided as boilerplate examples of wording and formats that may be used or modified as appropriate to a specific project. These are offered only as suggestions to assist in developing project documents; they are not mandatory formats.*

*When using this template, it is recommended that you follow these steps:*

* *Replace all text enclosed in angle brackets (e.g., <Project Name>) with the correct field values. These angle brackets appear in both the body of the document and in headers and footers.*
* *Modify boilerplate text as appropriate to the specific project.*
* *To add any new sections to the document, ensure that the appropriate header, body text styles, and section numbering schemes are maintained.*
* *Before submission of the first draft of this document, delete the “Notes to the Author” section and all instructions to the author, which appear throughout the document as blue italicized text enclosed in square brackets [text].*
* *Update the Table of Contents, right-click and select “Update field” and choose the option- “Update entire table”*

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# CHAPTER 1 – STATEMENT OF PURPOSE / NEED

This statement of work (SOW) is for an Independent Verification and Validation (IV&V) vendor to provide industry standard IV&V services and deliverables for the following initiative:

<Agency Name>

<Project Name>

## 1.2 Project Description

*[Provide an overview of the project. Summarize business need, justification, business benefits and objectives.*

*Describe the project scope (including what is considered out of scope), assumptions, constraints, project objectives, and any project or system dependencies.*

*Describe project budget, estimated costs, and funding source(s).*

## 1.3 PROJECT TIMELINE

*[Provide an estimate of the project timeline and discuss the project schedule, including project phases, major milestones, and deliverables. If available, a project schedule or milestone schedule can be provided as an attachment to the SOW.]*

## 1.4 Project Organization and Governance

*[Provide an overview of the project governance structure(s), including roles and responsibilities.]*

## 1.5 Project risks

*[Provide a summary of Risk and Complexity assessment findings and a general discussion of projects risks.]*

# Chapter 2 – SCOPE OF WORK

## 2.1 Overview

<Agency> seeks an IV&V vendor that offers innovative project personnel, processes, approaches, and tools to perform IV&V services for the <Project Name>.

Per the scope of this SOW, the IV&V team will report (through a designated point of contact) directly to the < Project Name> Project Sponsor or designee. Per the scope of the SOW, the vendor will provide an objective, vendor neutral, third-party view of the project with the intent of protecting the state’s interests. The vendor will evaluate and assess the <Project Name> throughout the project lifecycle <or term of the contract>. The unbiased observations and recommendations will be provided to the project sponsor or designee. The project sponsor or designee will in turn distribute these materials to project managers, project sponsors, business owners, and executive leadership to facilitate project decision-making.

The vendor will review and evaluate all aspects of the project; provide analysis, feedback, and suggested improvements to ensure the quality and success of the <Project Name>. The vendor will examine <Project Name> artifacts, deliverables, and written and oral communications to evaluate the effectiveness of project management practices (including scope, cost, schedule, risk, quality, and other measures of project management) and project execution, and provide recommendations regarding the project’s continuation.

The vendor must perform assessments of the project and identify, analyze, and validate the major risks facing the project. The vendor is expected to recommend industry-standard best practices to identify the major project risks or to validate the risks identified for the project.

## 2.2 LIST OF contractor responsibilities

The vendor will provide information technology (IT) IV&V services.

The vendor will possess the professional and technical staff necessary to perform the IV&V services required by this contract and the staff will have sufficient skills and experience to perform the services assigned to them.

All of the services to be furnished by the vendor under the contract shall meet the professional standard and quality that prevail among information technology professionals in the same discipline and of similar knowledge and skill engaged in related work throughout Florida under the same or similar circumstances.

During the term of the contract, the vendor will maintain, all licenses, permits, qualifications, insurance and approvals of whatever nature that are legally required to perform the services.

*[List additional project and / or agency specific requirements]*

### 2.2.1 Perform Project Monitoring

The vendor will perform ongoing project IV&V monitoring activities and will review and validate issues/deficiencies/risks identified with the project. Project monitoring activities will include:

* Providing an independent, objective, third-party view and recommendations on project efforts with the intent of protecting the State’s interests.
* Providing personnel, processes, approaches, and tools to perform IV&V services for Florida information technology projects.
* Performing assessments on both management processes and work products.
* Assessing and reporting overall project performance, extrapolating likely future project progress and success, and identifying any possible impediments to successful project completion.
* Examining all project artifacts and documents to evaluate the effectiveness of the project management controls, procedures and methodology.
* Performing a detailed review of project deliverables for accuracy, completeness, and adherence to contractual and functional requirements.
* Performing a detailed review of the system documentation (Requirements, Design, Training, Test, and Management Plans, etc.) for accuracy and completeness.
* Performing a detailed review of the software architecture for feasibility, consistency, and adherence to industry standards.
* Reviewing the process for tracking of business and technical requirements to their source and reviewing the process established during the planning phase for requirements traceability throughout the subsequent development/implementation phase. Reviewing the traceability of system requirements to design, code, test, and training.
* Assessing the effectiveness of project communication.
* Developing performance metrics that facilitate the tracking of progress / completion of project tasks and milestones.
* Reviewing all project cost and expenditure documentation and making recommendations for the efficient use of funds.
* Validating identified risks and issues and proposed response(s) and assessing impact to the project progress or success.
* Reviewing statements-of-work, solicitations, and contracts to verify the alignment between requirements and solicited or contracted terms.
* Providing guidance and training on standards and best practices for project management.
* Ensuring project teams follow required standards, including, but not limited to, Administrative Rule, Florida Statutes, and federal requirements.
* Assessing the project’s Configuration Management (CM) function/ organization by reviewing CM reports and making recommendations regarding appropriate processes and tools to manage system changes.
* Consulting with all stakeholders and assessing the user involvement and buy-in regarding system functionality and the system's ability to meet program needs.
* Developing performance metrics which allow tracking of project completion against milestones set by the agency.
* Reviewing and monitoring development processes to ensure they are being documented, carried out, and analyzed for improvement.
* Assessing and recommending improvement, as needed, to assure software testing is being performed adequately through review of test plans or other documentation and through direct observation of testing where appropriate, including participation in and coordination of peer reviews.
* Reviewing system hardware and software configuration and reporting on any compatibility and obsolescence issues.
* *[List additional project and / or agency specific requirements]*

### 2.2.2 Provide Presentations and Oral Reports

The vendor will participate in project meetings and provide oral updates and summary presentations of all report content. In addition, the vendor will provide presentations for stakeholders, customers, government leaders, or the public when requested by the project sponsor.

*[List additional project and / or agency specific requirements]*

### 2.2.3 Meetings

The vendor will attend project meetings and events, as defined by <Agency> project manager, project sponsor, or Governance committee.

### 2.2.4 Provide Recommendations for Cost Savings

The vendor will provide recommendations (to <Agency> project manager and contract manager) for project cost savings where feasible and practicable.

### 2.2.5 Records Management

The vendor will maintain the monitoring work documents necessary to substantiate the IV&V findings, factual conclusions, and recommendations throughout the term of the contract. These work papers must be available during the status meetings and must, upon request, be supplied to <Agency> for archiving at the conclusion of the project.

### 2.2.6 Perform Administrative Responsibilities

The vendor will:

1. Designate a contract manager to oversee the contract associated with this SOW.

2. Designate a project manager to oversee the activities of this SOW, serve as the point of contact for the agency, communicate with, and provide information to the agency as required.

3. Perform all activities identified in the SOW and provide all deliverables in the manner and timeframes described in the associated contract to <Agency> satisfaction.

4. Provide all administrative needs to support the IV&V effort, including but not limited to travel, office services, equipment (e.g., personal computers, software, fax machines, copiers), and any other special equipment or supplies for use by the IV&V staff), unless other arrangements are made with <Agency>.

5. Submit invoices in a manner prescribed by the contract.

6. Submit timesheets, if required by <Agency>, in a manner prescribed by the contract.

7. Provide a schedule, and other project information / artifacts to the agency for incorporation into project documentation.

8. Schedule requests for information and meetings so as to minimize the impact on <Agency> staff, project stakeholders, and the project team.

9. Respond to inquiries or requests from <Agency> project sponsor or Department of Management Services, Division of State Technology within agreed-upon time frames.

10. Produce all documentation using the document, spreadsheet, and diagram standards specified by <Agency>.

11. Provide final copies of all deliverables, reports, and other artifacts (as mutually agreed-upon) in electronic format for archive purposes.

12. Provide sufficient contact telephone numbers during normal business hours and e-mail addresses to facilitate communication. For the purposes of this SOW, normal business hours are defined as Monday through Friday, 8AM to 5PM, EDMSern Time (ET), excluding State of Florida observed holidays.

# CHAPTER 3 – PROJECT Tasks and deliverables

## 3.1 Administrative deliverables

In compliance with IV&V regulatory requirements and to meet the goals of the <Project Name>, the vendor will develop / perform / submit the following deliverables to administer and manage IV&V services:

### 3.1.1 IV&V Management Plan

The vendor will develop a comprehensive IV&V Management Plan.

The IV&V Management Plan will be provided to <Agency> within <twenty (20)> business days after the contract issuance or execution.

The IV&V Management Plan must include the following elements:

* A detailed description of how the vendor plans to perform the IV&V services. This description must include methodologies, strategies, standards, and approaches employed by the vendor for executing each of the IV&V activities within this SOW.
* An organizational structure which reflects, among other things, coordination activities among the vendor, the project manager and team, the project sponsor, stakeholders, oversight entities, and any other vendors involved in the project.
* An organizational chart and description of resources assigned to IV&V activities, tasks, and deliverables.
* Description of the specific deliverables to be produced (minimum required deliverables are presented in section 3.2 of this document) as a result of IV&V activities.

The vendor will manage and carry out the IV&V services in accordance with the agency-approved IV&V Management Plan.

### 3.1.2 IV&V Schedule

The vendor will develop a complete and comprehensive project schedule that is based on key deliverables and monitoring activities. The detailed schedule will include activities, tasks, estimated start and end dates, durations, deliverables, and assigned resources with costs to illustrate how IV&V services will be achieved. <Agency> and vendor acknowledge that this project schedule may need to be adjusted during the contract period to reflect changes. The schedule will be provided to the <Agency> within <twenty (20)> business days after contract issuance or execution.

The schedule will meet the project schedule requirements of the Florida Information Technology Project Management and Oversight Standards as detailed in Rule 74-1-004, F.A.C. The IV&V schedule must be integrated into the mDMSer <Project Name> Schedule. The project schedule will be updated <weekly> and will be submitted with the status reports or upon request by <Agency>.

The schedule, contract, and other deliverables must include time and resources for draft submission(s), review cycle(s), and final submission with agency acceptance of all deliverables. Final acceptance of deliverables by the <Agency> will be required for the fulfillment of any schedule or payment milestone.

### 3.1.3 IV&V Status Reports / Meetings

The vendor will conduct IV&V status meetings (with the IV&V team, project sponsor, project manager, oversight entities) and provide reports on the status of IV&V activities.

## 3.2 IV&V Project deliverables

The vendor will include a price quote for all deliverables specified.

The vendor will develop / perform / submit the following deliverables to provide IV&V services for <Project Name>:

### 3.2.1 Project Deliverable Review Reports

The vendor will conduct verification and validation reviews of the quality and completeness of project deliverables. Deliverable review will be performed by defined vendor resources that are experienced and/or certified in the related technical, functional, or other requirements of the deliverable under review. The report, including findings and recommendations of the deliverable review, will be submitted to <Agency> within a timeframe, identified by the project sponsor, that allows for inclusion of vendor feedback in <Agency> decision-making, deliverable acceptance, and reporting.

*[Agency will list all known deliverables. Deliverables may include, but are not limited to:*

* *Project Management Plan*
* *Schedule*
* *Organizational Change Management Plan (includes any training plans)*
* *Requirements documents (Business, Functional, and Technical)*
* *Requirements Traceability Matrix*
* *Data and document conversion / Migration Plan(s)*
* *Design specifications*
* *Technical architecture*
* *Coding standards/style guides*
* *Quality assurance and test strategy / test plan / test procedures*
* *Customer acceptance criteria*
* *Security plans*
* *Implementation / cutover plan*
* *Sustaining engineering plan*
* *Agency project management status reports*
* *DisDMSer Recovery Plan*

*Other specific deliverables requiring IV&V review will be negotiated and documented within the IV&V contract.]*

### 3.2.2 Solicitation and Procurement Documentation Reports

The vendor, as requested by the project sponsor, will perform a detailed review of any <Project Name> solicitation, procurement, or contract documents. The vendor will review these documents to verify that, at a minimum, the evaluation criteria are clearly articulated and are consistent with project objectives, and that the obligations of the vendor, subcontractors, and external staff are clearly defined and aligned to facilitate success. The vendor will provide a report, including findings and recommendations for improving the solicitation, procurement, or contract documents, to the project sponsor within a timeframe, identified by the project sponsor, which allows inclusion of this feedback into <Agency> decision-making.

### 3.2.3 Initial Project Assessment Report

The vendor will complete the following activities and submit the Initial Project Assessment Report no later than <45> business days from the contract issuance or execution:

1. Identify the scope and objectives of the project, including any legislative intent and its impact on <Agency> processes and other agency IT projects.

a. Identify and analyze the initial project assumptions and constraints.

b. Assess the methodologies used for the feasibility study and cost-benefit analysis, verifying that they are objective, reasonable, measurable, repeatable, consistent, accurate, and verifiable.

c. Review and evaluate the business case for the project to assess its reasonableness.

1. Evaluate, and make recommendations on the overall ability of the agency to successfully complete the project.

a. Evaluate, and make recommendations on, project resources, budget, schedules, work flow, and reporting requirements. Evaluate the estimating and scheduling process of the project to ensure that the project planning assumptions, budget, and resources are adequate to support the work-breakdown structure and schedule.

b. Evaluate, and make recommendations on, the project’s risk management processes and procedures to verify that risks are identified and quantified and that mitigation plans are developed, communicated, implemented, and monitored. The vendor will use an industry-standard methodology for identifying or validating the major project risks presented in the Initial Project Assessment Report. The vendor must revisit the completed project risk assessments, validate the existing risks, and make recommendations for additional risks. The vendor will discuss high risk factors that are deficiencies, the impact of each deficiency on the project if unresolved, and present recommendation(s) to help mitigate the risk.

c. Evaluate, and make recommendations on, the project issue management and tracking process that documents issues as they arise, enables communication of issues to proper stakeholders, documents mitigation strategies as appropriate, and tracks the issues to closure.

d. Evaluate, and make recommendations on, the system’s planned life-cycle development methodology or methodologies (waterfall, agile, evolutionary spiral, rapid prototyping, incremental, etc.) and assess their suitability for the project and the resulting system/application/product.

e. Evaluate, and make recommendations on, the project’s change management processes and procedures.

f. Evaluate, and make recommendations on, the project’s staffing approach and levels. Examine the job assignments, skills, training, and experience of the personnel involved to verify that they are adequate for the task(s) assigned and sufficient for successful project completion.

g. Evaluate, and make recommendations on, the project’s quality assurance (QA) processes, procedures, and organization.

h. Evaluate, and make recommendations on, the project’s process and procedures for managing requirements.

1. Evaluate, and make recommendations on the project’s organizational, governance, and communication processes.

a. Evaluate, and make recommendations on, project management, organization, and reporting and verify that assigned responsibilities provide adequate technical and managerial oversight of the project.

b. Evaluate, and make recommendations on, executive stakeholder buy-in, participation, support, and commitment, and verify that open pathways of communication exist among all stakeholders.

1. Evaluate, and make recommendations on the project’s procurement documents and contracts for commodities and services.

a. Verify that the evaluation criteria are consistent with project objectives and that evaluation processes are consistently applied; verify all evaluation criteria are metrics-based and clearly articulated within the solicitation documents.

b. Verify that the obligations of the vendor, subcontractors, and external staff (terms, conditions, statement of work, requirements, technical standards, performance standards, development milestones, acceptance criteria, delivery dates, etc.) are clearly defined.

The Initial Project Assessment Report will contain the following sections:

* The **Project Assessment** section will document the review, verification, validation, analysis, and evaluation of the project.
* The **Findings** section will contain positive and negative findings and formulate appropriate deficiencies to be addressed in the recommendations section. The findings will, at a minimum, address the following topics:
* Assessment of overall agency IT capability and ability to support the project.
* Technological, financial, human, and political/management resources and constraints.
* Project organization, governance, management, and oversight.
* Project scope and objectives.
* Project scheduling effectiveness and methodology for providing Earned Value Analysis to gauge project progress.
* Project planning and management.
* Risk and issue management.
* Project management methodology.
* The **Recommendations** section will contain suggestions, including alternative approaches or solutions, for correcting all identified project deficiencies. The vendor must provide examples of industry standard tools and approaches, and generally-accepted best practices when appropriate. The vendor will provide a method to track deficiencies, along with their associated recommendations, throughout the project. The recommendations will include alternative approaches or solutions, where available, for correcting deficiencies.

### 3.2.4 Project Lessons Learned

The vendor will document project lessons learned throughout the project and will provide this information to the project team and stakeholders throughout the project (minimally at Phase Gate intervals). In addition, the vendor will provide a comprehensive report of lessons learned with recommendations for incorporation of best practices into future projects.

### 3.2.5 Weekly Project Assessment Updates

The vendor will provide weekly updates (either in writing and/or orally, as directed by the project sponsor) to assess the project status, project management strengths and deficiencies, schedule effectiveness and earned value measures, and recommendations for correcting identified variances from best practices.

### 3.2.6 Monthly Project Assessment Reports

The vendor will draft monthly project assessment reports that summarize the results of their ongoing project monitoring and provide findings and recommendations for improvement of project management and processes.

The following activities must be conducted and the monthly report submitted to the <Agency> by the <5th> business day of each month:

* + - * + Assess any changes to project artifacts including, but not limited to, project scope, budget and schedule estimates, assumptions and constraints, project team and stakeholders, risk and issue management, quality assurance, communication, change management, and resource management.
				+ Assess the overall project progress and status (including Earned Value Analysis measures) and provide an analysis of the project’s ability to meet future project milestones and deliverables. Identify possible impediments to progress and make recommendations to address these impediments.
				+ Identify and analyze any significant scope changes that might impact the project timeline, delivery dates, or quality.
				+ Identify and analyze any new major project risks and mitigation strategies.
				+ Identify and analyze any new major project issues.
				+ Assess any changes to the project’s control processes, including: project management, project budget, project schedule, performance metrics, and software development methodology.
				+ Assess changes to the project’s organization and governance committee, including agency management, executive sponsorship, stakeholder participation, and user involvement and buy-in.
				+ Assess payments to contractors and verify that appropriate reviews and approvals were obtained for contractor services and deliverables prior to payment by the agency. As appropriate, examine deliverables for completeness, accuracy, and quality; and review the project procurement documents and contracts to validate compliance.

These reports will be due monthly and will be presented to the agency by a vendor representative.

The Monthly Assessment Report will contain the following sections:

* The **Project Assessment** section will document the results of the review and analysis activities listed above.
* The **Findings** section will update previous reports concerning the project status, readdress the strengths and deficiencies previously identified, and identify any new strengths or deficiencies. The findings will, at a minimum, address the following topics:
* Assessment of the overall agency IT capability and ability to support the projects.
* Technological, financial, human, and political/management resources and constraints.
* Project planning and management.
* Project organization, governance, management, and oversight.
* Project scope and objectives.
* Project scheduling effectiveness and methodology for providing Earned Value Analysis to gauge project progress.
* Risk and issue management.
* Level of risk associated with proceeding to the next stage of the project.
* The **Recommendations** section will provide alternative approaches or solutions for correcting all current project deficiencies, as well as recommendations for addressing any risks, issues, or other impediments identified in the assessment.

### 3.2.7 Phase Gate Assessment Reports

These reports will describe key project status and progress for the current phase of the project (as applicable), and plans for the upcoming phase. The vendor will provide an analysis of the project’s ability to meet future project milestones and deliverables and recommendations on project/agency readiness to proceed to the next phase. These reports will be due as required by the project scheduleor as requested by the project sponsor, and accompanied by a *phase gate* meeting presentation summarizing project status, progress, risks, and issues.

### 3.2.8 Special Communication

Special communication will be generated immediately when the vendor determines that circumstances exist that put the scope, budget, schedule, or viability of the project at significant risk. The vendor will communicate these potential issues and their consequences to the project manager, project sponsor, <Agency> management, and DMS as defined by the project sponsor. The special communication is expected as part of the vendor’s due diligence to provide <Agency> with prompt notification of such significant circumstances.

### 3.2.9 Project Closure Report

This report contains a discussion of project management capabilities and methodology; schedule management effectiveness and earned value measures; cost detail and budget management; management of risks and issues and their effect on the project outcome; and scope and deliverable management processes and efforts for the project. This report will also address the overall success of the project in meeting the business needs and objectives, and will include recommendations for improvement for future projects.

The vendor will furnish a written Project Closure Report containing the following sections:

* The **Project Assessment** section will detail the management of the project and include (at a minimum):
* Discuss the overall capability of <Agency> to manage and support projects of this type and the effectiveness of the project organization, governance, and oversight.
* Discuss the project management methodology and software development methodology and provide recommendations for future improvement.
* Discuss any significant schedule variance, slippage, or re-baselining and the causes and mitigation related to each variance. The vendor will provide an assessment of the overall schedule management process and efforts for the project.
* Provide a summary of major project risks and issues, their impact on the project, the mitigation or response, the success of the mitigation or response, as well as an assessment of the overall risk and issue management process and efforts for the project.
* Identify funding and cost detail for the duration of the project and discuss any significant cost variance or funding issues, and the causes and mitigation related to each variance. The vendor will provide an assessment of the overall cost/budget management process and efforts for the project. This may include such things as the management of the budget appropriated by the legislature as well as the activities necessary to obtain this budget (successful LBR, LBC requests, etc.). This would also include the acquisition and management of other funds (such as grants).
* Compare and contrDMS the original project scope with the final project deliverables and implemented system / application / product. Discuss any significant difference between the original and final scope and the causes and mitigation related to each variance. The vendor will provide an assessment of the overall scope management process and efforts for the project.
* Discuss the project’s progress toward the achievement of the original business benefits and objectives and the cost savings / avoidance described in the project cost benefit analysis.
* The **Findings** section will contain a summary of project findings, both positive and negative, and identify deficiencies.
* The **Recommendations** section will contain suggestions, including alternative approaches or solutions, for improving project management and support on future projects.

### 3.2.10 Additional Deliverables

Additional activities or deliverables required by the **<Project Name>**:

# Chapter 4 - Deliverable sTANDARDS AND PERFORMANCE CRITERIA

## 4.1 Deliverable Standards

All reports (including drafts submitted for review) will clearly articulate the project analysis, findings, and recommendations. All reports will be professional in appearance and edited for spelling, grammar, jargon, and formatting. Reports must be concise and to-the-point and must present information in a way that is easily understood by technical and non-technical managers and stakeholders.

## 4.2 Documentation Standards

All draft and final deliverables for which formal review is required are to be provided to <Agency> electronically, unless otherwise specified, using the following software standards (or convertible versions).

1. Word Processing – <?>
2. Schedule
3. Spreadsheets - <?>
4. Presentations - <?>
5. PDF - <?>

## 4.3 Deliverable Submission and Review Process

<Agency> and the vendor will negotiate mutually agreed-upon procedures and criteria for acceptance of ongoing, short-term, and cyclical deliverables (weekly updates, monthly reports, ad hoc reports, special communication, meetings, etc.)

The following steps will guide the formal deliverable review process:

1. The vendor will submit an electronic copy of each draft deliverable to the project sponsor, project manager, and the DMS Project Assurance Manager by the dates specified in the <Agency> approved project schedule.
2. The project sponsor and/or designee will review and provide a response to findings, conclusions, and recommendations within <five (5)> business days following receipt of the deliverable from the vendor, or per other mutually agreed-upon timeframe(s).
3. The vendor will review the <Agency> response and resubmit the revised deliverable to the project sponsor and/or designee and DMS, within <five (5)> business days of receipt of <Agency> response, along with documentation of how <Agency>findings, conclusions, or recommendations were addressed.
4. The project sponsor and/or designee will review the vendor’s final package within <five (5)> business days from receipt and will approve and accept final deliverable upon satisfaction of all agency requirements.
5. Vendor review of non-IV&V project deliverables will follow the above timelines and processes per agency direction.

Deliverable acceptance is subject to the governance and change control process (including escalation and conflict resolution) as identified in the Project Management Plan.

# cHAPTER 5 - Qualifications / certifications OF THE CONSUTLANT(S)

The vendor must provide documentation that their organization has previous experience with providing IV&V services on projects of similar scope and range as the project identified in this SOW.

The vendor will use experienced and skilled personnel for the IV&V services described in this SOW. The vendor will put forward any combination of individuals (including subcontractors) deemed necessary to fulfill the terms of the SOW. In proposing a project IV&V team, the vendor must identify the roles and responsibilities of each individual. The individuals proposed will be evaluated by <Agency> both individually and as a group on their ability to accomplish the defined tasks.

Each proposal for IV&V services must include a resume with the experience and skills of the key personnel proposed for the IV&V vendor contract. For purposes of this SOW, all vendor staff supplying services to this IV&V contract are key personnel. In addition to providing resumes for all key personnel, each proposal for IV&V services must also specify by name, the position descriptions, titles, and areas of responsibility of the IV&V personnel who actually will work on the project.

The vendor and Agency agree that the key personnel are critical to the performance of the contract and, therefore, the Agency has the right of refusal for any personnel replacements, substitutions, or reassignments of duties of key personnel assigned to the IV&V services contract. The Agency will also be notified, in writing, of any requests for changes to the personnel assigned to the IV&V contract tasks. Likewise, after contract award, the IV&V vendor shall secure written approval from the Agency prior to making any changes to key personnel. In all instances, qualifications for suggested staff changes should be comparable with those being replaced. Vendors must be aware that the Agency may submit key personnel information for background checks prior to the approval of those vendor’s key personnel to this contract prior to contract award, and that all subsequent personnel changes may require similar review and approval.

## 5.1 Project Manager

The project manager must be a certified Project Management Professional (PMP) and must have a minimum of <five (5)> years’ experience leading an IV&V project of comparable size and complexity. The project manager will have extensive experience with IV&V methodologies and industry-standard best practices in project management and system development. The project manager will have exceptional organizational, communication, and leadership skills and must be available to present executive project presentations to multiple levels of project and agency leadership and to other government executives.

Any training and certifications in relevant areas must be noted, such as Project Management Professional (PMP), American Society for Quality (ASQ), Certified Quality Auditor (CQA), Professional Risk Management (PRM), and Certified Information Systems Auditor (CISA).

In addition to leading the IV&V vendor team, the vendor project manager will:

1. Advise <Agency> to facilitate project efficiencies, effectiveness, and project success.

2. Be accountable for all services and deliverables required under the vendor’s contract.

<Agency> reserves the right to accept or reject the selected vendor’s project manager. Once assigned and accepted, the selected vendor may not otherwise substitute the project manager without the prior written approval of <Agency>.

<Agency> reserves the right to require the replacement of the project manager at any point in time for the duration of the project through written notification to the vendor.

The vendor must specifically state the responsibilities and level(s) of authority that will be granted to the project manager.

## 5.2 Contract Manager

The contract manager must have a minimum of <five (5)> years’ experience with contracts of a similar size and complexity and <five (5)> years of experience in an IV&V project of comparable size. The contract manager will have communication and leadership skills and must be available to present executive project presentations to multiple levels of leadership and to other government executives.

<Agency> reserves the right to accept or reject the selected vendor’s contract manager. Once assigned and accepted, the selected vendor may not otherwise substitute the contract manager without the prior written approval of <Agency>.

<Agency> reserves the right to require the replacement of the contract manager at any point in time for the duration of the project through written notification to the vendor.

The vendor must specifically state the responsibilities and level(s) of authority that will be granted to the contract manager.

## 5.3 Vendor Staff

The vendor will identify and provide resumes for all project staff and will identify the roles and responsibilities of each staff member.

The vendor’s staff assigned to perform the services in this <contract/purchase order> will have, at a minimum, the following experience:

1. Seasoned, demonstrable, extensive experience in large-scale IT projects in a number of state government environments. <Insert Here> experience is preferred.

2. Demonstrable experience performing IV&V activities on large-scale IT projects in a number of state government environments.

3. Demonstrable experience with Systems Development and IV&V methodologies and best practices.

4. Extensive experience in providing independent and objective third-party reviews of projects with the intent of protecting the state’s interests.

5. Experience in conducting IV&V to provide documented evaluations and assessments throughout the project lifecycle.

6. Expertise in the review and analysis of the artifacts and deliverables to evaluate the effectiveness of project management and systems development processes, methodologies, and execution.

7. Experience with industry standard best practices and methodology in risk and issue analysis and management.

8. Proficiency in guidance and training related to industry-standard best practices and methodologies in project management and systems development.

9. Experience with industry-standard best practices regarding quality principles and techniques.

Vendor staff assigned to the project must possess the experience, education, knowledge, and skills defined in DMS’ State Term Contract, IT Consulting Services, # 973-561-10-1 or Management Consulting Services #973-000-14-01. The selected vendor will ensure that all staff assigned to this project have the necessary training and experience and the tools and software required for this project.

The vendor will maintain staffing levels sufficient to complete the services and meet the requirements specified in this SOW and the resulting contract.

All work must be performed in the United States by individuals authorized to work in the United States.

The <Agency> will evaluate all resumes and may perform reference checks to determine if the proposed staff is qualified to successfully complete the project prior to selecting a vendor or vendors.

<Agency> reserves the right to interview any or all proposed staff and has the right to reject any of the selected vendor’s staff prior to the project’s start or during the project.

<Agency> reserves the right to require the replacement of any staff through written notification to the vendor.

The vendor, as the prime service provider, retains sole responsibility for the qualifications and performance of all team members, whether employees or subcontractor(s).

## 5.4 Subcontractor(s)

The vendor will provide the services identified within this SOW and resulting contract, ensure all work is performed, and ensure all contract deliverables are provided to the satisfaction of <Agency>. The vendor will not enter into any subcontracts for the delivery of any services described in this contract without the prior written approval of <Agency>. Proposed use of subcontractors must be included in vendor’s response. Requests for use of subcontractors received subsequent to the solicitation process are subject to review and approval by <Agency>.

All subcontractor personnel are subject to the same knowledge, skill, and ability requirements stated above.

<Agency> reserves the right to interview any or all proposed subcontractor staff and has the right to reject any of the selected staff prior to the project’s start or during the project.

<Agency> reserves the right to require the replacement of any subcontractor staff through written notification to the vendor.

## 5.5 Staffing Changes

The vendor may make staffing changes for staff assigned to this project only with prior review and written approval of <Agency>.

The vendor will make the initial notification of staffing change in writing to the agency within <two (2)> days of the vendors’ receipt of the information related to a staffing change. The vendor will provide a second notification to <Agency> that will identify the replacement candidate’s name, résumé, position, title, starting date, and references, for approval by the agency. <Agency> reserves the right to interview and approve all potential staff prior to beginning work on the project.

# Chapter 6 - Conflict of Interest

The services required by this SOW will support the IV&V activities for <Agency>’s <Project Name>. In order to prevent any bias, unfair competitive advantage, conflict of interest, or the appearance of any type of impropriety, any vendor responding to this SOW must not have been directly or indirectly involved in the development of this SOW or related solicitation documentation.

Additionally, the vendor must acknowledge and agree to restrict themselves from any future non-IV&V involvement, direct or indirect, related to <Project Name>. The contracted vendor is not eligible to bid, respond, or otherwise contract for any contracts, purchase orders, or other non-IV&V agreements dealing with the <Project Name>. The vendor is also prohibited from serving as a subcontractor on any such agreements.

For the purpose of this requirement, the term "vendor," includes any person, firm, or corporation which has a majority or controlling interest in the contracted vendor (or in any parent corporation), and any person, firm, or corporation in which the vendor (or any parent or subsidiary corporation) has a majority or controlling interest. The term also includes the corporate officers of the vendor and those of any corporation that has a majority or controlling interest in the vendor (or any parent or subsidiary corporation).

The awarded vendor will be required to sign **ATTACHMENT <?> - CONFLICT OF INTEREST DISCLOSURE STATEMENT**.

# Appendix

References (Attachment E)

The vendor shall submit at leDMS 3 (maximum 5) completed reference forms (Attachment E), as described in section 5.3.4.

If less than three Reference forms are provided the Proposal will not be evaluated.

Each reference will be based on a SPECIFIC PROJECT for which IV&V services were provided by the vendor.

The references submitted will be validated during the evaluation of proposals.

**ATTACHMENT E**

**Reference Form**

**Reference’s Company Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Reference’s Company Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Reference’s Contact Person Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Reference’s Contact Person Phone Number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Reference’s Contact Person Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Project Name that vendor performed IV&V services for:

Contract Name that vendor performed services under:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contract Number for contract that vendor performed services under:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Term/Duration of the Contract relevant to the reference rating provided below: **Years**: \_\_\_ Months: \_\_\_

Brief description of the services performed for this reference:

Description of the project:

(Not to exceed one page)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

IV&V responsibilities of / services provided by the vendor:

(Not to exceed one page)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

IV&V methodology or approach used for the project:

(Not to exceed one page)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Description of deliverables produced:

(Not to exceed one page)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name and qualifications of the project manager and contract manager assigned:

(Not to exceed one page)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Other:

(Not to exceed one page)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Submitted By:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

AUTHORIZED SIGNATURE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

IV&V VENDOR NAME

IV&V Vendor Contact Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

IV&V Vendor Contact Phone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

IV&V Vendor Contact Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**ATTACHMENT F**

**PRICE SHEET**

Respondent Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Respondent Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Respondents seeking an award must provide prices for all hourly positions and all tasks/deliverables listed below. In other words, the Respondent is required to provide a price in every blank on this Pricing Sheet.

|  |  |
| --- | --- |
| **Position** | **Price per hour** |
| *[Contract Manager]* |  |
| *[Project Manager]* |  |
| *[Subject Matter Experts]* |  |
| *[Other(s) (specify)]* |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

|  |  |
| --- | --- |
| **Deliverable** | **Price Each** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

All prices shall be inclusive of all costs, including staffing, fringe and other overhead, travel, and other expenses.

Prices shall be firm and shall not increase for the entire contract term.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SIGNATURE:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SIGNED BY (Print Name):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

DATE: