

STANDARD AGREEMENT FORM FOR TASK ORDER PROCUREMENT SYSTEM (TOPS)

1. TOPS Contract Number 0016-11-12-010	2. DGS Solicitation Number 2012-0200-0879	3. Financial Coding	4. Agency Assigned Encumbrance Number
5. Vendor Number 92-0131155	6. Project/Case Number	7. Alaska Business License Number 116276	

This contract is between the State of Alaska,

8. Department of Fish & Game	Division of Admin. Services / Information Technology hereafter the State, and
9. Contractor Resource Data, Inc. hereafter the Contractor.	

Mailing Address 1205 E. International Airport Rd. #100	City Anchorage	State AK	ZIP+4 99518
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10. **ARTICLE 1. Appendices:** Appendices referred to in this contract and attached to it are considered part of it.

ARTICLE 2. Performance of Service:

2.1 Appendix A (General Provisions), Articles 1 through 18, governs the performance of services under this contract.

2.2 Appendix B sets forth the liability and insurance provisions of this contract.

2.3 Appendix C sets forth the services to be performed by the contractor.

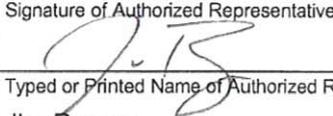
ARTICLE 3. Period of Performance: The period of performance for this contract begins 7/25/12 and ends 3/31/12 137R

ARTICLE 4. Considerations:

4.1 In full consideration of the contractor's performance under this contract, the State shall pay the contractor a sum not to exceed the **Total Cost** shown on TOPS Cost Proposal #0016-11-12-02. Payment shall be made upon receipt and approval of detailed invoice(s) by the State of Alaska Project Manager indicated on TOPS Request #0016-11-12.

4.2 When billing the State, the contractor shall refer to the TOPS Contract Number and send the billing to the contact listed under **Requesting Agency Information** on TOPS Request #0016-11-12.

11. **CERTIFICATION:** I certify that the facts herein and on supporting documents are correct, that this voucher constitutes a legal charge against funds and appropriations cited, that sufficient funds are encumbered to pay this obligation, or that there is a sufficient balance in the appropriation cited to cover this obligation. I am aware that to knowingly make or allow false entries or alternations on a public record, or knowingly destroy, mutilate, suppress, conceal, remove or otherwise impair the verity, legibility or availability of a public record constitutes tampering with public records punishable under AS 11.56.815-.820. Other disciplinary action may be taken up to and including dismissal.

12. CONTRACTOR		13. CONTRACTING AGENCY	
Resource Data, Inc.		Department/Division Fish & Game / Administrative Services – Information Technology	
Signature of Authorized Representative 	Date 7/25/12	Signature of Head of Contracting Agency or Designee 	Date 7/26/12
Typed or Printed Name of Authorized Representative Jim Rogers		Typed or Printed Name Jeff Kasper	
Title President		Title IT Manager	

NOTICE: This contract has no effect until signed by the head of contracting agency or designee.

APPENDIX A GENERAL PROVISIONS

Article 1. Definitions.

- 1.1 In this contract and appendices, "Project Director" or "Agency Head" or "Procurement Officer" means the person who signs this contract on behalf of the Requesting Agency and includes a successor or authorized representative.
- 1.2 "State Contracting Agency" means the department for which this contract is to be performed and for which the Commissioner or Authorized Designee acted in a signing this contract.

Article 2. Inspection and Reports.

- 2.1 The department may inspect, in the manner and at reasonable times it considers appropriate, all the contractor's facilities and activities under this contract.
- 2.2 The contractor shall make progress and other reports in the manner and at the times the department reasonably requires.

Article 3. Disputes.

- 3.1 Any dispute concerning a question of fact arising under this contract which is not disposed of by mutual agreement shall be decided in accordance with AS 36.30.620-632.

Article 4. Equal Employment Opportunity.

- 4.1 The contractor may not discriminate against any employee or applicant for employment because of race, religion, color, national origin, or because of age, disability, sex, marital status, changes in marital status, pregnancy or parenthood when the reasonable demands of the position(s) do not require distinction on the basis of age, disability, sex, marital status, changes in marital status, pregnancy, or parenthood. The contractor shall take affirmative action to insure that the applicants are considered for employment and that employees are treated during employment without unlawful regard to their race, color, religion, national origin, ancestry, disability, age, sex, marital status, changes in marital status, changes in marital status, pregnancy or parenthood. This action must include, but need not be limited to, the following: employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship. The contractor shall post in conspicuous places, available to employees and applicants for employment, notices setting out the provisions of this paragraph.
- 4.2 The contractor shall state, in all solicitations or advertisements for employees to work on State of Alaska contract jobs, that it is an equal opportunity employer and that all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, age, disability, sex, marital status, changes in marital status, pregnancy or parenthood.
- 4.3 The contractor shall send to each labor union or representative of workers with which the contractor has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' compensation representative of the contractor's commitments under this article and post copies of the notice in conspicuous places available to all employees and applicants for employment.
- 4.4 The contractor shall include the provisions of this article in every contract, and shall require the inclusion of these provisions in every contract entered into by any of its subcontractors, so that those provisions will be binding upon each subcontractor. For the purpose of including those provisions in any contract or subcontract, as required by this contract, "contractor" and "subcontractor" may be changed to reflect appropriately the name or designation of the parties of the contract or subcontract.
- 4.5 The contractor shall cooperate fully with State efforts which seek to deal with the problem of unlawful discrimination, and with all other State efforts to guarantee fair employment practices under this contract, and promptly comply with all requests and directions from the State Commission for Human Rights or any of its officers or agents relating to prevention of discriminatory employment practices.
- 4.6 Full cooperation in paragraph 4.5 includes, but is not limited to, being a witness in any proceeding involving questions of unlawful discrimination if that is requested by any official or agency of the State of Alaska; permitting employees of the contractor to be witnesses or complainants in any proceeding involving questions of unlawful discrimination, if that is requested by any official or agency of the State of Alaska; participating in meetings; submitting periodic reports on the equal employment aspects of present and future employment; assisting inspection of the contractor's facilities; and promptly complying with all State directives considered essential by any office or agency of the State of Alaska to insure compliance with all federal and State laws, regulations, and policies pertaining to the prevention of discriminatory employment practices.
- 4.7 Failure to perform under this article constitutes a material breach of the contract.

Article 5. Termination.

The Project Director, by written notice, may terminate this contract, in whole or in part, when it is in the best interest of the State. The State is liable only for payment in accordance with the payment provisions of this contract for services rendered before the effective date of termination.

Article 6. No Assignment or Delegation.

The contractor may not assign or delegate this contract, or any part of it, or any right to any of the money to be paid under it, except with the written consent of the Project Director and the Agency Head.

Article 7. No Additional Work or Material.

No claim for additional services, not specifically provided in this contract, performed or furnished by the contractor, will be allowed, nor may the contractor do any work or furnish any material not covered by the contract unless the work or material is ordered in writing by the Project Director and approved by the Agency Head.

Article 8. Independent Contractor.

The contractor and any agents and employees of the contractor act in an independent capacity and are not officers or employees or agents of the State in the performance of this contract.

Article 9. Payment of Taxes.

As a condition of performance of this contract, the contractor shall pay all federal, State, and local taxes incurred by the contractor and shall require their payment by any Subcontractor or any other persons in the performance of this contract. Satisfactory performance of this paragraph is a condition precedent to payment by the State under this contract.

Article 10. Ownership of Documents.

All designs, drawings, specifications, notes, artwork, and other work developed in the performance of this agreement are produced for hire and remain the sole property of the State of Alaska and may be used by the State for any other purpose without additional compensation to the contractor. The contractor agrees not to assert any rights and not to establish any claim under the design patent or copyright laws. The contractor, for a period of three years after final payment under this contract, agrees to furnish and provide access to all retained materials at the request of the Project Director. Unless otherwise directed by the Project Director, the contractor may retain copies of all the materials.

Article 11. Governing Law.

This contract is governed by the laws of the State of Alaska. All actions concerning this contract shall be brought in the Superior Court of the State of Alaska.

Article 12. Conflicting Provisions.

Unless specifically amended and approved by the department of Law the General Provisions of this contract supersede any provisions in other appendices.

Article 13. Officials Not to Benefit.

Contractor must comply with all applicable federal or State laws regulating ethical conduct of public officers and employees.

Article 14. Covenant Against Contingent Fees.

The contractor warrants that no person or agency has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee except employees or agencies maintained by the contractor for the purpose of securing business. For the breach or violation of this warranty, the State may terminate this contract without liability or in its discretion deduct from the contract price or consideration the full amount of the commission, percentage, brokerage or contingent fee.

Additional Terms and Conditions

Article 15. Limitation of Liability.

Excluding liability for personal injury, property damage and patent or trademark infringement of any claim applicable under Appendix B, Article I, contractor's liability arising out of this contract and the state's sole and exclusive remedy for any damages arising out of the state's use of the product or services, shall be limited to the state's direct damages, (not including loss of, or damage to, information or data from any cause; or any indirect, incidental, special, punitive, or consequential damages) but in no event, shall exceed the greater of \$100,000 or the total amount paid to the contractor on the task order from which the liability directly arose. Contractor will not be liable for delays or failure in performance due to causes beyond its control or for damages caused by the state's failure to perform its responsibility.

Article 16. Special Task Order Terms and Conditions.

The parties understand and acknowledge that there may be a need to address unique or unanticipated circumstances arising in connection with a particular task order that are within the scope of this contract, but not specifically addressed under this contract. Nothing in this contract shall be construed to preclude the contractor or state from proposing reasonable additional terms and conditions for a task order, consistent with this contract, to resolve any such issues. The parties further agree to negotiate expeditiously and in good faith to achieve resolution of these matters.

Article 17. Ownership of Intellectual Property.

In no case shall the state, its departments, subsidiaries or assigns at any time hold any rights to title or ownership of any preexisting intellectual property and copyrighted materials; licensed software or licensed applications, tools documentation, technical expertise or know-how provided by contractor under this contract. All use of said licensed products shall be governed by the terms and conditions of the software license agreement in place between the parties. Contractor shall have the right to use its products, tools, know-how on other efforts without the prior approval of the department. Contractor shall obtain the approval of the department prior to using materials covered by Article 10 outside of this agreement.

Article 18. Warranties and Disclaimer.

The contractor warrants that the services will meet the contracting agency's requirements set out in the specifications. The contractor does not warrant that the system will meet the contracting agency's requirements not expressed in the specifications. Requirements not reasonably inferred from the specifications are specifically disclaimed by the contractor.

APPENDIX B¹ INDEMNITY AND INSURANCE

Article 1. Indemnification

The Contractor shall indemnify, hold harmless, and defend the contracting agency from and against any claim of, or liability for error, omission or negligent act of the Contractor under this agreement. The Contractor shall not be required to indemnify the contracting agency for a claim of, or liability for, the independent negligence of the contracting agency. If there is a claim of, or liability for, the joint negligent error or omission of the Contractor and the independent negligence of the Contracting agency, the indemnification and hold harmless obligation shall be apportioned on a comparative fault basis. "Contractor" and "Contracting agency", as used within this and the following article, include the employees, agents and other contractors who are directly responsible, respectively, to each. The term "independent negligence" is negligence other than in the Contracting agency's selection, administration, monitoring, or controlling of the Contractor and in approving or accepting the Contractor's work.

Article 2. Insurance

Without limiting Contractor's indemnification, it is agreed that Contractor shall purchase at its own expense and maintain in force at all times during the performance of services under this agreement the following policies of insurance. Where specific limits are shown, it is understood that they shall be the minimum acceptable limits. If the Contractor's policy contains higher limits, the state shall be entitled to coverage to the extent of such higher limits. Certificates of Insurance must be furnished to the Contracting Officer prior to beginning work and must provide for a 30-day prior notice of cancellation, nonrenewal or material change of conditions. Failure to furnish satisfactory evidence of insurance or lapse of the policy is a material breach of this contract and shall be grounds for termination of the Contractor's services. All insurance policies shall comply with, and be issued by insurers licensed to transact the business of insurance under AS 21.

2.1 Workers' Compensation Insurance: The Contractor shall provide and maintain, for all employees engaged in work under this contract, coverage as required by AS 23.30.045, and; where applicable, any other statutory obligations including but not limited to Federal U.S.L. & H. and Jones Act requirements. The policy must waive subrogation against the State.

2.2 Commercial General Liability Insurance: covering all business premises and operations used by the Contractor in the performance of services under this agreement with minimum coverage limits of \$300,000. combined single limit per occurrence.

2.3 Commercial Automobile Liability Insurance: covering all vehicles used by the Contractor in the performance of services under this agreement with minimum coverage limits of \$300,000. combined single limit per occurrence.

**APPENDIX C
SCOPE OF WORK**

This contract incorporates the following documents by reference:

- **TOPS Request #0016-11-12;**
- **TOPS Response / Cost Proposal #0016-11-12-02.**

In case of conflict, the following order of precedence shall govern:

1. This contract document;
2. TOPS Request #0016-11-12;
3. TOPS Response / Cost Proposal #0016-11-12-02.

Any scope clarifications and/or negotiations that would not have the effect of changing the ranking of responses may be included below (or on additional pages, if necessary):

The Scope of this task order is two-fold: 1. Project cost estimating. 2. Requirements analysis

1. Project cost estimating: develop a definitive estimate of the costs of the resources needed to complete all phases of the project. The main outputs are activity cost estimates and supporting detail. Ultimately the project cost estimating will be used to create the project cost management plan. This estimate and supporting detail will be included in the upcoming Capital request to the Alaska Office of Budget and Management. This analysis must be completed by September 15, 2012 in order to meet the OMB budget cycle.

The following will be required for the project cost estimating phase:

- a. Develop and provide a definitive estimate with supporting detail of what the project will cost.
- b. Collaborate with department management to define the estimate's purpose and schedule
- c. Develop estimating plan: outline approach and the estimate timeline
- d. Obtain data and information: create a data collection plan with emphasis on collecting current and relevant technical, programmatic, cost and risk data.
- e. Develop Work Breakdown Structure (WBS) with cost estimates

2. Requirements analysis: This Phase allows the Department to revisit what is absolutely essential for issuing and accounting for the primary endorsements (hunting, fishing, trapping licenses and king salmon tags) and how to best realign doing that with various business needs in the department. This step is necessary so development can then proceed on all essential system interfaces to the new licensing system (paper-based data entry, internet-based sales, point-of-sale systems, customer and vendor management, electronic fund transfers and financial reporting). This step also results in a modern foundation from which to operate, and establishes a course for continued development of secondary licensing systems from which many new capabilities can emerge. This phase must be completed by March 31, 2013.

The following will be required for the requirements analysis phase:

- a. Identify and document the essential business processes under which endorsements are currently issued today (for all venues) in order to understand what we do at a detailed level in terms of law, administrative policy, and individual job function.
- b. Identify and document the essential business processes related to vendor interactions and cash management.
- c. Catalog the limitations of the existing systems and document what we expect in terms of improvements from a new system.
- d. Apply process and policy knowledge to determine what functionality will be necessary in the new system.
- e. Incorporate support for additional business requirements into the current system design, making revisions as needed with respect to work previously done.
- f. Utilize a Business Process Solution (BPM) in order to find efficiencies in current processes.

Billing:

Billing:

Billings will be submitted for payment on acceptance of deliverables as shown below:

Project Estimation

Project Planning, Estimation Plan & Data Collection	\$15,000
Final Estimation and project WBS	\$15,000

Analysis & Requirements

Current Processes & Gap Analysis	\$35,200
Vendor Business Analysis	\$15,500
Utilize a BPM to find efficiencies in current process	\$11,000
Add New Functionality and Updated System Plan	\$28,090

Total	\$119,790
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COST PROPOSAL

Cost proposal must include all costs required to perform the work as described, including but not limited to travel costs, labor, overhead, etc. **BOTH HOURLY RATE AND EST # OF HOURS MUST BE COMPLETED FOR YOUR PROPOSAL TO BE RESPONSIVE.**

If additional unanticipated work is required after TO contract award, it shall be performed at the hourly rate quoted below. All proposed individual resources and subcontractors are subject to the approval of the TO Manager. Any change in individual resources or sub-contractors after award will require approval by the Agency Project Manager.

To ensure the optimum use of public funds, the state will review cost reasonableness in the following manner:

1. If any response has a cost proposal that is 50% or greater above or below the average cost of all responses, the state reserves the right to not consider that response. (Ex: Given an average cost of \$10,000, responses with cost proposals \$15,000 and higher or \$5,000 and lower may be rejected.)
2. BEST VALUE: If the highest ranked vendor's cost proposal is 10% or more greater than the second highest ranked vendor's cost proposal, the state reserves the right to make award to the second highest ranked vendor.
3. LOW PRICE: Past Performance Information (PPI) shall be applied to your Total Cost as a percentage reduction equivalent to your current PPI score for evaluation purposes. (Ex: If your current PPI score is 5, your Total Cost will be reduced by 5% when comparing to other costs.)

COST

Hourly Rate	x	Est. # Hours	=	Total Cost
\$ 99.00		1210		\$119,790.00
ETS Fee (\$300 + .5% of Total Cost)				\$ 898.95
Total TO Cost				\$120,688.95

PROPOSED INDIVIDUAL RESOURCES

Tom Fletcher	Grant Ficek	Nicholas St. Gabriel
Darren Jaeckel	Jenny Munroe	

PROPOSED SUB-CONTRACTORS

Name	Description of Work	% of Overall Work

VENDOR INFORMATION

Vendor Name: Resource Data, Inc. (RDI)

<input checked="" type="checkbox"/>	By checking this box, I, Howard Earl for Resource Data, Inc. (RDI), represent that I am authorized to and do bind the vendor to this response. I certify that all of the information provided herein is true and accurate, to the best of my knowledge. I understand that the discovery of deliberately misrepresented information contained herein may constitute grounds for contract termination and removal from the vendor pool.
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GENERAL INSTRUCTIONS

Vendors must use the template set out herein for submission of their response to a TOPS Request Form, including 10-point Arial font. Modifications to the format of this template (e.g., altering font size, altering font type, adding colors, adding pictures etc) will result in the rejection of your response.

Other than as requested on this page, your response must be "cleansed" of any identifying names or information. **Do not list any names/information in Project Approach, Risk Assessment, or Experience/Qualifications that can be used to identify your firm. The inclusion of identifying information may result in your response being rejected.**

PROJECT APPROACH

Provide a concise and detailed summary of your approach to delivering the services described in the TOPS Request Form. The summary must demonstrate your understanding of how to successfully complete the work in a way that meets the state's needs.

Project Approach cannot exceed one page.

RISK ASSESSMENT

Itemize potential **controllable** and **non-controllable** risks associated with providing the services described in the TOPS Request Form and concisely describe how you will mitigate each risk.

Risks cannot exceed one page. You may add/delete additional rows to identify additional risks and solutions, but do not exceed the page limit. Do not include any cost or marketing information.

EXPERIENCE/QUALIFICATIONS

Describe your experience and qualifications specifically as they pertain to the services described in the TOPS. Do not include names or information that can be used to identify your firm or the proposed resource(s).

Experience/Qualifications cannot exceed two pages.

PROJECT APPROACH**BEST VALUE PROCESS ONLY: EVALUATOR NAME:**SCORE: 10 5 0

This project will produce a cost estimate and requirements essential for an integrated licensing system for the Department of Fish and Game. Accurate estimates and thorough requirements gathering lay the groundwork for a successful project—from procurement to development through to implementation. Our firm will provide a team with extensive analysis skills and experience with other licensing and data collection systems, led by a strong project manager to focus the efforts of this large project in time to meet key deadlines. This team will study and develop a thorough understanding of current processes, uncover inefficiencies, and introduce electronic processes over paper where possible.

PREPARATION AND PROJECT SETUP: We will meet with the ADF&G IT manager to (1) introduce the team, identify key stakeholders, review project progress to date, and review expectations, (2) Collect and review existing project documentation including workflows, use cases, requirements, system documentation, and other relevant information, and (3) Secure access to the appropriate systems and other resources needed to ensure timely delivery.

PROJECT PLANNING: We will work with the client to develop a project plan which includes mutually agreed upon timelines, milestones, and deliverables. This document will provide a blueprint for future work. As part of this planning phase, the essential business processes should be explained and documented in order to define the scope this project. We will work with the client to ensure that deliverable descriptions and defined scope can be completed within the time and budget constraints.

PHASE 1: PROJECT COST ESTIMATING: During the first phase of this project, our senior analysts will work with the Department management team to produce activity and project cost estimates. This effort will produce supporting documents for use in a Project Cost Management Plan for the upcoming Capital request to the State Office of Budget and Management. To focus the effort, our team will develop a Traceability Matrix and Work Breakdown Structure (WBS) to prioritize “wants and needs,” outline high-level tasks, and define the project schedule.

Deliverables for this phase will include the following:

- (a) Estimate: A definitive estimate with supporting detail outlined in supporting documents (b)-(d)
- (b) Purpose and Schedule: A clear purpose and schedule prioritized by ADF&G management
- (c) Estimating Plan: An outline of the approach and estimated timeline (potentially with WBS)
- (d) Data Collection Plan: Details regarding gathering requirements and data
- (e) WBS: A WBS with high level tasks, proposed schedule, and cost estimates

PHASE 2: REQUIREMENTS ANALYSIS: For Phase 2, we will expand our team to work with different divisions of ADF&G to gather requirements and elaborate on the previously developed traceability matrix. Under the direction of the project manager and analysts who developed the estimate for Phase 1, this team will document all essential tasks for issuing and accounting for primary endorsements, and determine how to best align these processes with the various business needs in the department. Our team will use a variety of techniques (e.g., documentation review, interviews, workflow diagramming, business process solutions) to produce systematically documented requirements that can be used to guide development of essential system interfaces to the new licensing system and establish a course for development of secondary systems.

Deliverables for this phase will include the following:

- (a) Requirements: Detailed documentation of law, administrative policy, and individual job function
- (b) Requirements: Related to vendor interactions and cash management.
- (c) Gap Analysis: Catalog of limitations of existing systems and desired improvements
- (d) Recommendations: Application of knowledge to determine functionality needed in new system
- (e) Additional Requirements: Additional business requirements, as necessary
- (f) Business Process Solution (BPM): Identification of efficiencies in current processes

RISK ASSESSMENT

BEST VALUE PROCESS ONLY: EVALUATOR NAME:

SCORE: 10 5 0**RISK:** Un-prioritized "wish list" and large project scope**WHY IT IS A RISK:** During project planning and in later phases, stakeholders often add many features and business processes to the project "wish-list". This can easily lead to "scope creep" resulting in under-budgeted hours, and the neglect of required and/or critical features.**OUR SOLUTION:** We will provide senior project managers and analysts with extensive experience managing similar large-scale critical projects. Our team will use a traceability matrix or similar project management device to focus and prioritize ADF&G efforts and break the scope into manageable components.**RISK:** Coordinating disparate divisions of ADF&G**WHY IT IS A RISK:** ADF&G is a large department with many divisions and unique geographic challenges. Each division has unique business processes and needs, and coordinating those needs may be difficult.**OUR SOLUTION:** Our experienced project manager and analysts will use a traceability matrix or similar project management device as an objective tool for establishing requirements and prioritizing activities.**RISK:** Inability to complete phases by specified deadlines**WHY IT IS A RISK:** Because the scope of the project is large and many of the requirements may be unknown, estimation and analysis may require more hours than possible to before the designated phase deadlines.**OUR SOLUTION:** Our project manager will work with ADF&G to prioritize tasks and ensure that each phase completes on time.**RISK:** Lack of available key personnel**WHY IT IS A RISK:** Requirements gathering relies heavily on client input. Lack of key personnel can impede the progress of the project.**OUR SOLUTION:** We mitigate this by planning for periods of unavailability as far in advance as possible. Plans can include lengthening or shortening interview and review cycles, having backups for key personnel, or a combination.**RISK:** Lack of availability of contractor staff**WHY IT IS A RISK:** If contractor staff is not available, the project schedule, scope, and success will suffer.**OUR SOLUTION:** Our firm uses a proprietary tool designed specifically to solve this problem. We've used it successfully for millions of dollars of work, and it will ensure that our team members are available for the hours stated in the TOPS Request.**RISK:** Lack of availability of other resources**WHY IT IS A RISK:** The goal of the project is to create a unified licensing system and customer information system from a variety of different data systems used by distinct ADF&G divisions. If our team does not have proper access to these systems and the appropriate documentation, the resulting analysis will be inadequate.**OUR SOLUTION:** During project setup, we will work with ADF&G to determine which divisions and systems are involved, and ensure that we have the proper access to those systems and the appropriate documentation.**RISK:** Lack of communication**WHY IT IS A RISK:** Lack of communication can cause projects to fail.**OUR SOLUTION:** In addition to the required status reports, we will host status meetings between our project manager and the client project manager every two weeks. We will also encourage informal communication daily.

EXPERIENCE/QUALIFICATIONS

BEST VALUE PROCESS ONLY: EVALUATOR NAME:

SCORE: 10 5 0**COMPANY QUALIFICATIONS**

Experience with requirements analysis including cost estimation:

1) Our firm has implemented numerous critical projects for various State agencies, from requirements gathering and project management through design, development, testing, and implementation. Our work includes critical projects such as the online PFD application and myAlaska development and integration.

2) We have provided extensive cost estimation services and requirements gathering for a variety of private sector projects and State projects such as the Department of Revenue's Data Entry and Examination (DEX) application to improve tax return processing, and the Department of Labor and Workforce Development's Workforce Investment Performance System (WIPS).

3) Our developers have extensive experience with State of Alaska systems and ADF&G databases, as well as numerous projects meeting State of Alaska standards.

STAFF QUALIFICATIONS

We propose a highly qualified team with many years of experience on State of Alaska projects to complete this work.

Our proposed project manager has successfully led numerous projects for State and Federal agencies. An expert in Scrum methodology and PMP processes, he has led teams through the entire project lifecycle—from requirements and analysis to testing and deployment. He has experience authoring project plans, cost estimates and design documents for several large State IT projects including Workplace Alaska and myAlaska 3.0 for the Department of Administration and the Department of Labor and Workforce Development's Workforce Investment Performance System. Additionally, he is a highly regarded senior developer and database analyst/designer with eight years of experience with SQL Server and Oracle database tools and a variety of experience on large-scale government projects.

Our technical lead/senior analyst has served as the lead developer and project manager on a wide variety of software and engineering projects, from large, mission-critical database applications to North Slope automation and telecommunication systems. His 14 years of experience in software development include 4 years of working with fisheries data through application development for AKFIN, from requirements gathering through implementation; 6 years of experience supervising development teams; 5 years of experience with SQL Server database tools; and 8 years of experience with Oracle database tools.

Our supporting analysts have completed a variety of State projects that have given them a broad range of experience in systems analysis and software development. They are experienced in documenting both technical and non-technical business processes for many State agencies.

One of our proposed analysts, a Juneau-based PMP-certified project manager with experience on the IRIS project for the Department of Administration and WIPS project for Department of Labor, recently implemented an enterprise content management solution for a Texas State agency. The new system created paperless solutions for Internet-based payments, EFT, and financial reporting for 27 divisions within the agency, and drastically improved the agency's website user interface.

RELEVANT EXPERIENCE**DEPARTMENT OF LABOR: WORKFORCE INVESTMENT PERFORMANCE SYSTEM**

RDI led the analysis and design effort and provided project management support for the Alaska Department of Labor and Workforce Development's Workforce Investment Performance System (WIPS) project. The project involved four implementation phases: a new fiscal system (SAGE), a grants management system (EGrAMS), a case management system (ICM) written using CRM, and data warehouse/reporting system. We performed the following high-level tasks successfully:

- Gathered requirements
- Wrote architecture and project planning documents
- Facilitated vendor selection
- Managed each phase of project development and implementation,
- Led all testing and deployment teams

EXPERIENCE/QUALIFICATIONS (CONT.)**DIVISION OF COMMUNITY AND REGIONAL AFFAIRS: SYSTEM REDESIGN AND CONSOLIDATION**

The DCCED's Division of Community and Regional Affairs had implemented a dozen small, independent systems to track data and provide business information including infrastructure, grants, plans, community profiles and management tools. The systems were out of date, did not comply with State or Department standards, and were riddled with redundant data.

Our team documented and analyzed these systems. We then redesigned a system to consolidate three main existing systems and nine subsidiary systems, enhancing manageability and facilitating extensibility as systems and business needs grow. We created a normalized and consolidated entity relational diagram (ERD) and data migration plan, designed a new portal, and integrated the system data to reduce redundancy and increase productivity and extensibility. At the end of the project, we conducted an onsite database modeling class for the benefit of the client's development team.

DEPARTMENT OF COMMERCE, BANKING AND SECURITIES: SYSTEM REQUIREMENTS

The Division of Banking and Securities is charged with regulating, chartering and licensing banks and financial institutions. At the time this project began, the systems used to support this work were inadequate and there was a large volume of data that was submitted by chartered institutions that needed to be processed efficiently. Our firm worked with the project manager, technical analyst and the Division's key business stakeholders to define and document the detailed requirements for a banking and securities examination, licensing, and registration system. We defined the requirements, process flows, and business needs for a new system. Included in the deliverables were a traceability matrix that linked all requirements to process steps, and an architecture document for a single application that was flexible enough to meet the needs of both sections.

ALASKA FISHERIES INFORMATION NETWORK: DATA WAREHOUSE AND SUPPORT

Our firm assists the Alaska Fisheries Information Network (AKFIN) with the development of a commercial fisheries data warehouse and analytical reporting system. The system provides a solution to preserve analytic sets of fishery information from both State and federal agencies through changes in agency data, systems, licensing, and management programs.

As ongoing support for this project, our technical lead reviews projects during their inception and monitors their progress, reviewing assigned staff, technical challenges, and resources to determine if proposed timelines and requirements are reasonable and feasible. Additionally, he combines technical estimating with project management skills to provide cost and time estimates for projects spanning both contractor and client staff. This work has been critical in coordinating staff in multiple locations and completing projects on time and on budget with positive client satisfaction.

ADF&G SPORT FISH DIVISION: LAKES DATABASE

Our firm consolidated the ADF&G's lake data into a new system that merges tabular and geographic data, allows storage of documents, and provides users easy access to and maintenance of their data. In the past, ADF&G staff used multiple data sources to oversee and manage Alaska's sport fisheries in lake systems. Data sources included:

- Old lake survey files documenting physical characteristics and access
- Water quality data documenting physical and chemical properties
- Fishery information including native species present and length at age data
- Geographic documents containing depth data, estimates of catch, harvest, and fishing effort
- Stocking records

These datasets were used to conduct research and to make management and regulatory decisions. In the past, data was collected, analyzed, and maintained through a variety of hard copies, Excel spreadsheets, and system queries. This project resulted in consolidation of the disparate tools, allowing a variety of State and public users quick and easy access to the data.

EVALUATOR NON-CONFLICT OF INTEREST STATEMENT

By checking this box, I certify that neither I, _____, nor any member of my immediate family has a material personal or financial relationship with this vendor or to a direct competitor of this vendor. I further certify that no other relationship, bias or ethical conflict exists which will prevent me from evaluating this response solely on its merits and in accordance with the evaluation criteria.

Furthermore, I agree to notify the Task Order Manager if my personal or financial relationship with this vendor is altered at any time during the evaluation process. If I am serving as the Procurement Officer of record I agree to advise my supervisor of any changes that could appear to represent a conflict of interest.

EVALUATOR NOTES

To be completed by requesting agency evaluator(s).

Comments **MUST** be recorded for any section receiving a Best Value score of 10 or 0. Comments must be concise and objective and refer to or quote the portion of the response that led to the score.

PROJECT APPROACH**RISK ASSESSMENT****EXPERIENCE/QUALIFICATIONS**

TASK ORDER REQUEST FORM

Complete all applicable sections and e-mail to: doa.taskorders@alaska.gov

REQUESTING AGENCY INFORMATION

Department: 11 - Fish Game
 Division/Section: DAS/Information Technology
 Billing Contact: Jeff Kasper Ph #: 465-6082 E-mail: jeff.kasper@alaska.gov
 CC / LC: 11280902

TASK ORDER INFORMATION

Solicitation Type: **Best Value** **Low Price**
 Cost Type: **Fixed Fee** **Time & Materials:** est # of hours
 Response Deadline: 6/26/2012
If Task Order is expected to be \$50,000 or under, circulation period must be at least 3 business days. If over \$50,000, circulation period must be at least 5 business days.
 Project Title: DFG Licensing Modernization: Cost estimation/Requirements
 Project Manager: Jeff Kasper Ph #: 465-6082 E-mail: jeff.kasper@alaska.gov
 Category: 12: IT Project Management
 Start Date: 6/15/2012 Not to Exceed: \$120,000
 End Date: 3/31/2013
 Location of Work: Juneau, Alaska **No Preference**

VENDOR SELECTION

(Only complete if Not to Exceed is \$50,000 or less)

Vendor #1: _____
 Vendor #2: _____
 Vendor #3: _____

More vendors may be included on an additional sheet.

IT STANDARDS

All work on any contract awarded as a result of this task order must be in compliance with state and federal requirements, including but not limited to the state information technology and telecommunication security policies and Technology Management Council (TMC) standards.

The state telecommunication and information technology security policies can be located at:
security.alaska.gov

The TMC standards can be located at:
www.state.ak.us/local/akpages/ADMIN/info/plan/standards.shtml

Both can be downloaded by any authenticated state employee.

DEPARTMENT APPROVAL

I, Jeff Kasper, represent that I am authorized to and do bind the Department to this request and certify that this Task Order is in compliance with the Department's IT Plan, the Statewide IT Plan and the IT Standards, and is in the best interest of the state.

BACKGROUND

There are several licensing/permit data systems within the Department of Fish and Game which serve the specific needs of the different divisions who issue license or permits (Sport Fish, Wildlife Conservation, Commercial Fisheries, Administrative Services). These systems were built at different points in time and currently feed customer data into four different databases three of which are maintained by Administrative Services and one by Wildlife Conservation. Although these data systems are functional and allow the department to meet current license accounting and reporting needs, the databases are not integrated and require that DAS staff maintain multiple data stores. Some of these data stores are built on aging platforms that lack the flexibility to be modified or upgraded with a reasonable investment of time and resources to meet changing or emerging needs. The department has a significant need for a new customer information system that is a single point of storage for all types of endorsements (licenses, permits, tags, etc.) issued to customers. A single point of customer data storage will improve ADF&G's efficiency in managing the licensing system, improve the associated revenue tracking and reporting systems, and improve the accuracy and timeliness of customer data for department survey efforts.

The Division of Administrative Services (DAS) currently processes a variety of paper-based hunting, fishing, and trapping licenses, as well as internet-issued licenses. The vast majority of these endorsements are still issued on paper, requiring that data from the paper endorsement forms be hand-keyed into databases by data-processing personnel. With data entry of paper endorsements there are unavoidable issues that hamper data management and efficiency. For example, interpreting handwriting on paper forms can create inadvertent database errors, such as individuals mistakenly being listed twice due to incorrect spellings of names. Hand-keying data also creates substantial lag between the time the license is issued by the vendor, and the time the data is available in a database for use by the department.

Although ADF&G has had an internet-based option for selling basic endorsements available to the public for several years (which eliminates the data time lag by automatically entering data at time of purchase), the user public has not embraced the Internet-based purchase option to the degree that significantly reduces the number of paper endorsements that are hand-keyed. The lag time and data quality issues that result from a paper-based endorsement processing system significantly limit the department's research, monitoring, management, and enforcement assistance capabilities.

Wildlife Conservation Division has built an internet-based system for issuing hunting permit and harvest ticket application processes to try and increase efficiency, but these systems are not effectively integrated with the primary licensing systems managed by Division of Administrative Services. As a result, the current licensing data systems provide little support for associating multiple licenses (or other ADF&G endorsements) obtained by a single individual. This makes it difficult for the department to fully understand and track its customer base or improve research capabilities.

It is likely that DAS will need to continue processing paper-based endorsements for some time into the future, given the wide variety of endorsements that the department currently issues and our unique geographic challenges. With many small 'Mom and Pop' vendors, and a variety of customers living in or visiting any number of remote communities across the state, lack of internet access or ability to connect to a POS system remains a real issue. However, transitioning to a system that is less reliant on paper processing and that feeds data into a single customer information system that is integrated with each divisions' data systems has significant potential to improve overall efficiency, customer service, and data quality. A new integrated licensing system will make data more readily available to all divisions for research and management purposes, and allow for modifications in the future as departmental needs change over time. Understanding that future modifications will likely be needed, the proposed system should be robust enough to allow for future modifications and improvements to the licensing system with a reasonable investment of resources.

SCOPE / STATEMENT OF WORK

The Scope of this task order is two-fold: 1. Project cost estimating. 2. Requirements analysis

1. Project cost estimating: develop a definitive estimate of the costs of the resources needed to complete all phases of the project. The main outputs are activity cost estimates and supporting detail. Ultimately the project cost estimating will be used to create the project cost management plan. This estimate and supporting detail will

be included in the upcoming Capital request to the Alaska Office of Budget and Management. This analysis must be completed by September 15, 2012 in order to meet the OMB budget cycle.

The following will be required for the project cost estimating phase:

- a. Develop and provide a definitive estimate with supporting detail of what the project will cost.
- b. Collaborate with department management to define the estimate's purpose and schedule
- c. Develop estimating plan: outline approach and the estimate timeline
- d. Obtain data and information: create a data collection plan with emphasis on collecting current and relevant technical, programmatic, cost and risk data.
- e. Develop Work Breakdown Structure (WBS) with cost estimates

2. Requirements analysis: This Phase allows the Department to revisit what is absolutely essential for issuing and accounting for the primary endorsements (hunting, fishing, trapping licenses and king salmon tags) and how to best realign doing that with various business needs in the department. This step is necessary so development can then proceed on all essential system interfaces to the new licensing system (paper-based data entry, internet-based sales, point-of-sale systems, customer and vendor management, electronic fund transfers and financial reporting). This step also results in a modern foundation from which to operate, and establishes a course for continued development of secondary licensing systems from which many new capabilities can emerge. This phase must be completed by March 31, 2013.

The following will be required for the requirements analysis phase:

- a. Identify and document the essential business processes under which endorsements are currently issued today (for all venues) in order to understand what we do at a detailed level in terms of law, administrative policy, and individual job function.
- b. Identify and document the essential business processes related to vendor interactions and cash management.
- c. Catalog the limitations of the existing systems and document what we expect in terms of improvements from a new system.
- d. Apply process and policy knowledge to determine what functionality will be necessary in the new system.
- e. Incorporate support for additional business requirements into the current system design, making revisions as needed with respect to work previously done.
- f. Utilize a Business Process Solution (BPM) in order to find efficiencies in current processes.

SPECIAL EXPERTISE & EXPERIENCE

Experienced requirements analysis with cost estimation.

SPECIAL CONSIDERATIONS OR CONSTRAINTS

Project cost estimating phase must be completed by Sept. 15, 2012.
Requirements analysis phase must be completed by March 31, 2013.

TASK ORDER REQUEST FORM INSTRUCTIONS

HEADER INFORMATION

The Task Order # will be assigned by the Task Order Manager. Please do not otherwise assign your own number to this form.

REQUESTING AGENCY INFORMATION

Enter agency-specific information as required.

1. Department: Select your department from the dropdown box.
2. Division/Section: Your division and section names.
3. Billing Contact: The name and contact info that invoices related to this Task Order will go to.
4. CC/LC: The collocation/ledger code that the task order will be billed against.

TASK ORDER INFORMATION

Enter information regarding this task order.

1. Solicitation Type: Select which solicitation method to use for this Task Order.
 - **Best Value** will be awarded to the responsive and responsible vendor with the most advantageous response, considering project approach and risk assessment, experience and qualifications, Past Performance Information (PPI), and cost. Each of these four evaluation criteria are weighted equally at 25%.
 - **Low Price** will be awarded to the responsive and responsible vendor with the lowest price after the price has been reduced by a percentage equal to the vendor's PPI score for evaluation purposes.
1. Cost Type: Flat Fixed Fee or Time & Materials. If Time & Materials, must enter estimated number of hours needed. This will be used by the vendors in their Cost Proposal.
2. Response Deadline: If Task Order is expected to be \$50,000 or under, this must be at least 3 business days, otherwise the response deadline must be at least 5 business days. These are minimums and a later date may be entered.
3. Project Manager: Enter the agency Project Manager name and phone number. This will be the point of contact for all project-specific inquiries.
4. Category: Select the category number that this Task Order generally falls into. Category definitions can be found at: <http://doa.alaska.gov/ets/taskorder/>
5. Start/End Dates: Enter the anticipated start and end dates for the Task Order.
6. Location of Work: Indicate where work should take place. Check "No Preference" if remote work is allowable. All work must be performed within the United States or Canada.

VENDOR SELECTION

If the Task Order is expected to be \$50,000 or under, the requesting agency may select a minimum of **three** vendors from the Vendor Pool to solicit responses from. **Do not select vendors you know cannot or will not respond in order to ensure a single response** – doing so may result in a procurement violation investigation and related disciplinary measures.

DEPARTMENT APPROVAL

Indicate your department's approval (IT, fiscal, and procurement) by entering the final approver's name and checking the box. **It is your agency's responsibility to ensure all internal approvals are obtained prior to submitting this form to the Task Order Manager.** Neither the Task Order Manager nor the Department of Administration assume any responsibility for an agency's failure to obtain proper internal approval.