



Request for Proposals to Design, Develop and Implement FACTS II

RFP # 07

RFP Issuance Date: November 15, 2010

RSVP for Bidders Conference: November 24, 2010

Mandatory Bidders Conference: December 1, 2010

Q&A and Current SACWIS Demonstration: December 2, 2010

Proposals Due: February 1, 2011, 2:00 P.M. EST

Bid Opening: February 1, 2011, 3:00 P.M. EST

Submit To:

H. Ryan Bolles, Contract Administrator
Delaware Department of Services for Children, Youth, and Their Families
Division of Management and Support Services
1825 Faulkland Road
Wilmington, DE 19805

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1. Appendix A: Bidder Application Forms
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4. Appendix D: Glossary defines the terms and acronyms used by DSCYF
5. Appendix E: FACTS II Requirements

1 GENERAL INFORMATION

The State of Delaware Department of Services for Children, Youth and Their Families (DSCYF) seeks responses from qualified vendors, referred to in this document as Bidders, to provide, install, and implement an integrated management information system for integrated children services, which will be known as the Family and Child Tracking System II (FACTS II). FACTS II will be designed to support DSCYF case management and will include the following major capabilities:

- Provide Client Case Management and Workflow Tools;
- Support an Integrated Services Business Model;
- Meet Cost Benefit Analysis for Statewide Automated Child Welfare Information System (SACWIS) Requirements;
- Support Cost Recovery—Medicaid and Title IV-E;
- Include Data Interfaces;
- Support Fiscal Management;
- Meet SACWIS and Other Requirements;
- Incorporate Quality Assurance Functions—Critical Incident Reporting, Review Processes, and Complaints, among Others;
- Include the Capability for Management Report Generation, and Performance Measurement and Contract Monitoring;
- Support Resource Administration (e.g., contracts, grants, agreements, and community-based resources);
- Provide System Administration and Security; and
- Ensure Security and Privacy of Information.

This request for proposals (RFP) is issued pursuant to 29 Del. C. §§6902(1), 6981 and 45 CFR 74.40 through 74.48. (See Appendix D for a glossary of terms and acronyms relevant to the RFP.) In accordance with 45 CFR 74.43, the State encourages open competition among vendors. Whenever possible, the State will design specifications, proposal requests, and conditions to accomplish this objective, consistent with the necessity of satisfying the State's requirements and adherence to state standards. In accordance with 45 CFR 74.44, no person shall be excluded from participation in, be denied benefits of, be discriminated against in the admission or access to, or be discriminated against in treatment or employment in the State's contracted programs or activities on the grounds of disability, age, race, color, religion, sex, national origin, or any other classification protected by State or Federal Constitutional or statutory law; nor shall they be excluded from participation in, or be otherwise subjected to discrimination in the performance of contracts with the State or in the employment practices of the State's contractors.

1.1 INTRODUCTION TO PROCUREMENT

The Department's strategic efforts are focused on building a service delivery infrastructure that supports a system of integrated child welfare, prevention and behavioral health, and juvenile justice services. This system includes services that are provided both within the Department and among other state agencies, partners, and stakeholders statewide.

The goal of our integrated children services system is to provide high-quality care for children and youth in ways that lead to improvements in their functioning and in the functioning of their families. The integrated children services solution will support services that are child centered, individualized, family focused, strength and community based, culturally respectful, appropriate in type and duration, and seamless within and across organizations. Family members are included as partners on service teams. Integrated children services emphasize four factors:

- Organizing intra-agency operations to ensure that coordination occurs and that one coordinated service system will result;
- Implementing case management to ensure that each child and family receives, and continues to receive, the necessary set of individualized services and care;
- Adding new services and modifying existing services to ensure a comprehensive array of services, including educational, vocational, health, recreational, home-based, mental health, substance abuse treatment; prevention; and community-based support services; and, real time workflow and process, analysis management and modifications.
- Developing financing mechanisms to streamline and improve the management of care of individuals served through the system.

The implementation of these factors leads to a system of integrated children services that are more comprehensive, efficient, and coordinated than existing approaches that lack these characteristics.

Integrated children services are managed, individualized, and provided in the most appropriate and least restrictive setting. Furthermore, integrated services support continuity of services and treatment, and are responsive to the needs of the child and family. The resulting system is expected to result in improved child outcomes (e.g., reduced abuse and delinquency, enhanced social functioning, better school performance), and improved family outcomes (e.g., reduced family strain and improved family functioning). The system must measure results according to flexible metrics so that child care can be continually monitored and improved. Metrics should focus on what did you do, not what you spent, and improvement over time. Additional metrics will include the ability to tie services to actual gains in improvement and outcomes.

The Integrated Children Services business model can be summarized by the phrase: "One Child, One Team, One Plan."

The current SACWIS solution, the Family and Child Tracking System (FACTS), does not support our emerging integrated children services business model. The existing FACTS was built on a segregated set of internal organizational stovepipes that support

multiple discreet programs. The restructuring of our business model requires a fully integrated, agency-wide integrated case management solution (e.g. an enterprise approach within DSCYF).

DSCYF issues this Request for Proposals (RFP) to solicit responses from qualified Bidders: (1) for providing a business solution that will support the Integrated Children Services business model, and (2) for providing consulting services required for the design, development, implementation, and support of the product delivered, and business solution provided. All approaches to delivering such a system—including utilizing an application framework, transferring an existing system, integrating several products through a service-oriented architecture (SOA); custom building a system, etc.—that can be demonstrated to be a cost-effective solution will be considered.

The proposed solution and system must incorporate the functionality delineated in *Appendix E System Requirements*, as defined by the priority ranking associated with each requirement. The integrated services solution will support the following DSCYF divisions:

- Division of Family Services (DFS)
- Division of Prevention and Behavioral Health Services (DPBHS)
- Division of Youth Rehabilitative Services (YRS)
- Division of Management Support Services (DMSS), including the Office of the Secretary

This project includes both functional and technical services that will be required to support the product in an environment using technologies that comply with State of Delaware IT standards, which will be distributed at the Bidders' conference to vendors that sign a non-disclosure agreement (see Appendix F.) The Bidder will propose and itemize separately all the software and hardware components that will be used in the planning, designing, building, testing, disaster recovery and maintenance of the solution. Also, for each component the Bidder must indicate whether the State will own it at the end of the project and whether the State will need the component to run or manage the solution.

Award of a contract is contingent upon final funding approval by any applicable Federal or State agencies. The contract award and delivered framework must meet any applicable Federal and State requirements and is subject to Federal and State review.

Additional RFPs to support the implementation of this solution may be released in the future for both change management and quality assurance. As a result of this current procurement, the State anticipates entering into a contract with work beginning early summer 2011, for a period not to exceed 4 years (reference *Section 9. Terms and Conditions*).

1.2 SCHEDULE OF PROCUREMENT EVENTS

Table 1 provides a schedule of events associated with procurement of development and implementation services. DSCYF retains the right to modify this schedule or to withdraw this RFP if such action is in the best interest of the State.

Table 1: Schedule of Procurement Events

Date	Procurement Event
November 15, 2010	RFP issued
November 24, 2010	<p>RSVPs for the mandatory Bidders' conference are due. RSVPs received after 3:00 PM Eastern Standard Time on November 24, 2010, will not be considered. Bidders that do not attend the Bidders' conference will be disqualified from submitting a response to this RFP. All attendees must sign the Participants List, which will be the only official record of participation in the mandatory conference.</p> <p>Vendors are limited to no more than 5 attendees per Bidder team, including the Bidder and any potential subcontractors. Please send (U.S. mail, fax, or e-mail is acceptable) the RSVP, indicating the firm(s) that are represented on the Bidder team, to:</p> <p style="padding-left: 40px;">H. Ryan Bolles, Contract Administrator DSCYF-DMSS Room 177 1825 Faulkland Road Wilmington, Delaware 19805 302-633-2701 FAX: 302-622-4472 Herbert.Bolles@state.de.us</p>
November 24, 2010	<p>Only questions submitted via mail or email to Ryan Bolles by 3:30 P.M. EST will be considered by DSCYF for addressing orally at the Bidders conference. Other questions may be answered at DSCYF discretion. Written answers to all written questions will be posted to the State's Website at:</p> <p>http://bids.delaware.gov</p>
December 1, 2010	<p>A mandatory Bidders conference will be held as follows:</p> <p style="padding-left: 40px;">Auditorium, 2nd floor 119 Lower Beech Street Wilmington, DE 10:00 — 4:00 EST</p>
December 2, 2010	<p>Optional, if needed- Q&A and current SACWIS Demo and Responses</p> <p style="padding-left: 40px;">Auditorium, 2nd floor 119 Lower Beech Street Wilmington, DE 9:00 — 4:30 EST</p>
January 6, 2011	All final questions regarding the RFP must be received in writing by 3:30 P.M. EST this date.
January 13, 2011	All final answers to written questions received will be posted to the State's Website at http://bids.delaware.gov

Date	Procurement Event
February 1, 2011 2:00 P.M. EST	<p>Sealed bids due. Please submit 1 original copy of your proposal, with original signatures, clearly marked as "Signed Original." Additionally submit 1 copy of your most recent fiscal audit, 10 printed copies of your proposal, and 1 electronic copy of your proposal in Microsoft Word 2003 or better. Sealed bids must be delivered by 2:00 P.M. EST. Bids arriving after 2:00 P.M. will not be accepted. Technical and cost proposals should be packaged separately within the same or multiple containers. If multiple containers are used, they must be clearly labeled RFP 07 Box # of #. Bids may be mailed or hand delivered to:</p> <p style="padding-left: 40px;">H. Ryan Bolles, Contract Administrator DSCYF-DMSS DSCYF Administration Building Room 177 1825 Faulkland Road Wilmington, Delaware 19805</p> <p>Upon delivery, a date/time stamped receipt will be provided to Bidder upon request. Please note that hand delivery is the preferred method of delivery. DSCYF does not recommend mailing proposal responses.</p>
February 1, 2011 3:00 P.M. EST	<p>Public bid opening of sealed bids.</p> <p>There will be a public opening and announcement of bidders on February 1, 2011, at 3:00 P.M. EST. Attendance at the bid opening is optional but recommended.</p> <p>The location of the bid opening is as follows:</p> <p style="padding-left: 40px;">DSCYF Administration Building Room 199 1825 Faulkland Road Wilmington, DE 19805</p> <p>All attendees at the bid opening must sign the Participant List.</p>
February 28, 2011	<p>Notification of results of initial proposal review; selection for oral presentations, if any; questions and business scenarios to be addressed in oral presentations, if appropriate; and date and location of scheduled oral presentation. Notifications of evaluation results will be made in writing. Bidders selected for oral presentations will be contacted by telephone or email to schedule a presentation.</p>
March 18, 2011	<p>Oral presentations by selected Bidders.</p>
March 21, 2011	<p>Best and Final Offers due from selected Bidders.</p>
April 1, 2011	<p>The Department will work diligently to make notification of the final proposal evaluation results as soon as possible. Notifications of evaluation results will be made in writing. The Department anticipates being able to select a FACTS II Contractor by April 1, 2011</p>
April 15, 2011	<p>A draft technical design submitted by the vendor and approved by the State</p>
April 28, 2011	<p>Contract negotiations completed.</p>
June 24, 2011	<p>Federal and State contract review and approval completed</p>
July 5, 2011	<p>FACTS II Design, Development, and Implementation work begins.</p>

1.3 PROCUREMENT PROCEDURES

This RFP consists of the Request for Proposals and the attached appendices. If addenda are required, they will be issued by the Contract Administrator and will be

specifically identified as addenda to this RFP. Any written addenda, questions, and answers will be posted on the State's website at <http://www.bids.delaware.gov>. It is the Bidder's responsibility to check this website on a daily basis. The Bidder will be held accountable for any addenda to the RFP; Bidders must acknowledge receipt of each addendum, amendment, etc., in their transmittal letters.

The procurement rules of DSCYF as set forth in Policy #108, Bids and Contracts, are incorporated within this document by reference. DSCYF reserves the right to amend, modify, or cancel this RFP at any time and without prior notice at its sole discretion.

Proposals and any subsequent best and final offers submitted in response to this RFP will constitute a binding offer. The Bidder, by signing the transmittal letter, certifies acceptance of all of terms and conditions of participation in this procurement as described in this RFP, in full, without reservations, limitations, assumptions, restrictions, caveats, or any other type of qualification, except for those exceptions to the agreement noted in writing and submitted within the Bidder's response.

1.3.1 Contact Information

All questions regarding this request should be directed in writing to H. Ryan Bolles, Contract Administrator (phone number 302-633-2701), via fax at 302-622-4472 or via e-mail to Herbert.Bolles@state.de.us. Content questions will be forwarded by DSCYF to the appropriate program administrators. Answers to significant content questions will be posted on the State's web site <http://www.bids.delaware.gov>. Bidders should refer to this web site often for updates.

1.3.2 Access to Project Information

This RFP contains the FACTS II project summary and other project-related information. Details about DSCYF may be found at <http://www.kids.delaware.gov>. DSCYF expects that Bidders will review the information contained in the RFP's appendices, as well as other related documentation, to develop a thorough understanding of DSCYF's business model and solution requirements.

Upon award of the contract to the successful Bidder, DSCYF will provide additional supporting materials to be used during the project, including detailed design annotations documented during the requirements-gathering process, updates to standards or policies, and other materials as deemed necessary by the Department.

1.3.3 Mandatory Bidders' Conference

RSVPs for the mandatory Bidders' conference are required by the date noted in the Schedule of Procurement Events. No more than **five** authorized representatives from each Bidder's team may attend the Bidders' conference.

The Bidders' conference is intended as an opportunity for Bidders to: (1) Receive clarifications regarding the RFP; (2) Increase their understanding of the integrated children services solution being sought by DSCYF; and (3) Receive supplemental information, such as the State of Delaware's information technology standards upon receipt of the signed nondisclosure agreement (reference *Appendix F: Delaware State-*

wide Information Technology and Architecture Standards). It is also intended as an opportunity for DSCYF to assess the number of anticipated proposals, which will aid the Department in planning resources for the proposal review process.

The Bidders' conference will be followed by the optional question and answer session and a demonstration of the legacy SACWIS solution (FACTS) functionality in response to specific Bidder questions.

1.3.4 Cost of Preparing Proposal and Reservation Rights

All costs of proposal preparation will be borne by the Bidder. All necessary permits, licenses, insurance policies, etc., required by local, state or federal laws shall be provided by the Bidder at the Bidder's expense.

Notwithstanding anything to the contrary, the Department reserves the right to:

- Reject any and all proposals received in response to this RFP;
- Award the contract to the lowest cost responsible and responsive Bidder whose proposal meets the requirements and evaluation criteria in this RFP, or to award to a Bidder other than the lowest cost responsible and responsive Bidder if, in the opinion of the State, the interests of the State will be better served by awarding the contract to some other Bidder, provided that the State makes a written determination of the reason or reasons for granting the contract to a Bidder other than the lowest cost responsible and responsive Bidder;
- Waive or modify any information, irregularities, or inconsistencies in proposals received;
- Negotiate as to any aspect of the proposal with any Bidder and negotiate with more than one Bidder at the same time;
- Reject any proposal wholly or in part, to accept any proposal wholly, or to accept parts of any or all proposals;
- If negotiations fail to result in an agreement within a reasonable period of time, terminate negotiations and select the next most responsive bidder, prepare and release a new RFP, or take such other action as the Department may deem appropriate; and,
- Negotiate a renewal of the contract resulting from this RFP with appropriate modifications, for up to two additional years at the Department's discretion.

All proposals become the property of the State of Delaware and will not be returned to the contractor. Proposals to the State may be reviewed and evaluated by any person other than competing Bidders at the discretion of the State. The State has the right to use any or all ideas presented in reply to this RFP. Approval or rejection of the proposal does not affect this right.

Proposals that respond to all requirements will be initially designated as "qualified." Any proposal failing to respond to all requirements may be eliminated from further consideration and declared as "disqualified."

Any proposal designated as "rejected" will mean that, although the proposal was qualified, during the full evaluation process one or more other proposals were deemed

to be more advantageous, or that all proposals were rejected. Respondents whose proposals were rejected will be notified as soon as a selection is made, or if it is decided that all proposals are rejected.

Any proposal designated as “approved” will mean that the proposal has met the basic requirements and that during the full evaluation process it has been deemed to be potentially advantageous to the Department. Bidders with approved proposals may be required, at the State’s request, to participate in oral presentations and/or best and final negotiations.

Finally, the Department will identify the “Selected Bidder(s)” for contract award. The State reserves the right to enter into negotiations with one or more Bidders at any time during the evaluation process.

1.3.5 Bidder Contact

From the time that this RFP is issued until either the Contract Award or the cancellation of this procurement, the Bidder will communicate exclusively through the Contract Administrator or his designee for any matters regarding this procurement. The Bidder will not communicate with other State personnel or State contractors for any reason concerning this procurement; if this provision is violated, DSCYF reserves the right to reject the Bidder’s proposal.

No oral conversations or agreements between Bidders and State agents are authorized, and, if any occur, they will not affect the terms of this procurement. No written agreements or statements between Bidders and State agents except the Contract Administrator will be binding on DSCYF.

Bidders will be provided the opportunity to submit questions to the Contract Administrator until the date specified in the Schedule of Procurement Events. Responses to questions are provided for informational purposes only and do not amend or otherwise alter the RFP, unless expressly incorporated into a formal addendum to this RFP.

The **mandatory** Bidders’ conference is intended to be an opportunity for authorized representatives of the Bidders to ask questions and to clarify portions of the RFP. Oral answers given at the conference are not binding, but represent a good faith effort to provide useful information.

1.3.6 Proposal Instructions

In preparing their proposals for submission, Bidders must adhere to the following instructions.

1.3.6.1 Proposal Format

Proposals shall be printed on 8 1/2" x 11" paper and in a 12-point sans serif font for all text. The Bidder’s response to the requirements matrix, which is attached as Appendix E, must be in Arial Narrow, 10 point font. Other tables prepared by the Bidder may also be in this font, but no smaller font shall be used. All pages must be numbered. To be

considered, all proposals must be submitted in writing and respond to the items outlined in this RFP. Videos will not be presented to the panel. Ornate binding, color graphics, and extensive attachments are unnecessary.

Each proposal must be submitted with one signed original, ten (10) hard copies, and one electronic copy in Microsoft Word (2003 or better) on a CD-ROM in a sealed package conspicuously labeled "SEALED PROPOSAL – STATE OF DELAWARE, FACTS II DESIGN, DEVELOPMENT, AND IMPLEMENTATION RFP #11-###". The package must also contain the name, address, and telephone number of the proposing firm. The State reserves the right to make copies of the submission and distribute as it deems necessary for the States internal processes.

The Technical Proposal must be packaged separately from the Business Proposal – Cost and Pricing Analysis; however, both packages may be included in the same outer container for shipping purposes. If the proposal is shipped in multiple containers, each must be clearly marked as RFP # 11-###, Box # of #.

All proposals delivered by mail must be sent to:

Attention: H. Ryan Bolles
DSCYF-DMSS
1825 Faulkland Road
Wilmington, DE 19805

All proposals delivered by hand must be delivered to:

H. Ryan Bolles
Room 177
DSCYF Administration Building
1825 Faulkland Road
Wilmington, DE 19805
Phone: 302/633-2701

Proposals submitted by mail shall be sent by either certified or registered mail. Hand-delivery includes delivery by courier, commercial carrier, or other method not including US mail. A hand-delivery method is preferred by DSCYF. Proposals must be received at the above address, no later than the date specified in the Schedule of Procurement Events. Any proposal received after this date may be rejected, may not be considered, and may be returned unopened. The proposing firm bears the risk of delays in delivery. The contents of any proposal shall not be disclosed to competing entities during the negotiation process.

To be qualified for further evaluation, Bidders must submit complete responses to this RFP. An official authorized to bind the Bidder to the proposal must sign proposals. The successful Bidder must be in compliance with all licensing requirements of the State of Delaware.

Bidders may be called, at the discretion of DSCYF, for interviews concerning their proposals.

The State reserves the right to reject any nonresponsive or nonconforming proposals.

1.3.6.2 Modifications

Any changes, amendments or modifications to a proposal must be made in writing, submitted in the same manner as the original response and conspicuously labeled as a change, amendment, or modification to a previously submitted proposal. Changes, amendments, or modifications to proposals may be rejected if submitted after the hour and date specified as the deadline for submission of proposals. Clarifications and/or further technical information may be requested by DSCYF upon review of the proposal.

1.3.7 Proposal Evaluation

The State of Delaware provides general evaluation requirements in 29 Del. C. § 6981(e); these requirements will be used as a guide during the proposal evaluation process. The Proposal Evaluation Committee shall review all qualified proposals submitted in response to the RFP. DSCYF bids its services under section 6981 of the Delaware Code: Large Professional Services. The Delaware Code is online at the following link.

<http://www.delcode.state.de.us/title29/c069/index.htm#TopOfPage>.

A Proposal Evaluation Committee will conduct a Competitive Best Value source selection. This selection process is a one-step Request for Proposal (RFP). The proposal's Technical and Cost responses will be submitted at the same time; each component is evaluated as defined in *Section 8, Evaluation Process* to determine a final total score. Proposals are eligible for a maximum of 2000 points. Any proposal that does not meet the minimum requirements may be deemed disqualified. The State reserves the right to reject any proposal wholly or in part, to approve any proposal wholly, or to approve parts of any or all proposals.

The Proposal Evaluation Committee shall determine the firms that meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in 29 Del. C. §§ 6981, 6982. The Committee may interview at least one of the qualified firms. The Committee may negotiate with one or more firms during the same period and may, at its discretion, terminate negotiations with any or all firms. The Committee shall make a recommendation regarding the Selected Bidder(s) to the Director of the Division of Management Support Services and the Cabinet Secretary, who shall have final authority, subject to the provisions of this RFP and 29 Del. C. § 6982 to award a contract to the successful firm in the best interests of the State of Delaware. The Proposal Evaluation Committee reserves the right to award to one or more than one firm, in accordance to 29 Del. C. § 6986. The Proposal Evaluation Committee shall assign up to the maximum number of points as stated in *Section 8.2. Scoring Criteria* for each Evaluation Item to each of the proposing firms. All assignments of points shall be at the sole discretion of the Proposal Evaluation Committee. In accordance with 45 CFR 74.44, no person shall be excluded from participation in, be denied benefits of, be discriminated against in the admission or access to, or be discriminated against in treatment or employment in the State's contracted programs or activities on the grounds

of disability, age, race, color, religion, sex, national origin, or any other classification protected by State or Federal Constitutional or statutory law; nor shall they be excluded from participation in, or be otherwise subjected to discrimination in the performance of contracts with the State or in the employment practices of the State’s contractors.

1.4 PROJECT GOVERNANCE

The FACTS II Executive Steering Committee will provide executive oversight for the FACTS II Project and consists of the Executive Sponsor and the Division Directors for each DSCYF division involved in the FACTS II Project. Vivian Rapposelli, Cabinet Secretary for the Department of Services for Children, Youth and Their Families (DSCYF), and Jim Sills, Delaware’s Chief Information Officer and Cabinet Secretary for the Department of Technology and Information are the Co-Executive Sponsors for the FACTS II Project. Members of the FACTS II Executive Steering Committee are listed in Table 2.

Table 2: FACTS II Executive Steering Committee

Agency	Name	Title	Role on FACTS II Project
Department of Services for Children, Youth and Their Families (DSCYF)	Vivian Rapposelli	Cabinet Secretary – DSCYF	Executive Sponsor
Department of Technology and Information (DTI)	Jim Sills	Chief Information Officer	Executive Sponsor
Division of Family Services (DFS)	Laura Miles	Division Director	Member, Executive Steering Committee
Division of Prevention and Behavioral Health Services (DPBHS)	Susan A. Cycyk	Division Director	Member, Executive Steering Committee
Division of Youth Rehabilitative Services (YRS)	Carlyse Giddins	Division Director	Member, Executive Steering Committee
Division of Management Support Services (DMSS)	Karryl McManus	Division Director	Member, Executive Steering Committee
Department of Technology and Information (DTI)	Matthew Payne	Chief Technology Officer	Member, Executive Steering Committee

1.4.1 Project Organization

The success of the FACTS II project is dependent on the expertise of the FACTS II project team (State staff, Bidder staff, and QA staff), both from a subject matter as well as a technical perspective, to ensure that the complex business and system requirements of FACTS II are implemented as envisioned. Additionally, guidance from skilled executive teams will establish strong management practices to ensure that the project is completed on time, within budget, and according to requirements.

The Department has identified key project roles, both at an individual level and at a team level. These roles and responsibilities are defined in Table 3.

Table 3: FACTS II Project Roles and Responsibilities

Role	Responsibilities
Executive Sponsors	<p>The Executive Sponsors for the FACTS II Project have the authority to:</p> <ul style="list-style-type: none"> • Ensure that all issues are considered, all necessary resources are secured, and the project proceeds expeditiously; • Decide unresolved policy issues including uniform practices and procedures where consensus is not attained; • Represent the departments with the other branches of government on matters relative to this initiative; and, <p>Designate liaisons and advisors to the Working Committee in order to provide a integrated children’s services perspective regarding the development of uniform business practices and procedures, decision making, issue resolution as necessary, and ensure compatibility with the state’s Information infrastructure.</p>
FACTS II Executive Steering Committee	<p>The FACTS II Executive Steering Committee consists of the Cabinet Secretary of DSCYF, the State CIO, the Division Directors, the Chief Technology Officer for the State of Delaware, and selected Directors from other cooperating state agencies that will spend up to 5% of their time providing executive oversight for this project. The committee shall guide and direct the development of the solution for the FACTS II system, establish statewide uniform practices and operating procedures, and resolve issues beyond the scope of the FACTS II Project Committee. In addition to having responsibility for executive oversight for the project, the FACTS II Executive Steering Committee will also serve in an advisory capacity to ensure that policy amendments and other decisions made as part of the design and implementation processes of FACTS II support the long-term vision of DSCYF. The FACTS II Executive Steering Committee will receive input from and provide guidance to the FACTS II Project Committee, the FACTS II Project Management Team, the Change Management Team, and partner agencies.</p>
FACTS II Project Director	<p>The Project Director with the advice of the chair of the FACTS II Working Group, the DSCYF Information Resources Manager (IRM), the DMSS Deputy Director, and the shall be responsible for contract issues, FACTS II Project Plan development, and FACTS II Project Plan Management. This team reports to the DMSS Director.</p>

Role	Responsibilities
FACTS II Organizational Change Management Team	The Organizational Change Management team is comprised of the FACTS II Organizational Change Management Specialist, the Senior Fiscal Management Analyst for DMSS. The team shall be responsible for guiding the organizational change management concerns for the FACTS II project. This team reports to the FACTS II Project Director.
FACTS II Project Committee	<p>The FACTS II Project Committee consists of two to four staff members from each operating division within DSCYF (to provide for succession and ensure attendance at critical meetings thus minimizing the chance of project delays due to absences), the FACTS II Project Manager. The team's primary responsibilities will be to:</p> <ul style="list-style-type: none"> • Review and approve Contractor deliverables and work products; • Provide guidance and oversight to the Contractor; and, • Provide the first line in the resolution of issues that arise during each phase of the project, as well as offer a pass-through management mechanism for those that cannot be resolved at their level. <p>This group reports to the FACTS II Project Director.</p>

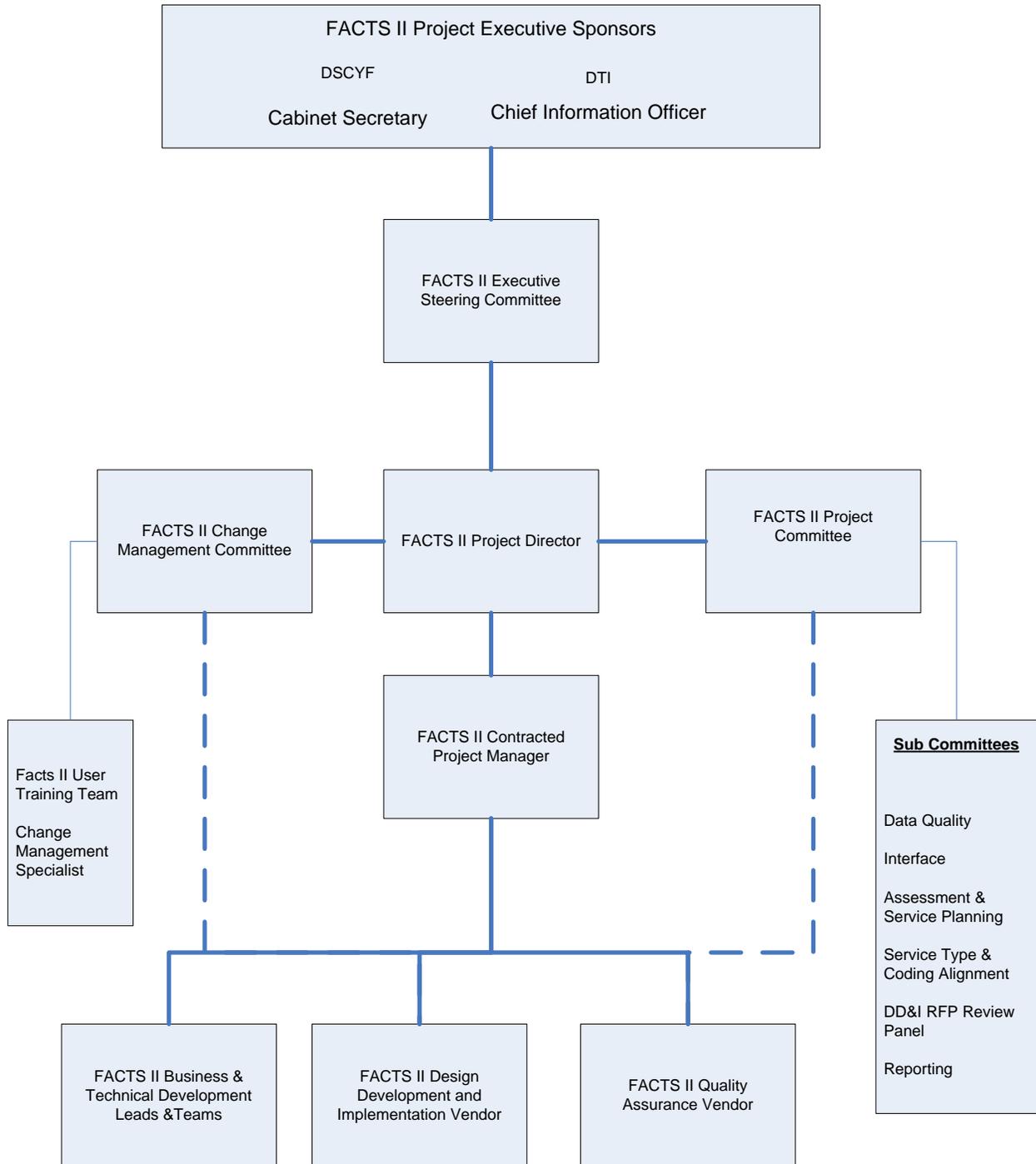
1.4.2 Advisory Functions

FACTS II Executive Steering Committee. In addition to having responsibility for executive oversight for the project, the FACTS II Executive Steering Committee will also serve in an advisory capacity to ensure that policy amendments and other decisions made as part of the design and implementation processes of FACTS II support the long-term vision of DSCYF. The FACTS II Executive Steering Committee will receive input from and provide guidance to the FACTS II Project Working Committee, the Project Management Team, the Policy and Procedures Work Group, the Change Management Team, and Partner Agencies.

Quality Assurance Vendor. DSCYF will issue a separate Request for Proposals to procure the services of a Quality Assurance (QA) vendor. The QA vendor will be responsible for ensuring that the FACTS II requirements are implemented as designed, that quality assurance measures are employed throughout the entire software development life cycle (SDLC), and that the contracted scope of work is fulfilled by the FACTS II DD&I Vendor.

The organizational structure for the Design, Development & Implementation Phase of the FACTS II Project is depicted in Figure 1.

Figure 1: FACTS II Project Structure



2 DEPARTMENT MISSION, VISION, GOALS, ORGANIZATION AND CORE SERVICES

2.1 MISSION

The Department's mission is to assist children and families in making positive changes with services that support child and public safety; mental and behavioral health; and individual, family, and community well-being.

2.2 GOALS

The primary goals of the Department of Services for Children, Youth and Their Families (DSCYF) are:

- The safety of children, youth, and the public; and
- Positive outcomes for children in its services.

To achieve these goals, the Department provides services in five core areas that parallel DSCYF's children and youth customer segments. Reference *Section 2.5. Core Services*.

These coordinated strategic efforts work together to improve performance in the achievement of the Department's key objectives. The safety and protection of a child is always the first priority of DSCYF. As such, Department services strive to ensure that:

- Children at risk are safe from abuse, neglect and exploitation.
- Accessible, effective treatment is provided for children with moderate to severe emotional and behavioral disturbances through coordinated and comprehensive, community-based, individualized, culturally competent, family-centered and focused, strength-based services, in collaboration with families and services partners.
- Services for children are structured through interdivisional planning and coordination of services for children and families, with full family and professional partnerships to ensure that the family voice is a driving factor in decision making.
- All staff are provided with the opportunity for professional development to promote quality services.
- Quality assurance activities are thorough, comprehensive, and ongoing.
- Interagency and community collaboration exists to build an integrated children's services system to support and strengthen families.
- Licensing and monitoring of the state's out-of-home child care facilities are conducted according to DSCYF policy.
- Children and families have access to a quality network of prevention and direct mental health and substance abuse service providers.
- The recruitment and retention of sufficient, quality foster families and improved quality of life for children living in foster care is advocated.
- Foster families have the support and parenting skills needed to work with challenging children.

An enriched continuum of care for children needing placement in specialized foster care and specialized group care is available.

- Children who cannot be returned to their family are settled, in a timely way, with a permanent family through adoption or guardianship and older youth are prepared for independence.

2.3 ORGANIZATION

The Department is comprised of three service divisions and one administrative support division. The following sections describe the responsibilities and scope of the four divisions.

2.3.1 Division of Family Services

The Division of Family Services (DFS) is responsible for child abuse investigations, assessment and case management, and the provision of protective services for abused, neglected and dependent children. DFS is also responsible for the oversight of adoption services and the licensing of child care providers in the State of Delaware.

In FY 2011, DFS is authorized a total of 344 full-time equivalent positions, including administrative, support, and direct service personnel located in offices across all three counties.

Some statistics of importance for FY 2009 include:

- 9,527 reports of abuse and neglect and/or dependency were received, and 5,906 were accepted for investigation.
- Of the 5,906 reports accepted for investigation, 1,429 reports resulted in substantiated incidents of abuse.
- 2,395 families received protective services.
- At the end of FY 2009, the out-of-home placement population was 743.
- Adoptions were finalized for 115 children for whom DFS held parental rights.
- The staff of the Office of Child Care Licensing made 1,887 visits to child care facilities and investigated 344 complaints.
- During FY 2009, 6,617 Criminal History background checks were completed. These checks resulted in the disclosure of 2,922 individuals with arrest records. Of these individuals, 487 were deemed unsuitable for employment in positions working with children.
- 39,422 Child Protection Registry checks were completed for employees in health care, child care, and public schools. A total of 521 individuals had substantiated cases of child abuse or neglect. A total of 261 out-of-state child abuse and neglect checks were requested under the Adam Walsh Child Protection and Safety Act of 2006.

2.3.2 Division of Prevention and Behavioral Health Services

Effective July 1, 2010, the Division of Child Mental Health (CMH) became responsible for community-based prevention services and the Division's name was changed to the

Division of Prevention and Behavioral Health Services (DPBHS). DPBHS seeks to provide a comprehensive continuum of effective prevention services for at-risk children and youth, as well as facility- and community-based treatment services for mentally ill, emotionally disturbed and substance abusing children, youth and their families. For FY 2011, DPBHS is authorized 285 full-time equivalent positions, including administrative and direct service personnel.

DPBHS is an HMO for service delivery, and services are provided through consultation and assessment; outpatient mental health, alcohol, and drug abuse treatment programs; day treatment programs; residential treatment centers; and, psychiatric hospitals.

The Department's prevention and early intervention programs are housed within DPBHS. These programs work with children, youth, families, communities, schools, and other organizations. The efforts of these programs are designed to prevent child abuse; dependency; neglect; juvenile delinquency; mental and behavioral health disorders; and tobacco, drug, and alcohol abuse. The K-5 Early Intervention Program has Family Crisis Therapists in more than 50 schools across Delaware.

On December 31, 2009, DPBHS had 278 children and youth across the Department in out-of-home residential treatment and 1,027 in community-based services.

2.3.3 Division of Youth Rehabilitative Services

The Division of Youth Rehabilitative Services (YRS) is responsible for helping delinquent youth develop the positive social and vocational skills necessary to lead more crime-free lives. YRS strives to provide individualized, family-focused treatment, with care and support in the least restrictive setting, including the youth's own home, community-based residential and non-residential programs, and pre- and post-dispositional secure facilities.

- In FY 2011, YRS is authorized 377 full-time equivalent positions, including administrative, support, and direct service personnel.
- The New Castle County and the Stevenson House Detention Centers averaged 116 residents during FY 2009.
- Ferris School, the secure facility for adjudicated delinquent boys, served about 150 youth in FY 2009.
- During FY 2009, the short-term staff-secure cottages on the Department's campus, served over 200 boys and girls in the Grace and Snowden Cottages. Mowlds Cottage, which serves as a temporary supervised residence for youth transitioning from Ferris to the community, served 269 young men.
- Community-based Services was supervising 1,951 youths on probation and aftercare as of December 31, 2009.
- YRS had 384 youths in out-of-home care as of December 31, 2009.

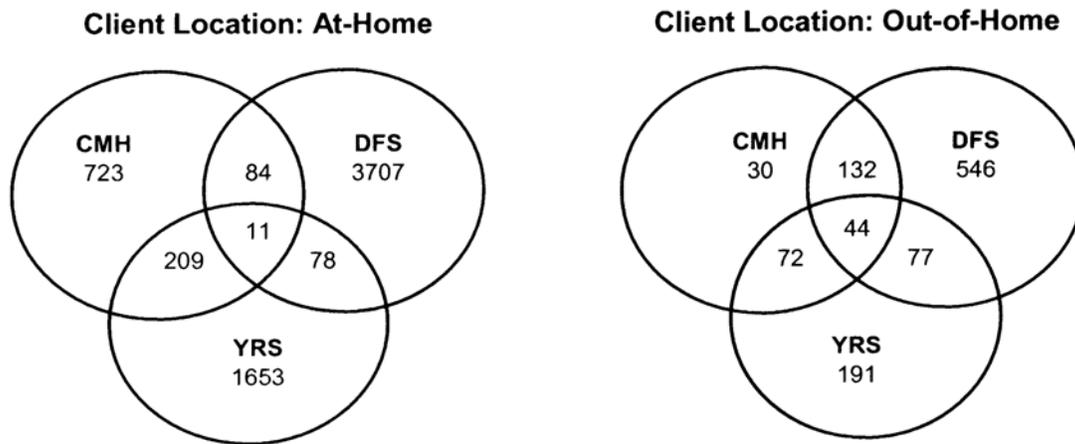
2.3.4 Office of the Secretary and the Division of Management Support Services

The Division of Management Support Services (DMSS) provides centralized functions for the entire Department. The Office of the Secretary provides overall policy direction, coordinates the development and management of the services of the Department, promotes public awareness, and strengthens intergovernmental relations. The Education Unit, which provides educational services for youth in residential facilities, is also located in the Office of the Secretary. DMSS support services include: fiscal operations; grants and contracts management; Medicaid billing; human resources; program planning, monitoring, and evaluation; service contracts; and Department-wide support for information system planning, implementation, operations, maintenance, and user training (user training is also dispersed among the divisions). The number of authorized FTEs in the Office of the Secretary and DMSS for FY 2011 is 195.

2.3.5 Summary

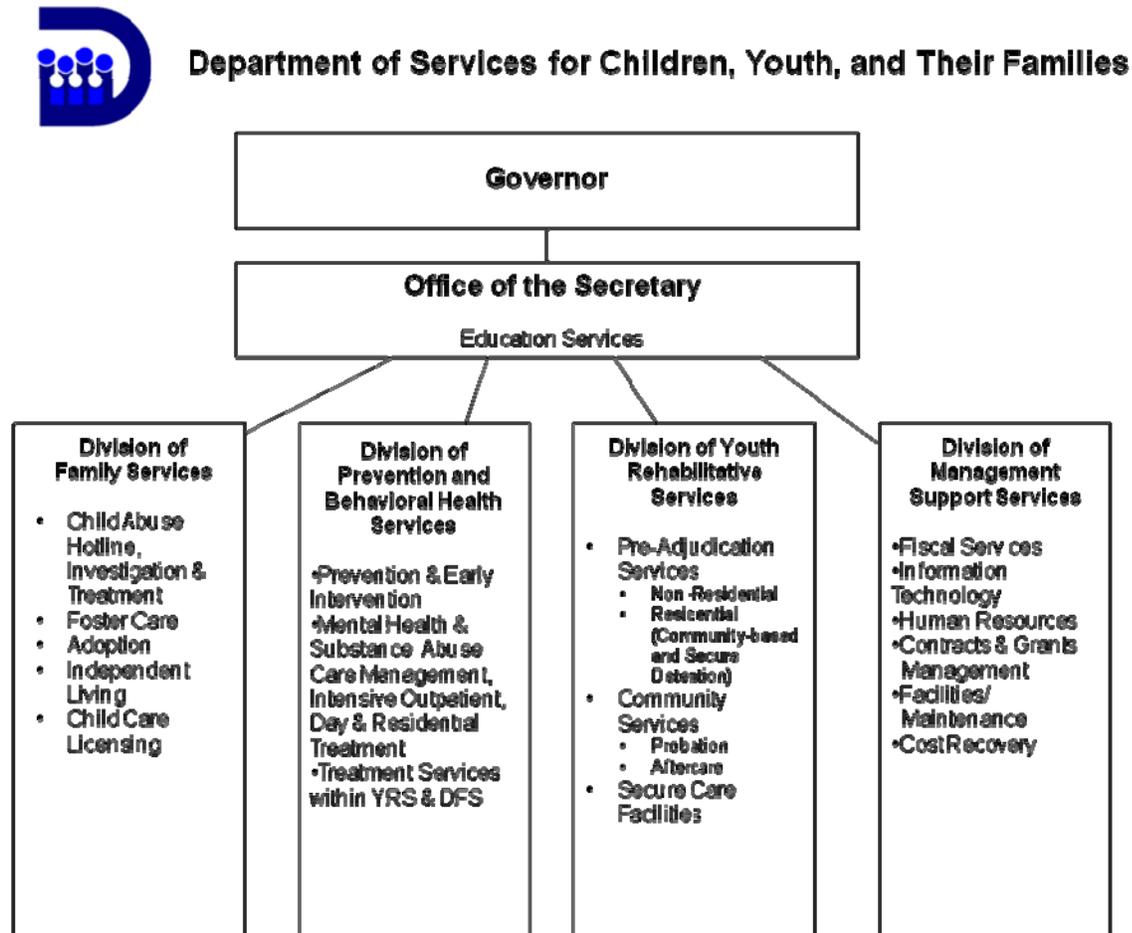
Of Delaware's approximately 204,250 children under the age of 18, the three service divisions served approximately 20,000 unduplicated individual children during FY 2009. On any particular day, DSCYF served an average of about 7,500 children. For example, on December 31, 2009, the Divisions served 7,557 children singly or jointly as shown in Figure 2 below.

Figure 2: Children Served by DSCYF, FY 2009



2.4 ORGANIZATIONAL CHART

Figure 3: DSCYF Organizational Chart



2.5 CORE SERVICES

The Department provides services in five core areas that parallel DSCYF’s children and youth customer segments:

2.5.1 Core Service #1: Child Protective Services

(Delaware Code: Title 29, Chapter 90)

Child protective services include: investigation of alleged abuse, neglect, or dependency; out-of-home placement as necessary; in-home treatment; and adoption. The desired outcomes include safety, permanency and well-being. These include: a reduction of reabuse; timely reunification with family when appropriate; and timely

achievement of permanency either through adoption, guardianship, or long-term foster care (referred to as Alternative Planned Permanent Living Arrangement [APPLA]).

2.5.2 Core Service #2: Juvenile Justice Services

(Delaware Code: Title 29, Chapter 90)

Juvenile justice services include: detention, institutional care, probation, and aftercare services consistent with adjudication. The desired outcome is the reduction of subsequent rearrests/offenses (recidivism rates).

2.5.3 Core Services #3: Child Mental/Behavioral Health Services

(Delaware Code: Title 29, Chapter 90)

Child mental/behavioral health services include: crisis services; outpatient treatment; day treatment; and residential mental health, drug, and alcohol treatment. DSCYF strives to provide accessible, effective mental health/behavioral services for children in collaboration with families and service partners. The desired outcome is to enable children and caregivers to address or overcome presenting issues to achieve the most appropriate level of functioning and behavioral adjustment in the least restrictive, most appropriate environment possible.

2.5.4 Core Services #4: Prevention and Early Intervention Services

(Delaware Code: Title 29, Chapter 90)

Prevention and early intervention services include: training, school-based intervention (K-3); public education, and contracted services aimed at preventing child abuse, neglect, dependency, juvenile delinquency, and drug and alcohol abuse among children and youth. Programs to link families with community resources to help reduce the risk of abuse and neglect are provided with funds authorized through the Safe and Stable Families Act. The desired outcomes include prevention of service entry or service reentry in one or more of the above three core services.

2.5.5 Core Service #5: Child Care Licensing

(Delaware Code: Title 31, Chapter 3 and Title 11, Chapter 85)

Child care licensing services include: licensing of all child care facilities where regular child care services are provided by adults unrelated to the child and for which the adults are compensated; and criminal history and/or Child Protection Registry checks for all DSCYF employees, foster care parents, adoptive parents, employees of DSCYF contracted client services, licensed child care providers, licensed child care provider employees, licensed child care provider household members, and health care and public school employees with direct access to children or vulnerable adults. The desired outcomes are quality child care; child care facilities that meet Delaware Standards; and the protection of children in child care, residential, health care, or educational facilities from harmful acts of adults with criminal and/or founded child abuse registry histories.

3 INTEGRATED CHILDREN SERVICES SYSTEM

3.1 INTRODUCTION

The State of Delaware and DSCYF are moving toward an Integrated Children Services approach that integrates child welfare, child mental health, and juvenile justice under a single case management umbrella for at-risk children and their families. Broadly defined, an Integrated Children Services system is a comprehensive spectrum of child welfare, juvenile justice, and prevention and behavioral health services that are organized into a coordinated network to meet the multiple and changing needs of children and adolescents in Delaware. An effective management information system is a critical feature of that infrastructure.

In 1992, DSCYF initiated the development of the Family and Child Tracking System (FACTS) as the management information system for children's services. Three quarters of the development and startup costs were paid by the Federal Government through the Statewide Automated Child Welfare Information System (SACWIS) initiative.

DSCYF staff has spent the better part of the last four years researching, planning, designing, and laying the foundation to better integrate services for Delaware's at-risk children. During this period, national experts in the fields of child welfare, child mental health and juvenile justice were invited to Delaware to examine the systems and to make recommendations for improvements. In 2003, The Health Care Reform Tracking Project¹ highlighted FACTS as a promising approach to accountability—having a data system capable of driving data-informed decisions.

To date, FACTS has been an effective SACWIS system but it does not fully support implementation of an Integrated Children Services system because children and their families have multiple needs that cross multiple service domains. To support such a framework, information systems need to be able to track services for children and their families across domains and make data readily available at various levels. In Delaware, FACTS II must support an integrated children services system that encompasses prevention, mental health, substance abuse treatment, juvenile justice, and child welfare.

As noted, FACTS was primarily designed as a SACWIS system and as such, it is designed around very specific service delivery tasks geared toward achieving child welfare-specific program goals. Many of the data elements and related functionalities, however, are consistent with those required by the other divisions of DSCYF. The core

¹ Armstrong, M. I. (2003). Health care reform tracking project (HCRTP): Promising approaches for behavioral health services to children and adolescents and their families in managed care systems – 4: Accountability and quality assurance in managed care systems. Tampa, FL: Research and training Center for Children's Mental Health, Department of Child and Family Studies, Division of State and Local Support, Louis de la Parte Florida Mental Health Institute, University of South Florida. (FMHI Publication #211-4).

functionality of FACTS, which will be retained in the redesign, can meet some of the needs of the integrated case management model.

3.2 INTEGRATED CHILDREN'S SERVICES – THE DSCYF BUSINESS MODEL

The DSCYF Business Model is a set of case management activities that are implemented using an integrated services approach. Simply stated, the case management business model identifies what is done and how it is done. The business model supports a unified and fully integrated case management workflow, as compared to the multiple parallel processes that are currently operational in the Department. The new business model takes a more holistic view of the needs of the children and families served as well as a broader conceptualization of the services and supports available throughout the community. Figure 4 shows the conceptual flow for components of case management using the Integrated Children's Services business model. Process flows indicating how core functions are expected to work in FACTS II will be available at the Bidders' conference for vendors that sign a non-disclosure agreement. This may be compared to a customer relationship management system where authorized personnel can view the services provided to the children or families and be able to see all of the services, activities, offerings, and success factors in one place.

The Delaware Integrated Children Services approach is a multidisciplinary team approach that coalesces around the child and family at times of need to provide services according to the following integrated service principles.

- Practice is individualized. An individualized plan means unique identification of strengths, needs, goals, and actions.
- Services are Appropriate in Type and Duration. This principle emphasizes the importance of screening to identify what services (both formal and informal) are appropriate and once services are identified, the need to identify what the desired outcomes or goals are of that service and begin monitoring.
- Child Centered and Family Focused. Child centered means looking at the child holistically across all domains (home, school, physical health, mental health, legal, spiritual, and vocational). Family focused emphasizes the importance of engaging parents/caregivers in the planning/decision making process. Parents must be a part of the process, not only for their knowledge of and expertise about their child, but also to gain their support (buy-in) of the plan, which will increase the likelihood of its being a successful plan. Parents/caregivers need to have access to the planning/decision making process, have a voice, and be heard in the planning/decision making process to have ownership of the plan.
- Care of Community-based. This principle emphasizes early identification and intervention supports to schools, daycares, and early health providers. It means acknowledging that children do better in family-like settings.
- Care is culturally competent. This principle focuses on acknowledging that families are unique based on race, ethnic backgrounds, family traditions, values, and beliefs. Discovering how a family is unique and what is important to them will

assist in identifying services that work best for the child and fit the family's lifestyle.

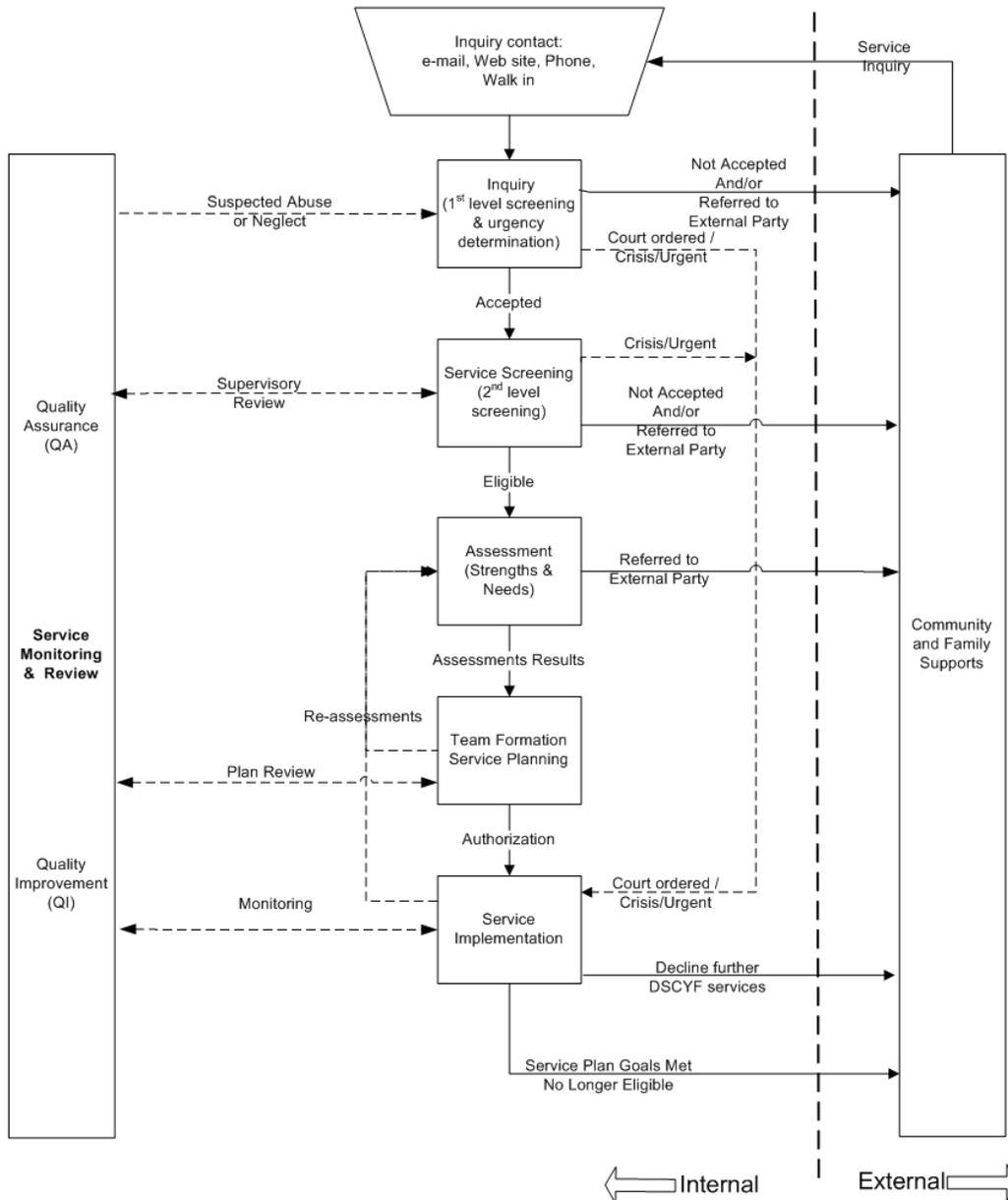
- Care is Seamless, Within and Across Systems. How services interface and how systems interact should be invisible to families. Families do not care where a service comes from or who is paying for it. They care if the service will meet their needs and if it will be implemented in a timely manner.
- Teams Develop and Manage Care. Integrated services use a team approach. The teams can be as small as the child, parent/caregiver, case managers, and an informal support, or as large as the child, parents/caregivers, multiple case managers and formal supports (school staff, mental health providers, support services, etc.), and multiple informal supports (extended family members, friends, clergy, etc.). The team changes as the needs of the child change. This principle also places an emphasis on informal supports. It is the informal supports (friends, family) that will be with the family supporting them, long after the formal supports end.

The key attributes of FACTS II will be that it is a management information system that supports: best practices endorsed by the varying disciplines operating within an integrated children's services model; holistic services for children and families in need; comprehensive multi-disciplinary assessments; inclusion of families as partners at all levels of the system; joint funding to maximize services and supports; multidisciplinary approach to planning and service delivery; the engagement of a skilled workforce; an emphasis on low caseloads; the use of local resources and local decision-making; creative problem solving; teamwork and collaboration; and, service delivery in the least restrictive settings.

Figure 4: Integrated Children’s Services Business Model

One Child, One Team, One Plan

- Avoid fragmentation and duplication of services and to increase accountability for the delivery and administration of these services
- Plan, develop and administer a comprehensive and unified service delivery system to abused, neglected, dependent, delinquent and mentally ill or emotionally disturbed children within a continuum of care which shall include the involvement of their family within the least restrictive environment possible
- Emphasize preventive services to children and their families in order to avoid costs to the State of individual instability”.



The FACTS II redesign to support the new business model needs to emphasize management of integrated children’s services and the security/privacy of information

within an effective management information system that will meet the following standards:

- Includes mechanisms for continuous review and modification of clinical and functional processes;
- Facilitates and supports data collection and access at care coordination and treatment levels;
- Provides tools for accurate and timely assessment and other data to support service planning activities and quality assurance management;
- Incorporates performance indicators that meet the requirements for Medicaid waivers and other administrative reporting elements;
- Provides timely input and feedback to staff, providers, parents, other child serving systems, and key stakeholders such as advocates;
- Provides adequate resources for additional personnel and training for enhanced or new skill development;
- Facilitates management of the challenge of balancing quality, child and family outcomes, and costs;
- Provides a system solution that will be readily adaptable to changing business needs, but which will minimize ongoing maintenance costs, ensure a stable upgrade path, and allow for integration of other systems and functionality in the future;
- Incorporates best practices of services industries to facilitate improvement in the way DSCYF conducts its operations and business functions, including providing an integrated approach to the First State Financial System and HR system that have been implemented by the State;
- Enables collaboration in client care (treatment and planning) through integration with contracted service providers systems; Due consideration must be made regarding the identification and authorization of partner service providers. Utilization of existing and upcoming collaboration tools must be considered. Instant messaging, video conferences, etc
- Provides remote real-time access by front-line workers; Presence and persistence will play an important role in reducing the remote workers complexity and,
- Minimizes complexity and unique functionality and processes, particularly for security and confidentiality polices, as well as administrative functions (worker time management, procurement and accounting, records management (*Including images, e-mails, digitally captured phone calls Unified Communications, Instant Messages, and document management as appropriate*), etc.).
- Provides audit functionality to track access and changes to the information in the system. This capability must be traceable back to an individual person.

In summary, the Delaware Department of Services to Children, Youth and their Families needs to update and redesign the existing FACTS solution, to better integrate the business and information technology requirements that will more fully support an

Integrated Children’s Services model. The existing FACTS solution, while incorporating functionality necessary for each of the Divisions, has generally been developed in independent modules so that the resulting system does not adequately support an integrated solution for the entire Department. DSCYF has a clear vision of how the Department will be structured to maximize services to children, youth and their families – an integrated services model - and is eager to design and implement an information system that will support this vision and model.

4 FACTS II PROJECT DESCRIPTION

The FACTS II solution will be a web-based, event-driven case management system with automated workflow functionality to provide support for DSCYF's integrated children's services business model. FACTS II must be viewed as a living system where the appropriate DSCYF management can, in real time, adjust processes, queues, metrics and measures as needed.

The anticipated benefits of FACTS II include:

- Full data integration in a simplified system;
- Earlier detection of client needs for better service planning;
- A uniform case management process;
- Easier access to client and financial process and outcome information; and,
- Use of new technologies for easier application interfaces, system maintenance, reports and reporting, and enhancements.

4.1 PROJECT OVERVIEW

The current data system, FACTS, is built on segregated organizational requirements that do not adequately support the integrated children's services business model. The segregation at times extends to the data structures which can cause duplicate and contradictory data. Although it was designed to meet federal requirements, it does not meet new and emerging business needs, including adequate access for service providers and effective interfaces with other agencies (e.g., the State financial and human resource systems). Additionally, it is written in CENTURA, which DSCYF has learned is supported by very few vendors with the necessary SACWIS experience. Consequently, DSCYF has decided to replace it with a system that supports the Department's business needs and utilizes current technologies that are widely supported.

The FACTS II system will be designed to include all required components within an integrated children's services business model. This model is in compliance with federal guidelines supporting the move toward the integration of children's service programs. FACTS II will integrate Child Protection/Child Welfare SACWIS requirements with Juvenile Justice, Child Mental/Behavioral Health, Prevention and Early Intervention, and Child Care Licensing components, to ensure that the new system supports the Department's child-centric integrated services business model. This new model will require consistent, integrated data and must be able to clearly identify the authoritative source of the data. Tools and functionality must be built into the system that will enable authorized business managers to identify and resolve data or information inconsistencies.

4.2 BUSINESS OBJECTIVES

The Department has conducted an extensive restructuring of business practices in support of the implementation of the integrated children's services model. The restructuring has resulted in changes to case management practices and service philosophy, daily operations, data capture, case management workflow, and querying and reporting. The Department has initiated these changes internally. Other state agencies such as Department of Health and Social Services (DHSS), Department of Education (DOE), Courts Organized To Serve (COTS), Delaware Criminal Justice Information System (DELJIS), and others have also begun changing their practices in support of integrated practices within a statewide coordinated case management system. A formal Organizational Change Management initiative will be launched to support the Department during the transition to the new model.

FACTS II will be designed to meet the following business objectives:

- To meet state- and federally-mandated requirements governed by Statewide Automated Child Welfare Information Systems (SACWIS);
 - National Child Abuse and Neglect Data System (NCANDS),
 - Adoption and Foster Care Analysis and Reporting System (AFCARS),
 - Title IV-E, Title XIX, Medicaid,
 - National Youth in Transition Database (NYTD),
 - Substance Abuse and Mental Health Services Administration (SAMHSA),
 - Health Insurance Portability and Accountability Act (HIPAA),
 - Office of Juvenile Justice and Delinquency Prevention (OJJDP), etc.;
- To coordinate federally-assisted programs and services;
- To promote easier access to, and identification of, client needs across divisions;
- To provide better coordination of integrated service planning and delivery;
- To support increased capture of client outcome data to permit improved program and case management; and,
- To integrate the DSCYF systems environment.

4.3 FUNCTIONAL OBJECTIVES

Because of its limitations in supporting the emergent integrated services model, the current FACTS system is supplemented by both manual and stand-alone electronic data collection processes that may preclude consistent case management processes and data collection practices.

The functional objectives of the FACTS II system focus on the ability for authorized users, both internal and external to the department:

- To access, in a secure manner, a single source to view case events, service planning and delivery, placement, and other information relevant to a child case;
- To record case management activities using a consistent, unified method; and,
- To streamline their data collection and report generation processes.

5 TECHNICAL ARCHITECTURE CONCEPTS

FACTS II must be a web-browser-based solution using n-tiered application architecture, must meet the terms described in the State of Delaware's technology standards, which will be distributed at the Bidders' conference, and must comply with Federal (ACF) Rule CFR 45 (reference Appendix E –System Requirements).

The Department anticipates a transition from the Bidder to State staff or to other external service providers at the conclusion of the project for ongoing maintenance and enhancements, which precludes the use of proprietary software solutions that can only be maintained by a single Bidder. The State of Delaware will have all ownership rights in software or modifications thereof and associated documentation designed, developed or installed as part of FACTS II. The Federal government ACF will have a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use for Federal Government purposes, such software, modifications, and documentation. Inclusion of Commercial-Off-The-Shelf (COTS) products is supported within the guidelines established by this RFP and pursuant 45 CFR 95.617². The bidder must provide a process and plan to transition from the bidder staff to the identified support elements.

The Department's vision of FACTS II Technical Architecture encompasses the following over-arching themes:

- **Web-browser based:** The FACTS II solution will have a thin-client, web browser based Graphical User Interface (GUI). The Department is neither dictating the actual web browser (other than those listed in the State of Delaware Standards) nor the application design of the thin client (e.g. Rich Internet Application, HTML 5, etc.) Each Bidder must design their solution according to their architecture's capabilities.
- **n-Tiered:** The FACTS II solution will have an "n-tiered" software architecture/pattern that supports the three main layers of Presentation, Logic, and Data.
- **Extensible:** The FACTS II solution will be extensible, wherein the base product can be added (or extended) to allow other program areas to be added.
- **Configurable:** The FACTS II solution will be configurable. Wherever possible and practical, the solution will provide for capabilities to configure the underlying

²45 CFR § 95.617 Software and ownership rights.

(a) *General.* The State or local government must include a clause in all procurement instruments that provides that the State or local government will have all ownership rights in software or modifications thereof and associated documentation designed, developed or installed with Federal financial participation under this subpart.

(b) *Federal license.* The Department reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use for Federal Government purposes, such software, modifications, and documentation.

(c) *Proprietary software.* Proprietary operating/vendor software packages (e.g., ADABAS or TOTAL) which are provided at established catalog or market prices and sold or leased to the general public shall not be subject to the ownership provisions in paragraphs (a) and (b) of this section. FFP is not available for proprietary applications software developed specifically for the public assistance programs covered under this subpart.

system via a GUI interface. An example of this is the ability to add, modify, or delete static "drop-down" lists.

- **Modular (code and products are interchangeable, independent of one another):** The FACTS II solution will be comprised of state-of-the-art, best-of-breed components that are integrated, yet modular. Where possible, the components can be modified, customized, upgraded, and maintained independent of one another. Wherever possible, modules should be written as service calls that can be re-orchestrated, shared, and re-used.
- **Business-rules driven:** The FACTS II solution will integrate technology that allows the system to be operated in a workflow manner, from business-rules (i.e. Workflow technology integrated with Business Rules Engines - BREs). This capability will allow the Divisions to share common business processes while maintaining their unique criteria.
- **Enterprise-wide architecture:** The FACTS II solution will be designed and developed with the entire DSCYF organization in mind. A Service Oriented Architecture (SOA) that enables service reuse, code reuse, elimination of data redundancy, common (yet unique, or Orchestrate-able) workflows, capability of configuring much of the system without custom programming, and extending the solution to encompass new programmatic areas are some of the concepts in this area.
- **Application Matrix Security:** The FACTS II solution will provide for an application-level authorization capability that provides Department Security Administrators with a GUI-based mechanism that allows the administrator to grant various levels of authority for any entity (person, program, etc) to any object in the system (field, screen, report, etc.).
- **Normalized, Relational Database:** The FACTS II solution will integrate a relational database management system (RDBMS) that incorporates normalized Department data so that data redundancy is minimized.
- **Controllable Auditable Database.** The authoritative source for the data shall be easily identifiable. Currently, production data is duplicated in multiple places so that customized processes, reports, and tracking can take place independent of the production system. It is naïve to expect this practice will not continue, therefore, the system should be able to provide customizable data stores that can be controlled and audited
- **De-Normalized, Warehousing Database:** The FACTS II solution may need to include a warehousing database for reporting and querying away from the production online, real-time database.
- **Scalable:** The FACTS II technical architecture (hardware and software) will be scalable, both horizontally and vertically. As defined here, horizontal scalability is the ability to add resources to a single component (for example, memory to a server). Vertical scalability is the ability to add multiple components to the solution (for example, another server). The capability of doing both is sometimes referred to as "linear scalability."

- **Reliable:** The FACTS II solution will provide for fault-resilience at non-critical points, full fault-tolerance at critical points, and provide for timely, dependable data backups and restores at appropriate levels (incremental, full, daily, weekly, and monthly, etc.). This requirement applies to both hardware and software components to meet the goal of "no single point of failure."
- **Secured:** The FACTS II solution will be secured at all levels. This includes: between tiers (users and presentation tier will not be able to access the data tier directly), between the Department's solution and non-FACTS II networks (e.g. firewalled). Authentication of users will be via a centralized, redundant management capability (e.g. LDAP) The State has a centralized authentication solution for users which should be used. All data that goes external to a backend system must be encrypted. Audit logs and processes must be in place to track access to an individual data elements to a specific person
- **Intuitive:** The FACTS II User Interface will be designed and developed with the end-user (i.e. non-technical people) in mind to provide for the utmost ease of use. The system must be intuitive and provide the end-user with minimal amount of opening and closing or moving between different windows. Other design characteristics of this pattern are: type-ahead drop-down lists, common functions are always located in the same place on screens (e.g. Search, Help), calendar style date fields, context sensitive help, etc.
- **Maintainable:** The FACTS II solution will be based upon State of Delaware standards, which will provide the Department with assurance that the system components will be maintainable through the system lifespan. Examples are programming languages, middleware components, relational database packages, etc. Proprietary code and/or products are not acceptable in the solution.
- **Cost effective:** The FACTS II solution will be cost effective. Bidders must identify high-level Total Cost of Ownership and Return On Investment metrics as part of their cost proposal.
- **Accessible:** The FACTS II solution will be accessible to all authorized users 24/7/365. There are several different types of users (internal, external) that require access at all hours of the day and the system must accommodate these users. Additionally, there will be several different types of device access such as desktops, laptops, PDAs, etc. that must be accommodated; with their respective hardware restrictions (e.g. screen size) kept in mind. The solution must meet all State and Federal requirements for accessibility (HIPAA, US Federal Regulation 508, etc.). The System must also comply with ADA requirements.
- It is expected that end users will switch between different devices while working a case. For example, a task may be started on a PC and continued on a smart phone. Therefore, persistence and presentation flexibility are necessary features.
- Inconsistent connectivity to the network should be planned for.
- **Manageable:** The FACTS II solution must include tools to monitor and manage all components of the technical infrastructure (software and hardware) across all environments (development, test, training, production, etc.).

6 SCOPE OF SERVICES AND DELIVERABLES

This section describes the general scope of work that the Bidder will be expected to perform for the FACTS II project. While all topics in this section must be comprehensively addressed in the Bidder's proposal, Bidders may realign the deliverables structure in accordance with their proposed methodology and solution. The successful Bidder will have the primary responsibility for the development and implementation of the Delaware integrated children's services solution that meets the requirements described in this RFP, and the State's Requirements Document and uses common industry standard tools as well as commonly accepted industry standard documentation standards.

6.1 FACTS II REQUIREMENTS SUMMARY

The broad requirements that FACTS II must meet are described generally in this section. The specific requirements, in the matrix that must be used when Bidders respond, are detailed in Appendix E.

6.1.1 Functional Objectives

The FACTS II solution will meet the following functional objectives:

- To support the planning and delivery of integrated services;
- To utilize a standard set of assessments, with standardized definitions, with a single assessment record per family group that integrates the individualized assessments necessary for all family members;
- To plan for services using a single integrated service plan per family group that addresses all needs identified in the integrated assessment process, identifies expected outcomes and timeframes, and supports the monitoring of service effectiveness; and,
- To use a multidisciplinary team of assigned DSCYF and provider staff, and family and informal supports to oversee and deliver all services to each family, with a primary DSCYF caseworker coordinating the delivery of all identified services in accordance with the integrated plan developed by the multidisciplinary team.

6.1.2 Technical Objectives

The FACTS II solution will meet the following technical objectives:

- To create a flexible, easily maintained n-tiered, web-browser based system utilizing current technology that is broadly supported;
- To follow a structured life cycle approach and best-practice development models and methods;
- To utilize, where possible and practical, Commercial-Off-The-Shelf (COTS) components that are fully integrated into a proven best-of-breed solution pursuant to 45 CFR 95.617;
- To utilize an Integrated Applications Development Environment based upon the programming languages approved by the State of Delaware (see appendices);

- To accurately convert DSCYF's existing data from FACTS and mission-critical stand alone systems; and
- To integrate a reporting database/data warehouse within the system.

6.2 FUNCTIONAL REQUIREMENTS

For the purposes of this procurement, the key requirement is that the mandatory and specified optional SACWIS requirements be provided in FACTS II.

Requirements for FACTS II are summarized below, beginning with Section 6.2.1 – Design Principles. Specific requirements are described in Appendix E – System Requirements. The requirements were developed in a series of 42 group sessions conducted between September and November 2005. These sessions involved approximately 20% of the DSCYF staff plus additional representatives from external treatment service providers and other State agencies, including the court system.

All requirements identified during the fall 2005 review process were reviewed and prioritized by the FACTS II Project Committee in December 2006. All requirements were reviewed and reprioritized in several sessions involving 67 DSCYF staff in 2010 prior to issuance of this RFP. The priority levels are defined in detail in Appendix E – System Requirements.

Bidders should describe how their solution corresponds with ACF's SACWIS principles and requirements. Bidders should refer to Appendix E – System Requirements, which includes matrices of the functional requirements with instructions. Bidders must respond to **each** requirement as described.

6.2.1 Design Principles

Requirements identified as Design Principles must be incorporated into FACTS II. Design Principles have been established to define broad system concepts and core features that are fundamental to the FACTS II solution.

6.2.2 Common System Functions Requirements

The Common System Functions Requirements address the following areas of functionality that are common to all modules as noted below:

- System Navigation/System Help;
- Search Processes;
- Person Management;
- Worker Management, Assignments and Workload Weighting;
- Workflows and Checklists
- Document, Records, Forms Management and Client Meeting Documentation;
- Notes and Case Contacts;
- Messaging (Ticklers, Alerts, Notifications, and E-Mails);
- Reporting—Frontline Perspective;
- Reporting—Management Perspective;
- Federal Reporting;

- Remote Access by DSCYF Staff;
- System Access by non-DSCYF Staff;
- Customer Relations Management/Constituency Complaints;
- Appeals;
- Accreditation;
- Data Quality and Maintenance;
- Archiving, Purging, and Expungement;
- Training;
- Security; and
- Legacy (historical) Data.

6.2.3 Service Delivery Requirements

The service delivery requirements address the following areas:

- Inquiry and Screening;
- Investigation;
- Case Opening and Closing;
- Assessment;
- Service Planning;
- Community-Based;
- Residential;
- Service Implementation in DSCYF Facilities;
- School Management in DSCYF Facilities;
- Interstate Compacts;
- Education and Health (Case Management Perspective);
- Court and Legal (Child Welfare);
- Court and Legal (Delinquency Proceedings); and
- Compliance/Quality Assurance.

6.2.4 Provider Management Requirements

The Provider Management Requirements address the following areas:

- Master Resource Listing, Service Matching, and Program Admission;
- Provider, Resource, and Facility Approval, Credentialing, and Training;
- Foster and Adoptive Parent Recruitment, Approval, and Training; and
- Contract Management.

6.2.5 Financial Management Requirements

The Financial Management Requirements address the following areas:

- Cost Accounting (by program and child);
- Client Service Payments/Accounts Payable;
- Trust Accounts and Contributions/Accounts Receivable;
- Medicaid and CHIP Billing/Accounts Receivable;

- IV-E and Medicaid Eligibility and Redetermination;
- Local Account and General Ledger Reconciliation;
- Grants Management; and
- Random Moment Sampling (RMS) Time study.

6.3 TECHNICAL REQUIREMENTS

DSCYF requires that FACTS II be web-browser based. Bidders must identify how their use of IT Best Practices will provide for a fully functional, scalable, and maintainable solution in a timely fashion.

DSCYF envisions that FACTS II will have an n-tiered application architecture. Bidders must identify how their solution will be constructed across the following layers:

- Presentation Layer;
- Business Logic Layer; and
- Data Layer.

In addition, Bidders must identify the Middleware components that integrate these layers, and identify how these layers and their respective software components are implemented on hardware platforms.

Where possible and practical, the proposed FACTS II solution will utilize Commercial-Off-The-Shelf (COTS) components that are fully integrated into a proven best-of-breed solution. The COTS components proposed must be commercially and generally available, offered at established catalog or market prices and must comply with Federal software Ownership regulations, 45 CFR 95.617(c)³. Proposals should identify any COTS products that have been successfully integrated into an implemented solution and should detail the methodologies used for the integration. Proposals should include anticipated methodologies for FACTS II including and/or interfacing with the State's existing Oracle / PeopleSoft HR and Financial modules. Bidders must identify their approach to upgrades (both standalone and integrated) of the various integrated products that comprise the solution.

Bidders are encouraged to submit solutions that are based on a Business Rules Engine, and that also include a modifiable Integrated Workflow capability. Additional features, such as rules and workflows that are end-user configurable, should be identified.

³ 45 CFR § 95.617 *Software and ownership rights.*

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Bidders must comply with all of the State IT standards. The standards will be provided at the Bidders' conference upon the State's receipt of signed nondisclosure agreements.

If transfer solutions are proposed, the State requires that the Bidder identify the components of the solution that can be modified and those that cannot. The Bidder must provide training to the State staff prior to design sessions on the components and features that are not subject to modification, as well as the anticipated scope of changes to the transfer solution as defined in the Bidder's responses to individual requirements. This training is intended to provide sufficient background to the design participants to facilitate productive design sessions and to focus on reaching design solutions rather than learning the transfer functionality.

Bidders must identify how their organization follows a structured life cycle approach and best practice development models and methods. Bidders must identify the development methodology and life cycle to be utilized as well as the implementation approach. For example:

- Agile Development Methodology;
- Iterative Development Methodology;
- Waterfall Development Methodology;
- Big-bang Implementation Approach;
- Phased Implementation Approach; or
- Features-based Implementation Approach.

In their proposals, Bidders must identify how their solution is built utilizing an Integrated Applications Development Environment (IADE, often referred to as an IDE or ADE). Integrated toolsets, such as a source code editor, a compiler and/or interpreter, build-automation tools, and a debugger should be identified. Version control system and various tools to simplify the construction of a GUI must be identified as well. Any integration with class browsers, object inspectors, and a class hierarchy diagram should be identified and if the IADE supports multiple-language (e.g., Eclipse IDE or Microsoft Visual Studio).

Bidders should describe their approaches to providing knowledge transfer to facilitate long-term system support. Ongoing operating costs associated with a system are an integral cost component of a solution. Bidders should delineate system performance standards assumptions, including such items as application release upgrade frequency and version control, and should describe the resources required to meet the described standards. Specifically, Bidders should detail required activities, as well as the number, roles, experience, and skill sets of resources needed to meet these standards.

For ongoing system maintenance, Bidders are requested to provide a cost estimate and to offer such services as an option in their proposal. Bidders should propose an option that incorporates a minimum of State staff, as well as an option that incorporates a maximum of State staff. The State reserves the right to accept or reject any such option offered.

6.4 CUSTOMER RELATIONS MANAGEMENT TOOLS

The Department encourages Bidders to describe any Customer Relations Management functionality that exists in their solutions, to support ongoing customer communications and related Federal requirements.

6.5 PROJECT INITIATION AND MANAGEMENT

The Bidder will be responsible for the management of all project activities, under the direction and guidance of the FACTS II Executive Steering Committee, the State Project Manager, and the Contracted Project Manager. The Bidder will ensure compliance with DTI's PMO project management, based on Industry standard Project Management Institute principals, and organizational change management methodology. The Bidder's Project Manager will be the primary point-of-contact with the State's project management teams. The Bidder's Project Manager is responsible for the day-to-day planning and management activities that ensure that the project runs efficiently and meets all contract dates.

Each phase of the project has associated deliverables that are required by the Department. Deliverables **must** be approved by the Department prior to the Bidder beginning work on subsequent dependent deliverables. If the Bidder begins work on the next scheduled deliverable without receiving the Department's approval, the Bidder does so at the Bidder's risk. The Department may approve proceeding conditionally on dependent deliverables; however, if the Bidder chooses to proceed without State agreement, work done on the subsequent deliverable is done at the Bidder's cost and cannot be invoiced to the Department.

The Department recommends a 10-day review period for the State team to review each deliverable, with a corresponding 10-day resolution period for the Bidder to correct any deficiencies; however, because of the anticipated size of some of the project deliverables, the Department invites the Bidder to propose a reasonable review cycle and/or a method to expedite review of large deliverables that will not obstruct the overall project schedule.

As part of their proposal responses, Bidders are required to identify their plans for project initiation, to include a plan for the acquisition of office space if this option is chosen by the State, initial project staffing, office start-up tasks (i.e., procuring hardware, connectivity, office supplies, etc.), and contingency plans to ensure that project activities commence as scheduled. Bidders are required to outline their approach and strategy for each of the deliverables identified in Section 6.5.1 – Associated Deliverables.

6.5.1 Associated Deliverables

The following deliverables are required during the Project Initiation Phase, unless otherwise noted.

- Project Management Plan, which should include, at a minimum, the following details.

- Project Work Plan, developed in Microsoft Word and updated throughout the life of the project (in conjunction with the Project Schedule), will include descriptions of all objectives, activities and tasks, relationships to one another, associated timeframes, resources, etc.
- Project Schedule, developed in Microsoft Project and updated throughout the life of the project, will include all key deliverables/milestones referenced in the cost sheet and the associated tasks to achieve the milestones. The Bidder is responsible for collecting schedule tasks from the teams that are involved in completing the work.
- Approach to disaster recovery.
- Quality management practices and approach to working with a QA vendor.
- Approach to issues management will include methodology, recommended tool(s), and escalation process.
- Approach to project communications.
- Approach to risk assessment, mitigation, and management, including methodology, recommended tool(s), and escalation process.
- Project staffing plan.
- Approach to software change control, including methodology, recommended tool(s), version management, and escalation process.
- Approach to business culture change management, including working with a change management team.
- Approach to deliverable submission, review, and approval will include a reasonable review cycle for the Department and a reasonable modification cycle for the Bidder, based on the Department's feedback.
- Data Security Plan will be applicable to all phases of the project.
- Weekly Status Reports with Project Work Plan Updates for the FACTS II Project Team will be delivered weekly for the contracted period.
- Monthly Progress Reports with Project Work Plan Updates, Key Milestones, and Risks/Issues will be provided for the Executive Steering Committee.

6.6 SYSTEM HARDWARE

In their proposals, Bidders should identify the system hardware requirements/components for their proposed solution, including server and desktop hardware infrastructure to support the development, testing, staging, training, and production/operation phases of the project.

Examples of these types of components are:

- **Server Hardware Infrastructure:** Detailed description of all servers provided or required for the production environment, including operating systems and other system/subsystem software. Include high availability, redundancy, and disaster recovery capabilities.
- **Desktop Hardware Infrastructure:** Detailed description of all desktops provided or required for the production environment, including operating systems and other system software.

- Network Hardware Infrastructure: Detailed description of how the proposed solution will be incorporated into the State's existing network.
- Storage Infrastructure: Include high availability, redundancy, and disaster recovery capabilities.
- Printer Hardware Infrastructure.

The State reserves the right to acquire all hardware on its own; however, Bidders must propose the hardware including software and configuration needs.

6.6.1 Associated Deliverables

The following deliverable is required during the System Hardware Phase:

- System Hardware Document

6.7 SYSTEM PLANNING AND ANALYSIS

During the System Planning and Analysis phase, the Bidder's team will formally document the final application architecture solution. The Bidder, working in conjunction with the Department's FACTS II team, will plan the Requirements Verifications phase and the System Design phase. The planning will include development of schedules and locations for the design meetings as well as identification of the necessary team members. Additionally, team members will receive orientation on the design methodology to be used and associated tools (i.e., requirements traceability tools, document version tools), as well as the roles, responsibilities, and expectations of design team members. This phase is the foundation of all subsequent design activities for the project, and as such, must provide a clear plan for each step in the design process.

In their proposals, Bidders are required to describe their approaches to system planning and analysis activities. This section should describe in detail the methodology to be used, the amount of experience the Bidder has had with the proposed methodology, the anticipated level of effort to prepare design team members to effectively use the principles, and the typical work products associated with the methodology.

6.7.1 Associated Deliverables

The following deliverables are required during the System Planning and Analysis Phase:

- Application Architecture Document, which should include, at a minimum, detailed information, including tools, processes, technical specifications, and integration requirements for each of the following areas:
 - Presentation Layer,
 - Business Logic Layer,
 - Data Layer,
 - Security Components,
 - Middleware Components, and

- COTS Components⁴.
- Requirements Verification and System Design meeting schedules, including the names of anticipated participants and design meeting times/locations.
- Design orientation materials, describing the methodology to be used and its specific application for the FACTS II team and including descriptions of and instruction on any tools to be used as part of the design process.

6.8 REQUIREMENTS VERIFICATION

During the Requirements Verification phase of the project, the requirements will be loaded into a traceability tool or other tracking system that will support the cross-referencing of each State and Federal requirement to deliverables throughout the Software Development Life Cycle (SDLC) and that will support the preparation of the SACWIS Assessment Review Guide (SARG). Bidders will be responsible for developing a tracking compliance component that identifies compliance with Federal programs, such as Health Insurance Portability and Accountability Act (HIPAA), Adoption and Foster Care Analysis and Reporting System (AFCARS), National Child Abuse and Neglect Data System (NCANDS) and National Youth in Transition Database (NYTD). The Department's assigned subject-matter experts will review each requirement identified in Appendix E – System Requirements with the Bidder's design team analysts. Documentation of clarifications, details, and/or examples that more thoroughly define the requirements will be added to the requirements traceability matrix and will be used during the development of Requirements Verification phase deliverables, as well as subsequent design activities. It is important to review current FACTS data at this phase. Test data will be decided upon and plans for testing will be created. A testing tool will be chosen at this time if appropriate. Not only existing production data but pre-built test cases should be reviewed.

Following Requirements Verification, the Bidder will conduct an analysis of the updated requirements and will develop a conceptual design for submission to the Department and DTI. The purpose of the conceptual design is to ensure that the requirements are understood by the Bidder and that the proposed design corresponds to the Department's vision for FACTS II, prior to moving into the System Design phase.

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The Bidder's proposal should include a synopsis of the methodology and recommended tools that the Bidder has successfully used in conducting requirements verification and proposes to use for FACTS II. Additionally, the Bidder should note the preferred method for managing changes to the core requirements at this phase, including deletions, additions, and modifications.

6.8.1 Associated Deliverables

The following deliverables are required during the Requirements Verification Phase.

- Requirements Traceability Matrix report, which includes updates from the Requirements Verification phase, a schedule for updates corresponding to major project deliverables, preliminary mapping to the Conceptual Design Document, and a subset of the report specific to compliance with Federal requirements. The traceability matrix will also provide continuity from requirements to test plan and test scripts. As a requirement is developed, the method for testing that requirement should be included in the traceability matrix.
- Conceptual Design Document, including finalized list of reports, interfaces, forms/letters, and legacy data sources/
- Logical Data Model.

6.9 SYSTEM DESIGN

During the System Design phase, the Bidder's functional and technical teams will conduct Joint Application Development (JAD) sessions with the Department's assigned subject-matter experts and other appropriate participants. The JAD sessions will build on the functionality defined in the Conceptual Design Document to produce the final Detailed Design Document. The Detailed Design Document is the final design deliverable prior to development. This should be in business process model format using BPM standards. Having the detail design in this format makes it easier to communicate with the business folks, provides test checkpoints, and enables better change control. All system functionality will be described fully in the Detailed Design Document and will include functional language, so that both end-users and subject-matter experts can confirm that the requirements have been correctly incorporated into the design, and technical language, so that the programmers have sufficient detail to accurately code the application. Current solutions in the State's portfolio will be considered for reuse where applicable.

The Detailed Design Document will include final specifications for the database as well as for the application. The Detailed Design Document should identify all business rules, warnings/edits, exception processing, field input criteria, access permissions, and expected functionality. Data conversion testing should also begin at this point.

Proposals should describe, in detail, successful design practices used by Bidders in previous implementations and proposed for use for the FACTS II project. These practices should include descriptions of the JAD process as well as approaches to ensuring that the design is accurately and thoroughly documented. Inclusion of brief samples of Detailed Design Documents is encouraged.

If the Bidder proposes a phased or iterative design methodology, the State will consider alternative deliverable schedules; however, the Bidder must describe how the complete Detailed Design Document and other deliverables will be compiled.

The Detailed Design Document must include diagrams and associated descriptions showing relationships of business processes to the detailed system architecture specification. As an example, for major business processes (e.g. IV-E eligibility determination) the diagram will depict the user interaction with the solution, the route of data movement, major COTS components involved, applications executed, any triggers/stored procedures invoked, and related server hardware involved in the interaction. Code reuse is highly desired and the Detailed Design Document must take code reuse into account, where applicable.

The Detailed Design Document must include database schemas for all databases. The Detailed Design Document must also identify all interfaces (internal to the Department and external), and any impact or usage by the overall solution. The details of interfaces (e.g. types of transmission, frequency) will be identified in the Interfaces Design Document.

6.9.1 Associated Deliverables

The following deliverables are required during the System Design Phase:

- Physical Data Model;
- System Architecture;
- Data Dictionary;
- Detailed Design Document; and
- Document Management Design Specifications.

6.10 REPORTS

Currently, the Department utilizes an Oracle/Red Hat Linux reporting environment supported by Oracle Developer Suite 10g toolset (Oracle Reports and Oracle Discoverer). The reporting database is updated nightly from the production environment. This database utilizes approximately 2,000 materialized views of tables found in our FACTS production database. In addition, a small number of functions and custom built tables and views are available to query writers. Reports and workbooks are shared through an Oracle portal environment supported by an Oracle application server. An unknown number of ad hoc reports created using MS Access also exist. Additional details of this environment will be provided at the mandatory Bidders' Conference.

The Department would prefer to continue using this relational database management tool, unless the Bidder can propose a more attractive alternative. If the Bidder proposes an alternative (which should be SQL-based), the Department requests a cost benefit analysis of the proposed reporting solution, to determine if a change from the current environment is feasible and desirable. Specifically, Bidders should identify both the proposed tool and the proposed reporting environment. If Oracle is the proposed tool, Bidders should describe their experience and level of expertise with it. If an alternative

tool is proposed, Bidders should clearly identify the reasons supporting their proposal, the costs associated with implementing the tool, the anticipated benefits to the Department resulting from the change, and the expected level of effort required to train State staff in the tool for the creation and management of reports. Bidders should describe their proposed reporting environment, including previous successful implementations of similar reporting environments and the advantages of implementing their reporting environment approach.

The expectation for FACTS II is that elements of the current reporting process, such as the ease of use and the business focus of the datasets (rather than a technical focus), will be incorporated into the FACTS II reporting solution. Additionally, the Bidder will be required to convert up to 200 client related and an additional 70 fiscal and education reports from the existing system. The bidder is to provide per unit costs for converting simple reports and complex reports. The Bidder must also propose criteria for distinguishing between the two types of reports. If the Bidder is proposing a transfer solution, reports design may include an analysis of the Bidder's existing reports to determine if the reports can be modified for the State, rather than developing new reports.

In describing their approach to reporting, Bidders should identify:

- Recommendations for the frequency of replicating the production database for report data;
- Approach to replicating the entire database or specific segments;
- Solutions for managing individual divisions' unique reporting requirements in an integrated environment;
- The "user-friendly" features of the Bidder's approach that assist the worker in understanding data from a business perspective;
- A recommended reports preparation training plan;
- Recommendations for reports inventory, change control, and reports maintenance;
- Approach to analyzing the aforementioned reports within the Department's divisions and incorporating them into FACTS II;
- Recommendations regarding scheduled reports; and,
- Approach to executing reports real-time or via a batch process.

6.10.1 Associated Deliverables

The following deliverables are required for this phase:

- Reports Tool/Methodology Training; and
- Reports Analysis and Reports Design Specifications.

6.11 INTERFACES

Interfacing with either internal or external agencies presents challenges, in terms of data ownership, data security, and technical compatibility. The State is considering various approaches for interface management (e.g., web services, data hub). Bidders are

requested to describe their previous successful approaches in implementing interfaces using traditional methodologies, as well as their experience with methodologies such as web services or data hubs, and to identify proposed costing for each alternative identified. More information regarding the State's final determination on the approach will be provided to Bidders as it becomes available. All data exchange activities must conform to State data exchange standards. The State will provide the Selected Bidder with detailed interface standards following contract award.

Interface operations must be automated and/or scheduled and include the following items:

- The system must maintain the integrity of external interfaces and pointers with updates and changes occurring in FACTS II;
- The system will support coordination of data correction process across interfaces and across reports;
- The system will support automated real-time and batch updates from external sources;
- The system will support confirmation and rejection notifications to and from originating sources; and,
- The system will provide access to interfaces from workers' current location, without having to navigate away from or lose current location in the system.

The following are Federal SACWIS-required interfaces, mandatory for FACTS II:

- DHSS (TANF/IV-A)
- DACSES (Child Support)
- MMIS (Medicaid Management Information Systems)

FACTS II must interface with other DSCYF systems that are not included in the solution, for example:

- Help desk software

DSCYF also requires that FACTS II interface with the following additional systems, in order to provide all the mission-critical functionality.

- Delaware Courts systems:
 - Courts Management and Education Tool (COMET);
 - Courts Organized To Serve (COTS);
 - Child Placement Review Board (CPRB);
 - Juvenile Information System; and
 - Office of Child Advocate.
- Delaware Department of Justice systems:
 - Criminal Justice Information System (CJIS).
- Delaware Department of Health and Social Services systems:
 - Delaware Health Information Network (DHIN);
 - Delaware Substance Abuse and Mental Health Datamart (DSAMH);

- Delaware Client Information System;
- Master Client Index;
- Child Health and Community Information System (CHCIS);
- Electronic Vital Records System (EVRS);
- Integrated Services Information System (ISIS);
- Vaccination Immunization Records System (VAC-ATTACK);
- Fire Marshall; and
- COLD (reconciles Medicaid revenue).
- Delaware Department of Education:
 - Delaware Student Information System (DELSIS); and
 - eSchoolPlus.
- Delaware Department of Labor:
 - Division of Unemployment Information System.
- Delaware Department of Revenue:
 - Business Licensing System.
- Delaware Department of Technology and Information:
 - Worker Information System.
- Delaware Office of State Planning Coordination:
 - GIS Linkage.
- Delaware Department of Administration, Office of Management and Budget:
 - Delaware Financial Management System (to be replaced by FSF).
 - First State Financials (FSF); and
 - Human Resources Management System (PHRST).
- Delaware Department of the Treasury:
 - Client Payments Application (CPA).
- PNC Bank:
 - CPA.
- Prevent Child Abuse Delaware:
 - PCAD System.
- National Adoption Committee:
 - National Adoption Exchange (NAE).
- Local Police Departments:
 - Manual transmission of electronic data on child care locations to be matched against the Sex Abuse Registry.

The following are Federally-required reporting systems (electronic file transfers) that are mandatory for FACTS II:

- National Child Abuse and Neglect Data System (NCANDS)
- Adoption and Foster Care Analysis and Reporting System (AFCARS)

- National Youth in Transition Database (NYTD); and
- IV-E-1

Additional details regarding the interface requirements will be provided at the Bidders' conference to vendors that sign the State's non-disclosure agreement. Bidders should describe their general approach for designing, developing, and implementing the interfaces required by this RFP. These interfaces are of differing priorities, and the Bidder is expected to propose a strategy for addressing them appropriately. Bidders must propose interface solutions that are seamlessly integrated into the new system.

6.11.1 Associated Deliverables

The following deliverable will be completed during this phase:

- Interface Analysis and Interface Design Specifications

6.12 SYSTEM DEVELOPMENT

With FACTS II, the Department desires a state-of-the-art systems development environment that complies with State of Delaware standards for Coding Languages, COTS components, etc. Any COTS components selected must also comply with the Federal 45 CFR 95.16(c) these standards will be provided at the Bidder's conference after receipt of a signed non-disclosure agreement.

After the Department has approved the Detailed Design Document, the Bidder's development team will construct the application from the Detailed Design Document. The Bidder will provide the Department with a detailed project plan of development activities at the function level and with a schedule of code releases. The Bidder's development team will provide regular status updates to ensure that schedules are being met and that any issues are addressed in a timely manner. Additionally, the Bidder will create an Application Standards document that will incorporate the state of Delaware's standards, as well as the naming conventions, coding standards, version control processes, etc., that will be used by the development team.

The Bidder's proposal should address the proposed development methodology and tools in detail. The Bidder should describe the Bidder's corporate level of experience using the proposed methodology, as well as the anticipated project team members' level of experience in the proposed methodology. Bidders should also describe their risk assessment, mitigation, and management strategies for the System Development phase.

6.12.1 Associated Deliverables

The following deliverables are required during the System Development Phase:

- Application Standards;
- Code Releases;
- Migration Plan;
- System Backup and Recovery Plan;
- Configuration, Build, and Release Management Plan;

- Integrated Application Development Environment (IADE) Design Document; and
- The application system, the development environment, all programs, and the documentation required to support and operate the system.
- For each build the State will be provided with copies of the current system builds. They should include source code, scripts, and database schemas.
- The State should be involved in the vendors change control process

Throughout the Systems development phase the vendor must provide the State with visibility into their development processes

6.13 SYSTEM TESTING

System Testing is composed of all phases of testing, including Unit/System, Integration, User Acceptance testing and the test plan (including test strategy and scripts) will tie back to the requirements using the traceability matrix. Additionally, as applicable to the design and implementation methodology used, a full Regression Test will be conducted at the conclusion of each major phase of testing to verify that the application is ready to move to the next level of testing. Finally, depending upon the implementation strategy proposed, Pilot Testing may be conducted following User Acceptance Test. Bidders may also propose additional types of testing that could be conducted, such as Load testing or Disaster Recovery testing, and the advantages to the State of including these types of tests. Bidders should describe, in detail, their best practice approaches to each phase of testing and the criteria used to measure the success of each level of testing prior to moving to the next level. The selected Vendor will be required to develop a test plan for each level of testing for each phase of development. This plan will be submitted to DSCYF project staff for approval. The Vendor must provide the State access to the test results as each test is performed. The testing phases are described in detail below.

At the States discretion the code may be submitted to a third party for code efficiency and security vulnerability testing. The results of these tests will be available to the State and any necessary modifications will be tracked. Code testing may occur multiple times during the project lifecycle

6.13.1 Unit/System Testing

Unit testing is defined as the first level of testing of the application and is completed at the component level. For example, a unit test might be conducted to verify that data entered at the application layer is correctly saved to the data layer. Unit testing ensures that graphical user interface (GUI) standards are met, that component functions work as expected, and that the presentation, business logic, security, and data layers perform the discrete function as designed. Unit testing must be successfully completed before the code is migrated to the System test environment.

Unit testing will be completed by the Bidder's development team, using standard methods described in the Unit Test Plan as well as a standard template, form, or checklist to ensure that testing is done consistently and thoroughly. It also ensures that

the application meets the expected criteria as defined in the Application Standards document.

System testing is defined as functional testing and is completed at the function level. For example, system testing could verify that the Inquiry and Screening Module works as designed and that it supports the business processes used by intake workers. System testing ensures that the application meets the functional requirements of the system and is usually completed through the execution of test scripts adapted from typical business scenarios.

System testing will be completed by the Bidder's functional team, using standard methods described in the System Test Plan. Bidders may propose either manual or automated testing processes, or a combination of both. If automated processes are recommended, Bidders must provide information about the proposed testing tool(s).

In their proposal responses, Bidders should identify their Unit and System test strategies, best practices, and tools used. Inclusion of sample checklists or scripts is desirable.

6.13.2 Integration Testing

Integration testing ensures that all facets of the application work together as a cohesive whole, particularly when one (or more) COTS component(s) is included as part of the solution. Integration testing will be conducted as each component or function is developed and added to the baseline code. Integration testing will be conducted by the Bidder's technical and functional teams and will be executed in a production-like environment.

In their proposals, Bidders should identify their methodologies for conducting Integration testing, with particular emphasis on best practices approaches related to their proposed solution. Examples of previous successful methods of Integration testing, using the application and COTS components being proposed, are desirable. This testing should include the interfaces with other systems.

6.13.3 Regression Testing

Regression testing must be conducted by the Bidder each time a significant component is added to the application or a defect is corrected to ensure that the addition or correction does not break some component of the application that worked previously. Bidders must describe the proposed approach to regression testing for all phases of the project, including the post-implementation maintenance/enhancement phases.

6.13.4 User Acceptance Testing

User Acceptance testing will be conducted by the Department, with support from the Bidder's team. The purpose of User Acceptance testing is to ensure that the application is working according to the approved Detailed Design.

Although the testing will be completed by Department staff, the Bidder is expected to develop a User Acceptance plan, to draft test scripts, to assist staff in the preparation of

the User Acceptance test environment, to provide training on testing tools or processes for the User Acceptance test team, and to provide ongoing support during the User Acceptance test phase, both from a functional as well as a technical perspective.

In their proposals, Bidders should describe their approaches to User Acceptance testing, and may propose alternative methods for the Department's verification and validation of the system.

6.13.5 Pilot Testing

Pilot testing is an option that the Bidder may elect to implement, depending on the proposed design and implementation approaches. The Bidder must indicate whether Pilot Testing would be appropriate and useful for the proposed approach. If so, the Bidder must describe in the proposal the strategy for conducting Pilot Testing.

6.13.6 Associated Deliverables

The deliverables listed below are required during the System Testing Phase:

- Unit Test Plan
- Unit Test Results Report
- System Test Plan
- System Test Results Report
- Integration Test Plan
- Integration Test Results Report
- Regression Test Plan
- Regression Test Report
- Pilot Test Plan (if applicable)
- Pilot Test Report (if applicable)
- User Acceptance Test Plan
- User Acceptance Test Results Report

If the Bidder indicates that pilot testing is an appropriate option for the proposed solution, a Pilot Test Plan must be prepared. Each of the test plans must include, at a minimum: (1) Sample standard test checklists or scripts; (2) descriptions of the test environments for each phase; (3) descriptions of all tools to be used during the test phases; (4) definitions of software defects, including descriptions, examples, priority rating, defect reporting process, and the resolution and retest process; (5) manual and/or automated testing approaches; (6) 508 compliance testing; (7) stress, load, and performance testing specific to the testing phase; (8) entrance and exit criteria for the testing phase; and, (9) metrics to be used to evaluate the testing phase.

Each of the test results reports must include, at a minimum: (1) copies of the executed test scripts, checklists, etc., for each phase; (2) reports of all defects, their priority assessments, and their resolution and retest results; (3) metrics of the test phase results; and, (4) lessons learned and recommendations to move to the next level of

6.14 SYSTEM TRAINING

The Department anticipates that the Bidder's System Training approach will correspond to the Bidder's proposed implementation strategy. Both instructor-led classroom and Web-based training (WBT) is expected. The Department estimates that approximately 1,600 workers will require training on the FACTS II solution. These workers include both Department personnel as well as providers, some of whom are out-of-state.

In their proposals, Bidders should describe in detail their System Training strategies, including their approach to training a large, diverse workforce and their proposed approach to developing classroom training curricula as well as Web-based training (WBT) materials. Bidders should also include their proposed strategy for review and sign-off of training materials at all stages (design/development/implementation) of training material creation. The State also expects the Bidder to provide their strategy for course evaluation at time of training delivery and remedy processes should the evaluations indicate a need for re-work. Specific information should be included to identify how the strategy will accommodate the proposed implementation plan. Bidders should describe how their training products can be modified by the State to incorporate changes to system functionality post-implementation. Distance learning approaches to training may be considered. If they are proposed, Bidders must indicate the kinds of training for which such approaches are appropriate and summarize the cost-effectiveness of such training strategies.

Bidders should identify their proposed tools, approach, and methodologies for incorporating Online Help into the FACTS II solution. Bidders should address the anticipated level of effort required to both learn the help authoring tool and to maintain the Online Help Modules, post-implementation, to assist the Department in planning transition and ongoing maintenance activities and staffing needs.

6.14.1 Associated Deliverables

The following deliverables are required for the System Training Phase:

- Training Plan;
- Instructional Design for the Training;
- CBT Design document with storyboard;
- Train the Trainer;
- User Manual;
- Just-in-time Training Sessions (corresponding to implementation strategy);
- FACTS II Help Desk Training;
- Computer-Based Training (CBT) Modules;
- Online Help Modules;
- System Maintenance Training;
- Reports Training; and
- Training Evaluation Report (with resulting remedies)

6.15 CONVERSION

With the current “stovepipe” design of FACTS, data sources will require detailed analysis to accurately match cases and persons existing in multiple “stovepipes,” in order to effectively create a single, integrated person or case record. In addition to FACTS data, multiple additional data sources exist, which supplement the data collection in FACTS. Finally, given that the FACTS solution has been in production for approximately 15 years, an extensive set of historical data must be addressed with consideration for unique archive and expungement requirements within divisions.

Because of the anticipated challenges of the conversion process, the Department requests that Bidders identify one or more potential conversion strategies, based on their expertise with previous systems, which will address the unique components of the FACTS II Conversion phase. Proposals should address the Bidder’s approach to analyzing the quality of the legacy data; the methods to be used for final reconciliation of converted data, as applicable; the Bidder’s recommendations for how many years of data should be converted; the Bidder’s strategy for prioritizing and converting data from stand alone databases and strategies; and, the Bidder’s proposed timelines for conversion activities.

Bidders must indicate how they will ensure that sufficient data will be converted to continue the production of AFCARS, NCANDS, and NYTED reporting. Bidder must also describe how they will translate data encrypted for AFCARS reporting purposes.

Bidders must ensure that their proposed conversion methodologies correspond to their implementation approach. The Department encourages Bidders to incorporate, as early in the project as possible, the iterative conversion effort. The Bidder should plan on partnering with the Project’s Change Management Team. Bidders should address the impact of proposed implementation and conversion solutions that result in additional work for the end-users, such as duplicate data entry, lack of access to historical data, reliance on one or more supplemental systems to access necessary data, and the anticipated amount of time it may be necessary to maintain both legacy systems and FACTS II.

Bidders are requested to cost out their proposed conversion strategies to assist the Department in assessing the proposed solutions. Proposed strategies must address the issue of access to historical case information. Strategies should provide an analysis of keeping FACTS and other supplemental systems operational. If parallel operations are proposed, the Bidder should identify how long the parallel operations will be required. Bidders should describe in detail the methods or processes that have been successfully used in other implementations of similar size, scope, and diversity to the FACTS II project. Bidders should also describe the manual and automated approaches that they have used successfully.

Table 4 displays a listing of preliminary legacy data sources that may be incorporated into FACTS II. In addition to FACTS, DSCYF groups and individuals maintain many desktop-based data tools (e.g., Excel, Access DBs). Bidders should identify an overall approach for converting the data in these files. Bidders should also describe how the

data in these legacy systems will be reviewed and cleaned prior to conversion. In the Bidders' Cost Proposal, Bidders must identify an hourly rate for performing any additional data conversion activities.

Table 4: Preliminary FACTS II Legacy Data Conversion Sources

Division	Unit/Program	Description	Format
DSCYF	FACTS	Legacy system	Oracle/CENTURA
DMSS	Cost Recovery Unit Provider Tracking Spreadsheet	Medicaid service provider information used to manage the Medicaid billing	MS Excel
	Education	IEP within 30 days	MS Excel
	Education	Post-release tracking	MS Excel
	Contracts	Contracts	MS Access
	Human Resources	Training Database	MS Access
DFS	OCCL	Credentials	MS Access
DPBHS	Office of Prevention program outcomes where participants have DFS involvement or treatment cases	Several integrated databases. Includes CA/N substantiations at 3-month intervals over 3 years	MS Access
	Early Intervention (EI)	EI assessments and outcomes	MS Access
	EI – CAFAS	Child and Family Functioning Assessment	MS Access
	ADAD	Screen for drug/alcohol dependency	MS Access

6.15.1 Associated Deliverables

It should be noted that Conversion planning should be started during the requirements phase and conversions should be carried out throughout the lifecycle as appropriate.

The following deliverables are required during the Conversion Phase:

- Data Conversion Plan (presented with the Data Schema);
- Data Conversion Specifications and Data Mapping, including data integrity rules and data conversion rules;
- Data Conversion Testing Plan, including the recommended or proposed use of converted data during Unit, System, Integration, User Acceptance, and/or Regression Testing, in addition to the testing of data conversion processes, correct implementation of data integrity rules, and correction implementation of data conversion rules;
- Data Conversion Testing Results Report; and

- Final Data Conversion Report, including recommended methods for any anticipated ongoing data verification and/or reconciliation.

6.16 SYSTEM IMPLEMENTATION

The Department requests that Bidders submit an implementation approach with their proposals. If Bidders recommended a phased or features-based approach to implementation, the Department prefers that the Office of Prevention and Early Intervention (OPEI), which is part of DPBHS effective July 1, 2010, be included in the first phase and/or that the features that will be used by OPEI be included in the first features rollout. OPEI currently uses a separate, unsupported Microsoft Access database; consequently, access to a permanent system (i.e., FACTS II) is a priority. The database upon which OPEI is currently dependent should be included in the initial conversion effort.

The Bidder's proposed implementation solution must address the size and diversity of the FACTS II worker population, taking into account any transition and productivity costs, hardware/technical considerations, as well as any logistical, training, or implementation support issues. Bidders must include planning for joint State-Bidder staffing and training of both a FACTS II help desk team and a FACTS II implementation support team.

Bidders must ensure that their implementation solutions propose strategies for mitigating and/or managing issues arising from the proposed solution. Examples include:

- If a phased implementation approach is proposed, identify solutions for cases shared between workers or divisions that are pre- and post-implementation.
- If a "big-bang" approach is proposed, identify how the Bidder help desk and implementation support staff will be able to provide a satisfactory level of customer services.
- If a features-based approach is proposed, identify how assessments will be conducted to establish the priority of the features to be implemented, and how new features will be rolled out without unnecessary interruption to business activities and with minimal or no need for duplicate data entry.

6.16.1 Associated Deliverables

The following deliverables are required during the System Implementation Phase:

- Implementation Plan;
- Data Quality Plan, which should include methodologies for pre-implementation, implementation, and post-implementation, with descriptions of the required staff and requisite skill;
- Help Desk Standard Operating Procedures;
- System Transition Plan;
- System Maintenance Plan;

- Final System Documentation, which should include the hardware, software, printer, and database configurations of system equipment; inventories of all components of the system; security administration procedures; configuration management procedures; audit information; licensing information; and descriptions training and skill set for operations staff;
- System Operations Procedures Manual, which should include guides for regular system operations, such as batch jobs, reports, backup procedures, etc.;
- Backup and Recovery Plan;
- Back-out Plan in case the system fails to operate as required at implementation;
- Implementation Results Report; and
- FACTS II Solution (acceptance of this deliverable constitutes acceptance of the system)

6.17 POST IMPLEMENTATION SUPPORT

The Department requires a one-year warranty for the Post Implementation Support phase. The warranty becomes effective following the acceptance by the Department of the FACTS II solution. If the Bidder proposes a Maintenance option, this option would be effective following the conclusion of the warranty phase. The warranty period is included in the cost of the proposal. Bidders agree that correction of defects (both software and performance) will be conducted at no additional cost to the Department during this phase. The Implementation Results Report will include a known list of defects in the production system, which will serve as the initial list of defects to be corrected during the warranty phase.

As part of this warranty, the Department expects that an appropriate staffing level will be maintained by the Bidder at the project site, so that State staff can regularly communicate with the Bidder staff. Weekly project status meetings and monthly Executive Steering Committee meetings will continue during the warranty period.

6.17.1 Associated Deliverables

The following deliverables are required during the Post Implementation Support Phase:

- Final FACTS II Status and Transition;
- Federal Requirements Traceability Matrix; and
- Final System Documentation.

6.18 SUPPORT FEDERAL REVIEW

In their proposals, Bidders should describe any previous experience in supporting Federal reviews of their SACWIS solutions. Bidders should also describe their experience in preparing the State's SACWIS Assessment Review Guide (SARG). Additionally, Bidders should define their approach to preparing for the Federal review and how they anticipate supporting the Department during this process.

6.18.1 Associated Deliverables

The following deliverables are required during the Support Federal Review Phase:

- Federal Review Readiness Plan; and

6.19 SECURITY

In their proposals, Bidders should describe experiences defining and implementing multiple levels of security. Bidders should describe the security options including segregation of duty for the solution including:

- Role based and group based security;
- Levels of administration and the ability to delegate administration at a group level.
- Description to the depth of security levels available.
- Security reporting and audit trails for changes

7 PROPOSAL FORMAT

Bidders should reference the following sections to ensure that submitted proposals include the required content and format.

- Section 1.3.6 – Proposal Instructions;
- Section 7 – Proposal Format; and
- Appendix A – Bidder’s Forms.

These instructions have been designed to establish a format that will include pertinent information necessary to the understanding and evaluation of each Bidder’s proposal. Proposals should present a concise, straightforward description of the Bidder’s capabilities and ability to satisfy the RFP requirements.

Submitted proposals must include an accurate, complete, and current representation of the Bidder’s organization and capabilities. Incomplete information or misrepresentation of proposal data will be grounds for disqualification or rejection of the proposal.

7.1 PROPOSAL CONTENT

Each proposal must include the sections listed below. Section 7.2 – Technical Proposal Outline contains definitions of each section.

- Transmittal Letter;
- Introduction;
- Summary of the Bidder’s Understanding of the Project Scope,
- Bidder’s Products, Methodology, and Approach to the Project;
- Organization and Staffing
 - Key Factors Influencing Bidder’s Organizational Approach,
 - Project Organization, Staffing, and Role(s) of Subcontractors() (as applicable);
- Project Planning and Management
 - Project Planning and Control Procedures,
 - Quality Assurance;
- Project Work Plan
 - Major Tasks and Functions,
 - Deliverable Products,
 - Personnel Requirements,
 - Summary Work Schedule,
 - Staffing Estimate Summary;
- Bidder’s Qualifications and Credentials as Related to the Proposal;
- Résumés of the Bidder’s Proposed Staff;
- Subcontractors; and
- Attachments.

7.2 TECHNICAL PROPOSAL OUTLINE

The technical proposal must follow the outline presented below.

7.2.1 Transmittal Letter

The transmittal letter should be printed on the Bidder's official company letterhead and signed by an authorized company officer who is empowered to bind the company. The transmittal letter should contain the elements listed below; failure to include these elements may result in disqualification or rejection of the proposal.

- Confirmation that the Bidder will comply with all provisions of the RFP;
- Acceptance of the RFP contract terms, specifically noting any exceptions or additional provisions requested;
- Certification that the proposed pricing was developed without any collusion or conflict of interest;
- Verification that the successful Bidder, as the prime Contractor, assumes primary and total responsibility for the scope of work identified in the RFP, proposal, and executed contract, and that the licenses of any proposed software, tools, or utilities acquired to accomplish this engagement are the property of the State of Delaware;
- Identification of any sections containing proprietary information that should not be made available under the Freedom of Information Act; and,
- Confirmation that no relationship exists or will exist during the contract period between the Bidder and any other person or organization that constitutes a conflict of interest or that would interfere with fair competition.

7.2.2 Introduction

The Introduction should act as the executive summary. It should contain a comprehensive, concise summary of the Bidder's proposed solution, excluding the cost proposal. The Introduction should contain, at a minimum, an overview of the Bidder's organization (background, financial status, human resource capabilities, availability to provide the proposed solution), understanding of the project, descriptions of all previous work completed in Delaware for any State agency, methodologies, product description, timelines, and proposed staffing.

7.2.3 Summary of the Bidder's Understanding of the Project Scope

This section should describe the Bidder's understanding of DSCYF's mission, vision, needs, and objectives as related to the development of the FACTS II software solution.

Bidders must provide enough detail in this section to confirm that their organization understands the Integrated Children's Services business model and can provide a software solution that successfully supports this business model.

The Bidder should briefly describe previous experience in implementing similar solutions, both from a technical and a business perspective. The Bidder should detail features and functionality of the proposed solution that demonstrate a comprehensive understanding of DSCYF's current challenges and the issues that will be resolved with

the implementation of FACTS II. Bidders should describe their understanding of the current FACTS solution. Their understanding may be enhanced as a result of the optional question and answer and demonstration of FACTS functionality in response to specific questions and FACTS documentation to be provided at the Bidders' Conference. Additionally, Bidders should be able to demonstrate previous successes with similar implementations and the capability to provide comparable quality services with their proposed solutions.

7.2.4 Bidder's Products, Methodology and Approach to the Project

This section should provide a detailed description of the Bidder's approach to the project. Specifically, the Bidder should describe how their proposed solution (1) has been successfully implemented in a project of similar size and scope; and, (2) how the solution will be enhanced to accommodate DSCYF requirements. If the proposed solution includes one or more COTS products, the Bidder must document that these elements have been successfully integrated in an *implemented* solution.

Bidders are requested to describe their proposed methodologies in implementing their solutions with detail sufficient to assure DSCYF that the Bidder has the required experience and expertise with the proposed methodology to successfully complete the project. The Bidder should include a statement of the bidding organization's project management philosophy and should describe how this engagement is viewed from the perspective of the Bidder's overall corporate structure.

7.2.5 Organization and Staffing

In this section Bidders should describe their overall approach to organizing and staffing the project.

7.2.5.1 Key Factors Influencing Bidder's Organizational Approach

In this section, Bidders should identify the key factors that will be used to determine the staffing and management of the FACTS II project. These factors should include the types of resources required (i.e., technical experts, subject matter experts), the availability of skilled resources, the training requirements for project staff, and the integration of DSCYF staff. Bidders should address their ability to adapt the staffing levels based on project timelines, contingency plans if the project falls behind schedule, and their ability to find replacement staff with appropriate skill sets, and who are acceptable to the State, if needed throughout the lifecycle of the project. Bidders are prohibited from including any off-shore or near-shore components or modules in their proposals.

7.2.5.2 Project Organization, Staffing, and Role(s) of Subcontractor(s)

Bidders are requested to provide a proposed organizational chart, identifying staff positions, responsibilities, and anticipated levels of participation on the project. Bidders must identify the Responsible Executive who will have overall responsibility for the project. Bidders should develop a matrix outlining proposed key staff, to include each person's level of authority, relevant experience, and knowledge and skills. Key staff

roles should include: Project Manager, Integrated Case Management Subject Matter Expert, Functional Team Manager, Implementation Manager, Application Manager, and Lead Data Architect. Bidders should provide a description of the proposed integration of DSCYF staff and should address, at a minimum, the phases of the project, the proposed DSCYF staff needed for each phase, and their anticipated roles and responsibilities.

Bidders should describe the role of any subcontractors identified in their proposals. Descriptions of the subcontractor organization and staff members should follow the format specified for the Bidder organization.

The State retains the right to accept or reject all proposed project personnel and to remove staff from the project, as necessary. The State reserves the right to request another staffing resource without cause for any reason.

7.2.6 Project Planning and Management

Project Planning and Control Procedures

Bidders should identify their project planning and management strategies and should demonstrate their ability and commitment to successfully complete the FACTS II engagement.

This section should address, at a minimum, the following elements:

- Progress reporting;
- Anticipated use of project documentation and working papers;
- Techniques for risk assessment, mitigation, and control;
- Problem, issue, and change management;
- Quality control review and management;
- Maintenance of an up-to-date on-schedule, on-budget work plan; and,
- DSCYF review meetings and feedback.

7.2.7 Quality Assurance

DSCYF will issue a separate Request for Proposals to procure the services of a Quality Assurance (QA) vendor for the duration of the FACTS II project. Bidders for the FACTS II Design, Development, and Implementation project should use this section to identify their internal quality assurance policies and procedures and to describe their approaches to working with a QA contractor. This section should include a statement verifying the Bidder's agreement to comply with the quality assurance procedures that will be established by the QA vendor. Additionally, as part of their quality assurance policies and procedures, Bidders should identify their approach to ensuring virus-free software and ongoing protection of the implemented application.

7.2.8 Project Work Plan

Bidders should refer to Section 6 – Scope of Services and Deliverables. At a minimum, this section should contain detailed information for the topics listed below.

Major Tasks and Functions. Bidders should detail the project tasks and subtasks, including dependencies, of the project. Major milestones should be clearly identified.

Project Milestones and Associated Deliverables. Bidders should clearly identify the project milestones and associated deliverables, including the start and end dates for the creation of each milestone, the anticipated delivery date, the start and end dates for the review cycle, and the proposed approval date. Project milestones are tied to payments, which should be clearly identified on the FACTS II Design, Development, and Implementation Cost Sheet (reference Appendix A – Bidder’s Instructions and Forms).

Personnel Requirements. The estimated staffing for each task and/or deliverable should be incorporated into the work plan. Contractor, QA Vendor, and Department personnel requirements should be itemized separately.

Summary Work Schedule. A summary work schedule should show a high-level view of the project work plan, emphasizing major milestones and key project deliverables. Key project deliverables should be clearly identified on the FACTS II Design, Development, and Implementation Cost Sheet (reference Appendix A – Bidder’s Instructions and Forms).

Staffing Estimate Summary. The Staffing Estimate Summary should show a high-level view of the staffing requirements for the entire project. Contractor, QA Vendor, and Department staffing requirements should be summarized separately.

7.2.9 Bidder’s Qualifications and Credentials as Related to the Proposal

Corporate Experience. Bidders should describe, in detail, their corporate experience in successfully managing human services IT projects similar in scope and size to the FACTS II project. Three examples of previous projects should be cited that are specifically related to the FACTS II project or that are as difficult in scope and complexity.

These examples should demonstrate that the Bidder meets the following *minimum* requirements:

- Five years of experience in managing the full Software Development Life Cycle (SDLC), from inception through deployment, of IT solutions of similar scope and complexity. This requirement must be met by the Bidder. Subcontractor experience may supplement, but not replace, Bidder experience.
- Three years of experience in Health and Human Services applications development, with an emphasis on SACWIS solutions and/or the Integrated Children’s Services model. This requirement must be met by the Bidder; Subcontractor experience may supplement, but not replace, Bidder experience.
- Three years of experience using the Bidder’s proposed development framework. This requirement may be met by either the Bidder or a Subcontractor.
- Three years of experience in providing computer- and classroom-based training. This requirement may be met by either the Bidder or a Subcontractor.
- Two years of experience in help desk support. This requirement may be met by either the Bidder or a Subcontractor.

Bidders should also cite any/all previous work experience in the State of Delaware, regardless of the scope or size of the project(s) and should provide contact information for the State agency(ies).

7.2.10 Résumés of the Bidder’s Proposed Staff

Bidders should enclose a résumé for each person anticipated to be assigned to the project and should include specific information on staff experience and roles in any Enterprise, SACWIS, Child Care Assistance, Juvenile Justice, Child Behavioral/Mental Health, Prevention, Integrated Services, and/or any State of Delaware projects. Bidders agree that named staff will participate on the project at the level and duration specified unless agreement is provided in writing by the Department to allow substitutions or other changes (see Section 8.2.3 – Liquidated Damages). Bidders further agree that the Department will obtain criminal background checks for each project team member, prior to Bidder staff access to confidential and sensitive data.

Bidders should identify other project obligations, either current or anticipated, of each proposed staff member, as well as a strategy for managing any scheduling or contract conflicts. If additional staff will be hired specifically for this project, the Bidder should include a plan identifying the recruitment and training processes.

At a minimum, résumés should be included for key project personnel, such as Project Manager, Integrated Services Subject Matter Expert, etc. The résumés submitted for key project personnel should be detailed and comprehensive. Specifically, résumés should include:

- Chronological history of experience in systems development life cycle, as applicable to role. Experience in the Bidder’s proposed technology framework should be clearly delineated.
- Education, training, and certification details.
- Expertise in enterprise solutions.
- Anticipated level of participation on the FACTS II project.
- Experience with SACWIS, child welfare, provider licensing, juvenile justice, child mental and behavioral health, prevention, and integrated services business concepts.
- Contact information for a minimum of three business references from projects similar in size and scope to the FACTS II project. Individuals listed as references will be able to provide detailed observations regarding the proposed key staff person’s subject matter knowledge, technical and analytical skills, written and oral communication skills, and performance on similar projects. At least one reference should be for a current or recent project (i.e., within the last two years). If any work has been previously conducted in the State of Delaware, Bidders should provide contact information for the project(s).

7.3 BUSINESS PROPOSAL – COST AND PRICING ANALYSIS

The business proposal must contain a detailed breakdown of all costs incorporated into the final fixed fee proposed by the Bidder (see Appendix A – Bidder’s Instructions and

Forms: Project Cost Sheet). All payments will be on a key milestone (and associated deliverables) basis. The Bidder must state that the total cost is a firm fixed price and that it is valid from the time the proposal is submitted until either a final contract is negotiated or until the procurement is canceled. The Bidder must verify that the costs are current, comprehensive, and accurate.

The state has procured office space for all FACTS II DD&I Project staff including the State staff, QA contractor, and any subcontractors.

Related items such as network equipment and other infrastructure considerations, will be finalized during contract negotiations as required. The FACTS II Project team, including Bidder staff, State staff, and other associated contracted staff, will be co-located at the project site for the duration of the project.

The Bidder may be required to provide hardware, if the Bidder can acquire such hardware at a cost that is advantageous to the state, for Bidder staff, State staff, and other associated contracted staff at the project site for the duration of the project. The State of Delaware will retain all licenses for any software purchased for the project.

Costs should be delineated in detail and should include anticipated staffing at fully burdened rates, overhead expenditures, COTS software purchases and licensing fees, and hardware purchases. As noted in Section 9.2.2 – Payment Schedule, project payment schedules will be based upon project milestones (and associated deliverables). Bidders should clearly define and justify the components for the costing for each milestone.

During contract negotiations, the Department may propose alternatives to the proposed cost and pricing analysis that are advantageous to the State of Delaware and cost-neutral to the Bidder. Therefore, matrices or itemized cost charts of proposed expenditures that clearly support the Bidder's proposed budget strategy should be provided, to assist the Department in their review and evaluation of the cost proposal.

8 EVALUATION PROCESS

This section outlines the criteria and methodology by which each proposal properly received by DSCYF will be evaluated. All proposals will be evaluated in accordance with the evaluation criteria specified below.

In determining whether a Bidder is responsible, the State may evaluate past performance including any work completed in the State of Delaware, corporate and financial stability, references (including those found outside the proposal), compliance with applicable laws, the perceived ability to meet the requirements as specified, and other relevant factors. A Bidder must have financial resources sufficient, in the opinion of the State, to assure performance of a contract of this magnitude. Evaluation points will be awarded based on a review of prime and subcontractors, if any.

8.1 EVALUATION PROCEDURES

Each proposal will be screened to determine whether submission requirements have been met and whether the content and format described in RFP Section 1.3.6 – Proposal Instructions; Section 6 – Proposal Format; and Appendix A –Bidder’s Instructions and Forms, have been adhered to. The screening process is not an evaluation of the proposal’s quality; rather, it is a cursory review of the proposal’s responsiveness to the submission requirements of the RFP. Following the screening process, proposals will be identified as qualified or disqualified. Disqualified proposals will not undergo further evaluation. Proposals submitted and prepared in compliance with RFP rules will be considered as qualified and are eligible for further evaluation.

Members of the Proposal Review Panel will independently evaluate each qualified proposal based on the technical and cost content. The content of the proposal will be considered as a contractual obligation and valid until a contract is awarded or the proposal is rejected. Failure of any proposal to contain verbiage to meet these obligations and contractual requirements may result in rejection. Proposals may also be rejected if, upon further evaluation, it is determined by the Proposal Review Panel that the proposed solution, corporate qualifications, or other proposal response substantially fails to meet DSCYF requirements. It should be noted that selected references related to previous work engagements and submitted résumés will be contacted during the evaluation process.

8.1.1 Proposal Evaluation

A Proposal Review Panel comprised of State employees will assess the merits of the Technical and Cost Proposals. The State may engage one or more consultants or attorneys to assist in an advisory capacity. The panel will review the responses to the requirements of the RFP to evaluate the proposals. Incomplete, inconsistent or inaccurate responses in the Technical Proposal will have a negative impact on the technical score. Proposals will be eligible for a combined maximum score of 2000 points for both the Technical and the Cost components.

Bidders are expected to describe the technical, management, key personnel and other factors necessary to meet the requirements of the RFP in sufficient detail within their written Proposal, rather than to seek to negotiate or provide such factors through written communications and clarifications.

Based on the findings of the Proposal Review Panel, a summary composite evaluation report will be prepared and a recommendation will be submitted to the Cabinet Secretary and to the Director of the Division of Management Support Services of the Department of Services for Children, Youth and Their Families of the Selected Bidder for proposed award. Consideration will be given to capabilities or advantages that are clearly described in the proposal, confirmed by oral presentations if required by the State, and verified by information from reference sources and/or demonstrations as required by the State.

Technical and Cost sections of the proposals will be evaluated separately and independently. With regard to all evaluation criteria, the Bidder(s) whose proposal provides the best value, technical and cost factors considered will be identified as approved. Approved Bidders may be required to offer oral presentations and/or to enter into Best and Final Offer (BAFO) negotiations. During the evaluation and award process, no information concerning the proposals submitted will be made available to the public or other Bidders. Rejection of a proposal means that one or more other proposals were deemed to be more advantageous, or that the State exercised the right to reject all proposals.

After evaluation of Oral Presentations and/or BAFOs, the Proposal Review Panel will recommend a Selected Bidder for contract award. The State reserves the right to enter into negotiations with one or more Selected Bidders at any time.

8.1.2 Communications and Clarifications Process

Written communications and clarifications may occur, but are not intended to substitute for a well-written proposal or to facilitate negotiations of any proposal. All responsive Bidders' responses to written communications and clarifications: 1) must be submitted in writing (email or fax permitted); 2) are incorporated into and become part of Bidder's proposal; and, 3) can and will be relied upon by the Proposal Review Panel and the State.

8.1.3 Oral Presentations and System Demonstrations

After the technical evaluation, oral presentations may be requested by DSCYF for approved Bidders. The purpose of such presentations will be to allow approved Bidders to explain their proposed solutions and key points of their proposals. Additionally, Bidders may be asked questions, in order to provide a better understanding of how the Bidder's proposed solution will meet the requirements of the RFP. Dates, times and locations of oral presentations will be determined by the DSCYF. Selected Bidders will be given at least five days notice to prepare for oral presentations.

Bidders are not allowed to alter or amend their proposals through the presentation process. Any cost incidental to an oral presentation or proposal preparation or submission shall be borne by the Bidder.

It is critical that Bidders bring staff familiar with the detailed contents of and solutions presented within the Bidder's proposal in order to maximize the productivity of the oral presentation sessions. Any Bidder responding to this RFP must be available to present at the time specified by DSCYF, and should have the following proposed Key Personnel at their presentation: Project Manager, Integrated Children's Services Subject Matter Expert, Functional Team Manager, Implementation Manager, Application Manager, Lead Data Architect, and others as requested by DSCYF. Primes with subcontractors should ensure at least one subcontractor staff member attends. Any Bidder that declines to present at a time requested by DSCYF will be considered nonresponsive, and that Bidder's proposal will be rejected, i.e., removed from further consideration.

Oral presentations are an opportunity for the State to acquire another perspective concerning the Bidder's proposed project staff and to ascertain a clearer understanding of the Bidder's proposed approach. If a product is proposed that is currently operational, an interactive demonstration of the product to reveal the power, functionality, versatility and friendliness, using case scenarios, should be a part of an oral presentation. If a product is proposed that is not currently operational, Bidders are strongly encouraged to prepare mockups or prototypes of their proposed solutions that substantially address FACTS II core requirements.

Bidders are expected to use business scenarios developed by the State as part of their system demonstration. Bidders should prepare for a presentation (with minimum PowerPoint slides) not to exceed one half hour, a system demonstration not to exceed two hours, and a question/answer period not to exceed two hours.

Bidders should be aware that oral presentations and demonstrations are required at the option of the State, may or may not occur, are not substitutes for a well-written proposal, and shall not be used to cure material omissions or errors in the proposal.

8.1.4 State Evaluation Visit

The State reserves the right to conduct a visit, at the State's expense, to see any proposed solution that is in production and to conduct interviews of personnel using the application during the evaluation process. Bidders must ensure that the State will be provided ready access for evaluation.

8.1.5 Best and Final Conditions

At any time after the proposal evaluation and prior to initiation of contract negotiations, Bidders may be invited to submit best and final offers (BAFOs). At this time, Bidders can make their prices as competitive as possible and address questions and concerns specifically raised by the State.

8.1.6 Financial Information

DSCYF reserves the right to request evidence of a Bidder’s financial and corporate capability or stability. Any Bidder that is deemed to be out of compliance with this provision will be rejected and will not receive further consideration.

The Proposal Review Panel reserves the right to:

- Select for contract or for negotiations, a proposal other than that with the lowest costs.
- Accept/Reject wholly or in part any and all proposals received in response to this RFP, or to make no award, or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all contractors during the review and negotiation.
- Negotiate any aspect of the proposal with any firm and negotiate with more than one firm at the same time. The Department reserves the right to contract with more than one Bidder.

8.2 SCORING CRITERIA

All proposals shall be evaluated using the same criteria and scoring process. The following criteria shall be used by the Proposal Review Panel to evaluate proposals.

8.2.1 Scoring Criteria

Technical and cost proposals will be eligible for a maximum of 2000 points distributed amongst the following areas as shown in Table 5.

Table 5: Technical Scoring Criteria

Evaluation Criterion	Maximum Points
Project Approach and Understanding	100
Service Delivery Requirements	300
Provider Management Requirements	100
Financial Management Requirements	100
System Infrastructure Requirements	150
Technical Requirements	100
General Requirements	100
Training Requirements	50
Implementation Requirements	50
Project Management Requirements	100
Corporate Qualifications	50

Proposed Staff Qualifications	150
Organizational Change Management	50
Budget and Reasonableness of Costs	600
Maximum Available Points	2000

The Proposal Review Panel will complete raw scores, on an average basis, in each of the Evaluation Areas listed in the table above. The sum of the raw scores will be totaled giving each scored proposal an overall raw evaluation score.

8.2.2 Public Bid Opening

DSCYF will conduct a public bid opening on the date the proposals are due for submission.

8.3 SELECTION OF SUCCESSFUL BIDDER AND CONTRACT AWARD

After conclusion of the proposal evaluations, the Proposal Review Panel will determine the comparative value to the State of the remaining Bidders.

The State will take into account all evaluation factors set forth in this RFP, subject to DSCYF’s and the Bidder’s ability to agree and enter into a final Agreement. Prior to execution of a contract and as a condition of final award, the State may require submission of additional information that demonstrates the Bidder is financially responsible and financially capable of performing this contract.

DSCYF reserves the right to reject or negotiate any or all of Bidder’s terms or conditions, or Bidder’s proposed modifications to DSCYF’s stated terms or conditions. DSCYF reserves the right to modify, add or delete provisions consistent with the Successful Bidder’s proposal as needed to assure that the final executed Agreement accurately reflects the parties’ intent, the procurement and the award.

Prior to award, the Bidder whose written proposal is determined to be the most advantageous to the State (i.e., the Selected Bidder) may be required to enter into communications, clarifications, and/or negotiations (collectively referred to as, “discussions”) with DSCYF to resolve any contractual differences before an award is made. These discussions are to be finalized and all exceptions resolved within such period as DSCYF may authorize.

In addition to discussions with the Selected Bidder, DSCYF reserves the right to enter into discussions or negotiations at any time with other Bidders. Discussions with other Bidders may be concurrent with discussions between DSCYF and the Selected Bidder.

DSCYF reserves the right not to disclose whether it is conducting concurrent discussion with the Selected Bidder and other Bidder(s). DSCYF reserves the right not to identify whether a Bidder is the Selected Bidder or one of the other Bidder(s). If however, the contract is not finalized within an acceptable time frame, the Selected Bidder’s proposal will be abandoned and a new Selected Bidder and other Bidder(s) identified. The process will then proceed as above, subject to DSCYF’s right to cancel this solicitation,

until an Agreement is finalized and awarded. The Administration for Children and Families (ACF) must approve any contract prior to final award.

9 TERMS AND CONDITIONS

Terms of Contract and Extensions. The contract awarded will last for a period not longer than 4 years. The Department reserves the right to extend the end date of the contract if appropriate to include the post-implementation support period.

The State reserves the right to incorporate standard state contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. The standard State contract is attached as Appendix B.

The selected Bidder or Bidders will be expected to enter negotiations with the State, which will result in a formal contract between the parties. Procurement will be in accordance with subsequent contracted agreement. The Selected Bidder's response to this RFP will be incorporated as part of any formal contract. A staff member of the Management Information System (MIS) Unit within DSCYF will serve as Contract Administrator and will administer the contract.

The parties hereto are and shall be independent contractors to one another, and nothing herein shall be deemed to cause this agreement to create an agency, partnership, joint venture, or employment relationship between the parties. Each party shall be responsible for compliance with all applicable workers' compensation, unemployment, disability insurance, social security withholding, and all other similar matters. Neither party shall be liable for any debts, accounts, obligations, or other liability whatsoever of the other party or any obligation of the other party to pay on behalf of its employees or to withhold from any compensation paid to such employees any social benefit, workers' compensation insurance premiums, or any income or other similar taxes.

The Department reserves the rights to waive any of these requirements for a particular response should it deem such a waiver to be in the Department's best interests.

The successful Bidder will be required to provide a performance bond prior to beginning work under the contract.

The State will retain code in escrow and will own all developed code.

Non-appropriation. In the event that the State fails to appropriate the specific funds necessary to continue the contractual agreement, in whole or in part, the agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available, at the beginning of the fiscal year for which no appropriation is available, or upon the exhaustion of funds.

Notice. Any notice to the State required under this Agreement shall be sent by registered mail to:

Attention: H. Ryan Bolles, Contract Administrator
DSCYF-DMSS
1825 Faulkland Road
Wilmington, DE 19805

Formal Contract and Purchase Order. The successful firm shall promptly execute a contract incorporating the terms of this RFP after the award of the contract. No Bidder is to begin any service prior to receipt of a State of Delaware Purchase Order signed by two authorized representatives of the agency requesting service, properly processed through the State of Delaware. The Purchase Order shall serve as the authorization to proceed in accordance with the bid specifications and the special instructions, once the successful firm receives it.

Indemnification. By submitting a proposal, the proposing firm agrees that in the event it is awarded a contract, it will indemnify and otherwise hold harmless the State of Delaware, DSCYF, its agents, and employees from any and all liability, suits, actions, or claims, together with all costs, expenses for attorney's fees, arising out of the firm, its agents and employees' performance of work or services in connection with the contract, regardless of whether such suits, actions, claims or liabilities are based upon acts or failures to act attributable, in whole or in part, to the State, its employees or agents.

Licenses and Permits. In performance of this contract, the firm is required to comply with all applicable federal, state and local laws, ordinances, codes, and regulations. The cost of permits, licenses, and other relevant costs required in the performance of the contract shall be borne by the successful firm. The firm shall be properly licensed and authorized to transact business in the State of Delaware as defined in Delaware Code Title 30, Sec. 2502.

Insurance. As a part of the contract requirements, the contractor must obtain at its own cost and expense and keep in force and effect during the term of this contract, including all extensions, the insurance specified below with a carrier satisfactory to the State.

1. Workers' Compensation Insurance under the laws of the State of Delaware and Employer's Liability Insurance with limits of not less than \$100,000 for each accident, covering all Contractors' employees engaged in any work hereunder.
2. Comprehensive Liability -Up to one million dollars (\$1,000,000) single limit per occurrence including:
 - a. Bodily Injury Liability -All sums which the company shall become legally obligated to pay as damages sustained by any person other than its employees.
 - b. Property Damage Liability -All sums which the company shall become legally obligated to pay as damages because of damage to or destruction of property, caused by occurrence.
 - c. Contractual liability, covering premises and operations, independent contractors, and product liability.
3. Automotive Liability Insurance covering all automotive units used in the work with limits of not less than \$100,000 each person and \$300,000 each accident as to bodily injury or death, and \$100,000 as to property damage.

Forty-five (45) days written notice of cancellation or material change in any policy is required.

Non-discrimination. In performing the services subject to this RFP, the firm agrees that it will not discriminate against any employee or applicant for employment because of race, creed, color, sex, sexual orientation, disability or medical condition, age, or national origin. The successful firm shall comply with all federal and state laws, regulations and policies pertaining to the prevention of discriminatory employment practice. Failure to perform under this provision constitutes a material breach of contract. In accordance with 45 CFR 74.44, no person shall be excluded from participation in, be denied benefits of, be discriminated against in the admission or access to, or be discriminated against in treatment or employment in the State's contracted programs or activities on the grounds of disability, age, race, color, religion, sex, national origin, or any other classification protected by State or Federal Constitutional or statutory law; nor shall they be excluded from participation in, or be otherwise subjected to discrimination in the performance of contracts with the State or in the employment practices of the State's contractors.

Covenant Against Contingent Fees. The successful firm warrants that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement of understanding for a commission or percentage, brokerage or contingent fee excepting bona-fide employees and/or bona-fide established commercial or selling agencies maintained by the bidder for the purpose of securing business. For breach or violation of this warranty, the State shall have the right to annul the contract without liability or to deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage, or contingent fee.

Contract Documents. The RFP, the Purchase Order, and the executed Contract between the State and the successful firm shall constitute the Contract between the State and the firm. In the event there is any discrepancy between any of these contract documents, the following order of documents governs so that the former prevails over the latter: Contract, Contract Amendments, RFP, Purchase Order, and Bidder Proposal. No other documents shall be considered. These documents contain the entire agreement between the State and the firm.

Applicable Law. The Laws of the State of Delaware shall apply, except where Federal law has precedence. The successful firm consents to jurisdiction and venue in the State of Delaware.

Scope of Agreement. If the scope of any provision of this Contract is too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the contract shall not thereby fail, but the scope of such provisions shall be curtailed only to the extent necessary to conform to the law.

Force Majeure. Neither party to this contract shall be liable in damages or have the right to terminate this contract for any delay or default in performing hereunder if such delay or default is caused by conditions beyond its control including, but not limited to natural disasters or Acts of God, wars, insurrections, and/or any other cause beyond the reasonable control of the party whose performance is affected. Dates by which performance obligations are scheduled to be met will be extended for a period of time equal to the time lost due to any delay so caused.

Termination. The State may terminate the contract resulting from this RFP at any time that the Contractor fails to carry out its provisions or to make substantial progress under the terms specified in this request and the resulting proposal.

The State shall provide the Contractor with 30 days notice of conditions which would warrant termination. If after such notice the Contractor fails to remedy the conditions contained in the notice, the State shall issue the Contractor an order to stop work immediately and deliver all work and work in progress to the State. The State shall be obligated only for those services rendered and accepted prior to the date of notice of termination.

With the mutual agreement of both parties, upon receipt and acceptance of not less than 30 days written notice, the contract may be terminated on an agreed date prior to the end of the contract period without penalty to either party.

Notwithstanding any other provisions of this contract, if funds anticipated for the continued fulfillment of this contract are at any time not forthcoming or insufficient, through the failure of the State of Delaware to appropriate funds or through discontinuance of appropriations from any source (e.g., lack of Federal matching funds), the State of Delaware shall have the right to terminate this contract without penalty by giving not less than 30 days written notice documenting the lack of funding.

State Ownership of Software

The State will have all ownership rights to the software, or modifications thereof, and associated documentation designed, developed or installed. Pursuant to 45 CFR 95.617 the Federal government will be granted a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and authorize others to use for Federal government purposes all software, modifications, and other documentation produced under this contract.

Successful Completion of Contract Obligations. The contract will be successfully completed when all tangible deliverables have been accepted by the State and the final invoice for payment has been received and approved by the FACTS II Project Director.