

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
ADMINISTRATION AND MANAGEMENT DIVISION, Procurement Unit**

2020 W. El Camino Avenue, Suite 130, 95833
P. O. Box 952050, Sacramento, CA 94252-2050
www.hcd.ca.gov

**REQUEST FOR OFFER (RFO) 20-50-010****Enterprise Testing Office**

Date: March 2, 2021

You are invited to review and respond to this Request for Offer (RFO). To submit an offer for these services, you must comply with the instructions contained in this document as well as the requirements stated in HCD's Scope of Work (SOW), Attachment A and Cost Worksheet, Attachment B. By submitting an offer, your firm agrees to the terms and conditions stated in this RFO and your proposed MSA contract.

Read the attached document carefully.

The RFO due date is: March 16, 2021 at 12:00PM

Responses to this RFO must be submitted by email, clearly labeled to the department contact noted below.

Department Contact:

Michael Baca
Department of Housing and Community Development
2020 West El Camino Avenue, Suite 130
Sacramento, CA 95833
916-776-7724
Michael.baca@hcd.ca.gov

General Information

1. Background and Purpose of the RFO

The HCD, Information Technology Branch (ITB) implements new technologies and supports the maintenance and enhancement of multiple proprietary systems including digital, mobile and cloud technologies. As new technology continues to become available, HCD must establish more refined testing standards thus increasing emphasis on end-to-end business process testing, regression testing, User Acceptance Testing, including test script documentation for full traceability to minimize business disruption and ensure successful delivery of systems. ITB must adopt a framework for Agile methodologies to ensure high business process quality, to reduce risk to the organization, accelerate innovation, and sharpen testing competency.

As such, HCD seeks to obtain professional consulting that will provide a team of resources to establish and stand up an Agile development environment, provide hands on training and complete knowledge transfer to the ITB. Documentation and communication of all tasks are mandatory, which includes submitting written and oral progress and assessment reports. The Contractor should provide a high level of analytical and technical expertise to ensure ITB management obtains independent and accurate assessments of the effort's progress toward timely and successful completion of tasks.

2. Key Dates

It must be understood that time is always of the essence, both for the RFO submittal and contract completion. Offeror's are advised of the key dates and times shown below and are expected to adhere to them.

Key Action Dates	Date
1. Release of RFO	March 2, 2021
2. RFO Response Submission Due	March 16, 2021
4. Anticipated Contract Award*	March 23, 2021
5. Anticipated Date for Commencement of Services	April 19, 2021
6. Anticipated Contract Term	June 30, 2023

*The anticipated contract award date is approximate and may be changed if needed to allow HCD additional time for evaluation.

3. RFO Response Requirements

Responses must contain all requested information and data and conform to the format described in the SOW. It is the Offerors' responsibility to provide all necessary information for HCD to evaluate the response, verify requested information and determine the

Offeror's ability to perform the tasks and activities defined in HCD's SOW, Exhibit A and Cost Worksheet, Attachment B provided as required below.

The Offeror must submit **one** copy of their response to HCD's contact name and address contained on the cover sheet to this RFO.

Written solicitations shall include the Attachment C Bidder Declaration (GSPD 05-105) to allow bidders to identify if they are a DVBE and identify DVBE subcontractors, their proposed contract function and the corresponding percentage of participation.

Responses received will be held confidential during the duration of the solicitation. Information within each response will not be shared with entities outside of HCD.

4. RFO Response Content

Most of the information required to respond to this RFO is contained in HCD's SOW, Exhibit A, and Cost Worksheet, Attachment A.

A. Cover Letter – No form provided

The cover letter must include the title and number of the RFO as well as the Offerors' information listed below:

- 1) Offerors' name contact and address as listed on the CMAS contract.
- 2) CMAS contract number and term dates. **(A complete copy of your CMAS contract must be included with response.)**
- 3) Small Business certification number (if applicable).
- 4) Disabled Veterans Business Enterprise (DVBE) certification number (if applicable).
- 5) Total offer amount.
- 6) Signature of an individual authorized to enter into agreements for the Offerer.
- 7) Attachment D STD 204 – Payee Data Record (if awarded).
- 8) Attachment E Commercial Useful Function Questionnaire.

B. Response to HCD's Scope of Work (SOW), Exhibit A

The Offerors' response to HCD's SOW will be used to evaluate responsiveness to requirements. This response must map each task/deliverable item back to the Attachments. The response must include any additional information that the Offerer deems necessary to explain how the Offerer intends to meet HCD's requirements. The response needs to contain the following as appropriate:

- 1) A description of your understanding of the agreement goals and the SOW. Describe the activities and deliverables the proposed team will perform to complete the required work and accomplish the agreement goals. Include your expectation of all entities outside your own team.
- 2) Resumes for each identified member of the contract team, as well as information on proposed resources regarding their experience meeting HCD's requirements and work history with this type of assignment.

5. Contract Award

Award of a contract resulting from this RFO will be based on best value as defined in the State Contracting Manual (SCM), Volume 3 (Information Technology).

6. Review of Offers for Award

Responses to this RFO will first be reviewed for responsiveness to the all requirements of Exhibit A. If a response is missing information required in any Exhibit, it may be deemed not responsive.

ATTACHMENT A SCOPE OF WORK

The Department of Housing and Community Development is soliciting quotes for a consultant, hereinafter referred to as “Contractor”, to establish an Enterprise Testing Office (ETO). The Contractor agrees to provide to the Department of Housing and Community Development, hereafter referred to as (“HCD” or “Department”), with establishing an ETO (“Work”) as described herein.

Work shall be provided at, HCD Headquarters (HQ), 2020 West El Camino Ave, Sacramento, CA 95833 (telework is also be permitted), during the hours of 6:00 am to 6:00 pm, Monday through Friday, excluding State observed holidays, as applicable.

1. Overview

The HCD, Information Technology Branch (ITB) implements new technologies and supports the maintenance and enhancement of multiple proprietary systems including digital, mobile and cloud technologies. As new technology continues to become available, HCD must establish more refined testing standards thus increasing emphasis on end-to-end business process testing, regression testing, User Acceptance Testing, including test script documentation for full traceability to minimize business disruption and ensure successful delivery of systems. ITB must adopt a framework for Agile methodologies to ensure high business process quality, to reduce risk to the organization, accelerate innovation, and sharpen testing competency.

It is expected that the Contractor will provide a team of resources to establish and stand up an Agile development testing environment. The Contractor shall be responsible for work under the direction and leadership of the HCD’s assigned Contract Manager or designee to lead the contracted team and HCD IT staff on all activities including but not limited to; discovery, gap analysis, procurements, implementation and maintenance efforts to establish an ETO. All technical resources must possess the advanced skillsets referenced in section 4, Tasks and Responsibilities. The Contractor will be responsible for quality and timeliness of all work items.

ITB at HCD supports a technology environment comprising of the following components:

Oracle 11g and 19c	SQL Server
MySQL	JBoss/Wildfly
Grails	WebLogic
JAVA J2EE	Docker
PHP	Microsoft Windows
Drupal	Oracle Linux
Hyper-V	Azure and Peoplesoft Cloud

2. Objective

Contractor will provide a qualified and experienced project team to complete a variety of tasks. Contractor will adhere to the Project Management Book of Knowledge (PMBOK) guidelines and practices, as well as those included in the California Project Management Methodology (CA-PMM) to lead project management activities as defined by the HCD Contract Manager or designee to stand up the ETO including other tasks required.

Under the direction of the HCD Contract Manager or designee, the Contractor shall deliver components from each of the areas identified in Section 6, Tasks and Responsibilities. All activities will be performed with HCD staff using a coaching approach that includes mentoring.

3. Period of performance

This is a time and material contract. The contractor shall produce deliverables as described in Section 5. Description of Services on a time and materials basis at the hourly rate(s) set forth in the Contract. The scope of the procurement includes and is limited to Professional Services. The contract term shall not exceed more than 24 months, unless extended by an amendment. The HCD reserves the option of amending the contract, as needed, to ensure completion of the SOW.

4. Funding Considerations

Funding for the services sought via this RFO is anticipated to be limited to the budgeted amount of \$1,500,000. Offers must be within the budgeted amount and offers over the budgeted amount will be rejected.

HCD reserves the right to amend this purchase order to increase time or time and money, at the same or lower rate as stated in Attachment B. Cost Data Sheet. In no event, however, will the total cost exceed the MSA Information Technology Goods and Services dollar maximum threshold maximum of \$1,500,000.00 including all amendments.

5. Description of Services

The Contractor shall work with the HCD Contract Manager or designee to create and execute a plan to set up and maintain an ETO. The Contractor shall hold meetings with ITB staff to identify gaps in processes and evaluate automated testing tools, make recommendations assist on testing procurement, develop full documentation of the testing application, develop and execute end user and system administration training, develop training material, and knowledge transfer to ensure HCD's ETO is sustainable for years to come.

Following best practices, the Contractor shall establish policies and procedures, including testing processes using the ALM tools. The Contractor shall develop and execute a training plan to train staff on all new tools, processes and procedures in

support of the ETO. Training plan must include; testing standards, change management controls, development of internal service level agreements for testing services and the development of metrics. The Contractor will be responsible for evaluating and recommending appropriate tools that will be used for test management and automated testing and develop and execute a plan for long-term maintenance of testing processes, and develop and execute a strategy for standing up testing tools used including the selection of appropriate platforms and tools.

The Contractor shall perform activities and tasks associated with a gap analysis and make recommendations for the design, development, and implementation, including maintenance activities, of ETO processes. The Contractor shall provide technical leadership and organizational focus on applying best-practice software engineering during all phases of Agile software development. The Contractor ensures quality is built into software products, including sufficient and effective automated tests, code-reviews, and configuration management, ensuring development and maintenance of software is consistent across projects and products, and is aligned with quality engineering practices.

6. Tasks and Responsibilities

- A. This section describes the work to be performed by the Contractor. Under this Agreement the Contractor is expected to perform under HCD's management, with the Contractor assuming a leadership or blended team participatory role in activities under the HCD's direction.
- B. The Contractor shall be responsible for leading the contracted team and HCD staff on all activities to establish an ETO. This includes evaluating and recommending appropriate tools for testing management and automated testing and tasks associated with the design, development, and implementation, including maintenance activities, of ETO processes.
- C. This is a time and material contract. Therefore, the Contractor shall at a high level, perform the following tasks which include, but are not limited to the following:
 - 1) Develop Project Management Plan:
The Contractor shall work with the HCD Contract Manager or designee to create and execute a project plan to establish, document, and implement the successful set up of an ETO. The plan will include discovery, gap analysis, procurements, implementation and maintenance efforts to establish an ETO. Key tasks listed below numbers 2-12 shall be included in the plan which shall also include details such as establishing policies, processes, tools, and training staff to provide ongoing support of the ETO.
 - 2) Implement testing functions and processes:
The Contractor shall provide technical leadership and organizational focus on applying best-practice software engineering during all phases of Agile software

- development. The Contractor is responsible for building a testing process that ensures quality is built into software products, including sufficient and effective automated tests, code-reviews, and configuration management, ensuring development and maintenance of software is consistent across projects and products, and is aligned with quality engineering practices. The Contractor is responsible for implementing and rolling out the defined testing process for use with current HCD development efforts.
- 3) Develop and document test processes that will include and become the templates for all ongoing test documentation as part of the testing process. These processes must be developed to be scalable for different development scales and complexities. Testing processes will include, but not be limited to:
 - 4) Test Planning:
The Contractor shall create a document describing software testing scope and activities. This document will include but not be limited to the testing scope, testing approach, testing resources and testing schedule of intended test activities, as the basis for formally testing any software/product.
 - 5) Test Documentation Management:
The Contractor shall create a fluid, accessible, and reliable documentation management process for tracking all test documentation including pass, fail, workarounds, fixes, and other pertinent test related data.
 - 6) Test Design Processes:
The Contractor shall develop a test design process and will include the development of internal service level agreements for testing services, the development of metrics, evaluating and recommending appropriate tools for testing management, automated testing, and long-term maintenance of testing processes.
 - 7) Test Scripts:
The Contractor shall develop and train the HCD IT staff in the creation of test scripts applying testing best practices.
 - 8) Testing Tools:
The Contractor shall develop a strategy to include the upgrade and configuration of recommended testing tools and will implement the set up and use of those platforms and tools in the test environment and make any associated connections with the development environments.
 - 9) Develop On-going ETO Workload Analysis:
The Contractor shall create and update a workload analysis for the ongoing support of the HCD ETO including staffing, roles and responsibilities required to implement and maintain an ETO, develop goals and objectives for maintenance

and operations including Service Level Agreements and Operation Level Agreements.

10) Develop Training Plan, Training Documents and Train Staff:

The Contractor shall develop training objectives, metrics, targets and training curriculum, material and train HCD testing staff on all defined tools and processes within this contract.

11) Expert Mentorship:

As part of the effort to training HCD staff, the Contractor will mentor, coach and train HCD staff in all parts of the task orders associated with this contract. The Contractor will also work alongside HCD staff on actual testing efforts in order to provide expert level guidance and mentorship. This includes expert level knowledge and mentorship of ALM and the need for providing training on the site administration of the products which include backup and recovery, daily and weekly maintenance and operations.

12) Testing Roadmap:

The Contractor shall review current tools and processes, summarize and make recommendations for developing and/or improving ongoing testing and quality improvement processes.

7. Work Acceptance Criteria

- A. No work shall commence until a Task Order (referenced in Section 8, Task Order Work Descriptions) is complete. Both the Contractor and the Contract Manager or designee must provide signature approval prior to work starting.
- B. Under this Agreement the Contractor's successful performance of the responsibilities identified in each Task Order will constitute completion of the work required.
- C. The Contract costs related to re-work of work products not performed in accordance to the terms of this Agreement shall be costs of the Contractor and shall not be billed to HCD.
- D. Acceptance criteria shall consist of the following:
 - A. Deliverables are completed as specified in the Task Order and approved by the HCD Contract Manager or designee.
 - B. It shall be HCD' sole determination as to whether a deliverable has been successfully completed and is acceptable to HCD. There shall be a signed Task Order before invoices are processed for payment.
 - C. Performance and timeliness of all tasks will be monitored by the HCD Contract Manager or designee via the submission of Contractor's weekly status reports

- (referenced in Section 11, Weekly Status Report) and through weekly status meetings. Meetings will be either in person at HCD HQ or online. Frequency and location of meetings will be determined by the HCD Contract Manager or designee.
- D. Each task will be tracked via the appropriate program/project schedule and budget in order to monitor progress toward the completion of the tasks.
 - E. Contractor shall provide in writing weekly status reports for all work assigned through Task Orders.
 - F. All deliverables shall be in a format that meets HCD standards.
 - G. If a task order is not acceptable, HCD shall provide the reason in writing within ten (10) days of receipt of the deliverable. The rationale for the non-acceptance may be provided within twenty (20) working days of receipt of the deliverable.
 - H. The Contractor shall address and resolve the identified problem within five (5) working days, or as agreed upon by the HCD Contract Manager or designee.
 - I. The 5-day HCD written approval does not apply to weekly status reports.
 - J. The Contractor shall transfer all deliverables, design documents, architecture documents, supporting documentation, and tools created during the training and the project to the HCD, 30 days prior to the end of the contract term.

8. Task Order Work Descriptions

- A. No tasks or hours will be approved for payment that are not associated with an approved Task Order.
- B. Each Task Order will be provided for approval to the HCD Contract Manager or designee and will include the following at a minimum by the Contractor:
 - 1) Task Description
 - 2) Cost for each deliverable
 - 3) Due date for the completion of the task
 - 4) Desired number, qualifications and skill level of personnel/staffing needed to accomplish the tasks to be performed.

Task Orders will not be effective until approved and signed by the HCD Contract Manager.

9. Weekly Status Report

- A. The Contractor shall submit weekly status reports that include: milestones, tasks, start and end dates, resources assigned, constraints, and statuses, to the HCD Contract Manager that shall be updated and submitted weekly, via email. The status report submission frequency may be altered by the HCD Contract Manager. The status report should include, but is not limited to, the following required information:
- 1) A summary of the work completed during the reporting period and the deliverable or task to which the work is attributable.
 - 2) A summary of the work planned for the next reporting period and the deliverable or task to which the work is attributable.
 - 3) The status of the overall project, including major risks and issues.
- B. If requested, the Contractor shall participate in periodic briefings, as deemed appropriate by the HCD Contract Manager

10. Proposal Evaluation Requirements

All contractors must meet the mandatory minimum company qualifications in order to be considered. Minimum Company Qualifications are scored and can be met by both the Primary Contractor and subcontractors. However, if using sub-contractors as part of this requirement, the offer must clearly indicate which company is ultimately responsible for the quality and timeliness of deliverables.

All Company qualifications must be clearly identified and substantiated.

Minimum Company Qualifications – Mandatory SCORED

These qualifications may be met within the same project.

1. The company must have proven success in the Information Technology industry.
2. The company must have two (2) years of experience delivery project management services that include establishing Enterprise Testing Office policies and procedures while following Project Management best practices.
3. The company must have two (2) years of experience providing business and technical writing expertise including development of business requirements and technical testing scripts and expected results.
4. A minimum of two (2) references must be provided, addressing Contractor's experience of providing services and/or deliverables similar in scope as outlined in this Scope of Work.

The Contractor shall provide qualified staff candidates with the following knowledge, skills, and abilities who can complete the identified tasks within this SOW.

Minimum Staff Mandatory Qualifications -SCORED

Contractor's staff members must collectively possess the minimum qualifications described below. *The stated minimum qualifications need not be met by each proposed candidate but must be met by the combined qualifications of the candidates as a team.* HCD has the final determination as to whether Contractor's personnel's qualifications are equivalent.

A. Senior Project Manager(s) must

- Must have at least five (5) year of proven experience managing IT projects including in house builds and/or Commercial Off the Shelf IT solutions.
- Must have at least 5 years proven IT experience that include communicating and presenting materials to both technical staff and executive management.

B. Senior Technical Lead

- Must have at least ten (10) software testing experience on five (5) or more successful testing efforts.
- Experience implementing Enterprise Testing Offices and automated testing tools, specifically with ALM/Octane.
- Lead role in at least three (3) CA State Agency or large company organization software testing efforts and new system implementations.
- Experience with the discovery and selection of test script management and automated testing tools meeting department needs.
- At least 5 years' experience as a test automation engineer, with deep expertise in automated test planning, best practices, and execution.
- At least 4 years managing or leading a test-engineering/quality-automation team or other technical team.

C. Technical Lead

- Must have at least 2 years of proven experience working in Agile environment and DevOps.
- Must have at least 4 years of testing experience with web, client server, desktop, and SaaS applications.
- Must have at least 4 years of experience with test automation frameworks in configuration management and in continuous integration/deployment.
- Must have knowledge of Software Development Lifecycle and Quality Management Systems and Techniques.
- Must have at least 4 years of proven experience with Test Driven and Behavior Driven Development.
- Must have at least 4 years of proven experience with web testing technologies.
- Must have at least 4 years of proven experience creating, documenting, implementing, improving, and maintaining software engineering practices, configuration management, continuous integration/continuous deployment, test automation and performance testing processes, architecture, and practices within the product development organization.

- Must have at least 4 years of proven experience creating, executing and maintaining test automation scripts, tools and frameworks and ensuring adequate test coverage throughout the development life cycle.
- Must have at least 4 years of proven experience examining, validating, and testing software systems to ensure that the developed products and services are scalable, reliable, and meet functional and non-functional requirements.
- Must of at least 4 years of extensive background with continuous testing systems.
- Ability to use Microsoft Office (Word, Excel, etc.), JIRA, Windows, and PC.
- Experience conducting training sessions.
- Experience integrating requirements, test script, and test automation tools.

D. Staff Desired Qualifications- Not Scored

- A. Bachelor's degree or higher in a technical discipline.
- B. Strong verbal, written and interpersonal communication skills.

E. References – Scored

At least two (2) client references must be provided for each proposed resource addressing Contractor's experience providing services/deliverables similar in scope as outlined in the SOW. The reference must specify the scope of the work performed in enough detail for HCD to determine the similarities to the scope outlined in this SOW. All contact information for the client, including name, email address and phone number, must be provided, and HCD reserves the right to contact the client for confirmation.

7. Interviews

HCD may schedule interviews to clarify information in the Offerors' response.

Key staff identified by the Offeror in the proposed project team must be present and participate in the interview. The HCD selection team expects the Offeror to describe their understanding of the work, their approach to performing the work, and to respond to questions on their execution of a similar project. The interview does not include a presentation about the Offerors' corporate/company qualifications or is not an opportunity to submit additional information not included in the original offer. Interviews will be held via phone or web conferencing. Interviews will be evaluated based on candidate's ability to communicate clearly and work well in a team environment; these qualities will be factored into the best value evaluation.

9. State Terms / Responsibilities

- A. HCD will provide the hardware and software for this Agreement. In addition, HCD will provide access to business and technical documents as necessary for the Contractor to complete the tasks identified in the purchase document.

- B. HCD reserves the right to amend or extend the term of the resulting agreement for up to two years, at the same rates, and/or higher rates if deemed necessary, to complete the services that were assessed and considered during the contractor selection process. Agreement extensions are subject to satisfactory performance under the agreement, funding availability, and possible approval by HCD. HCD shall issue all such amendments in writing effective only upon written approval.
- C. HCD reserves the right to reduce or cancel the agreement at any time upon 30 days written notice to the Contractor. This may occur for budgetary reasons or stoppage of work due to HCD directives/priorities.
- D. The term of this Agreement shall begin upon HCD approval and continue through 12 months from contract execution date.

10. **Contractor Responsibilities**

- A. The Contractor will work 2020 West El Camino Ave, Suite 375, Sacramento, CA 95833. Telework opportunities are available. All work must be completed during HCD work hours between 6:00 AM – 6:00 PM Monday through Friday, excluding State holidays.
- B. Except in the case of a leave of absence, sickness, death, termination or resignation of employment or association, or other circumstances outside the reasonable control of Contractor, the individuals designated to fill any of the Key Staff roles in Contractor's Final Proposal shall not be removed by Contractor from performing their assigned tasks during the period of performance for each such individual as described in Contractor's Final Proposal without the prior written approval of HCD.

HCD recognizes that a resignation or other events may cause Contractor Project team members to be unavailable. The HCD Project Manager reserves the right to approve or deny all the Contractor's proposed replacement project team members designated to fill any one of the Key Staff roles. Any of these proposed replacement staff must have the same or higher-level skills and experience as those requirements stated in Exhibit A.

Contractor must request approval of replacement staff designated to fill any one of the Key Staff roles from the HCD Project Manager in writing at least 10 business days before they are scheduled to begin work on the project and such replacement staff shall not start on the Project without the HCD Project Manager's written approval. Such written notice will not constitute, nor require, an amendment to this Agreement provided that the substitution has no fiscal impact to the total amount of this Agreement. In addition, the HCD reserves the right to disapprove any additional staff intended to work on-site HCD before they start on the project (independent of whether such Contractor staff fill one of the Key Staff roles).

- C. The Contractor shall store all Software project artifacts on HCD's computer servers (if applicable).
- D. The Contractor shall store all non-Software project artifacts in the project's Project library repositories as specified by HCD (if applicable).

11. **Travel**

Payment for services performed under this Agreement shall be based on Deliverables only, no per diem and/or travel expenses will be paid.

ATTACHMENT B COST WORKSHEET

Contractor agrees to furnish all labor necessary to perform assigned tasks or services in accordance with Attachment A – Statement of Work.

The hours proposed for the consultants are an estimate and the actual hours worked shall be approved by the HCD via Task Orders Work Description prior to performance of assigned tasks or services.

Consultant or employee- based services shall be reimbursed on a time and materials basis subject to completion of approved tasks assigned by the Contract Manager or designee. Contractor shall provide employee timesheets with each invoice specifying work completed by each employee, number of hours worked, and any outstanding issues and/or concerns that need to be addressed.

The hourly rates cannot exceed the hourly rate limits defined in any applicable Leveraged Procurement Agreements (i.e. MSA/GSA contracts).

The Contractor shall only use classifications it was awarded in its Information Technology (IT) Consulting Services MSA contract. Contractor shall provide qualified personnel to complete the identified tasks as identified within this Scope of Work. The Contractor must provide a team of resources needed to complete this SOW using the following MSA Classifications, depending on work assignments:

- Senior Project Manager(s)
- Senior Technical Lead(s)
- Technical Lead(s)

This section provided for perspective bidder's use.

Provide one summary table that aggregates the cost and hours for each proposed staff. Provide this information in a table or spreadsheet similar to the example format shown here:

OFFER TOTALS

Proposed Staff Name	Staff Role	MSA/GSA Classification	MSA/GSA Hourly Rate	Proposed Hourly Rate	Total Hours	Total
[insert more rows if needed]						
Contractor's Offer Totals						