

Model Information Technology Project & Procurement Planning Guidelines

Information Technology (IT) project planning should begin as soon as the need is identified, preferably well in advance of the fiscal year in which funds are to be expended. In developing the plan, a matrix team consisting of all those who will be responsible for significant aspects of the project should be formed. At key dates specified in the plan or whenever significant changes occur, and no less often than annually, the matrix team shall review the plan and, if appropriate, revise it.

Urgent or unrealistic delivery or performance schedules should always be avoided since it generally restricts competition and increases prices.

The project plan shall be formally approved and consist of a Feasibility Study, Solicitation Plan and Post Implementation Review. If the plan proposes using other than full and open competition when awarding a contract, the plan shall also include a sole source/ sole brand justification.

I. Feasibility Study

- (1) Statement of need and Description of Project. In addition to a description of the project, provide a clearly defined statement of business problems or opportunities being addressed by the project. Discuss feasible solution alternatives to the problem, including any related in-house effort toward solving the problem. .
- (2) Applicable conditions. State all significant conditions affecting the project, such as:
 - (i) Requirements for compatibility with existing or future systems or programs;
 - (ii) Any known cost, schedule, and capability or performance constraints;
 - (iii) Current environment at the CSU;
 - (iv) Short and long term price trends;
 - (v) Stability of the technology or requirements.
- (3) Cost. Set forth the established cost goals for the project and the rationale supporting them, and discuss related cost concepts to be employed, including, as appropriate, the following items:
 - (i) Life-cycle cost. Discuss life cycle costs including spares and repair parts and maintenance. If appropriate, discuss the cost model used to develop life-cycle cost estimates.
 - (ii) Fair Cost Estimate. Develop an estimate of the “should-cost” given the CSU requirements and current market trends. This estimate will be used as a benchmark for the evaluation of the reasonableness of the prices proposed.
 - (iii) Comparison Analysis. Compare the benefits/costs of the current method of operation with the expected benefits/costs of the proposed project.
- (4) Capability or performance. Define the scope of the project by identifying the specific functionality and performance that is necessary to achieve the university’s expectations and state how they compared to the current method of operation.

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- (5) Delivery or performance-period requirements. Describe the basis for establishing delivery or performance-period requirements. Explain and provide reasons for any urgency if it results a requirement for an abbreviated or an expedited procurement process or if it constitutes justification for not providing for full and open competition.
- (6) Trade-offs. Discuss the expected consequences of trade-offs among the various cost, capability or performance, and schedule goals. Discuss 1) any non-standard product or service requirements and the reasons why a standard product or service, if available, cannot be used to fulfill the needs of the CSU and 2) the trade-offs that were considered, to arrive at the CSU's requirements for a non-standard product or service.
- (7) Risks. Discuss technical, cost, and schedule risks and describe what efforts are planned or underway to reduce risk and the consequences of failure to achieve goals. Include discussion of risk-sharing options with vendors, the rationale for use or non-use of risk sharing options, the benefits/costs of risk sharing options considered, and the rationale for selecting a specific risk-sharing approach. It is understood that there are many means to share risk with vendors and that risk-sharing often implies added cost. Not sharing risk is one valid approach. Risk-sharing options may range from all risk being assumed by the CSU to all risk being assumed by the vendor. The study should identify where possible the most cost-effective approach for the university

Address protections such as:

- (i) Payment holdbacks and performance bond requirements ensure that development, implementation and integration meet requirements.
 - (ii) Warranty provisions, liquidated damage provisions, letters of credit or other special insurance requirements.
- (8) Evaluate Business Processes Against Vendor Products. This portion of the study may be approached in a variety of ways. Some projects may be initiated to effect wholesale change in a business process or processes while others may be initiated to enhance the delivery of existing processes. The study should identify those processes that are to be addressed through the procurement and suggested criteria for evaluating vendor products either for the ability to provide those processes or underlying functions or in those cases where appropriate to enhance the provision of existing processes. Also, discuss plans and procedures to encourage industry participation by using Request for Information, pre-solicitation conferences, and other means of stimulating industry involvement during design and development in recommending the most appropriate application and tailoring of contract requirements to provide for the best value and lowest risk to the CSU. Then select and tailor only the necessary and cost-effective requirements. This step may also provide the university with information that will help guide decisions on how to approach various processes – to

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replace or refine them. Address the extent and results of the market research and indicate their impact on the various elements of the feasibility study.

II. Solicitation Plan

The Solicitation Plan should discuss all procurements within the IT project that will require a formal solicitation, in addition to any procurements that are considered high risk and/or critical to the success of the project.

- (1) Sources. Indicate the prospective sources of supplies or services that can meet the CSU's requirements. Consider the use of small business and disabled veteran-owned small business.
- (2) Competition. Describe how competition will be sought, promoted, and sustained throughout the course of the procurement. If full and open competition is not contemplated or achievable explain why, under current CSU policies, this decision should be considered. Identify the key logistic milestones that may affect competition.

Identify the major components of the project to be procured, such as required hardware and software components.

- Consulting
- Programming
- Installation
- Training
- Documentation
- Maintenance

Describe how competition will be sought, promoted, and sustained for these components.

- (3) Source-selection procedures. Discuss the source-selection procedures for the procurement, including the timing for submission and evaluation of proposals, and the relationship of evaluation factors to the attainment of the procurement objectives. For best value solicitations, describe the evaluation criteria and quantitative values assigned.
- (4) Procurement considerations. For each contract contemplated, discuss contract type selection; use of multiyear contracting, options, or other special contracting methods; any special clauses, special solicitation provisions, or deviations from standard terms and conditions required; whether bidding or negotiation will be used and why; whether equipment will be acquired by lease or purchase and why; and any other contracting considerations. Provide rationale if a performance-based contract for services is contemplated on other than a firm fixed price basis.

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- (5) Budgeting and funding. Include budget estimates, explain how they were derived, and their relationship to the Fair Cost Estimate and discuss the schedule for obtaining adequate funds at the time they are required.
- (6) Priorities. When urgency of the requirement dictates a particularly short delivery or performance schedule or deviation from standard practices, certain priorities may apply and deviations required. If so, specify the method for obtaining and using priorities and the reasons for the required deviations.
- (7) Contract Management Approach. Describes how the Matrix team will manage the contract from award to closeout. The approach should reflect the project's complexity and risks. Identify the roles and responsibilities of the Matrix team during the contract management phase of the procurement. Describe how the contract will be administered, include the following:
 - (i) How contract disputes will be resolved;
 - (ii) Contract status reporting;
 - (iii) Acceptance process and how inspection and acceptance corresponding to the work statement's performance criteria will be enforced;
 - (iv) Deliverable approval process;
 - (v) Invoice review process;
 - (vi) Contractor deficiency reporting;
 - (vii) Contract changes and amendments process.
 - (viii) Service level agreements and performance metrics
- (8) CSU-furnished property. Indicate any property to be furnished to contractors, including material and facilities, and discuss any associated considerations, such as its availability or the schedule for its procurement.
- (9) CSU-furnished information. Discuss any information to be provided to prospective offerors and contractors. Identify confidential and/or sensitive information that may be the result of or required to be used in the performance of the project.
- (10) Environmental and energy conservation objectives. Discuss all applicable environmental and energy conservation objectives associated with the procurement and any environmentally-related requirements to be included in solicitations and contracts.
- (11) Milestones for the procurement cycle. Prepare projected procurement schedule which addresses the following steps and any others that may be appropriate:
 - Procurement plan approval.
 - Statement of work.
 - Specifications.
 - Data requirements.

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Completion of procurement-package preparation.

Purchase Requisition

Justification and approval for other than full and open competition where applicable.

Issuance of solicitation.

Evaluation of proposals.

Beginning and completion of negotiations.

Contract preparation, review, and approval.

Contract award.