Office of State Procurement

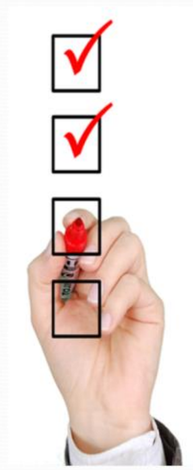
Contract Kickoff Meetings

Agency Training

Objectives

At the end of this course, staff will be able to:

- Describe the purpose of each section of the kickoff agenda
- Plan a contract kickoff meeting
- Determine project roles and responsibilities



WHY: A contract kickoff meeting isn't designed to add to your workload. Contract kickoff meetings are designed to mitigate the potential for issues and problems during contract performance and these meetings can result in a decreased workload later during the contract term. These meetings are a benefit.

WHEN & WHERE: The meetings are held prior to contract performance start and are held in person, via teleconference, or via webinar. The type of meeting will depend on the complexity and value of the contract or the risks associated with the contract. It may also depend on the location of agency and contractor staff. The Contract Kickoff meeting may be held in conjunction with a project kickoff, implementation, start-up, or planning meeting requested by the Contractor.

WHO: Include your Agency and Contractor staff and meet with your Supervisor and Manager to determine their attendance or the attendance of anyone else at your agency, OSP, or other using agencies. You'll want to include anyone involved in or working on the contract.

WHAT & HOW: You'll cover contractual requirements such as timelines, quality, delivery, and contractual remedies. You want to achieve a clear and mutual understanding of the work to be done and who will complete the work. You'll set the foundation for good communication and clear expectations.

New Documents

- Template Instructions
- Contract Kickoff Meeting Agenda
- Project Roles and Responsibilities Table

Procurement.la.gov
→Agency Center
→Agency Forms

Template Instructions

- Details each section of the Contract Kickoff Meeting agenda
- Provides guidance for Statewide Contracts
- Includes examples in many sections

Contract Kickoff Meeting Agenda Template Instructions

This form was created as a communication tool for contract managers when communicating to all stakeholders prior to initial Contract performance beginning. As a form of introduction to the project for all Agency and Contractor staff, it includes the required information to be covered in the initial meeting between the parties to discuss the contractual requirements including timeline, quality, delivery, and Contract remedies.

A Kickoff Meeting may be conducted face-to-face, via teleconference, or via webinar. Considerations for type of meeting may include complexity and value of the Contract or associated Contract risks.

The kickoff meeting should occur within 30 days after Contract approval and prior to the Contractor beginning work.

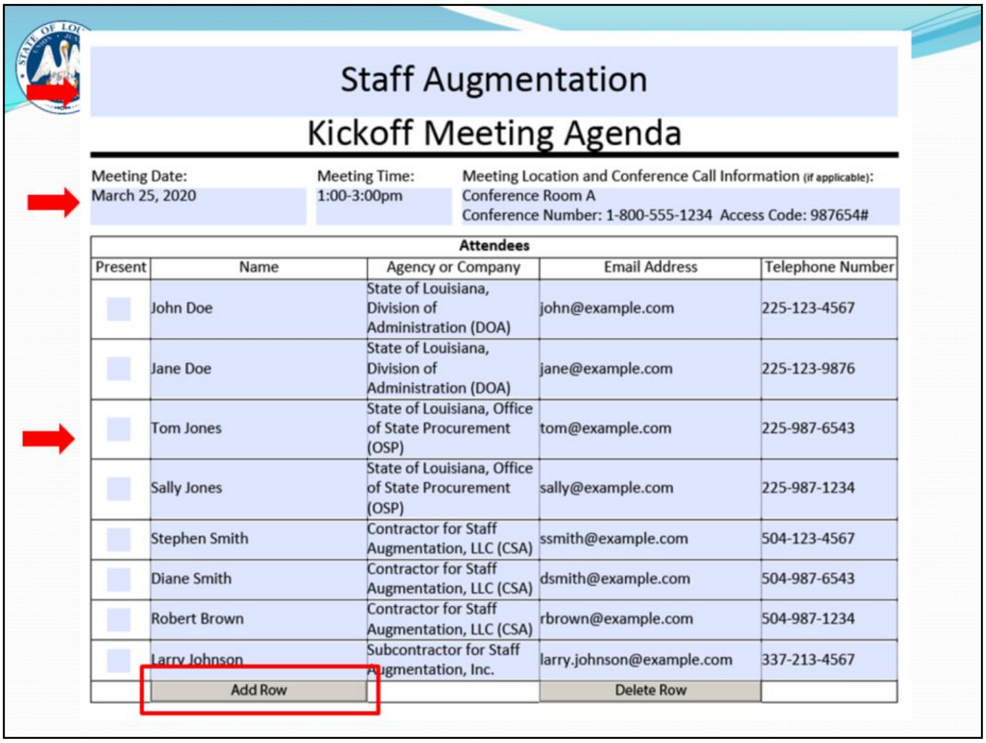
The individual responsible for the contract at the agency will complete the agenda. This is usually the Contract Monitor, but may be a Project Manager. You can create a pre-filled agenda that requires minimal edits if desired, but remember that not every field is appropriate to complete in advance.

The agenda is setup as a fillable form with expandable fields so you can include as much information as is appropriate to your contract. Be sure you use Adobe Acrobat if available and not Adobe Reader when filling out these forms since you won't be able to save the completed form in Adobe Reader; however, you can print the form to PDF in Adobe Reader to save it.

You'll fill in your contract name, meeting date, time, and location. If you're holding a webinar or conference call, put that information in the location box too.

Add all your meeting attendees and their contact information. You can add or delete rows as needed and there is no limit on how many rows you can add. You'll check off whether or not the attendees were present during the meeting.

As we go through this agenda today we'll refer to a sample agenda based on a pretend "Staff Augmentation" contract to show you what a completed agenda will look like. This sample is not thorough, but it should provide you with an idea of what should be included in your agenda.



Staff Augmentation
Kickoff Meeting Agenda

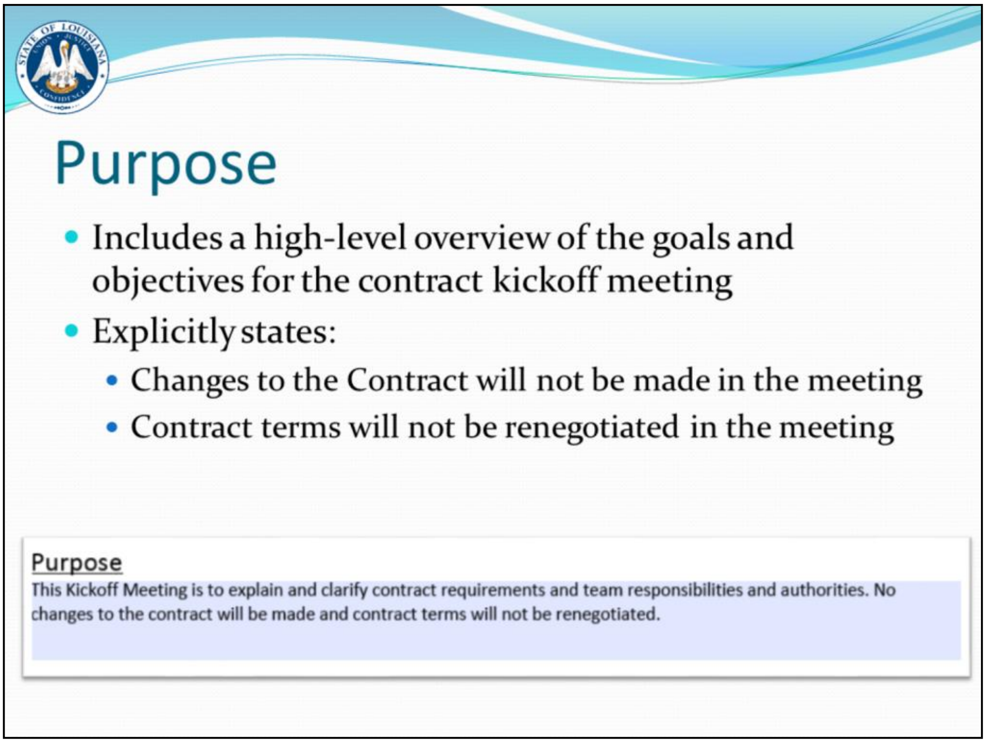
Meeting Date:	Meeting Time:	Meeting Location and Conference Call Information (if applicable):
March 25, 2020	1:00-3:00pm	Conference Room A Conference Number: 1-800-555-1234 Access Code: 987654#

Attendees

Present	Name	Agency or Company	Email Address	Telephone Number
	John Doe	State of Louisiana, Division of Administration (DOA)	john@example.com	225-123-4567
	Jane Doe	State of Louisiana, Division of Administration (DOA)	jane@example.com	225-123-9876
	Tom Jones	State of Louisiana, Office of State Procurement (OSP)	tom@example.com	225-987-6543
	Sally Jones	State of Louisiana, Office of State Procurement (OSP)	sally@example.com	225-987-1234
	Stephen Smith	Contractor for Staff Augmentation, LLC (CSA)	ssmith@example.com	504-123-4567
	Diane Smith	Contractor for Staff Augmentation, LLC (CSA)	dsmith@example.com	504-987-6543
	Robert Brown	Contractor for Staff Augmentation, LLC (CSA)	rbrown@example.com	504-987-1234
	Larry Johnson	Subcontractor for Staff Augmentation, Inc.	larry.johnson@example.com	337-213-4567
	Add Row		Delete Row	

On the sample, you'll see: the contract title, meeting date and time has been entered along with the location and conference call information.

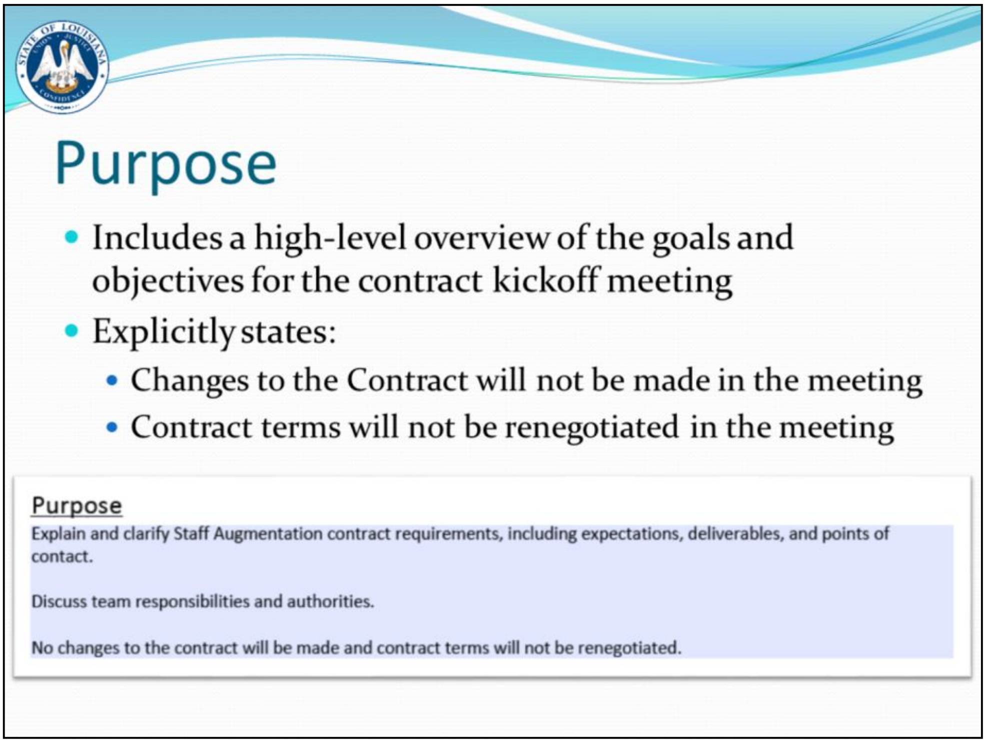
We've also added the attendees and used the Add Row button to add additional rows since the default setting on the agenda only has space for 4 attendees and our meeting has 8 attendees.



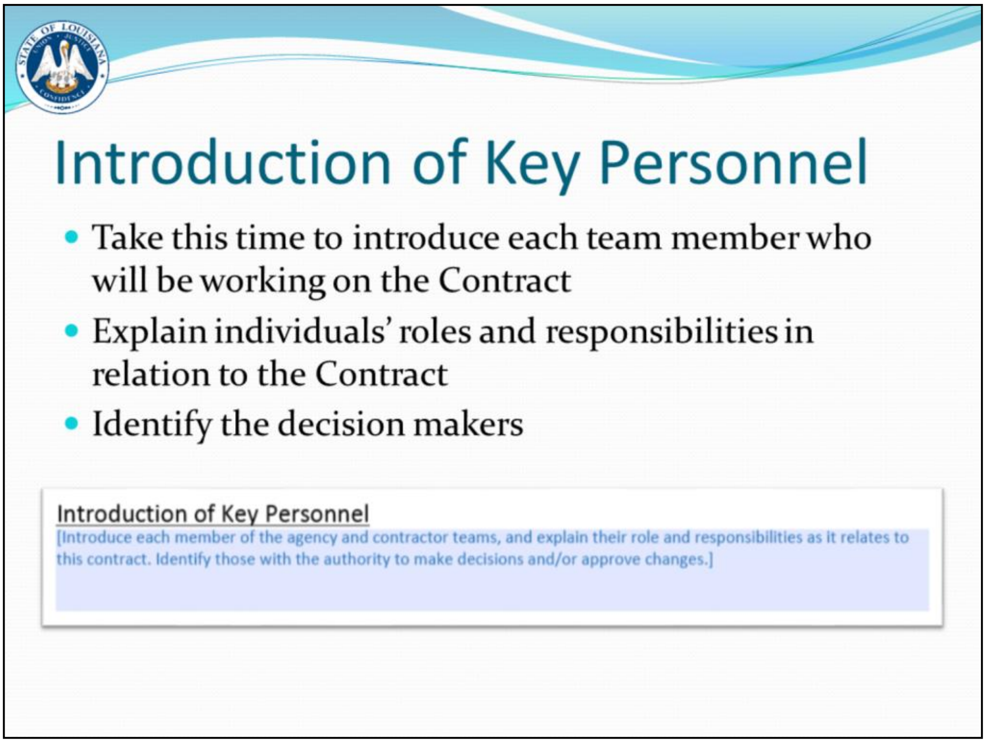
After filling in the top portion of the agenda, we'll start filling out the remaining sections. The first is the purpose section. This section should include a high-level overview of the goals and objectives for the meeting.

The text color in this section is black not blue because it is intended to stay on the agenda, especially the sentence stating that no changes will be made to the contract and that the terms will not renegotiated. Any concerns regarding the terms or the language in the contract should have been addressed during contract negotiations before the contract was executed.

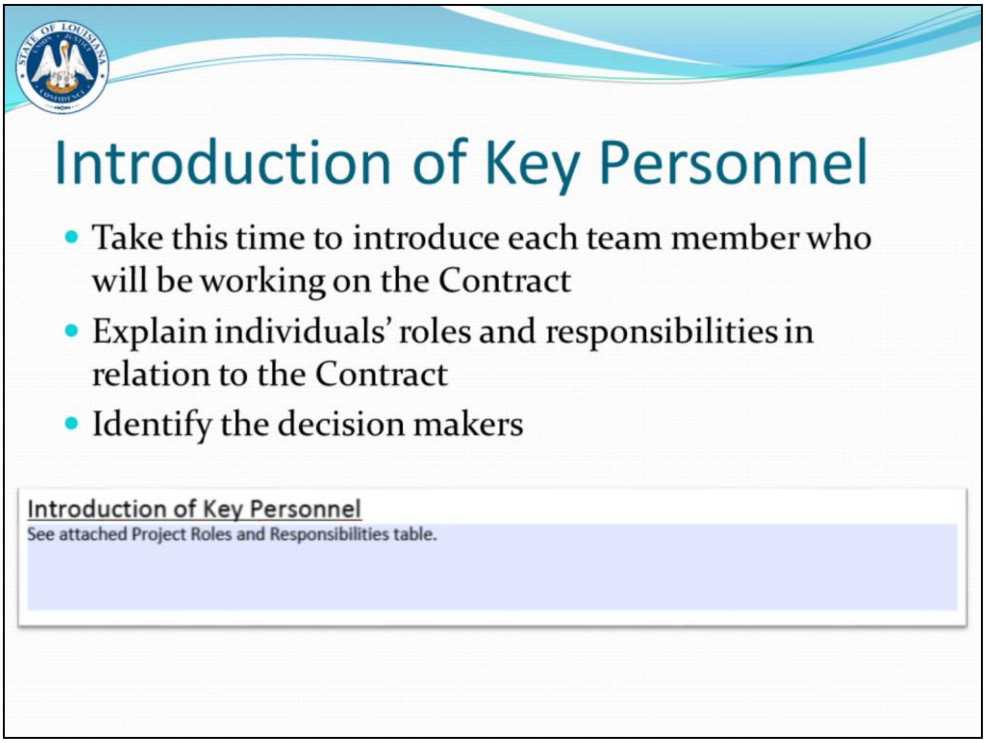
If you want to further detail the purpose of the meeting and add more information, you can. This is the only section of the Contract Kickoff Meeting Agenda that may be left as-is.



For our Staff Augmentation sample contract, we've added a little more detail to the purpose, but kept the sentence about no changes being made to the contract.



The second section is the Introduction of Key Personnel section. You'll use this time to introduce each team member who will be working on the contract; you'll explain their roles and responsibilities as they relate to the Contract; and be sure to identify the decision makers. This is also a good time to pass out, or reference, the Project Roles & Responsibilities table which we'll explain later.



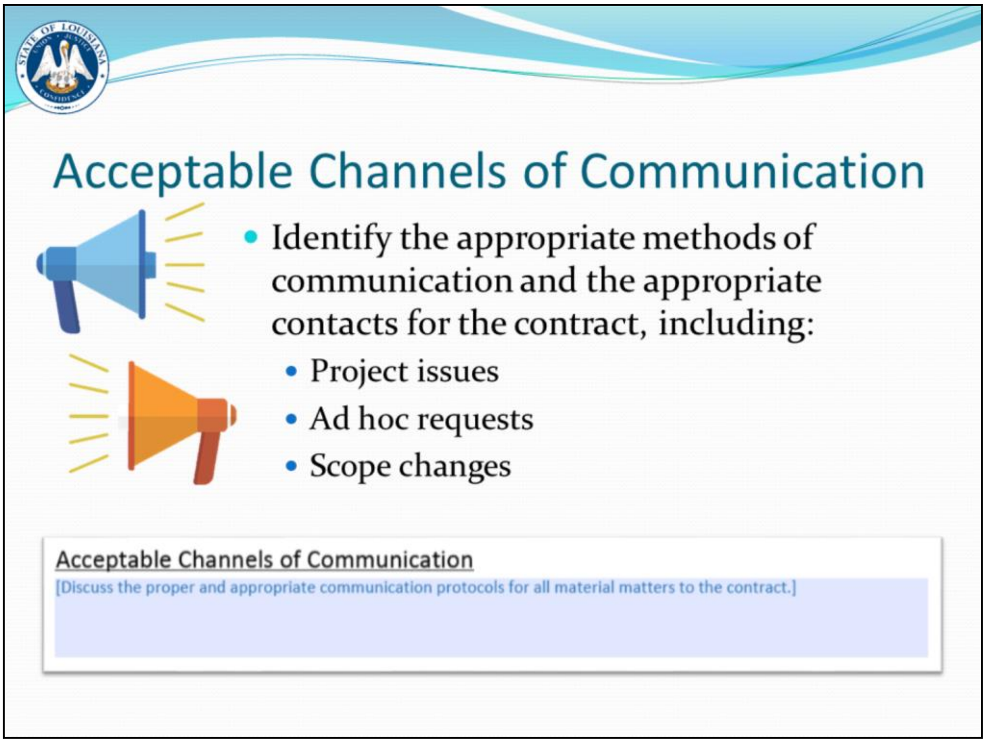
For our sample contract, we're going to refer the meeting attendees to the actual Project Roles and Responsibilities table since there are a number of staff working on the project. We'll discuss the Project Roles and Responsibilities table in more detail near the end of this training session.

Introduction of Key Personnel

- Take this time to introduce each team member who will be working on the Contract
- Explain individuals' roles and responsibilities in relation to the Contract
- Identify the decision makers

Project Roles and Responsibilities*

Name	Agency or Company	Project Role	Project Responsibilities	Email Address	Telephone Number
John Doe	State of Louisiana, Division of Administration (DOA)	Agency Head	Executive leadership; chair of governance committee; approval of invoices; approval of amendments	john@example.com	225-123-4567
Jane Doe	State of Louisiana, Division of Administration (DOA)	Project Lead	Day-to-day operational leadership; manages business and operational teams;	jane@example.com	225-123-9876
Tom Jones	State of Louisiana, Office of State Procurement (OSP)	Business Team Manager	Leads State Business Team; receives, reviews, and recommends invoices for approval;	tom@example.com	225-987-6543
Sally Jones	State of Louisiana, Office of State Procurement	Operational Team Manager	Leads State Operational Team;	sally@example.com	225-987-1234

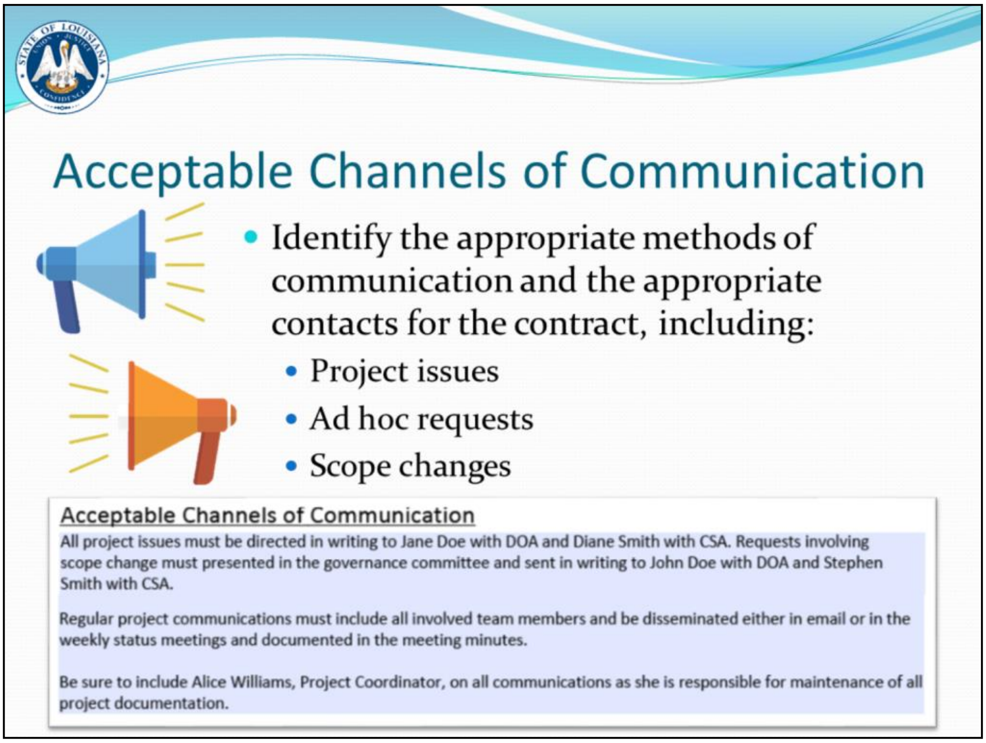


Acceptable Channels of Communication doesn't refer to just phone calls and emails. You want to specify the appropriate method of communication and the appropriate contacts depending on what the communication is about – such as project issues, ad hoc requests, or scope changes.

Remember the "telephone" game you played as kid or maybe even in a team building exercise at your job? One person says a phrase and it spreads as a whisper from person to person until everyone has heard it. Then the last person says the phrase they heard aloud and the person who started the chain says their phrase aloud, and the two phrases *never* match.

Now imagine a game of telephone happens with a contract issue. What would happen?

Specify how communication should occur as it relates to the contract; such as requiring an issue with the contract be documented in writing and sent to all parties instead of playing a game of "telephone".

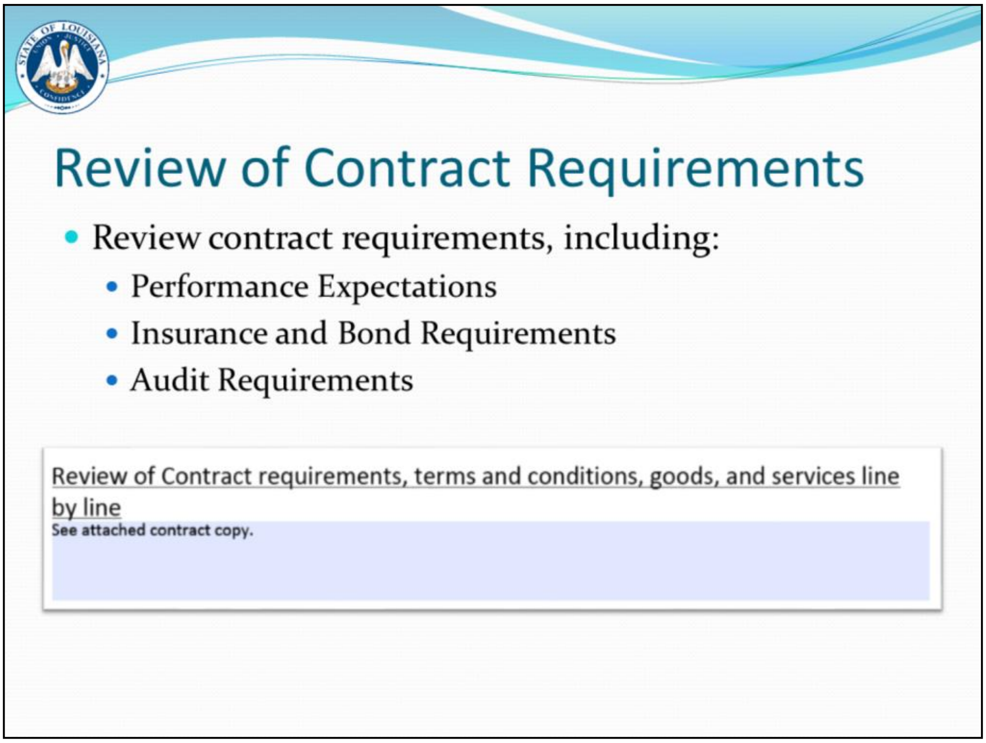


For our sample contract we're requiring project issues be directed in writing to Jane and Diane, the day-to-day leaders, and we're specifying scope changes be presented to the governance committee and submitted in writing to John and Stephen – who are part of each party's executive leadership. We're being very clear that regular project communications must include all involved team members and be sent out via email or meeting minutes. We're also specifying that Alice, a project coordinator, must be included on everything as she is responsible for maintaining all project documentation.

Review of Contract Requirements will probably take up the bulk of your meeting, but it is vital to ensure you, other agency staff, and the Contractor all have the same understanding and expectations. It's important to keep in mind that the people responsible for negotiating the contract are probably not going to be the people you'll interact with during the contract term and that the terms discussed in the negotiations are probably not the substantive terms affecting the day-to-day operations of the contract and may not be remembered, such as audit access. You can also use this section to touch on the expectations during contract closeout.

If you have a large contract, you may wish to hold multiple meetings to go over everything.

The next 4 headings on the agenda – deliverables, delivery requirements, timeline, and quality assurance plan - fall under this section so be careful to ensure you aren't repeating information.



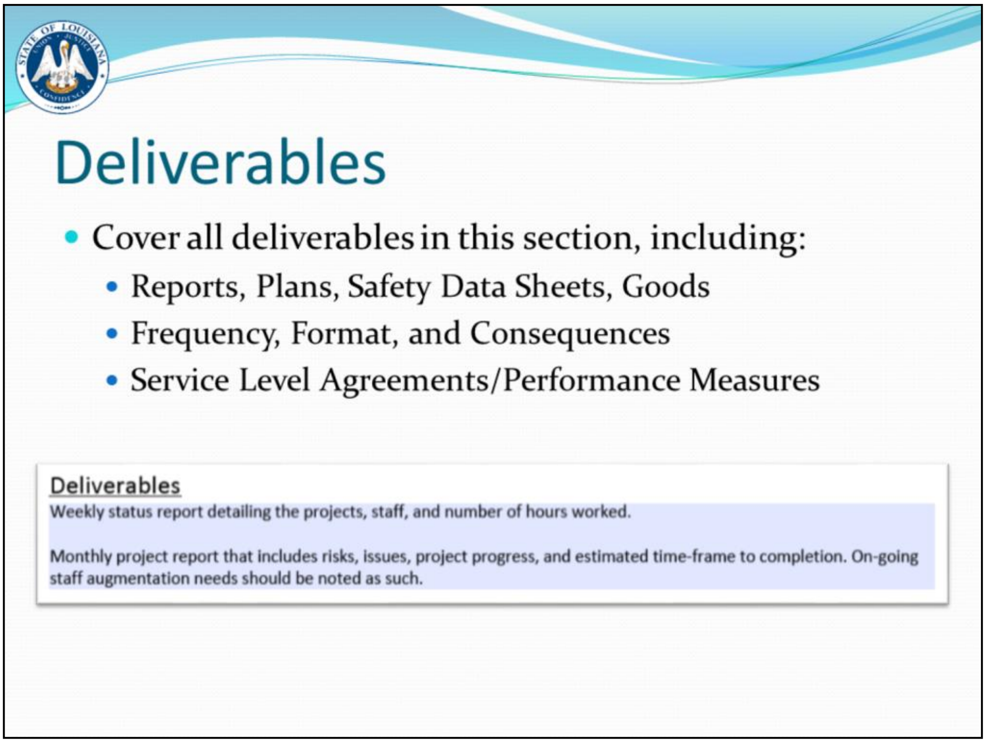
For our sample contract, we're going to reference a copy of the contract which will be included with the agenda. We'll go through it section by section, such as you would do in a pre-bid or pre-proposal conference. For example, Section 10 details the termination options: the contract may be terminated for cause, for convenience by the State with a 30 day written notice, or for non-appropriation of funds by the legislature.

Deliverables

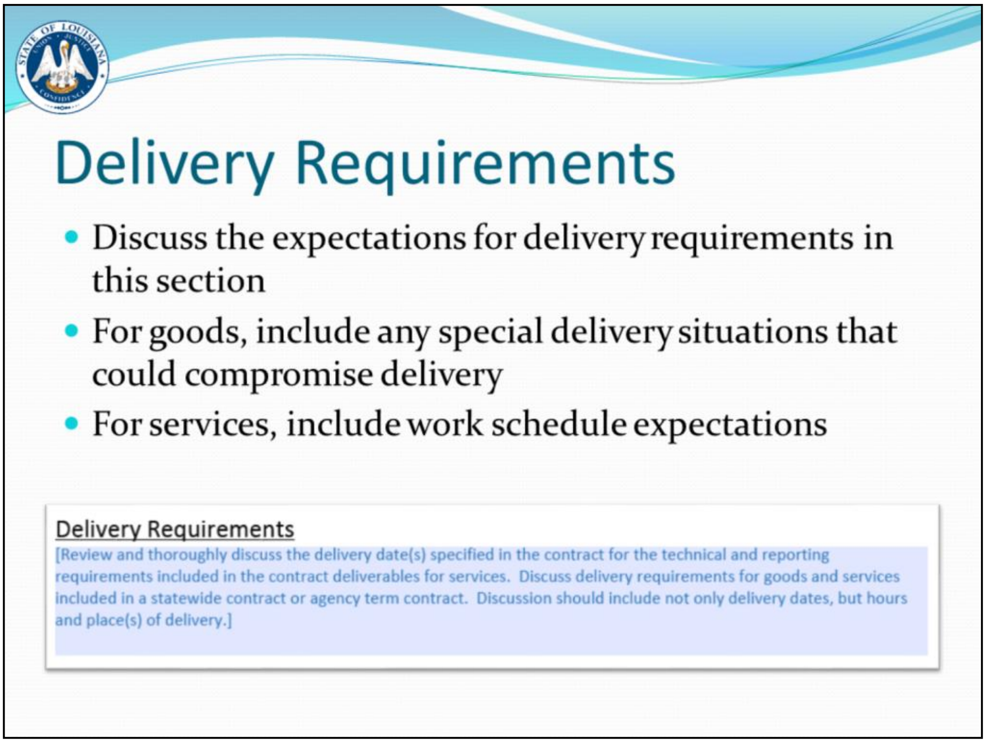
- Cover all deliverables in this section, including:
  - Reports, Plans, Safety Data Sheets, Goods
  - Frequency, Format, and Consequences
  - Service Level Agreements/Performance Measures

Deliverables

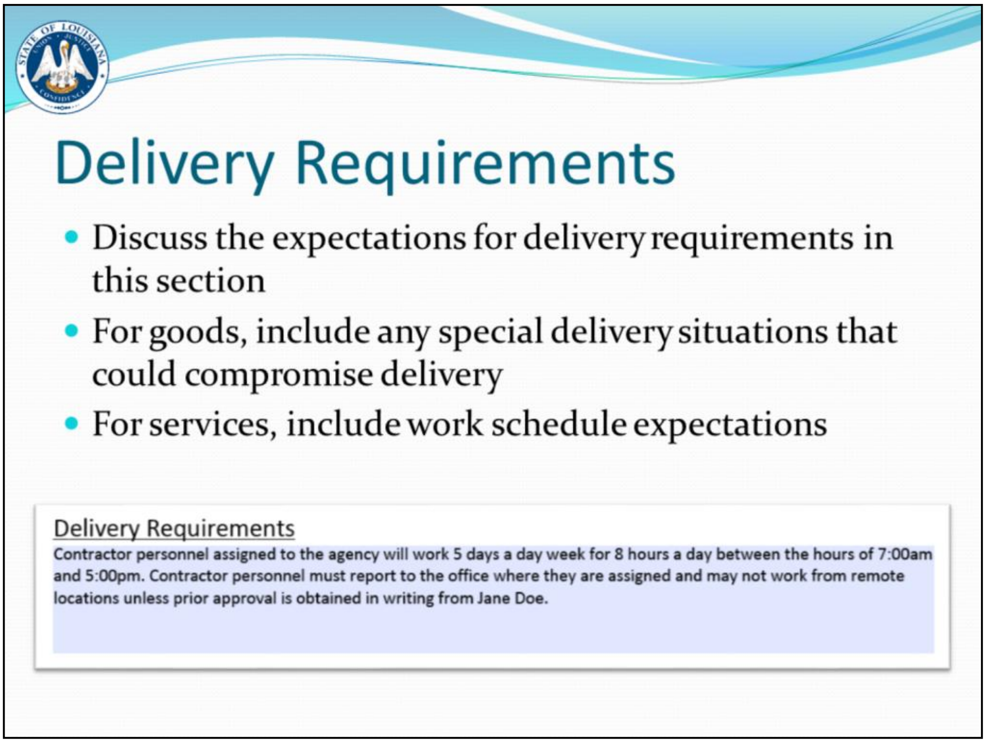
[Review the contract deliverables.]



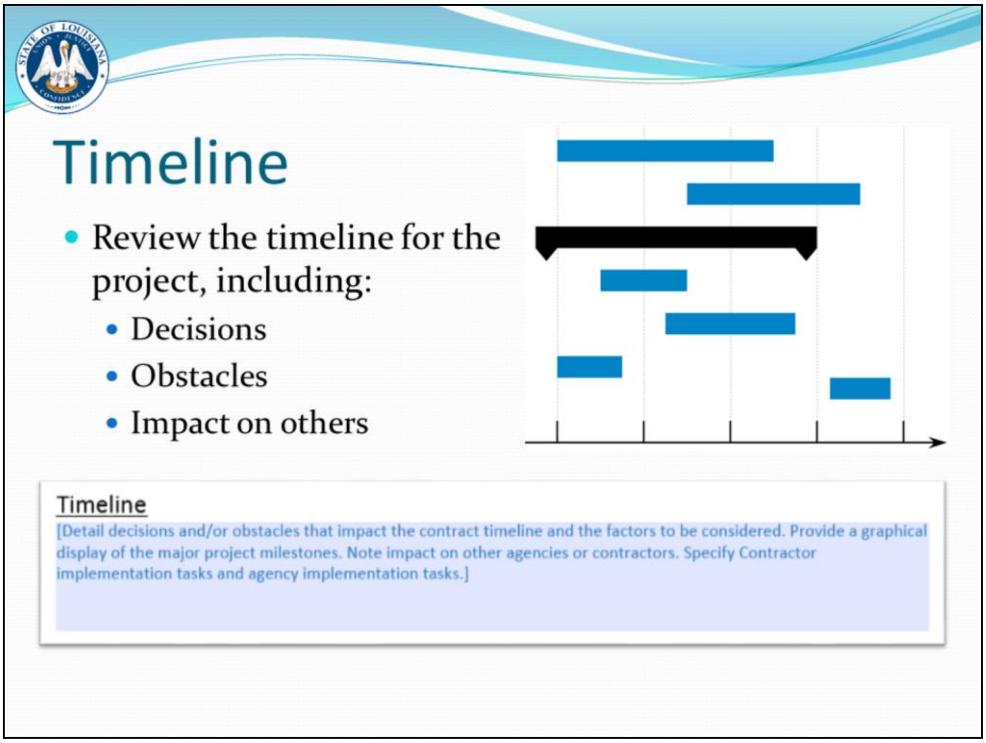
Since we're using a Staff Augmentation contract for our example, our deliverables are weekly status reports, and monthly project reports.



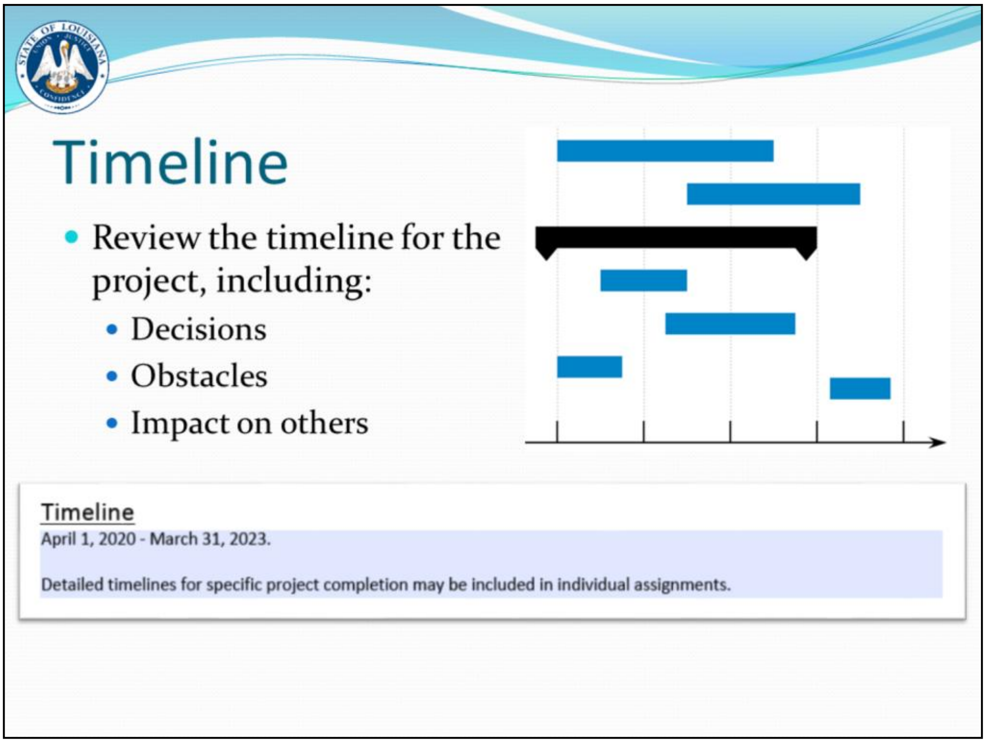
In the Delivery Requirements section, you'll include the expectations for delivery. For goods, this will include delivery expectations as well as any special delivery situations: such as trying to get a large piece of furniture to the 3rd floor of a historic building with no elevator and a tight staircase. For services, this will include work schedule expectations, delivery of a deliverable through hard copy or digital file, and possibly discussion about the sequence of work to be performed.



The delivery requirements for the staff augmentation contract are fairly simple. We're specifying staff must work 5 days a week/8 hours a day between the hours of 7 AM and 5 PM. They have to be at the office where they are assigned unless they receive prior approval in writing.



You'll review the project timeline in the Timeline section of the agenda. You may also want to refer to the project plan if the contractor was required to submit one. Be sure to review the overall timeline for the project including decisions to be made, such as a "go/no go" decision for a project involving software; obstacles, such as specific project tasks that are required to be completed before other tasks or firm dates that must be met; and the impact on other agencies, contractors, or citizens. This section may also include the timeline for deliverable review and approval.



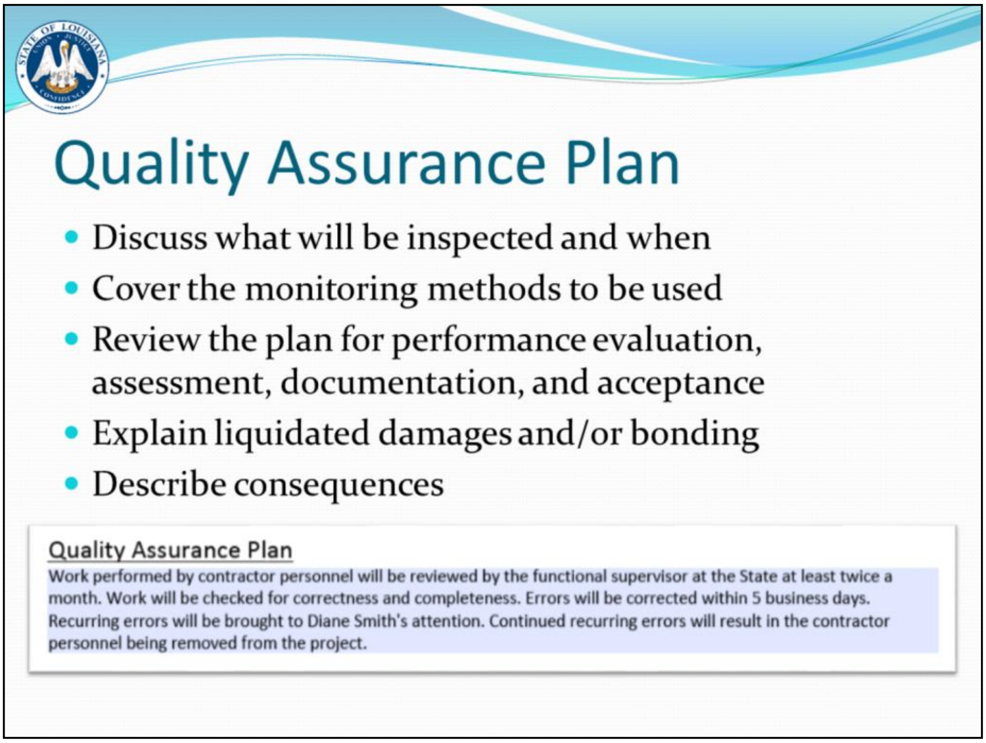
The timeline section on our sample staff augmentation contract is quite simple. We've listed the contract term and noted that detailed timelines may be included in individual assignments.

Quality Assurance Plan

- Discuss what will be inspected and when
- Cover the monitoring methods to be used
- Review the plan for performance evaluation, assessment, documentation, and acceptance
- Explain liquidated damages and/or bonding
- Describe consequences

<u>Quality Assurance Plan</u>

[Discuss the Quality Assurance Plan for the contract and provide information on how performance will be evaluated, documented , and reported.]



Our staff augmentation contract has a quality assurance plan that calls for the State's functional supervisor to review the work performed by the contractor staff. If they find errors, the error has to be corrected within 5 business days; and if errors are recurring they'll be brought to Diane's attention as she is the Contractor's Project Director. If the same errors continue, the State will request the contractor personnel be removed from the project.

In the Contract Review Meetings section you'll discuss the plans for future contract review meetings. You'll include information about how the meetings will be conducted, the attendees, the location, and the schedule. If the information regarding the location and the exact meeting dates are unknown, that's okay, the meetings can be scheduled later.

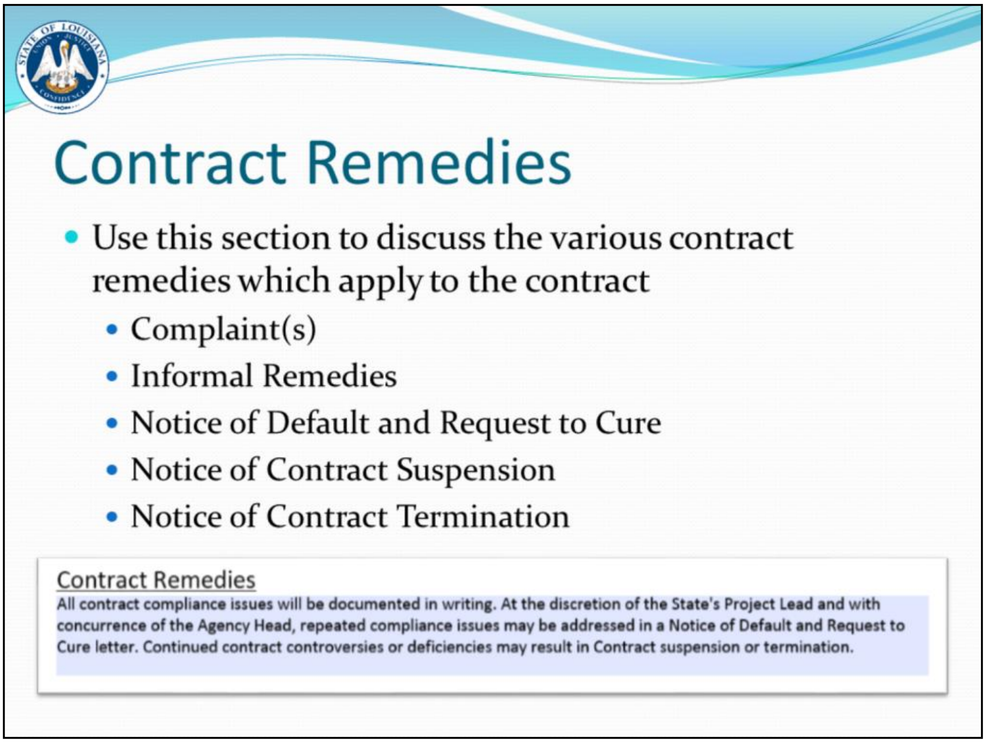
For the staff augmentation contract meetings, we’re going to hold them quarterly, in-person at the State’s headquarters. They’ll start January 2nd and will occur on the first working day of each quarter at 10 AM.

Contract Remedies

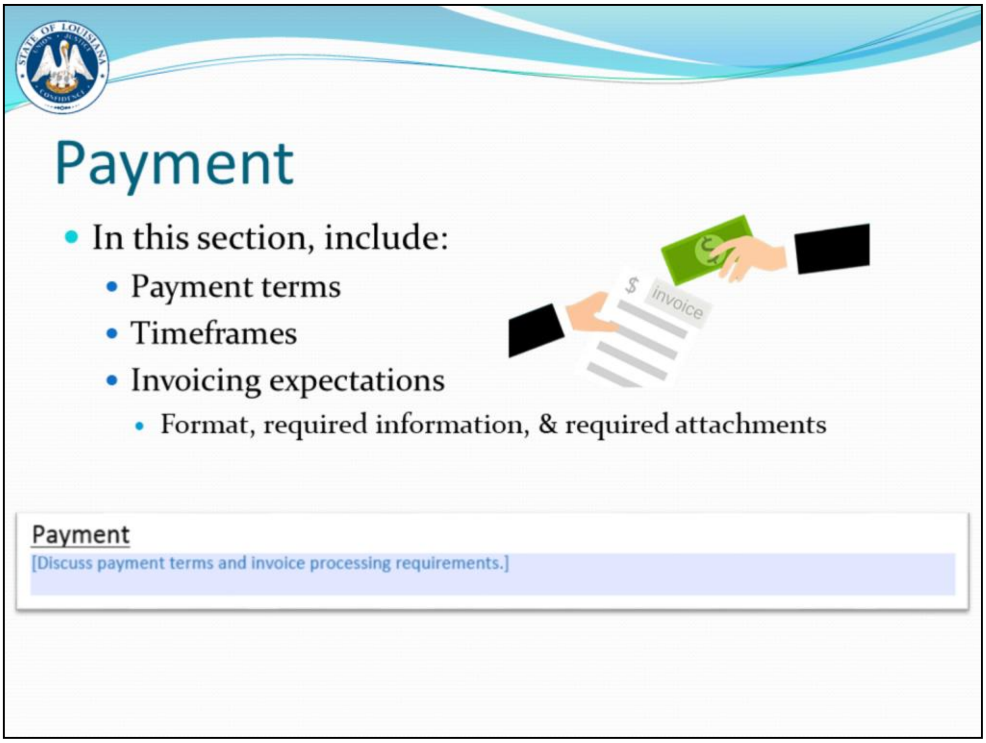
- Use this section to discuss the various contract remedies which apply to the contract
  - Complaint(s)
  - Informal Remedies
  - Notice of Default and Request to Cure
  - Notice of Contract Suspension
  - Notice of Contract Termination

Contract Remedies

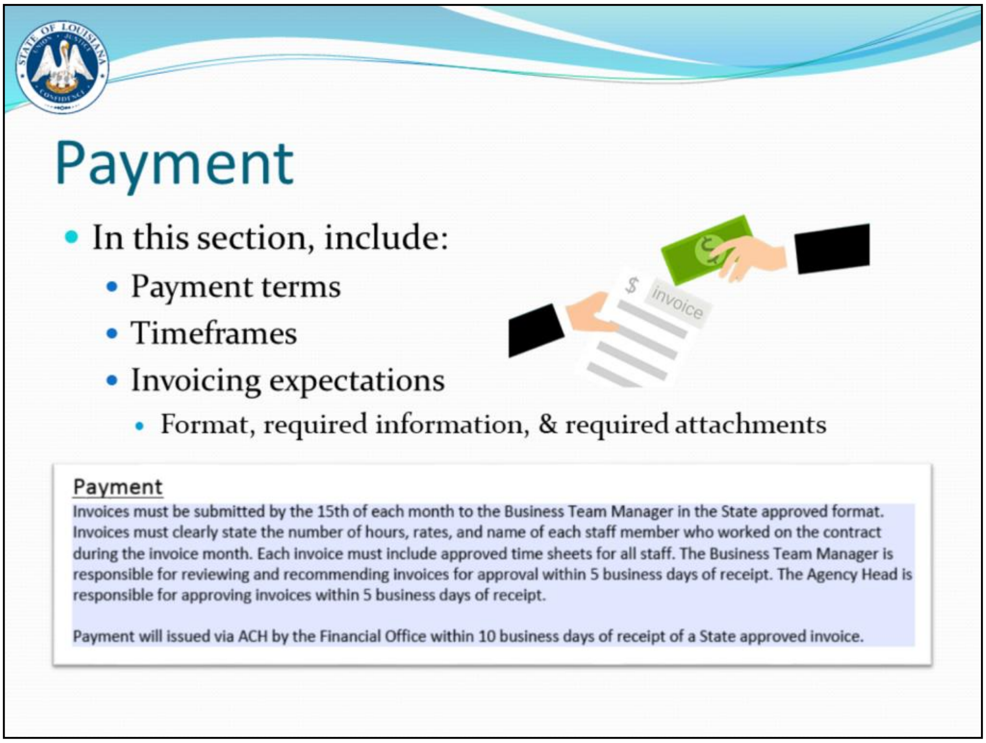
[Discuss when a Contract Remedy may be required and the process for solving contractual disagreements. Discussion here could include discrepancies, delinquencies, cure letter process, performance bond, liquidated damages, termination, etc.]



For our Staff Augmentation sample contract we're specifying that all issues will be in writing and that issues may be escalated up to a Notice of Default and Request to Cure and if the issues continue the contract may be suspended or terminated.

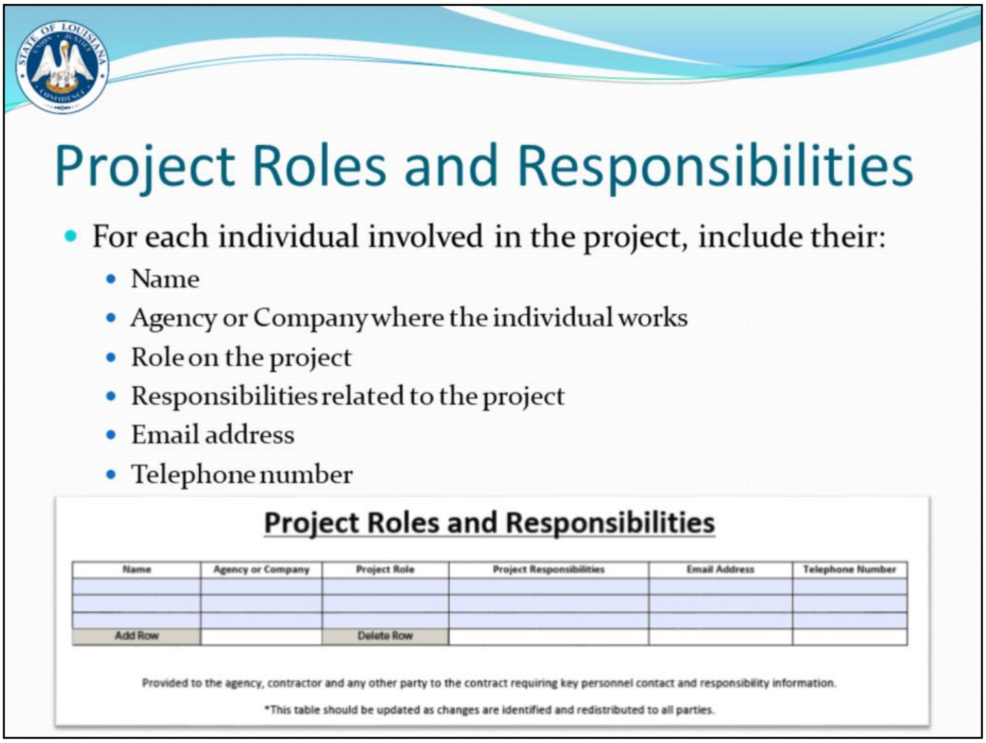


In this section you'll discuss payment terms, timeframes, and invoicing expectations, such as a specific format or required attachments. You may also want to include the contact who will be able to speak to non-timely invoices and payments. If there are Hudson/Veteran Initiative subcontractors, make sure you include language regarding the Hudson/Veteran Initiative payments



This is our payment section for our sample Staff Augmentation contract. We're requiring invoices on the State approved format and specifying each invoice must include the number of hours, hourly rate, and name of each Contractor staff member who worked on the project. We're also specifying that time sheets must be included within the invoice.

Keep in mind: all of these details should be in the contract itself; none of the information is supplemental information.



The goal with the Project Roles and Responsibilities Table is to end up with a comprehensive list that clearly states who is responsible for what. It should answer questions such as:

-Who do I submit the invoice to at the State?

-Who do I call with the Contractor if there is a discrepancy on the invoice?

-Who is the contact to schedule a meeting with the CEO of the Contractor?

-Who do I obtain meeting minutes and action items from?

-Who grants me access to this system?

-Who signs off on project implementation so we can move to go-live?

-Who do I submit orders to?

-Who receives the deliverables?

-Who do I send updated bond and insurance information to?

List each person involved in the project, from the agency head or CEO of contractor, to the admins working on the project. Include their name, the agency or company which employs the individual, the person's role as it relates to the project, the person's responsibilities as it relates to the project. Be sure to include everything since the fields will expand to fit as much as needed, their email address and telephone number.

This table should be updated throughout the life of the contract (project) and redistributed as changes are made. Be sure to list everyone involved in the project and not just the key personnel.

Project Roles and Responsibilities*

Name	Agency or Company	Project Role	Project Responsibilities	Email Address	Telephone Number
John Doe	State of Louisiana, Division of Administration (DOA)	Agency Head	Executive leadership; chair of governance committee; approval of invoices; approval of amendments	john@example.com	225-123-4567
Jane Doe	State of Louisiana, Division of Administration (DOA)	Project Lead	Day-to-day operational leadership; manages business and operational teams;	jane@example.com	225-123-9876
Tom Jones	State of Louisiana, Office of State Procurement (OSP)	Business Team Manager	Leads State Business Team; receives, reviews, and recommends invoices for approval;	tom@example.com	225-987-6543
Sally Jones	State of Louisiana, Office of State Procurement (OSP)	Operational Team Manager	Leads State Operational Team;	sally@example.com	225-987-1234
Stephen Smith	Contractor for Staff Augmentation, LLC (CSA)	CEO	Executive leadership	ssmith@example.com	504-123-4567
Diane Smith	Contractor for Staff Augmentation, LLC (CSA)	Project Director	Oversees Contractor Business Teams; provides day-to-day leadership; leads Contractor Operational Teams	dsmith@example.com	504-987-6543
Robert Brown	Contractor for Staff Augmentation, LLC (CSA)	Business Director	Leads Contractor Business Teams	rbrown@example.com	504-987-1234
Thomas Clark	Contractor for Staff Augmentation, LLC (CSA)	Senior Business Analyst	Manages team of 3 Business Analysts	tclark@example.com	504-987-5432
Mary Johnson	Contractor for Staff Augmentation, LLC (CSA)	Business Analyst	Documents requirements; conducts testing	mjohnson@example.com	504-123-9876
Frank Williams	Contractor for Staff Augmentation, LLC (CSA)	Business Analyst	Documents requirements; conducts testing	fwilliams@example.com	504-987-4321
	Contractor for Staff		Documents requirements; conducts		

For our sample contract, this is page 1 of the Project Roles and Responsibilities Table. The Project Responsibilities fields for an actual project will likely be much more detailed.

Statewide Contracts Agency Kickoff Meeting

Statewide contracts are solicited and owned by OSP and are available for use for any agencies. These contracts are what the Commodities teams mainly handle.

How to use Contract

- Description of products and/or services available
- How to find price (e-quote, vendor website, Master Data Management (MDM), price list, line item, etc.)
- OSP and Contractor contact information
- LAPS, cooperative, mandatory, multiple award information, Brand Name

Terms and Conditions

Contractor Performance

DOA Professional Contracts Helpdesk:

DOA-PCHelpdesk@la.gov

DOA Purchasing Helpdesk:

DOA-OSPHelpdesk@la.gov

Main Phone Number:

(225) 342-8010