

RFP #12-18

Business Planning Services

Q&A Log

	RFP Section	Question	Answer
1		p. 44-46, Section II.8.A. Requirements for Initiating Work - Should there be an offeror's response required for this section?	This purpose of this section is to provide information to Offerors on the DHS work order process and requirements and does not require a response.
	RFP Section	Question	Answer
2		p. 49-51, Section I.8.A Requirements for Initiating Work - Should there be an offeror response required for this section?	Refer to the response to Q1.
	RFP Section	Question	Answer
3	JAGGAER Description, page, 21,19. Proposal Contents; A. Confidential Information	If a vendor has confidential information in its proposal, should the Trade Secret/Confidential Proprietary Information Notice form be included after the other required forms in its technical proposal?	Yes, the Offeror should submit the form electronically in response to Question 1.10 for Lot 1 and to Question 1.11 for Lot 2.
	RFP Section	Question	Answer
4	Appendix A	Where in a vendor's technical proposal should it place the signed Appendix A: Proposal Cover Sheet?	Appendix A Proposal Cover Sheet should be included after the cover letter.
	RFP Section	Question	Answer
5	Lot 1 or Lot 2 Technical Submittal	Is it acceptable for a vendor to put Lot 1 or Lot 2 Technical Submittal into a MS Word document to complete with our own header and footer, or should we just convert the PDF to MS Word and adjust the margins to be 1" as instructed in the RFP?	The Lot 1 and 2 Technical Submittal documents posted in JAGGAER are not templates that must be used. Offerors should respond in the format requested in the RFP 12-18 Description Language Section 13.B.
	RFP Section	Question	Answer
6		Given the uncertainty of people's availability to work from in-person office locations, would the state accept electronic signatures on the Appendix A and other forms as part of a vendor's hard copy submission?	Yes, DHS will accept a digital signature; however, a scanned signature is not acceptable.

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7		May we kindly confirm if DHS will issue a separate RFP for Technical Services? If yes, when is the anticipated release date?	Yes, the Department intends to issue a separate RFP for Technical Services. An anticipated release date has not been determined.
	RFP Section	Question	Answer
8		Can you please advise if there is a target date (or date range) when the Technical Services RFP associated with the current RFP 12-18 will be released?	Refer to the response to Q7.
	RFP Section	Question	Answer
9		In reviewing the solicitation attachments, it appears that when you click to download Appendix I, Appendix H is the file that pulls. Would you please re-post the Appendix I file?	Appendix I was posted.
	RFP Section	Question	Answer
10		The requirements for Corporate and Personnel references require the Offeror to submit the reference questionnaires directly to the reference contacts who then must return the completed questionnaires in sealed envelopes to the Offeror. In light of the current COVID-19 situation many individuals are working from home, and some states have not completely relaxed their shelter in place orders. We are concerned that some references may be afraid or restricted from going to UPS/FedEx/USPS to drop off their response to us. Will the Commonwealth consider allowing Offerors to obtain references electronically, via email, for inclusion in their proposals? This will eliminate any risks associated with physically handling mail and/or the need to physically go to a mail facility. Due to the time required to coordinate collection of all of the references, will the Commonwealth consider answering this question this week rather than the scheduled date for responses to answers on June 11?	No, the Commonwealth is not changing the requirement.

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	RFP Section	Question	Answer
11		Could the State please provide the names of the vendors who are providing these services currently? Will those incumbents be allowed to bid on this RFP?	The structure of the current contracts is different than the structure of services in RFP 12-18. The current contractors for services within RFP 12-18 are Public Consulting Group, KPMG LLP, and Conduent. Yes, current contractors may submit proposals for this RFP.
	RFP Section	Question	Answer
12		On P1, Section 4. Overview of the Project, the State refers to a separate RFP for Technical Services. When is the RFP for Technical Services is expected to be released?	Refer to the response to Q7.
	RFP Section	Question	Answer
13		With reference to P25, Section 32 Conflicts. The last sentence "unless the Offeror and the subcontractor request and receive DHS's prior approval", seems to negate the conflict clause. Could the State please elaborate?	The preclusion requirement is to make certain that a contractor and its subcontractors cannot both recommend work under one contract and then perform that work under a separate contract. While unlikely, some subcontractors may perform services that do not pose such risk and DHS would need to analyze the situation on a case by case basis.
	RFP Section	Question	Answer
14		On P2, Section 4B, states, "The Lot 1 and 2 selected Offer(s) will use Project Management Institute (PMI) methodologies and ITIL best practices in the development of the business requirements and their related definitions." Is it PA's expectation that these requirements will be used in the subsequent Technical Services RFP(s)?	Yes.

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	RFP Section	Question	Answer
15		For this RFP, can a vendor submit a bid for lot 1 as prime, and work with another vendor as a sub for the lot 2, or vice versa?	Yes.
	RFP Section	Question	Answer
16		Reference P6, Section Investment Prioritization and Approval Board (“IPA”), first bullet. In context of Figure 1 on P5, could the State please explain where the Business Relationship Management Office resides?	The Business Relationship Management Office is part of the Health and Human Services Delivery Center (HHSDC).
	RFP Section	Question	Answer
17		Reference P7, Figure 2, the Figure references Lot 1 and Lot 2 for the User Education, however, the Table 1 on P3 that User training is only for Lot 1. Please clarify if Lot 2 will have any involvement in training. Additionally, if Lot 2 does not include training, the Lot 2 Technical Submittal PDF in Section II-4 on P7 has a prompt for Training. Could the State please clarify?	<p>The Lot 2 selected Offeror will be required to assess job impacts as shown in Figure 2, but may also be responsible for supporting end user training relative to Child Support Enforcement systems.</p> <p>The Section II-4 provides an opportunity for Offerors to describe any training that may be appropriate for HHSDC or DHS staff, such as training on the use of any Offeror proposed tools or processes. In addition, although not as extensive as for Lot 1, the Lot 2 Technical Submittal, Part II-6 includes requirement concerning training.</p>
	RFP Section	Question	Answer
18		Reference P16, Section Notable Timeline Details – State refers that the State is planning to replace and decommission HCSIS, CWIS Legacy, CAPS, EIM, and PELICAN CLS. Would the Lot 1, Lot 2 vendors be precluded from future procurements/initiatives to replace aforementioned systems?	Future procurements will include any necessary preclusion language. If the selected Offeror for either Lot participates in gathering business requirements or other procurement related activities for the systems, that Offeror would be precluded from submitting a proposal for a new system.

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	RFP Section	Question	Answer
19		Reference P19, Section 13.A Proposal Submission – Given the current situation with COVID-19, would the State consider only electronic submittals?	Yes; however, Offerors are still required to submit hard copies of the completed reference to the Issuing Office by the due date for submission of proposals.
	RFP Section	Question	Answer
20		General Question: The separation of the programs to be served by this RFP into Lots 1 and 2 seems to indicate that the state envisions at least two separate systems and systems RFPs to result from the planning efforts, with Lot 1 comprising perhaps an Enterprise System supporting multiple programs to the extent it would be feasible and efficient, and Lot 2, child support, as a stand-alone system. Is this an accurate assessment, at least in part, of the separate lots of work?	This RFP specifically supports the DHS lines of business as opposed to the systems. From a business perspective, Child Support Services are unique.
	RFP Section	Question	Answer
21		The technical submittal asks for a response to training. Should a training response be based on future planning enhancements as written in Attachment G?	The training response to Technical Submittals Sections I-4 and II-4 should address the training requirements in those sections as well as address the requirements in the RFP Tasks sections. The future planning enhancements in Appendix G are included to provide Offerors with insight to the type of initiatives that can be expected.
	RFP Section	Question	Answer
22		Can a vendor discuss the types of training and tools they would use for training as training needs would arise through the contract with the assumption training needs for the entire duration of the contract may not be able to be identified at this time?	Yes.
	RFP Section	Question	Answer
23	Appendix M	Appendix M lists a number of assumptions that appear to pertain to the incoming vendor's proposed team. Is our team expected to meet some of	The assumptions in Appendix M are not part of the RFP requirements, it is for informational purposes. Offerors should include any PACSES training they feel will be

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		these assumptions at the time of proposal submission such as team members having received PACSETI training per page 5 of Appendix M?	necessary as part of their Knowledge Transfer and Transition response (See Technical Submittal Section I-6.A and II-6.A).
24	Appendix M	Will a team be evaluated more favorably if they are able to meet assumptions listed in Appendix M that pertain to an incoming vendor's staff?	Offeror's technical submittals are scored based on the requirements of the RFP and Offeror's ability to successfully transition services. Refer to Section 37 Evaluation Criteria.
25	Appendix M	If PACSETI training is required for an incoming team (but not necessarily at the time of submission), will the State be able to guarantee trainings will be scheduled prior to contract transition? We do not see future trainings scheduled at this time.	Any training required for transition must be identified in the Offeror's technical submittal. Training, as needed, will be scheduled after contract execution.
26		The technical submittal discusses requirements for the offeror facility. Is it expected that the team will work from this location when it is not onsite?	No, but the team must have the capability to work onsite at the Offeror or Commonwealth's facility as needed to best support the Commonwealth's business needs.
27		Are team members able to work from other remote locations that are not overseas and are within an approximate mile radius of downtown Harrisburg? If so, what is the mile radius that is acceptable?	Yes, team members may work remotely. Offerors should describe where staff will be located and how they will be able to successfully support the Commonwealth's business needs. Please note that the Commonwealth requires that the Offeror maintain a facility within a 15-mile radius of the Health & Welfare Building. See Technical Submittals Sections I-7.K and II-7.K for facility requirements.

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	RFP Section	Question	Answer
28		The cost of a facility that will accommodate up to 75 people in a single meeting space could greatly increase pricing submitted to the Commonwealth for this opportunity. There are many spaces in the identified radius that can accommodate smaller meetings as well as the vendor team. Would the Commonwealth consider relaxing this requirement if the vendor can provide both meeting space and a virtual meeting tool?	No; however, the Commonwealth may elect to negotiate this with the selected Offeror.
	RFP Section	Question	Answer
29	ITP-INF009	Will the Lot 2 selected Offeror be tasked with supporting eDiscovery efforts as described in ITP-INF009, eDiscovery Technology Standard? If so, is the Lot 2 selected Offeror expected to own the Clearwell eDiscovery software defined in STD-INF009A, eDiscovery Product Standards?	No, neither the Lot 1 nor 2 selected Offerors will be tasked with supporting eDiscovery efforts.
	RFP Section	Question	Answer
30	Group 1, Technical Questions 1.1 & RFP 13.B.1.a Event – Tech Questions & RFP page 19-20	Please download, complete, and upload the attached Lot Technical document from Buyer Attachments. The Technical Submittal must include a Transmittal Letter and include Tabs 1 through 13. The Lot Technical Submittal Template is not in the same order as the required tabs. Should offeror reorder the template to match the required tabs for the hard copy version?	Offerors should submit their Technical Submittals in the order as specified in Section 13.B of the Description Language.
	RFP Section	Question	Answer
31	Group 5, Technical Questions & RFP 13.B.2 Event – Tech Questions & RFP pages 19-20 & 51-54	If responding to Lot please complete and upload the Optional Future Services Submittal. Potential Optional Future Services Technical Submittal, in response to RFP Questions Group 5; The Lot Technical Submittal Template Section II-10 includes requirements that appear to go in Potential Optional Future Services Technical Submittal. Please confirm that we should split out this portion of the Lot template, put	Confirmed. Offerors must upload the Optional Future Services Submittal separately.

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		it in a different binder for the hard copy version, and upload separately to the Optional Future Services portion of the procurement site.	
	RFP Section	Question	Answer
32	Tech Lot Template Section, II-5 Financial Capability Page 8	Also include a Dun & Bradstreet comprehensive report, if available. Will the Agency please clarify how the D&B report/DUNS number will be used in the evaluation of Bidders' responses?	An Offeror's financial capability is not part of the Technical Evaluation. All financial information submitted by an Offeror and any information that may be requested by the Commonwealth is utilized to determine Offeror Responsibility. Refer to RFP 12-18 Description Language Sections 37 and 38 of the RFP.
	RFP Section	Question	Answer
D&B compr 33	Tech Lot Template Section, II-5 Financial Capability Page 8	Also include a Dun & Bradstreet comprehensive report, if available. Please confirm that a wholly-owned affiliated legal entity may use the D&B report/DUNS number of its parent company to ensure an accurate assessment of the financial stability of the organization.	Dun & Bradstreet comprehensive reports should be provided for both the wholly-owned affiliated legal entity and the parent company.
	RFP Section	Question	Answer
34	Tech Lot Template Section, Various & RFP 13.B.1.a RFP pages 19-20	The Technical Submittal must include a Transmittal Letter and include Tabs 1 through 13. Please confirm that additional attachments requested (e.g. sample QA/QC report and mode, emergency response plan, sample monthly status report, response to ITPs, required signature forms, cover sheet, signed written statement of public disclosure etc.) can be included in Tab 14, Additional Attachments in the hard copy.	The Department is no longer requiring hard copy submittals. Refer to response to Q19.
	RFP Section	Question	Answer
35	Tech Lot Template Section, II-11 Objections Pages 67-68	Objections and Additions to Standard Contract Terms and Conditions are requested in Tab 11, which is out of order from the Lot Template. Should offeror reorder the template to match the required tabs for the hardcopy version?	Refer to the response to Q30.

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	RFP Section	Question	Answer
36	Question 1 Event Tech Questions	<p>If responding to Lot, please download, complete, and upload the attached Lot Technical document from Buyer Attachments.</p> <p>Are Bidders allowed to modify headers and footers of the template to include project and bidders' information (i.e., title of RFP, RFP number, bidders' name, page number)?</p>	Yes.
	RFP Section	Question	Answer
37	General	Are there any restrictions on the file size that can be submitted on the procurement site?	There is a 50.0 MB limit per file. Only 1 file can be uploaded per question. Files can be zipped to compress or combine into a single file. For additional JAGGAER assistance, please contact 877-435-7363 and select Option 2.
	RFP Section	Question	Answer
38	Section 13.B.5.b Page 20	<p>Must use Arial or Times New Roman font with a size of 12.</p> <p>The RFP requires Bidders to respond using 12-point font. May Bidders use a smaller, still readable font for each of the following:</p> <ul style="list-style-type: none">a) headers and footersb) requirement textd) tables	Yes, Offerors must use Arial or Times New Roman font with a size of 12 except as noted in Section 13.B of the RFP Description Language. In addition, Offerors may use a smaller font size for the three items that are listed in the question.
	RFP Section	Question	Answer
39	Section 13.B.5.b Page 20	<p>Must use Arial or Times New Roman font with a size of 12.</p> <p>Several requested documents/samples do not comply with font restrictions and they are not available in a native MS Office format for font adjustments (e.g., D&B Report). Please confirm that it is permissible to submit those documents as is.</p>	Confirmed, it is permissible.

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	RFP Section	Question	Answer
40	Section 13.B.5.b Page 20	<p>Each page of the proposal must include a page number and identification of the Offeror in the page footer.</p> <p>Can Bidders exclude each of the following from the numbering requirement:</p> <ul style="list-style-type: none">a) signed formsb) attachmentsd) tabs	Yes; however, attachments that are created for the proposal must comply with the listed requirements. Other attachments must be submitted in their proper order.
	RFP Section	Question	Answer
41	Section 13.B.5.b Page 20	<p>Each page of the proposal must include a page number and identification of the Offeror in the page footer.</p> <p>We will be submitting some pre-existing documents (e.g., D&B Report) that have existing page numbering and some pages may not be numbered. May we leave them unaltered?</p>	Yes.
	RFP Section	Question	Answer
42	19.A Proposal Contents, Confidential Information Page 21	<p>Offerors should not label proposals as confidential or proprietary or trade secret protected. Any Offeror who determines that it must divulge such information as part of its proposal shall submit the signed written statement described in Subsection C below and must additionally provide a redacted version of its proposal in accordance with RFP Questions Group 1, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.</p> <ul style="list-style-type: none">a. Please confirm we do not label anything in our main proposal, and only identify confidential proprietary information and trade secrets by redacting such information in our redacted copy.b. Please confirm that the redacted version is required for upload to the procurement site only and not in hard copy format.	<ul style="list-style-type: none">a. Confirmed; however, Offerors must also complete the Trade Secret Confidential Proprietary Information Notice Form included with the RFP.b. Confirmed.

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	RFP Section	Question	Answer
43	13.A Proposal Submission Page 19	<p>To be considered, Offerors must submit a complete response to this RFP, within this site, as well as to the Issuing Office, using the format provided in Section 13B, providing ten paper copies (one marked "ORIGINAL") of the Technical Submittal, two paper copies of the Optional Future Services Technical Submittal, two paper copies of the Cost Submittal, two paper copies of the SDB/SB Participation Submittal and related Letter(s) of Intent and two paper copies of the CPP Submittal.</p> <p>Instead of mailing hardcopies, will the Commonwealth consider allowing Offerors to submit responses electronically only in light of the current situation with COVID-19?</p>	Refer to the response to Q19.
	RFP Section	Question	Answer
44	II-3 Qualifications References and II-3. Qualifications Key Personnel Pages 2, 3 and 6	<p>The Offeror must submit an Appendix H, Corporate Reference Questionnaire, directly to the contacts listed. The references must return the completed questionnaires in sealed envelopes to Offeror. The Offeror must include these sealed references with their Lot 2 Technical Submittal under Tab 12.</p> <p>Offerors shall submit Appendix I, Personnel Reference Questionnaire, directly to the references listed. The references must return completed questionnaires in sealed envelopes to Offerors. The Offeror must include these sealed references with its original hardcopy proposal under Tab 13.</p> <p>The requirements for Corporate and Personnel references require the Offeror to submit the reference questionnaires directly to the reference contacts who then must return the completed questionnaires in sealed envelopes to the Offeror. In light of the current COVID-19 situation, many individuals are working from home, and some states have not completely relaxed their shelter in place orders. We are concerned that some</p>	Refer to the response to Q10.

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		<p>references may be afraid or restricted from going to UPS/FedEx/USPS to drop off their response to us. Will the Commonwealth consider allowing Offerors to obtain references electronically, via email, for inclusion in their proposals? This will eliminate any risks associated with physically handling mail and/or the need to physically go to a mail facility. Due to the time required to coordinate collection of all of the references, will the Commonwealth consider answering this question this week rather than the scheduled date for responses to answers on June 11?</p>	
	RFP Section	Question	Answer
45	Tech Lot Template, II.6.4.b Page 16	<p>b. Business Process Reengineering</p> <p>There doesn't appear to be an "Offeror Response" requested for Section 4.b. Business Process Reengineering, may Offeror's add one to confirm compliance with these requirements?</p>	<p>Yes. Offerors must describe how they will comply with the requirements, rather than simply confirming compliance.</p>
	RFP Section	Question	Answer
46	Tech Lot Template, II-4. Training Page 7	<p>If appropriate, describe any recommended training of agency personnel.</p> <p>Please confirm that when the Commonwealth refers to "agency personnel" in the training section, you are referring only to BCSE personnel. Correct?</p>	<p>While predominantly BCSE staff, it may include other DHS and HHSDC staff as needed.</p>
	RFP Section	Question	Answer
47	Tech Lot Template, II-3.C, Personnel Page 4	<p>Minimum % Onsite At Commonwealth</p> <p>Do the percentages in this table refer to the percent of time dedicated to the project or percent of time onsite at the Offeror's project facility?</p>	<p>This refers to the percentage of time onsite at Commonwealth facilities.</p>
	RFP Section	Question	Answer
48	Tech Lot Template, II-7.F Disaster Recovery Page 42	<p>Offerors must describe how its DR test plans support compliance with the requirements of Lot 1 of this RFP.</p> <p>Will the Commonwealth please clarify what you mean by complying with the requirements of Lot 1?</p>	<p>This is an error, it should read "Offerors must describe how its DR test plans support compliance with the requirements of Lot 2 of this RFP."</p>

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	RFP Section	Question	Answer
49	Cost Sheet	For the purposes of evaluation, the Transition Task will be added to the Year One pricing and the Turnover Task will be added to the Year Five pricing. Is the cost for option years included in the evaluation of an offeror's cost?	No.
	RFP Section	Question	Answer
50	Cost Sheet	Blended hourly rate for additional UAT efforts How will the blended hourly rate be evaluated as part of an offeror's cost?	A revised Appendix J Cost Submittal has been provided with this Addendum.
	RFP Section	Question	Answer
51	Appendix J Cost Verification Tab	Labor Overhead, General Overhead Costs, Audit Costs, Fee or Profit As a matter of corporate policy and for competitive reasons we are not able to divulge these specific costs. Can we include these in a single amount or bundle them with other costs in this sheet?	These specific costs may be included as a single amount.
	RFP Section	Question	Answer
52	Appendix J Cost Submittal Worksheet	Turnover Is this to be prepared at the end of the Contract or at the end of each IDA (annually)? Is it in addition to the Yearly cost shown elsewhere on the sheet?	This is to be prepared at the end of the Contract. Refer to Section I-6.E. in Lot 1 and II-6.E. in Lot 2.
	RFP Section	Question	Answer
53	Appendix J Optional Future Services	Contact Center Can a vendor propose on the Lot 1 Cost Submittal worksheet and not propose on the Lot 1 Optional Future Services?	No.
	RFP Section	Question	Answer
54	Directory	Are KPMG, PCG, and Conduent permitted to bid on Lot 1 or 2?	Yes.

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	RFP Section	Question	Answer
55		Should the Offeror submit requested exceptions to contract terms with its proposal submission? Or rather should Offeror wait until contract award to negotiate terms and conditions?	No, they should be included in the Technical Submittal as Tab 11 as specified in RFP Description Language Section 13.B.
	RFP Section	Question	Answer
56	Technical Submittal, Lot #1 Page 23, Business Support Services, Activities	Under the bulleted list of activities for Lot 1, could the Commonwealth please clarify what "participate in UAT" means?	These bullets are high level activities. More detailed requirements around UAT are provided in Technical Submittal Section I-6.C.4.
	RFP Section	Question	Answer
57	Technical Submittal, Lot #1 Page 23, Business Support Services, Activities	Under the bulleted list of activities for Lot 1, could the Commonwealth please clarify what is intended by "provide Certification"?	These bullets are high level activities. More detailed requirements around Certification are provided in Technical Submittal Section I-6.C.5.
	RFP Section	Question	Answer
58	Technical Submittal, Lot #1 Page 26, User Acceptance Testing	The 5th bullet indicates coordination of UAT activities with stakeholders. We assume these stakeholders are those listed in Table 4 which begins on the following page. Is this assumption correct?	Predominantly yes; however, other DHS or HHSDC staff may be included as needed.
	RFP Section	Question	Answer
59	Technical Submittal, Lot #1 Page 26, User Acceptance Testing	The 6th bullet mentions the Test for Production environment. Can the Commonwealth please clarify the activities that take place in this environment?	The Test for Production environment is used by the Technical Services contractor to perform migration testing and validate that the release playbook can be leveraged successfully.
	RFP Section	Question	Answer
60	Technical Submittal, Lot #1 Page 27, User Acceptance Training	The document language indicates the need to "ramp up support". In past project activities when ramping up was necessary, please indicate the level of effort and/or additional resources that were required to meet the increased support needs.	In the past, DHS had to request additional staffing to support multiple initiatives resulting from the Affordable Care Act. This required an additional 23.5 FTEs over the course of two years. The need for past

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	RFP Section	Question	Answer
			support may not necessarily reflect on the need for additional support under a contract resulting from this RFP.
61	Technical Submittal, Lot #1 Page 29, User Acceptance Training, Activities	The term "use cases" typically relates to business artifacts; however, in bullets 10 and 11 use cases are referred to in relationship to the requirements. Can the Commonwealth please provide some clarity around the intention of "use cases" in this section?	In this case, use cases are used to describe the business scenarios to be developed or enhanced.
62	Description Language Page 17, Item 5.A.1	This aspect of the scope mentions multi-contractor. Is it the Commonwealth's plan to award more than one vendor for each Lot?	No, only one Offeror will be selected for each Lot. The multi-contractor reference refers to the overall structure for Information Technology services and not specifically to the Lots.
63	Description Language Page 23, Item 24	Does the Commonwealth have an anticipated effective date for the start of this contract? When is work expected to commence?	The anticipated start date of the contract is January 1, 2021 but is subject to change.
64	Description Language Page 17, Item 5.A.1	Are there any vendors precluded from bidding on either Lot 1 or Lot 2?	At this point, no; however, an award of a contract under this RFP will preclude entities from submitting proposals on future procurements. Please see RFP Description Language Section 32.
65	Description Language	<p>Do you intend to continue to transition towards more agile development environments? If so...</p> <ul style="list-style-type: none"> ○ Since successful agile environments are heavily dependent on the seamless interaction between design and development teams, how will the Commonwealth manage/govern environments that will, by definition, rely 	<ul style="list-style-type: none"> ○ DHS empowers the Agile team to promote collaboration during the iteration and planning of Business Services to Technical Services through standup meetings and touchpoint meetings established between Business and Technical Teams. The

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		<p>on multiple vendors (given the separation of Business Services and Technical Services)?</p> <ul style="list-style-type: none"> ○ How will SLAs such as 02-Project Schedule and 04-Requirements be enforced when no one vendor has full control and, by definition, requirements in an agile environment are both fluid and spread over multiple releases? 	<p>Commonwealth will govern both Teams collaboratively but will ensure Business and Technical teams navigate within their respective lanes of responsibility.</p> <ul style="list-style-type: none"> ○ The requirement is that all vendors work cooperatively to successfully implement IT initiatives and meet required performance standards. The selected Offeror(s) would only be held responsible for those variances which are in the control of the selected Offeror(s) or its subcontractors.
	RFP Section	Question	Answer
66	Lot 1 Technical Submittal	What are the current detailed staffing levels by labor type for each specific service within each functional area?	The current staffing levels do not reflect the services required by the RFP. Offerors must propose the level of effort necessary to achieve the requirements of the RFP.
	RFP Section	Question	Answer
67	Lot 1 Technical Submittal	Should we assume that the Offeror Facility be in place and fully operational on day 1 of the contract, end of transition, or some other date?	By the end of transition.
	RFP Section	Question	Answer
68	Lot 2 Technical Submittal	What are the current detailed staffing levels by labor type for each specific service within each functional area?	Refer to the response to Q66.
	RFP Section	Question	Answer
69	CPP Buyer Attachment	Is the 10% TANF goal in the CPP a hard objective? What are the TANF levels achieved by current vendors?	The 10% TANF hiring goal is the expectation. If an organization, including sub-contractors, feels that they cannot meet that goal, a written explanation must be submitted to support that claim and will be reviewed. CPP staff will work with the selected Offeror to develop a goal. The RFP requirements for

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			CPP are different than the requirements for the current contracts and are not relevant for this RFP.
70		Are there any new services requested in this RFP that are not currently outsourced?	The structure of RFP No. 12-19 is different from the prior RFP and the response to this question is not needed to submit a proposal.
	RFP Section	Question	Answer
71		Can you please provide the last six months of status reports for each project from each incumbent vendor?	The structure of RFP No. 12-19 is different from the prior RFP and the response to this question is not needed to submit a proposal Refer to Technical Submittals Sections I-8.B and II-8.B for requirements for required status reports.
	RFP Section	Question	Answer
72	Lobbying Certification Form; Page 1	Can the state confirm if a vendor must include a version of this form signed by all subcontractors with its proposal submittal or from subcontractors only upon project award?	Offerors must submit their signed lobbying certification with their technical submittal. Offerors are not required to submit certifications for subcontractors; however, they must include lobbying certification language in any subcontracts. See Lobbying Certification Form (3).
	RFP Section	Question	Answer
73	Trade Secrets Form; Page 2	In the note on page 2 it states: (Note: Financial information submitted in response to an RFP or IFB to demonstrate economic capability is exempt from public disclosure in accordance with Section 708(b)(26) of the Right-to-Know Law, 65 P.S. 67.708(b)(26)). Does this mean: if the only confidential information a vendor is submitting in its proposal are the audited financial statements and Dun & Bradstreet report that the vendor should mark "No confidential information has been included" on this form?	Yes.

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	RFP Section	Question	Answer
74	Lot 1 Technical Submittal; Pages 10, 34 Knowledge Transfer and Transition-Execute Work Plan Phase	Regarding the Quality Management Plan found under Knowledge Transfer and Transition (page 10) and Quality Management Services (page 34): Are these the same deliverable which is submitted once during the Transition phase and updated as needed throughout the life of the Lot 1 term.	The plans required in the Knowledge Transfer and Transition section are to be designed for the overarching BPS Project as a whole. DHS may request individual plans for specific initiatives throughout the term of the contract.
	RFP Section	Question	Answer
75	Lot 1 Technical Submittal; Pages 10, 25-26 Knowledge Transfer and Transition-Execute Work Plan Phase	Regarding the Requirements Management Plan found under Knowledge Transfer and Transition (page 10) and Business Requirements Gathering and Documentation (page 25-26): Are these the same deliverable which is submitted once during the Transition phase and updated as needed throughout the life of the Lot 1 term.	Refer to the response to Q74.
	RFP Section	Question	Answer
76	Lot 1 Technical Submittal; Page 22 Enterprise Telecommunications Planning	Related to providing Enterprise Telecommunications Planning services, what is the extent of call centers that are or are anticipated to be managed by HHSDC? Only those primarily related to supporting IT systems?	The business needs dictate the needs of a call center. Knowledge of existing call centers will be part of Knowledge Transfer and Transition. DHS currently has 24 main numbers for call centers and does not anticipate a substantial increase in this number. DHS is seeking only implementation support as the business manages the call center and HHSDC manages the call center contractor.
	RFP Section	Question	Answer
77	Lot 1 Technical Submittal; Page 22 Enterprise Telecommunications Planning	Since the overall service is labeled Enterprise Telecommunications Planning, is the leadership needed to implement new call centers limited to planning efforts and others would have primary responsibility for executing the call center implementation?	Yes. Also refer to response to Q76.

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	RFP Section	Question	Answer
78	Lot 2 Technical Submittal II-2 Management Summary	PCG anticipates there will be a need to interact with the Federal Office of Child Support Enforcement (OCSE) from time to time to get feedback on proposed plans and approaches. How does DHS anticipate that the Lot 2 Contractor will have to interface with OCSE?	DHS will interact with OCSE as needed and does not anticipate the selected Offeror will interact with OCSE.
	RFP Section	Question	Answer
79	Lot 1 & Lot 2 Technical Submittals Page 34 (Lot 1) and Page 32 (Lot 2) 3.b – Quality Performance Metrics	The RFP states that the Contractor must monitor quality using agreed to quality performance metrics. Please provide examples of these metrics.	The metrics will be developed in coordination with the selected Offeror and DHS for each initiative in conjunction with the performance standards. Offerors should propose metrics based on their prior experience.
	RFP Section	Question	Answer
80		Is the Commonwealth currently using Agile Methods for any of their CSE projects?	Agile is being used on select projects for CSE.
	RFP Section	Question	Answer
81		What percent of projects use the Hybrid Agile vs Modified Waterfall methodology currently (or in recent releases)?	Approximately 90% of projects use the Modified Waterfall methodology.
	RFP Section	Question	Answer
82		Do the References listed on page 2 of Lot 2 Technical Submittal Section II-3 Qualifications, Part A Company Overview submitted via Appendix H suffice for the points of contact referenced in Part B Prior Experience?	If the points of contact meet the requirements of both Sections A and B, then yes. Please note the contacts in response to Subsection A are references for the offeror while the contact in response to Subsection B are specific to studies or projects referenced in Offeror's prior experience response. The points of contact must be referenced in both Sections A and B of the Offeror's technical submittal.

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	RFP Section	Question	Answer
83		Should Centers for Medicare and Medicaid Services (“CMS”) be translated to Administration for Children and Families (ACF), Office of Child Support Enforcement (“OCSE”) for the Lot 2 – child support enforcement scope?	If this is in reference to Section II-3.B, then yes.
	RFP Section	Question	Answer
84		Can the Commonwealth provide a comprehensive list of tools that are in use today to provide the services in scope for Business Planning and Business Architecture Services including, but not limited to, business process modeling tools, functional design visualization and modeling tools, automated testing tools and training and learning tools?	The Commonwealth uses Enterprise Architect, Visio, WireFrames, Microsoft Test Manager, Compliance Sheriff, NeoLoad, and Selenium Scripting. Offerors should describe any additional tools for consideration.
	RFP Section	Question	Answer
85		Can the Commonwealth provide the current number of staff and associated roles for the Business Planning and Business Architecture Services team for Lot 2 – child support?	Refer to the response to Q66.
	RFP Section	Question	Answer
86		Will the Commonwealth consider recommended modifications to the terms provided in Appendix P – IT Contract Terms and Conditions or other terms contained within the solicitation itself?	Objections to the IT Contract Terms and Conditions may be provided in accordance with Technical Submittals Sections I-11 and II-11 of the Technical Submittal. No other modifications may be submitted.
	RFP Section	Question	Answer
87		Given the current global pandemic, there are risks involved with requiring employees to go to an office to produce hard copies of a proposal, as well as risks involved with requiring State employees to be on-site to accept the proposals. While we realize the proposals are not due until July 16 th , the Stay-At-Home orders may still be in place in many areas. Given this uncertainty, would the State consider allowing offerors to submit the proposals and client reference letters electronically?	Refer to the responses to Q10 and Q19.

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	RFP Section	Question	Answer
88		If hard copies are required, how many hard copies? Does the Commonwealth want electronic copies as well? If so, how many and in what format?	See response to Q 10 and Q19. The only electronic copy of the proposal are those documents submitted to the JAGGAER website. Refer to Section 13 for submission requirements.
	RFP Section	Question	Answer
89		If offerors are responding to both Lot 1 and Lot 2, should they submit 2 complete separate proposals or can the Technical Submittals for both lots be provided in the same binder?	Yes, Offerors must submit separate proposals as specified in RFP Description Language Section 6. Separate Proposals. No, the Technical Submittals for both Lots cannot be in the same binder.
	RFP Section	Question	Answer
90		We understand that the Commonwealth wants offerors to respond directly in the file provided. Can offerors use their own format and styles as long as the response uses the same numbering as the RFP and contains the RFP wording?	Yes, as long as those styles and format comply with the requirements of RFP Description Language Section 13.
	RFP Section	Question	Answer
91		How many vendors will be selected for each Lot? The RFP references a "multi-contractor sourcing model", however, there are also statements throughout the RFP that indicate only one vendor per Lot will be selected. Additionally, Appendix J - Cost Submittal requires a "fully-loaded, all-inclusive fixed monthly fee to perform all tasks."	Refer to response to Q62.
	RFP Section	Question	Answer
92		Can a vendor be selected for both lots?	Yes.
	RFP Section	Question	Answer
93		Are vendors who have developed Turnover Plans eligible to bid on this RFP?	Yes.

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	RFP Section	Question	Answer
94	Prior Experience	The RFP states on p.3 (Lot 1) that "Studies or projects referred to must be identified and the name of the customer shown, including point of contact information (name, address, email address, and telephone number) of the responsible official of the customer, company, or agency who may be contacted." If there is no longer an individual within the client agency that was involved in the study or project, can the vendor still include the project as evidence of relevant corporate experience?	Yes, but Offerors must provide a client contact person who can verify the Offeror performed those services.
	RFP Section	Question	Answer
95	Technical Submittal	Strategy, Business Planning and Architecture Services: The RFP states on p.13 that "The Lot 1 selected Offeror must provide SMEs with specific IT technical, business, and functional skills" in Eligibility and Enrollment Systems, Child Welfare Systems, Child Care & Early Learning Systems, and Medicaid Waiver Population Systems. Are these SMEs in addition to the Key Personnel listed on p.3?	An Offeror may designate Key Personnel who are also SMEs but the key personnel must be able to perform all responsibilities of the key personnel role. Requirements for Key Personnel and SMEs must be met regardless of it the roles are filled by one or more individuals.
	RFP Section	Question	Answer
96	Buyer Attachments	When we click the link to download Appendix I – Key Personnel Reference Questionnaire, what actually downloads is Appendix H – Corporate Reference Questionnaire. Can you provide a corrected link to download Appendix I?	Refer to the response to Q9.
	RFP Section	Question	Answer
97	Lot 1, Section I-10 Business/IT Application Support Services, A.2., Page 59	The RFP states that "the Offeror must set up a facility(ies), acquire and install necessary hardware and software, ... Will the Commonwealth allow us to use existing facilities within Pennsylvania if they can handle the estimated capacity?	Yes, provided the facilities meet the requirements in the RFP, including Technical Submittals Sections I-7.K and II-7.K.
	RFP Section	Question	Answer
98	Appendix D – EDW Narrative pp. 27-30	All subsections describe that "The matrix below shows the current business analytics capabilities for <SPECIFIED PROGRAM AREA>..."; however, there is no matrix provided. Will the Commonwealth be providing an updated appendix with the specified matrices?	A revised Appendix D has been posted with the matrices provided.

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	Section 5.2 Business Analytic Capabilities by Program Office		
	RFP Section	Question	Answer
99	Appendix K – PCG Turnover Plan pp. 28-29 Appendix C of the Turnover Plan	The HCSIS and PELICAN Governance Charts are not visible. Can the Commonwealth provide legible versions of those charts?	No, that information was redacted for purposes of confidentiality. Unredacted versions will be provided to the selected Offeror.
	RFP Section	Question	Answer
100	RFP 12-18 Lot 1 Technical Submittal pp. 8 I-4. Training, first paragraph	Approximately how many individuals (delineated by Commonwealth staff and business partners) would need to receive classroom training in the program offices identified in Lot 1.	This number will vary by initiative. The Offeror should describe its capabilities.
	RFP Section	Question	Answer
101	RFP 12-18 Lot 1 Technical Submittal pp. 8 I-4. Training, third paragraph	The Lot 1 selected Offeror must also conduct training at requested program office sites, as needed, for large implementations. Regarding delivery of training at requested Commonwealth program office sites, are there any program office sites outside of greater Harrisburg area that training could occur?	This may include child welfare resource centers primarily in the Harrisburg area. DHS will work with the selected Offeror on delivery methods for other areas.
	RFP Section	Question	Answer
102	RFP 12-18 Lot 1 Technical Submittal pp. 20 6b. Methods for Breaking Down Business Silos	Was the intent of the following statement to have the vendor help the Commonwealth establish a business architecture governance committee that consists of staff from all levels of the organization and that represents all relevant points of view to facilitate cross-program office communications? “The Lot 1 selected Offeror’s team must consist of staff from all levels of the organization and represent all relevant points of view.”	Offerors should propose methodologies for breaking down silos that leverage a broad view across a comprehensive team. The team represents a broader perspective of business needs across leadership, management and technical areas.

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	RFP Section	Question	Answer
103	RFP 12-18 Lot 1 Technical Submittal pp. 43 Section I-7.A.2	This following paragraph appears to describe Technical Services implementation work. Is this required for the BPS vendor? "In addition, selected Offeror must comply with the Web Content Accessibility Guidelines (WCAG) 2.0. The Lot 1 selected Offeror must provide quarterly reports that demonstrate compliance with WCAG. Refer to the Commonwealth Information Technology Policy (ITP) ACC001 – Information Technology Accessibility Policy for additional information."	The requirements in Section I-7.A. are required only as applicable to the Lot 1 services being performed. The selected Offeror will be required to be familiar with this as it relates to providing services under this RFP.