

## Questions & Answers Log

	Section Reference	Question	Answer
1	General	Could you please confirm whether the pre-proposal conference attendee list will be made publicly available after the meeting? If so, when will it be posted within the JAGGAER portal or the eMarketplace site?	Please refer to Addendum 1
	Section Reference	Question	Answer
2	General	The link used to Register for the vendor conference only generated a link to the same registration page, not the virtual meeting. Will a recording of the meeting be shared or will another vendor conference be scheduled?	Please refer to Addendum 1
	Section Reference	Question	Answer
3	General	Please post the pre-bid attendance for this RFP.	Please refer to Addendum 1
	Section Reference	Question	Answer
4	Section 14	Can section headers be larger than 12 font and must headers contain the roman numerals included in the description?	Please refer to Section 14.B
	Section Reference	Question	Answer
5	General	Will the PowerPoint Presentation be made available to the vendors who attended the pre-proposal meeting?	Please refer to Addendum 1
	Section Reference	Question	Answer
6	I-3(C)	Must the local office be established at the time of proposal submission or can it be established within 30 days of award?	The local office may be established by the Contract Effective Date.
	Section Reference	Question	Answer
7	I-3(B)	How many Past Performance experiences are required?	Please list current and past performance experiences that are applicable to showing how effectively PMOQA services are

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			rendered to other clients. There is no limit on past relevant past experience.
8	I-3(C)	How will travel be billed and what is the annual cost of travel for the preceding 3 years for the incumbent contract?	Travel cost has not been paid in the preceding 3 years. Travel is not billed or paid separately. Cost of travel should be included in your Total Cost Submission based on requirements of the RFP.
	Section Reference	Question	Answer
9	General	Who is the incumbent vendor?	This information is not needed to submit a response to the RFP.
	Section Reference	Question	Answer
10	I-7	Is an accessibility plan required for submission?	Offerors may submit a sample accessibility plan, but it is not required.
	Section Reference	Question	Answer
11	I-3(B)(3)	The RFP requests that IV&V and QA be managed separately from the PMO, yet many QA-related tasks (e.g., checkpoint coordination, defect tracking) are assigned within the PMO responsibilities. Can the Commonwealth clarify which activities must remain strictly outside PMO authority versus those that can be integrated under PMO oversight?	Quality Assurance and IV&V are considered two separate activities. QA activities are a normal activity of a Project Management Office and primarily is related to specific quality review of project artifacts. The IV&V role is considered separate and is to assist the Department to determine if both the PMO and other MMIS Module Vendors are meeting the requirements specified in their specific contracts.
	Section Reference	Question	Answer

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12		Will the selected contractor be responsible for developing new project-management artifacts (e.g., Risk Plan, Implementation Plan) or maintaining the existing plans inherited from the incumbent vendor during transition?	The selected Offeror will maintain existing plans currently in use for MMIS Modernization Project. The PMO may be required to update plans or create new plans when requested by the Department for future MMIS Modernization Projects.
	Section Reference	Question	Answer
13	I-5(A)	The RFP states a three-month transition period but requires full operational control of PMO artifacts within that same period. Will the Commonwealth permit phased assumption of deliverables (e.g., document management first, schedule management later) to mitigate transition risk?	The Department and the current PMO will collaborate with the selected Offeror to create a transition plan. Please refer to section I-5 (A)( 3).
	Section Reference	Question	Answer
14	I-3(C)	The RFP requires physical offices within 20 miles of Harrisburg and U.S.-based personnel. Will remote work arrangements for non-Key Personnel be accepted if they attend on-site meetings when requested?	Yes, remote workers can attend meetings with approval by the Department via Microsoft Teams. However, the Department may require onsite presence for some meetings.
	Section Reference	Question	Answer
15	I-3(C)(1)	Can the Commonwealth confirm whether each Key Personnel role must be filled by a unique individual, or may a single qualified employee serve in multiple capacities if workload permits (e.g., QA Manager + IV&V Manager)?	Each Key Personnel role must be filled by a unique individual. Key Personnel roles may not be shared.
	Section Reference	Question	Answer
16		Does the 10 percent cost threshold for “significant subcontractors” apply to total contract value or to each Work Order value?	To the Total Contract value which consist of all Work Orders.
	Section Reference	Question	Answer

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17	I-3(C)(3)	Each WOBPT lists 6.5 FTEs and may scale to three additional teams. Will all teams operate concurrently, or will additional teams be activated on demand through separate Work Orders? Should offerors include pricing for standby capacity or only for activated teams?	Teams will be activated on demand through separate work orders. Pricing should include cost of team when activated
	Section Reference	Question	Answer
18	I-3(C)(1)	The RFP designates the IMS Manager as the “primary owner.” Will the Commonwealth provide an existing MS Project/Primavera baseline, or is the contractor expected to rebuild the IMS from legacy data?	The intent is for the IMS to be transferred to the selected contractor during the three-month transition period. MS Project is the tool the Department requires for the IMS. Primavera may not be used for the IMS.
	Section Reference	Question	
19	I-3(B)	Please clarify whether the QA Manager’s responsibilities include conducting audits of MMIS module vendors or only verifying that those vendors have completed required QA activities.	The QA Manager will be responsible for reviewing and providing quality recommendation back to the Department and to MMIS module vendors on project artifacts. IV&V will audit MMIS module vendors for all project artifacts to make sure all documents meet the contractor’s contract requirements.
	Section Reference	Question	Answer
20	I-3(C)(1)	Does the Department currently maintain a SharePoint Online tenant for document management, or must the contractor host a secure repository conforming to Commonwealth standards?	The Department currently uses SharePoint to store all project documentation. The selected Offeror will be given access to the Department’s SharePoint and assist the Department in maintaining project artifacts on SharePoint.
	Section Reference	Question	Answer

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21	Section I-9	Are Monthly QA Reports, Quarterly IV&V Reports, and CMS SMC Reports expected to follow pre-defined templates? If so, can sample templates be shared for proposal planning?	The selected contractor will collaborate with the Department to develop templates. However, the CMS SMC Reports will follow current CMS template requirements.
	Section Reference	Question	Answer
22	I-7(H)	Will the Commonwealth require a formal conflict-of-interest certification at proposal submission or prior to CMS Readiness Review?	The conflict of interest certification is required prior to CMS Readiness Review.
	Section Reference	Question	Answer
23	Appendix S	The RFP references Commonwealth enterprise DR standards but does not include Appendix S. Can the Department provide the specific DR standards or policies to be followed?	Appendix S is located on page 3 of the Buyer Attachments section in JAGGAER.
	Section Reference	Question	Answer
24	Section I-7(I)(1)(b)(xiii)	For multi-tenant hosting environments, will logical segregation via dedicated virtual infrastructure satisfy DR and security requirements, or is physical separation required?	Physical separation is required for the Disaster Recovery environment.
	Section Reference	Question	Answer
25	Section I-8(A)	What is the expected Commonwealth review time for new or modified Work Orders under Section I-8-A? Is there a maximum approval window that affects schedule baselining?	The Department will review and provide feedback on the work order generally within 2 weeks. Large or more technical work orders may take longer.
	Section Reference	Question	Answer
26	I-3(C)(1)	The PMO Manager is responsible for KPIs, yet none are specified. Can the Commonwealth provide the current KPI framework or expected measures (e.g., schedule variance, defect turnaround time)?	Please refer to the Service Level Agreements for this RFP.
	Section Reference	Question	Answer

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27	I-6(E)	Will the Department provide a standardized “Turnover Plan,” “Lessons Learned,” and “Results Report” template, or should the contractor propose its own?	The Department will collaborate with the contractor to develop and approve templates. Past templates may be reviewed and proposed for use by the contract. The Department has final approval for all templates used.
	Section Reference	Question	Answer
28	General	Does the Commonwealth intend to issue formal acceptance within a defined period after each deliverable submission, or is acceptance presumed after a review window?	The Department will define what is required for final acceptance on each individual Project Work Order. Each Project Work Order is reviewed and approved by the Department before the PMO can begin work.
	Section Reference	Question	Answer
29	I-5(A)(1)(b-c)	Will the incumbent PMO or fiscal-agent contractor (Gainwell Technologies) participate in transition planning sessions prior to contract award?	No, all transition work will begin after the Contract Effective Date.
	Section Reference	Question	Answer
30	Appendix C	The Appendix C background lists numerous stakeholders (CMS, OA-OIT, MCOs, FA, etc.). Which stakeholder groups will the PMO contractor interact with directly versus indirectly through DHS project management?	The PMO will work directly and in collaboration with all Stakeholders.
	Section Reference	Question	Answer
31	I-5	What is the current phase of the modular MMIS Modernization effort (e.g., requirements, implementation, certification)? Which modules—such as Provider Management or Claims and Financial Reporting—are already in production or still planned?	The EVV Module is in the requirements phase now. No other module contracts have been finalized by the Commonwealth.
	Section Reference	Question	Answer
32	Appendix C Table 1	Appendix C Table 1 provides historical transaction volumes. Are these figures intended for sizing the PMO’s data storage and reporting environment, or solely for context?	The PMO does not store any MMIS historical and transactional data. The historical transaction volume is for context on the size of the Department’s MMIS.

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	Section Reference	Question	Answer
33	I-3(C)(1)	Are invoices tied to deliverable acceptance, monthly labor hours, or milestone completion?	The invoices will be processed monthly based on the number of project teams approved by the Department.
	Section Reference	Question	Answer
34	I-3(C)	Is travel to Harrisburg for meetings reimbursable under Commonwealth travel policy, or should it be included in hourly rates?	Travel should be included as part of the hourly rates as it will not be paid separately or itemized.
	Section Reference	Question	Answer
35		Are vendors and their sub-contractors who currently hold current contracts for work related to PA MES modules precluded from this contract?	The module contractors cannot hold the contract for the PMCQA.
	Section Reference	Question	Answer
36		Will the vendor and their sub-contractors who win this contract be precluded from future MES module-related contracts that the Department may choose to procure?	Yes, the PMCQA Contractor. may not be a module contractor.
	Section Reference	Question	Answer
37		Are vendors and their subcontractors who perform other technical assistance work for the department related to the MES and its modules under other contracts precluded from this contract?	Yes, the PMCQA Contractor may not be a module contractor.
	Section Reference	Question	Answer
38	Section 14	What are the proposal format requirements (eg. page limit, font type or size)?	Please refer to Section 14.
	Section Reference	Question	Answer
39	General	When will the contract be awarded?	This information is not needed to submit a response to the RFP.
	Section Reference	Question	Answer

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40	General	Is an offeror or sub-contractor required to be approved for RFP commodity codes in JAGGAER at time of proposal submission? If yes, the estimated time for JAGGAER approval is 30-90 days. Can the RFP submission date be changed to allow JAGGAER review?	This is a public solicitation therefore the Offerors do not need to be registered for a certain commodity code in JAGGAER.
	Section Reference	Question	Answer
41	Appendix C, Page 5	<p>The Commonwealth has initiated implementation of its modular strategy by successfully extracting functionality from PROMISe and deploying individual modules, including:</p> <ul style="list-style-type: none"> <li>• Case Management,</li> <li>• FraudCapture,</li> <li>• PA Patient and Provider Network,</li> <li>• Medicaid Enterprise Monitoring,</li> <li>• Enterprise Licensing System,</li> <li>• Prior Authorization (in progress),</li> <li>• Electronic Visit Verification (planned),</li> <li>• Provider Management (planned),</li> <li>• Claims, Financial, and Federal Reporting (planned), and</li> <li>• Centralized Credentialing (planned).</li> </ul> <p>Could the Commonwealth provide further details regarding the modular roadmap—specifically, current vendor partners, anticipated solicitation and award timelines for upcoming modules, and whether additional modules are expected to be implemented during the PMCQA contract term?</p>	Appendix C, Page 5 is an accurate representation of the Departments MMIS Roadmap. Specific current contractors are not needed to meet the requirements of this RFP.
	Section Reference	Question	Answer
42	25-RFP-13693 JAGGAER DESCRIPTION, Section 5.B.5	In Section 5.B.5, stating prepare detailed IV&V reports documenting MMIS vendor products and adherence to the Department’s requirements, should IV&V reports be module-specific or consolidated across all active modernization efforts?	The IV&V reports will be both Module Specific and MMIS Modernization strategies.
	Section Reference	Question	Answer
43	RFP, Table A – Key Personnel, Pg 3	<p>Are the below listed Key Personnel roles listed in a-i final/firm positions or can vendors propose other roles if needed?</p> <ol style="list-style-type: none"> <li>a. Project Director;</li> <li>b. PMO Manager;</li> </ol>	The roles are final/firm. Offerors may add non Key Personnel Roles if they wish and explain rationale in their proposal.

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		<ul style="list-style-type: none"> <li>c. Requirements Managers – one for each active project;</li> <li>d. Integrated Master Schedule Manager;</li> <li>e. Quality Assurance Manager;</li> <li>f. IV&amp;V/CMS Certification Manager;</li> <li>g. Project Managers - one for each active project;</li> <li>h. Training Manager; and</li> <li>i. Documentation Library Manager.</li> </ul>	
	Section Reference	Question	Answer
44	Appendix C, Section 8. Medicaid Fiscal Agent, Pg 5	Can the state confirm that the two WOBPT project teams requested (resources) are intended to manage the implementation of all 10 listed modules or can additional resources be added if needed and depending on timing of awards?	The Department anticipates there will be two WOBPT project teams throughout the MMIS modernization. Additional WOBPT may be added as described in the RFP based on the needs of the Department.
	Section Reference	Question	Answer
45	Appendix C, Section 8. Medicaid Fiscal Agent, Pg 5	Can the WOBPT teams be modified? For example, each team lists one Testing Analyst. Can additional testers be added if needed to support the project demands?	The WOBTM can be adjusted to meet the specific support needed for a given project with the Department’s approval. However, the WOBTM have been structured based on experience with current and past projects.
	Section Reference	Question	Answer
46	Appendix C, Section 8. Medicaid Fiscal Agent, Pg 5	Is the expectation that two WOBPT teams be available upon start of the contract?	Yes, the Department anticipates a need for a minimum of two WOBPT teams.
	Section Reference	Question	Answer
47	RFP, I-5 Tasks, Section A. Transition Phase,1.c	Is the incoming vendor required to modify/update the outgoing vendor’s management plans or simply ensure the plans are being followed as is?	All Project Management Plans have been approved by the Department and in use today on current projects. The intent is not to have the incoming vendor change the plans. The PMO may recommend changes to the Project Management Plans for the Department’s consideration.

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	Section Reference	Question	Answer
48	RFP, I-5 Tasks, Section A. Transition Phase, 1.c	Can the Commonwealth provide the incumbent's Transition Plan to the prospective bidders?	This is not relevant to the RFP.
	Section Reference	Question	Answer
49	I-3.C.1: Core Project Team Page 6	The third responsibility for the IV&V/CMS Certification Manager states, "Oversee the development of EVV communications for internal and external stakeholders in collaboration with Department and the PMO." Please clarify the reference to EVV communications.	EVV should be omitted. IV&V/CMS Certification Manager - Oversee the development of all communication for internal and external stakeholders in collaboration with the Department and the PMO.
	Section Reference	Question	Answer
50	Appendix D Cost Submittal, Cost Worksheet	Can the Commonwealth provide more information about the level of effort (LOE) estimate provided in Appendix D, e.g., is there correlation between the Core Personnel LOE and anticipated project timeline/roadmap?	The hourly rate for each position is listed on the Cost Summary. The PMCQA Contractor will receive a monthly fee for the Core Personnel. If an Optional Project Team is added the Monthly fee will increase each month the Optional Project Team is utilized. The Department in collaboration with the PMCQA vendor will assign a project to a project team.
	Section Reference	Question	Answer
51	Appendix D Cost Submittal, Cost Worksheet	Are the indicated positions in the LOE directly related to incumbent staffing plan?	The current incumbent staffing plan is not relevant. Offerors should respond to the staffing requirements in this RFP.
	Section Reference	Question	Answer

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52	Appendix D Cost Submittal, Cost Worksheet	Work Order Based Project Teams and Appendix+D-+COST+SUBMITTAL+WORKSHEET+PMCQA+Draft.xlsx Noting that the formulas in the Cost Submittal Worksheet (Appendix D) are editable and calculates 7 FTEs, while Table B: WOBPT Roles in the Technical Submittal shows a total of 6.5 FTEs, and the narrative, which is below Table B, indicates each team should have 5.5 FTEs. Please clarify the expected team size for each Work Order Based Project Team.	The Cost Summary should reflect the Full FTEs. The WOBPT for each project will identify the need for each position and the level of effort.
	Section Reference	Question	Answer
53	I-6(D)(3)	The instructions name several tools, such as a contract monitoring tool, Quality Management monitoring tools. Are there existing technologies solutions in place today that the awarded PMQA contractor will assume responsibility for?	The contract Monitoring is a Department Tool not used by the PMO. Other tools are used today by the incumbent and may be transferred.
	Section Reference	Question	Answer
54	Technical Submittal, Tools	Can the Commonwealth confirm that license, hosting, and other expenses related to named tools will be covered by DHS?	Yes, the tools, license, and hosting will be the Department's responsibility.
	Section Reference	Question	Answer
55	Technical Submittal, Tools	Can you clarify how the referenced Microsoft ActiveX Data Objects (ADO) is used to store requirements? It is not listed in Appendix M – Requirements Management Plan.	Yes, the Department uses Microsoft ActiveX Data Objects (ADO) for requirement storage by all MMIS vendors.
	Section Reference	Question	Answer
56	I-3(C)(3)	Should WOBPT Project Manager resumes be included in our response?	Please provide the required information as stated in the RFP I-3(C)(4).
	Section Reference	Question	Answer
57	I-3(C)(3)	Are WOBPT Project Managers considered Key Personnel?	Yes, Key Personnel are listed in I-3(C)(1) of the RFP.
	Section Reference	Question	Answer

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58	Appendix D, Cost Submittal	The RFP describes the contract as firm, fixed price. Yet, Work Orders require hours AND cost estimates and approvals, suggesting a mix of a fixed monthly base cost and Work Order based pricing. Can the Commonwealth please clarify the pricing structure?	Yes, it is a fixed price for the contract. The hourly rates show how the vendor determined the cost of each position to provide the services required in the RFP.
	Section Reference	Question	Answer
59	I-9(Table F)	Per module release, how many UAT participants (by persona) are expected, how many training sessions will DHS require (virtual vs. in person), and what is the expected throughput (number of end users trained per quarter) so we can scale the Testing Analyst and Training Manager work appropriately?	The UAT participants and trainees will vary based on the project timeline. Projections are not available and will be determined in collaboration with the PMO, Module Contractors, and the Department. Training will primarily be in person.
	Section Reference	Question	Answer
60	Section 14	Is there an upload size limitation within Jagger for proposal submission?	The size limitation per attachment is 50 megabytes.
	Section Reference	Question	Answer
61	Section 15	Is there a page count restriction for the Technical Submittal?	The Department does not limit the proposal to a specific page count; however, please refer to Section 15 of the JAGGAER Description.
	Section Reference	Question	Answer
62	Section I-5	Please provide the MMIS vendors selected and the modules completed, in-process, planned for the MMIS Modernization project?	The MMIS module Vendors information is not required to submit a proposal. The EVV module is in development and a Provider and Claims Module is in the planning phase. A Prior Authorization Module has been implemented.

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63	I-6(D)	For the Quality Management Support, Technical Submittal page 16, please describe the type of quality management support the department is requesting (e.g. MMIS system functions, MMIS data, quality of care provided to PA residents)	The Quality Management Support is only for the MMIS Project artifacts produced by the module vendors. It does not include Quality of Care support.
	Section Reference	Question	Answer
64	I-7(M)	In the Technical Submittal page 30 states this project is funded with, in whole or in part, with federal monies. What is the portion of federal monies? Have the federal monies been appropriated? What are the other funding sources?	This information is not needed to submit a proposal.
	Section Reference	Question	Answer
65	I-3(C)	There are two different requirements about Harrisburg location. Is the requirement 20 to 25 miles from Harrisburg? How many meetings do you anticipate with the contractor?	The requirement is 25 miles from Harrisburg. Meetings may be daily during certain phases of the project, but one or two days a week during other project phases.
	Section Reference	Question	Answer
66	I-3(C)(1)	Are there any circumstances under which subcontractor staff could be considered key personnel (e.g. in a temporary capacity to fill vacated key staffing positions), and what is the process for approval or replacement in such cases?	Subcontractors may not fill Key Personnel positions. See RFP § I-3 for replacement procedure for Key Personnel.
	Section Reference	Question	Answer
67	I-7(K)(5)	Can the state confirm that limited English proficiency, 508 Standards, and WCAG compliance applies to all expected deliverables and required deliverables listed in the RFP (e.g., meeting minutes, incumbent project management plans, newly developed contract deliverables, training materials, training delivery/recordings, required reports, testing activities, baselined IMS/project schedules, other project vendor documentation)?	Yes, this applies for all PMCQA work products.