

MODERNIZATION PROJECT STAFFING RFP – QUESTIONS & ANSWERS
April 2, 2009

Q1: Should the cost proposal be submitted separately from the technical proposal?

A1: Yes.

Q2: Will the attendees of the pre-proposal conference be published?

A2: Yes.

Q3: Is there a desired number or limit to the number of experience qualifications submitted?

A3: Enough to demonstrate ability to meet our needs.

Q4: Will the selected vendor support only services associated with the DSS Modernization RFP or will the contractor support overall modernization as well, such as call center, DFSP or other initiatives released under other RFPs?

A4: All.

Q5: Will the selected bidder be precluded from possible future RFPs for Quality Assurance or IV and V?

A5: Vendor would only be precluded from any possible future RFP's that vendor assisted in the preparation of requirements, preparation of the content of the RFP or preparation of budget related documents regarding the specific procurement. The selected vendor will be expected to assist in the development of the QA IV&V RFP and thus would be precluded from bidding.

Q6: Should the provided CDs be included in a specific format - Adobe, Word, etc.? (bookmarked etc.)?

A6: Word 2003 and Excel 2003 are preferred. Bookmarks are optional.

Q7: Has a schedule been developed for movement of systems and programs to the selected framework? If so, can this be provided, for scheduling of subject matter experts?

A7: There is no set schedule of programs required to be deployed. DSS prefers to deliver online applications to all DSS programs concurrently with a comprehensive application. If Implementation vendor requires staggering functionality then the order of preference is food stamp program enrollment, TANF, Child Care Assistance, rehabilitation services, disability determinations, and finally child support enforcement. Sufficient functionality to build a SACWIS compliant system to replace the child welfare legacy system is scheduled to occur before the contract ends. Similarly functionality to replace the DSS CLIENT system and the BLAS Licensing system are required. It should also be noted that the delivered online application will have an interface with the DHH Medicaid Eligibility system and thus will be passing data to DHH.

- Q8: Page 21 refers to the “total maximum contract amount,” does the agency have an amount already budgeted? If so, what is it?
- A8: We have a budget but we cannot reveal it at this time.
- Q9: Will working space and equipment for the consultants be provided by the agency or by the vendor?
- A9: First the State, then the implementation vendor.
- Q10: If the vendor is to provide the working facilities, is there a preference for where in Baton Rouge they are located?
- A10: There is a preference for working facilities to be within the downtown Baton Rouge area.
- Q11: Page 2, Section 1.1, subsection 1 identifies multiple programs that the selected vendor is expected to support DSS with SMEs. This section also references the DSS/Contractor team will work with the human services solution-based provider. Is it DSS’ expectation that this contractor will assist DSS in managing multiple vendors for the modernization of the programs identified or is DSS expecting to contract with a single vendor for the modernization initiative?
- A11: This contractor will assist DSS in managing one primary vendor procured to build the web-based portals and SACWIS functionality as well as several secondary vendors who may be obtained to deploy ancillary functions such as call center, imaging, address verification or geographical information systems.
- Q12: Page 3, second paragraph: Can you please further explain what is meant by “solution based human services vendor by June 15, 2009?” When is the RFP expected to be released?
- A12: An implementation vendor that is skilled in human and social services is expected to be procured within the next six months.
- Q13: Section 1.2 states DSS plans to be contracted with the staff augmentation vendor by April 28 and the solution based human services vendor by June 15. That suggests the RFP for the modernization vendor will be issued while this procurement is still open. When is DSS anticipating to release the RFP for the modernization vendor?
- A13: Within the next six months.
- Q14: Will all work be required to be performed onsite at DSS?
- A14: Most will be onsite; offsite work must be pre-approved.
- Q15: Will the vendor awarded this RFP be precluded from bidding on the IV and V RFP for modernization as well as other related RFPs for modernization?
- A15: Yes. As describe in A5 above DSS expects that the winning vendor will consult on the development of the QA IV&V RFP and thus would be excluded.

- Q16: Are representative resumes acceptable for the bid response?
- A16: No.
- Q17: Will the selected vendor assist in writing any RFPs for modernization?
- A17: Yes, that is planned.
- Q18: Is there any preference for consultants with Louisiana systems and/or benefit provision in Louisiana?
- A18: No.
- Q19: Will the modernization RFP have similar specs to the cancelled OFS RFP from 2007?
- A19: No, that is not anticipated.
- Q20: The RFP states that the contract for the staff augmentation vendor could run up to three years. Could you please clarify the expected duration of the various staff positions? Should we assume that at least some of the staff (e.g. Project Director, Project Manager, Technical Consultant) would be expected to be under contract for the implementation of the follow-on modernization project, and not just for the procurement phase? Related to this question, is there an estimated duration for the modernization project at this point?
- A20: Everyone will work for the whole period.
- Q21: Will there be a fully functional practice region with interface batches that will be available to contractor and counties pre- and post-conversion?
- A21: It is anticipated that multiple environments such as testing, training, sandbox-practice, conversion, etc., will be made available.
- Q22: Scoring candidates resumes? We are curious with how DSS will score the candidate's skill sets when there are no quantifiable standards to measure against. For example, for a PM/Consultant position, the staff person proposed might have "X" years of experience in PM and a specific area of expertise, i.e., Child Support, Child Welfare, etc. Can DSS be any more specific with the level of experience in terms of years experience for each of the 3 generic categories, or should we assume that the more experience the better?
- A22: More is better. Experience with the specific programs provided by DSS would be valued more than social services experience in other settings (e.g. substance abuse or corrections). Additionally, the levels of complexity and responsibility will also be considered in the evaluation.
- Q23: We believe based on our research, that under any type of system project where the federal government is paying a portion of the development, an Advanced Planning Document (APD) must be provided yearly to ACF. Can/may we assume that the Staff Augmentation team will assist the State in preparing the yearly updates? Since it is not included and if the contract is awarded without, would you later want to include it as part of this contract, and if so, would it simply require a change order?

- A23: DSS is required to submit APD's to a number of federal agencies. The winning contractor will be involved in the updating of APD's and creation of work products to support the APD process as well as assisting in responding to questions posed by federal authorities. DSS considers APD assistance as one of the components included in the procurement strategies, processes and documentation in Scope of Work section 3.1.1.
- Q24: From what we have read the state is looking to streamline their processes. We are unsure if DSS is looking to have a web-interface or one already exists?
- A24: DSS is looking to build a web-interface.
- Q25: It looks like DSS is attempting to find software that is compatible with a new system already being used. Therefore, are you looking for an application that will support your current 26 different systems?
- A25: DSS will be issuing an RFP to procure an Implementation Contractor that may propose new software to build the required functionality or may propose to use the existing DSS owned software or may propose to add software modules to the existing owned software. Any solution must support interfaces to the backend legacy systems.
- Q26: Are the DSS services already available on-line or is that the vision of the state?
- A26: Limited services specific to selected programs are available on-line. The DSS vision is to provide a single comprehensive cohesive Web-portal for citizens and service providers to access.
- Q27: Are you looking to have applications and recertification of services done via the web? Or do they already have that capability?
- A27: DSS will be issuing an RFP to build such functionality.
- Q28: Will the project manager(s) do the analysis or is the analysis already completed by the state?
- A28: Some analysis has occurred, however more will be required by the project manager.
- Q29: Does DSS already have certain deliverables that they want to produce? We did not see a list of deliverables.
- A29: DSS has not prescribed a specific set of deliverables. Proposers should propose deliverables determined appropriate for such an engagement.
- Q30: Can consultants work remotely or must they work on-site 100%?
- A30: Work on-site is expected, however off-site work is allowed with advance approval of DSS Project Director.
- Q31: Can it be a 4-day work week? Are laptops provided?

- A31: Laptops will not be provided. The number of days in the work week may vary during the life of the project. Some 4-day work weeks would be acceptable as long as sufficient time is scheduled to complete DSS objectives.
- Q32: Is there any on-boarding that the consultants will need to do and if so who is responsible for that?
- A32: The winning consultants will receive an on-boarding and orientation, however the responsible individual(s) have yet to be assigned.
- Q33: Who are the change agents...how accessible are they to the project manager?
- A33: All DSS staff will be impacted by the change; will influence the scope of change; and will be critical to the success of the change. Executive Management and Project staff are responsible for directing and prioritizing the change. These individuals will be very invested in assuring the right change is occurring to further project objectives. Program staff and field staff as change recipients upon initial roll out should receive communications through a coordinated strategy with the DSS Communications Director
- Q34: At what level in the organization is the PM's counterpart on the state side? (This also goes to accessibility).
- A34: The DSS Undersecretary is currently assigned to lead this project. A search for a qualified individual to place in an unclassified position has been initiated and that individual will assume these duties and will report directly to the Undersecretary. This individual will be assigned 100% to this engagement and work with PM counterpart on a daily basis.
- Q35: Will all this work be behind the scenes? Or will the selected vendor be responsible for interfacing with prospective vendors for the solution development?
- A35: The selected vendor will be responsible for interfacing with prospective vendors for solution development. DSS encourages a partnership arrangement among state project team and PMO, QA and Implementation vendors.
- Q36: Are consultant bill rates all-inclusive of expenses or in certain cases will reasonable expenses be paid in addition to the rate?
- A36: Rates must be all-inclusive of all expenses.
- Q37: What is the anticipated staffing size for the project by resource position and how many resumes should be provided for each position? The planning purpose statements indicate: 1 Project Manager, 1-2 Senior Subject Matter, and 1 Technical Consultant under Human Services Solution-Based Procurement (RFP) Process/Evaluation Consultants and 1-2 additional project managers under Project Management and Administration.
- A37: DSS requires a resume for each position. In that some individuals may possess experience in multiple subjects, one resume may be provided that covers multiple positions but must clearly indicate which areas will be covered by the individual for this project. The Proposer must bear in mind that the work in each area may run concurrently

and therefore if an individual is to cover multiple areas it may result in a conflict that it is the Proposer's responsibility to resolve. Proposer must submit sufficient resumes to cover each of the seven subject matters identified in Section 3.1.3 in addition to the Project Manager and Technical Consultant. If a Proposer had individuals that only were experienced in one subject area, then that Proposer would be submitting nine resumes. DSS is not attempting to limit the number of persons the Proposer proposes to meet the minimum requirements.

Q38: Should a resume be submitted for each of these roles (see question 37)?

A38: Yes.

Q39: Should additional resumes be submitted for other subject matter experts that could be provided to the project in addition to these staff?

A39: No.

Q40: Will the selected contractor be supporting the services and modernization implementation efforts associated with the DSS Modernization Implementation RFP or will they be asked to support the larger scope of activities including other procurements such as Disaster Food Stamps, Call Center, Time and Attendance, ERP transition, etc.?

A40: The selected contractor will be supporting the services and modernization implementation efforts associated with the DSS Modernization Implementation RFP and will be involved in the planning and timing of ancillary modernization activities such as the call center, time and attendance, ERP transition as these types of activities require integration/interfaces with the system deployed by the DSS Modernization Implementation Contractor.

Q41: Reference RFP Section 4.3.4 Proposed Project Approach and Methodology: How many field staff would be affected by this effort?

A41: Approximately 4000

Q42: Are the field staff centrally located?

A42: Field staff are located in over 100 offices across the state.

Q43: What types of training methods have been effective with this group in the past? (instructor led, train the trainer, webinars, etc.)

A43: Varying training methods have had varying success depending on the subject matter. DSS anticipates providing instructor-led, train-the-trainer, webinars, computer based training (CBT), video conferencing, one-on-one, help desk, and a number of training aids and materials to supplement an extensive on-line help system

Q44: From a business perspective, have you identified a priority list for the systems and/or business processes you want to modernize? If yes, can you provide this list?

A44: As identified in the RFP DSS will provide modernization to all DSS program areas by providing Web-based portals. Other than online applications and the online

communication among staff, customers and service providers, specific business processes have not been finalized or prioritized. As depicted in A7 DSS has prioritized the programs relative to implementation. Re-prioritization or other programs being prioritized may occur during the life of the project.

Q45: Is there a vendor currently performing this service? If so, can you please provide the vendor name?

A45: No.

Q46: Is there a vendor which the State of Louisiana intends to use?

A46: No.

Q47: Is there a requirement for the awarded vendor to be on a Louisiana State Term Contract?

A47: No.

Q48: Does the awarded vendor need to be registered with the State of Louisiana prior to providing a proposal?

A48: No, but the proposer must comply with the requirements in the following section:

2.17 CORPORATION REQUIREMENTS

Prior to contract execution, the following requirements must be met:

- If the contractor is a corporation not incorporated under the laws of the State of Louisiana, then a certificate of authority pursuant to R. S. 12:301-302 must be secured from the Louisiana Secretary of State and verification of such certificate must be made available to the Office of Contractual Review.
- If the contractor is a for-profit corporation whose stock is not publicly traded, a disclosure of ownership form must have been properly filed with the Louisiana Secretary of State and verification of such form must be made available to the Office of Contractual Review.

Q49: Please provide a description of the technical skill sets, including languages, frameworks, operating systems and infrastructures which the awarded vendor's Senior Technical Consultants would need experience with?

A49: Experience in z/OS, DB2, ADABAS, Java, Curam, WebSphere, Rational Suite, and capacity planning/performance management tools such as LoadRunner are preferred.

Q50: In section 3.2 there are subsections for 'Project Managers,' 'Senior Technical Consultants,' and 'Senior Subject matter Experts/Business Consultants,' however in section 3.1, there appears not to be a corresponding subsection for 'Senior Technical Consultants.' Is this intentional? If not, what should be in this section for 'Senior Technical Consultants?'

A50: It was not intentional to confuse the reader. The category 'Subject Matter Experts' in Section 3.1.3 was originally written to include both functional/business experts and technical experts. It is apparent that other than the leading sentence in this section the focus is on functional experts. This section should be expanded to include the following language:

The Technical Expert will be responsible for planning and assessing the design, configuration, and management of the application development environment, the software testing environment, network infrastructure, and other technologies necessary to support the services required for DSS Modernization. While the PMO Contractor and the Implementation Contractor are not responsible for actual infrastructure acquisition, a great deal of mutual planning and coordination will have to occur among the State and the PMO Technical Consultant and the Implementation Contractor Technical Infrastructure Manager concerning equipment sizing, capacity planning/performance evaluation and, infrastructure procurement and installation, deployment of application software and monitoring of the implementation.

The Technical Consultant must have the following minimum skills:

- 3 years of experience in the implementation of large Web-based applications
- Strong understanding of application systems and technical infrastructures
- Excellent communication and writing skills
- Ability to contribute toward creating a harmonious results-oriented team
- Experience and proficiency in mentoring staff

Q51: Will the State of Louisiana consider using individuals within a proposed team, if for some reason the team as a whole does not meet the needed requirements?

A51: No.

Q52: In Section 3.1.1, there is a requirement for 1 Project manager, however in Section 3.1.2 there is a requirement 1-2 Project Managers, please clarify the requirement for either 1 or 2 PM's.

A52: One (1) Project Manager is required. DSS is aware that some vendors may want to have a Deputy Project Manager or to designate one of the other team members to be designated/delegated project management responsibilities when the Project Manager is unavailable.

Q53: Can individuals fulfill more than one role? For example, can the proposed PM also be one of the proposed SME's?

A53: Yes.

Q54: Does the State intend to make multiple awards on this first RFP to form the teams discussed therein?

A54: No.

Q55: Will the State accept a bid to staff specific positions if a proposer chooses not to bid on all positions?

A55: No.

Q56: At the State's request, our hourly rates will encompass those expenses listed in paragraph 2 of Appendix E. However, must our proposal response explicitly state that fact?

A56: No.