

Amendment #1 – December 3, 2010

The Louisiana Department of Children and Family Services is amending the **One DCFS Transformation Project – Quality Assurance RFP** as follows:

Amendment #1 changes are highlighted in **yellow** in the amended RFP and may be viewed at <http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=248>.

RFP – Section 6.0 – Evaluation and Selection; Page 26 – Cost Evaluation 300 Points for 30% - First paragraph:

A change has been made to require **four (4) supporting Excel Charts** (Cost by Deliverable, Staff Hourly Rate, Cost for Miscellaneous items, and a list of any State required resources). Original RFP required **five (5) supporting Excel Charts**. The Cost by Task chart has been removed.

Quality Assurance RFP Questions and Answers are included as part of Amendment #1.

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
1	Q	I need to know if the Department is on a Unisys mainframe.				
	A	The Department of Children and Family Services is on an IBM mainframe.				
2	Q	Is there an estimated release date or time frame for the Document Imaging and Content Management RFP?				
	A	The Document Imaging & Content Management RFP has been released. The RFP may be accessed at http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=248 .				
3	Q	Is there an estimated release date or time frame for the SACWIS RFP?				
	A	At this time, there is no current estimated release date or time frame for the SACWIS RFP. The SACWIS RFP is on hold due to budgetary constraints.				
4	Q	What is the schedule for this please? Note: This question was submitted regarding the schedule (agenda) for the QA Pre-Proposal Conference.				
	A	The agenda entails an overview of the Transformation Project and the QA Contractor's role for the project. A question and answer period will also be conducted followed by various announcements related to the project.				
5	Q	Can a vendor participate in a bid for one of the implementation projects of One DCFS as well as a bid for the QA Project of One DFCS? Of course, at the time of finalization, the vendor does not intend to taken on both projects, but would concentrate on one of the two.	General	General	General	General
	A	Yes. A vendor may participate in a bid for other implementation projects. However, as noted on page 4 of the RFP, the selected QA Contractor and their sub-contractor(s) must not be the same as any of the selected Transformation Project Contractors or sub-contractors. Hence, if a vendor is selected for one of the Implementation Projects, they will not be considered for the QA contract and vice versa.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
6	Q	<p>Costing is expected to be “fixed cost” with “monthly invoicing driven by delivery of a deliverable”.</p> <p>Among the other deliverables, such as review reports, status reports etc, we would like to have a “Monthly QA oversight summary report” as a deliverable. This report would summarize the QA tasks carried out in that month, summarize the findings/outcomes of the QA tasks. We would then invoice after delivery of that Monthly report.</p> <p>Would such an arrangement be acceptable to the client? “</p>	General	General	General	General
	A	Yes, this proposed deliverable would be acceptable but may be refined during contract negotiations.				
7	Q	<p>1. We understand that State is setting up for the “One DFCS Transformation Project – which can be treated as a program (a collection of related projects)”</p> <p>2. We understand that the One DFCS project is composed of 4 sub-projects: Customer Service Center, Common Access Front End, Document Imaging and Content Management, Legacy System Replacement</p> <p>3. We understand that the One DFCS team comprises of members from The State, The PMO (Project management office), The implementation Contractors (who are implementing the 4 sub-projects), and The QA Contractor.</p> <p>Are the above understandings correct?</p>	General	General	General	General
	A	Yes, these understandings are correct.				
8	Q	<p>Within the above understanding, we understand that the QA Contractor will need to be involved in QA planning, QA staffing, QA tasks execution at the “One DFCS program level”. However, we are not clear whether the QA Contractor is also supposed to be involved in the QA tasks of the PMO and QA tasks of the 4 sub-projects. Are there any QA tasks envisaged for PMO? Are there any QA tasks envisaged for the 4 sub-projects? Is the QA Contractor expected to actually execute the QA tasks of the PMO and of the 4 sub-projects or just provide oversight as to whether those QA tasks are being satisfactorily executed by the PMO and by the 4 sub-projects?</p>	General	General	General	General

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
	A	<p>As stated in the second paragraph on page 2 of the RFP, "the QA contractor is responsible for measuring timeline, quality, and accuracy of the deliverables that are provided by the Transformation Project Contractors." On page 3 of the RFP, it states that "general purpose of the QA Contractor's work is to conduct periodic, independent executive review, evaluation, documentation, and reporting of the overall One DCFS Transformation Project performance."</p> <p>The PMO and other Implementation projects have QA tasks. The QA Contractor is expected to provide oversight to ensure that all Implementation and PMO QA tasks are identified and executed satisfactorily.</p>				
9	Q	If the QA contractor's responsibilities include QA tasks of the PMO and QA tasks of the 4 sub-projects, what support will State provide the QA contractor to size the number of staff required for such responsibilities? What support will State provide the QA contractor to co-ordinate with the PMO and the 4 sub-projects for planning and execution of such tasks?	General	General	General	General
	A	The State's QA responsibilities have been delineated on page 47 of the QA RFP. Four resources along with a manager have been assigned to the State's QA unit to augment the QA Contractor staff.				
10	Q	The Contract is supposed to begin sometime after April 7 th 2011 (section 2.5 of RFP). We will present resumes for the various key personnel. However because of the time gap by the time April 7 th comes around some of those personnel may have got deployed to other projects. In such cases, we will propose suitable replacements. Is that acceptable to the State? (Being asked because in the proposal came across the phrase " the resumes being submitted are the people who should be on the project – no exceptions")	General	General	General	General

Quality Assurance RFP Questions & Answers

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	A	<p>As staffing will be a key factor in the evaluation and selection process, the State requires that proposed resources are available for the project, though it is recognized that key resources may leave the employ of the Contractor prior to contract initiation. When key staff that were proposed on the contract are not available at contract initiation, replacement staff must be approved by the State; new candidates will be assessed in terms of whether they meet or exceed the experience and skill sets of the staff they replace. Note that the re-assignment of a key personnel is not considered an acceptable reason for not making key staff available for the contract. Failure to provide the originally proposed key staff or state approved replacements may prevent award of the contract.</p> <p>As noted, the State recognizes that circumstances may require resources to be replaced during the life of the project. The same criteria outlined above for contract initiation will be followed.</p>				
11	Q	Our reading of the RFP material indicates that there could be a possible overlap between the PMO responsibilities and some of the QA Contractor responsibilities (e.g. areas: the monthly presentations, the quarterly presentations, reporting to federal Officials, discussing overall strategic direction and progress – Section 1.13). Can State expand on what is the relationship between the State, the QA Contractors, the PMO and the Implementation Contractors, for example through some sort of Organisational Chart, responsibilities list and Reporting/Communications Flow?	General	General	General	General
	A	<p>On page 6 of the Power Point Presentation that was presented at the QA Pre-proposal conference, the chart depicts the oversight that the QA contractor will provide to the other project entities. An organization chart of the Transformation Team is also available in the QA Transformation Bidders' Library. The organizational chart will eventually be updated to show that the QA Contractor will report to the Project Director/Deputy Director.</p> <p>The QA Contractor monitors and evaluates the other contractors' deliverables and has a separate set of deliverables that they are responsible for submitting.</p>				
12	Q	We request the State to expand, with some examples, if there are any specific measurements they expect when monitoring the timelines, the quality and accuracy of a deliverable document? Similarly for measurements related to a delivered Software Module?	1.3	2	4	The QA Contractor is responsible for measuring timeliness, quality, and accuracy of the deliverables that are provided by the Transformation Project Contractors

Quality Assurance RFP Questions & Answers

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	A	<p>The State expects the proposer to utilize their expertise and experience to identify their specific methodology and approach for quality standards.</p> <p>An example related to quality assurance for timelines, quality, and accuracy is the actual start of UAT occurring after the scheduled UAT begin date. After initial rounds of testing, it is clear that defects identified should have been addressed during system testing before being deployed to UAT. Therefore, the accuracy and quality of the work can be measured by the number/complexity of defects identified.</p>				
13	Q	Are the various RFP'S for development already available and circulated? Do those RFPS explicitly set forth the expectations for design, reorganization and development? Can you provide us those documents?	1.3	2	4	The QA Contractor is also responsible for identifying instances where design, reorganization, and development efforts do not comply with the expectations set forth in the various RFP's.
	A	<p>Yes, the various RFPs have been published and the expectations for design and development have been set forth in the RFPs.</p> <p>The RFPs for CAFÉ and Document Imaging and Content Management may be accessed at http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=248.</p> <p>The Customer Service Center RFP is accessible at http://wwwprd.doa.louisiana.gov/osp/lapac/AGENCY/PDF/04238800.pdf.</p> <p>Development of the SACWIS RFP is currently on hold.</p>				
14	Q	Have the requirements related to data sharing, confidentiality, security and data ownership been explicitly stated somewhere? Where?	1.3	2	5	The QA Contractor is responsible for monitoring the deliverables and solutions provided to the State by the Contractors to ensure that issues related to data sharing, confidentiality, security and data ownership are appropriately addressed.
	A	No, data sharing, confidentiality, security and data ownership requirements have not been finalized.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
15	Q	Shouldn't progress of work and work products be the purview of PMO? Won't there be an overlap and unnecessary duplication of work if QA contractor has to provide an assessment of progress of work and work products?	1.3	2	7	DCFS seeks quality assurance services for the One DCFS Transformation Project to provide an objective assessment of the quality, completeness, and progress of work and work products.
	A	Although it is the PMO Contractor's responsibility to manage the progress of work and work products, it will be the QA Contractor's responsibility to conduct assessments to ensure that optimal progress is being made and deadlines are met.				
16	Q	We request the State to expand, with some examples, on the type of federal review support activities they expect from the QA Contractor	1.3	3	1	The QA contractor will be responsible for the review and quality assurance related tasks for project management, infrastructure setup, and federal review support.
	A	The QA Contractor is required to monitor and assess the quality of the development systems prior to and during the federal review to ensure functionality meets requirements. Emphasis should also be placed on security levels as workers in various roles should have restricted access and protection should be utilized to identify and prevent intrusion.				
17	Q	Is the State expecting the QA contractor to define project work tasks (normally we find that project work tasks would be defined by the PMO and/or the Project Team, and get reviewed by the QA contractor)?	1.3	4	2	The QA Contractor will be responsible for defining project work tasks and resourcing related quality standards that will add value, reduce risk, as well as satisfy the constraints of the Transformation Project and Organizational policies
	A	The QA contractor is responsible for conducting gap analysis and quality checks of the project work tasks. This will ensure the list of project work tasks is comprehensive. The QA Contractor is also responsible for defining project tasks that pertain to quality assurance activities throughout the project lifecycle.				
18	Q	In the reference made to "contract staff", does the state mean "staff belonging to the QA Contractor/ belonging to the QA Contractor's sub-contractor"? What is meant by "without exception"?	4.2	15	9	Contract staff listed in the proposal must be the actual contractors who will fulfill the Transformation Project without exception.

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	A	Yes, the State is referring to staff belonging to the QA Contractor and sub-contractor. Please see response to question #10.				
19	Q	We request the State to provide additional information related to the Hardware, Software, data and Telecommunications architecture intended to be used in the One DCFS Transformation project. From where can we obtain the details of the Louisiana technical computing environment?	5.9	21	Para 1/bullet point G	Approach to capacity analysis determination, including assumptions and relationships to; hardware, software, data, and telecommunications architecture of the system and the Louisiana technical computing environment
	A	The Hardware, Software, Data and Telecommunications architecture components for the One DCFS Transformation project will be determined once the CAFÉ and Document Imaging and Content Management procurement processes are completed and the Implementation Contractors have been selected. For information about DCFS current infrastructure, please refer to ATTACHMENT 4 - CURRENT INFRASTRUCTURE, starting at page 125 of the CAFÉ RFP dated 9/9/2010 on the DCFS Website. The CAFÉ RFP may be access at http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=248 .				
20	Q	Is it correct to assume that the “project” referred to here is the QA Contractors project, and not the PMO project or the 4 sub-projects given to the Implementation Contractors?	5.9	21	Para 2/ bullet E	A description of automated support tool(s) that will be used to plan, track, and report project status
	A	Yes.				
21	Q	Is the state expecting us to already set the standards to be used by One DFCS and its sub-projects?	5.9	21	Para 2/ bullet I	System design, modification, and documentation standards to be used
	A	See responses to #12 and #49. The PMO Contractor is currently working with DCFS to define standards, but the QA Contractor is expected to review and advise on those standards after the QA contract is initiated.				
22	Q	We request the State to list out the “every program area” referred to herein	5.11	22	2	Experience in every program area must be accounted for on the team.
	A	The primary program areas referenced are Child Welfare, Child Care Assistance Program, Child Support Enforcement, TANF, and SNAP.				

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#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
23	Q	How critical is this requirement to the State? Will we be disqualified if we cannot provide the 3 business references for projects cited in the individual resumes?	5.11	23	Para 1/ bullet C	A minimum of three business references (name, title, company name, address and telephone number) should be provided for cited projects in the individual resumes.
	A	By definition the word "should" denotes an advisory action and is not mandatory. Therefore, a proposer will not be disqualified if they do not provide three business references for individual proposed staff for cited projects. However, not including three references for individual proposed staff for cited projects will impact scoring during the evaluation process.				
24	Q	Is this a column for "Role" or is it for "Phase/Role"?	5.13	24	Para 3/Column 1 of the Table	Role
	A	The main emphasis was on the resources/roles that will be utilized during these phases.				
25	Q	From where to pick up the formats for the five supporting Excel charts (Cost by Deliverable, Cost by Task, Staff Hourly Rate, Cost for Miscellaneous items and a list of any State required resources)?	6	28	4	The Proposer is required to provide five supporting Excel charts (Cost by Deliverable, Cost by Task, Staff Hourly Rate, Cost for Miscellaneous items and a list of any State required resources) to facilitate the State's understanding of the Proposer's basis for arriving at certain costs, and for use in future budgeting. Chart templates will be posted in the QA Document Bidders' Library.
	A	The referenced Excel charts (QA Costs Chart Templates) have been posted in the QA Transformation Bidders' Library. Note: It has been determined that the Cost by Task chart is no longer required.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
26	Q	Which software tools are going to be used on the One DCFS project?	Attachment 1/1.1	32	4	The QA Contractor shall engage staff with expert knowledge of the System Development Life Cycle (SDLC) and capable, repeatable processes needed to support the SDLC, including knowledge of software tools to support planning, scheduling, sequencing, versioning, and reporting on deliverables.
	A	Along with the System Development Life Cycle (SDLC), DCFS also employs several components of the IBM Rational Suite of Products for tracking and version control. It is our expectation that the QA Contractor will provide guidance with the use of these and any other software and reporting tools that the QA Contractor will use for monitoring, planning, scheduling, sequencing, versioning, and reporting.				
27	Q	Can the State expand on what sort of monitoring is expected to be done vis-a-vis political influences (federal and state) and Organizational stability of Project, Contractors and State Program Offices?	Attachment 1/1.1	33	Bullet F and Bullet G	Examples of items to be monitored by the QA Contractor include: A. Definition and scope of the Project B. Development schedule and delivery commitment C. Budgeting and cost controls D. Resource availability and commitment E. Project management approach and authority F. Political influences (federal and state) G. Organizational stability of Project, Contractors and State Program Offices
	A	The QA proposer is expected to identify the monitoring methodology that will be used to identify and track these factors based on the proposer's experience on previous projects and the proposer's understanding of QA best practices.				

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#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
28	Q	Can the State expand on what are the expectations related to “appropriate, useful, maintainable”? For example, as per the State what to measure to evaluate whether a set of requirements is appropriate? Is useful? Is maintainable?	1.1	32	Bullets H, I, J, K, M , N	<p>H. Appropriate, useful, and maintainable set of requirements</p> <p>I. Appropriate, useful, and maintainable set of technical and design specifications</p> <p>J. Appropriate, useful, and maintainable code, utilities, objects, configuration, and environments</p> <p>K. Appropriate, useful, and maintainable test planning, execution, and corrective actions</p> <p>L. Appropriate conversion planning, data purification, data transformation, and execution</p> <p>M. Appropriate, useful, and maintainable interface/integration planning and execution</p> <p>N. Appropriate, useful, and maintainable training venues, materials, and delivery</p>

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		<p>The concept <u>appropriate</u> applies to whether the item being verified is directly related to its intended use. The concept <u>useful</u> relates to whether the item is organized in a way that allows it to be easily used for its intended purpose. The concept <u>maintainable</u> refers to whether the item is in a format that readily allows it to be modified over time.</p> <p>Using the cited item H (an appropriate, useful, and maintainable set of requirements) as an example, the concepts apply as follows (the bullets are for illustration only, and are not all-inclusive dimensions):</p> <p><u>Appropriate:</u></p> <ul style="list-style-type: none"> • Are the “requirements” stated in acceptable requirements format? • Do all of the identified requirements for a specific project relate to the business intent for that project? • Are there any missing requirements for a specific project that relate to the business intent for that project? <p>A</p> <ul style="list-style-type: none"> • Do the requirements have the correct level of specificity? • Are the requirements consistent (that is, do they conflict with one another)? <p><u>Useful:</u></p> <ul style="list-style-type: none"> • Are the requirements in a format that makes it easy to find specific requirements? • Are dependencies between requirements documented so that requirement conflicts can be easily identified, especially if they are modified? • Can requirements be traced through design to development to implementation? • Is an appropriate taxonomy used to organize requirements into intuitive groups? • Are the requirements easily available to all parties that need access? <p><u>Maintainable:</u></p> <ul style="list-style-type: none"> • Can requirements be easily added? • Can requirements be easily modified? • Can requirements be easily deleted? • Is there appropriate security for these functions? 				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
29	Q	Does the State have an itemized list of requirements of the Administration for Children and Families (ACF) for Child Welfare, TANF, Child Care, Child Support Enforcement, Medicaid, and the Department of Agriculture/Food and Nutrition Service requirements for the Supplemental Nutrition Assistance Program (SNAP)? Or will the QA contractor have to derive such a list from documents available with the State?	Attachment 1/1.1	34	Para 2	The delivered solution, which incorporates the four software components resulting from the four Projects, must be capable of handling the DCFS specific functional and technical requirements in accordance with DCFS and OIT standards and adheres to the requirements of the Administration for Children and Families (ACF) for Child Welfare, TANF, Child Care, Child Support Enforcement, Medicaid, and the Department of Agriculture/Food and Nutrition Service requirements for the Supplemental Nutrition Assistance Program (SNAP).
	A	No, the State does not have a comprehensive, itemized list of requirements. The QA Contractor in conjunction with the State and Implementation Contractors will need to develop the comprehensive, itemized list from federal policies/publications.				
30	Q	In see that the QA oversight staff do not usually have to interact with the development staff on a daily basis....they interact with the development staff on a need basis or on a scheduled basis (for the planned QA oversight tasks)...can the State expand on what is expected in the one DCFS project?	Attachment 1/1.1	34	Para 4	The QA Contractor shall work in concert with the Transformation Project Management and/or Transformation Project team members on a daily basis to ensure that the proper controls, metrics, monitoring, and analysis are conducted for the Project.
	A	The QA oversight staff will interact with development staff to the extent that those staff participate in JAD sessions that the QA oversight staff monitor on a sampling basis, and as part of code review and code documentation, which are monitored on a sampling basis. The frequency and depth of those reviews will be addressed during contract negotiations. For the purpose of completing cost projections, assume a 5% sampling for both activities, with monthly reports of findings.				

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31	Q	In our proposals we usually ask the customer to provide administrative support (secretarial support, office facilities, workstations etc.)for the staff deputed to customer's premises. For staff working at our premises, we provide administrative support. Is this arrangement suitable to the State?	Attachment 1/1.2	35	Para 1	In addition, the QA Contractor is also responsible for providing any administrative support for its staff and activities
	A	Office facilities and workstations will be provided to the QA contracted staff. Minimal, if any, secretarial support will be provided.				
32	Q	In our experience, the QA contractor will carry out risk reviews and suggest actions throughout the life of the project. However, when the QA contractor suggests risk mitigation actions, many of the mitigation actions have to be carried out by the development staff and not the QA staff. Is the State expecting the QA staff to be the prime responsible for carrying out the mitigation actions?	Attachment 1/1.2	35	Para 2	The QA Contractor will verify that the Project plans, standards, processes, organization structure, and work tasks fit the Project's needs by performing quality control reviews, reviewing performance reports, deliverables and mitigating risk throughout the life cycle of the One DCFS Transformation Project
	A	No, it is not the State's expectation that the QA Contractor is primarily responsible for carrying out the mitigation actions. However, it is the State's expectation that the QA Contractor is responsible for enforcing the completion of mitigation strategies by the Implementation and PMO Contractors.				
33	Q	The QA Project Work Plan has to synchronize with the PMO and the Implementation Project work plans. How does the State plan to support the QA project, the PMO project and the Implementation Project to achieve such synchronization? What are the phases and the phase deliverables in the 4 DCFS sub-projects?	Attachment 1/1.2	36	Para 1	The QA Project Work Plan shall accommodate a phased approach to the implementation of Project components with recommended sequence and time frames
	A	The PMO Contractor is responsible for maintenance of the consolidated project schedule, which contains tasks for all sub-project areas. Each sub-project must keep their project's schedule updated. Dependencies between sub-projects will be monitored by the PMO. The phases and phase deliverables for each implementation sub-project will be determined at contract negotiations.				
34	Q	Can the State provide some details about the development methodology expected to be applied in the 4 DCFS sub-projects?	Attachment 1/1.5	37	Para 4/ bullet D	Experience in the management of projects in accordance with the proposed development methodology
	A	All DCFS projects must meet the standards set by DCFS and Louisiana's Office of Information Technology. See OIT Standards at: http://doa.louisiana.gov/oit/Standards.htm				

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#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
35	Q	Has the State already finalized on: what parts of the solution are COTS, what parts are custom build, and what parts are transfer solution? Can the State share the information with the bidders?	Attachment 1/1.5	42	Para 1/ bullet B	Experience using the proposed development methodology and proposed COTS, custom build, or transfer solution
	A	This information will not be available until the CAFÉ Contractor has been selected. The projected date for this selection is January 2011.				
36	Q	What does it mean to require “a two-business-day deliverable review cycle”? Does it mean that the State will take two business days to review and give feedback on weekly status reports and on PMO Contractor reports?	Attachment 1/1.5	46	Para 2	The weekly status and PMO Contractor reports will require a two-business-day deliverable review cycle
	A	The State as well as the QA Contractor will be responsible for reviewing weekly status and PMO Contractor reports and providing feedback within two business days of report submission.				
37	Q	Can the State expand what types of test are expected to be covered under “structured system testing”? Can the State expand on the expected members who will form “an integrated test team”?	Attachment 1/1.25	46	Para 2	For each release, all system components shall be subjected to structured system testing performed by an integrated test team
	A	The system testing conducted during each release will be comprehensive and structured into well-orchestrated and repeatable/reliable procedures. System testing will ensure new code is acceptable for progression to the next level. The expected members of the integrated test team will be a combination of Implementation Contractor and State resources.				
38	Q	Can the State expand on what is meant by “processes used to address integration during legacy system downtime meet State requirements”? What are the State’s requirements regarding such processes? Where are the requirements to be found?	Attachment 1/1.29	54	Para 3	The QA Contractor will also validate that processes used to address integration during legacy system downtime meet State requirements.
	A	The processes refer to those that the CAFÉ Contractor will implement to send data that has been entered/updated in the CAFÉ System and needs to be transferred for processing to the legacy system(s) upon their availability. This data would usually be transferred to the legacy systems during integration processes in real-time. When the legacy systems are down, a batch process/strategy to address this issue should be proposed by the CAFÉ Contractor. The requirements related to the CAFÉ System are located in the CAFÉ RFP (http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=248).				

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39	Q	Where can one find the RFP specifications for the statewide implementation?	Attachment 1/1.3	54	Para 4	In summary, the QA Contractor will ensure that the Implementation Contractors' State Implementation Plans meet RFP specifications for the individual Projects, and that the Plans are appropriately executed.
	A	The RFPs for CAFÉ, Document Imaging and Content Management, and PMO may be accessed at http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=248 . The RFP for the Customer Service Center may be accessed at http://wwwprd.doa.louisiana.gov/osp/lapac/AGENCY/PDF/04238800.pdf .				
40	Q	Can the State expand on what is "recidivism" and "cross-over rates" and what about them is expected to be measured?	Attachment 5	81	Para 4/ bullet D	Recidivism and crossover rates for various programs and services
	A	Recidivism relates to the repeated access to the same service by the same customer. Cross over rates refers to customers receiving services from one program area and via referrals or other mechanisms, they are subsequently transitioned to other services that the department provides.				
41	Q	For checking compliance with Application Response Time requirements, is the QA Contractor expected to conduct a separate set of performance tests? Using QA contractors own performance testing tools? If expected to conduct performance tests, are they expected to be on sampling basis or on 100% basis? Similarly, for functional requirements, is the QA Contractor expected to conduct a separate set of functional tests? On sampling basis or on 100% basis? Using own tools or using the Implementation Contractors tools?	Attachment 5	82	Para 6	The QA contractor will be responsible for developing methods and providing software tools, if necessary, to monitor, measure, and report on the system's compliance to the performance standard metrics
	A	No, the QA Contractor is not expected to conduct performance or functional testing. As indicated in the RFP, the QA Contractor is expected to monitor, measure, and assess the quality and validity of testing and report on the results of the tests conducted by the Implementation Contractors.				
42	Q	Do the major projects listed on p. 1 represent the entire scope of One DCFS Transformation Project, or is there further work associated with One DCFS that is within the scope of the request QA services? If so, what are they?	1.1	1	Background Section	N/A
	A	The major projects listed on page 1 of the QA RFP constitute the entire scope of the One DCFS Transformation Project.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
43	Q	Is there diagram that represents the relationship between these projects and the legacy systems that are retained by DCFS?	N/A	N/A	N/A	N/A
	A	On page 7 of the Power Point Presentation that was presented at the QA Pre-proposal conference, the chart provides a graphical representation of the relationship between these projects and DCFS legacy systems. The Power Point Presentation is located in the QA Transformation Bidders' Library.				
44	Q	RFP it states that "Evidence of adequate financial stability is a prerequisite to the award of a contract regardless of any other considerations." Please provide guidance on the criteria upon which this will be measured/determined.	5.7	19	Item D	Evidence of adequate financial stability is a prerequisite to the award of a contract regardless of any other considerations."
	A	Financial stability is determined by evaluating a number of factors, and is often considered in the context of the size, scope and complexity of the services rendered. Factors that are commonly considered include, but are not limited to: <ul style="list-style-type: none"> • solvency, • net worth, • cash flow, • credit rating, • leverage, • debt service capacity, • credit facilities, • independent auditor opinions, • internal control over financial reporting, • litigations, • contingencies, and • identified concerns. 				
45	Q	the RFP there is a list of requirement (E through I specifically) that seem to indicate that the QA Contractor will be responsible for tracking and reporting status, expenditures, and resources; as well as defining standards. Can we assume that these items relate to the QA effort itself, or is there an expectation that the QA Contractor will be responsible for these tasks for the overall project and/or development vendors? Please advise.	5.9	21	Lettered items, List of requirement E through I specifically	N/A
	A	Yes, the QA Contractor will be responsible for the tasks for the overall project and/or development vendors. As stated in the second paragraph on page 2 of the RFP, "the QA contractor is responsible for measuring timeline, quality, and accuracy of the deliverables that are provided by the Transformation Project Contractors. On page 3 of the RFP, it states that "general purpose of the QA Contractor's work is to conduct periodic, independent executive review, evaluation, documentation, and reporting of the overall One DCFS Transformation Project performance.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
46	Q	Will DCFS provide software tools to support planning, scheduling, sequencing, versioning, and reporting on deliverables or is this requirement of the RFPs issued for the One DCFS Project?	N/A	N/A	N/A	N/A
	A	Yes.				
47	Q	RFP tasks the QA contractor with developing the requirements traceability matrix. In our experience, this is typically a required artifact for the software development/implementation effort on each project. Is the QA Contractor's responsibility to review and assess this development artifact rather than be responsible for its creation or is the creation of this artifact the responsibility of the QA Contractor?	Attachment I: Section 1.1	32	Approach to Tasks	
	A	We anticipate that the development of the requirements and the traceability matrix will be a joint effort of the State and the Implementation Contractors. The QA Contractor is responsible for reviewing the matrix and for ensuring that the development follows the requirements by referring to the matrix during their review of contractor deliverables.				
48	Q	Are the vendors for the aforementioned projects responsible for their own Quality Assurance plan?	N/A	N/A	N/A	N/A
	A	It is expected that each Implementation Contractor will create and execute a QA plan for its respective project. The QA contractor is responsible for creating a QA plan that involves validating and monitoring the aforementioned plans and activities, thus ensuring success of the One DCFS Transformation Project.				
49	Q	The RFP states that the State has retained a PMO contractor. What are the specific responsibilities of the PMO contractor with regard to Quality initiatives within the One DCFS project? Does the PMO contractor set the Quality standards to be implemented by the various projects?	1.2	35	Project Initiation and Management	"State has or will retained a PMO contractor"
	A	The PMO is responsible for assisting the state in setting quality standards. The QA Contractor will subsequently conduct a gap analysis to finalize the standards and will be primarily responsible for ensuring that those standards are followed.				
50	Q	Contract initiation is currently scheduled for 4/7. When does the state expect the first independent executive review, evaluation, documentation, and reporting of the overall One DCFS Transformation Project performance to occur? Also, how often should these periodic reviews take place? (e.g., quarterly or monthly)	1.2	35	Project Initiation and Management	N/A
	A	The first independent review is anticipated to occur a month after contract initiation. Periodic reviews will be held monthly. Any change in the frequency of reviews will be at the discretion of the Secretary or Project Director.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
51	Q	What is the relationship between this QA Project Work Plan and the "detailed draft QA Project Work Plan" that is required of the QA Contractor? Is the detailed draft work plan derived from the plan developed by the State project management services as referenced as a PMO responsibility on p. 35? Please clarify if a QA Work Plan schedule is required to be submitted with our proposal. If so, please ensure that milestone and deliverable dates are provided for each of the major projects for One DCFS.	1.2	35	Project Initiation and Management	"lists some of the responsibilities of the State project management services and includes such functions as the development and maintenance of the QA Project Work Plan.
	A	The detailed draft QA Project Work Plan is to be submitted with the proposal. Upon contract award, the detailed draft QA Project Work Plan is to be updated and submitted to the State within ten business days of award as the QA Project Work Plan. Development of the QA Project Work Plan is the responsibility of the QA Contractor. The phases and phase deliverables for each implementation sub-project will be determined at contract negotiations.				
52	Q	Which of the QA roles described in (beginning on p. 36) are designated as "primary project staff"? Section 1.3 of the SOW seems to indicate that all QA roles are "key personnel".	1.4	3.6	Project Roles and Staffing	
	A	All QA roles described in Section 1.4 of the SOW are considered to be primary project staff.				
53	Q	Do we have access to the Implementation Vendor's proposal?	N/A	N/A	N/A	N/A
	A	The proposals for the selected Implementation Contractor will not be available until after the selection process has been completed. The selection process for all projects is scheduled to be completed April 2011. To obtain these proposals, the public record request process should be followed. Such requests should be submitted to the DCFS Legal Division.				
54	Q	RFP it is mentioned that the QA Contractor is responsible for the "Action Item Report". Is the QA Contractor intended to be responsible for development and maintenance of the Action Item Log for all of the major projects for One DCFS or responsible for monitoring and tracking the progress of Action Items?	1.13	45	Second paragraph on page	"Action Item Report will be maintained".
	A	Although the Implementation and PMO Contractors will be expected to develop their individual action item reports, it is the State's expectation that the QA Contractor will consolidate the individual action item reports and maintain the comprehensive list of all action items for the One DCFS Transformation Project.				
55	Q	There is no definitive list of QA deliverables in the RFP. Does DCFS intend that we propose the QA deliverables required to perform the services?	N/A	N/A	N/A	N/A
	A	The list of QA deliverables is included in the Cost by Deliverable worksheet of the QA Costs Chart Templates posted in the QA Transformation Bidders' Library. If additional deliverables are identified, they will be addressed during contract negotiations.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
56	Q	RFP it states that "The Proposer is required to provide five supporting Excel charts (Cost by Deliverable, Cost by Task, Staff Hourly Rate, Cost for Miscellaneous items and a list of any State required resources) to facilitate the State's understanding of the Proposer's basis for arriving at certain costs, and for use in future budgeting." However, the Cost Section of the RFP that starts on page 57 only has one chart. Please advise how this requirement must be met	Cost Evaluation	28	Cost Evaluation	RFP it states that "The Proposer is required to provide five supporting Excel charts (Cost by Deliverable, Cost by Task, Staff Hourly Rate, Cost for Miscellaneous items and a list of any State required resources) to facilitate the State's understanding of the Proposer's basis for arriving at certain costs, and for use in future budgeting.
	A	Cost proposals must be prepared using the charts included in the RFP. Additional charts that will provide more detailed information related to costs have been placed in the QA Transformation Bidders' Library under the QA Costs Chart Templates link. Please note that Task Costs will no longer be part of the cost analysis.				
57	Q	What are the specific responsibilities of the PMO and the detailed activities and schedule of events for the PMO? Please provide access to the PMO RFP, the selected contractor's response, and the contract with the PMO contractor.	1.1	1	2nd PP	DCFS has secured the services of a contractor to serve as the Project Management Office (PMO) for One DCFS. The PMO, through a series of deliverables, is assisting DCFS with reorganization, soliciting proposals for four projects, evaluating proposals, and in managing the projects once Contractors have been selected.
	A	The PMO Contractor is responsible for advising the Department on the management of the project, including the setting of quality standards and synchronization of project plans. The PMO RFP is accessible at http://www.dss.state.la.us/assets/docs/searchable/LRS/ACCESS/rfps/042009Staff_Augmentation_Amended.pdf . The PMO proposal and contract will be made available to the selected QA Contractor.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
58	Q	Have the milestones and associated schedule dates been established for each of the projects described in the RFP to the extent they can be used	1.1 SOW 1.1	1 36	2nd PP Bullet List First PP	<p>A. Customer Service Center B. Common Access Front End (CAFÉ) C. Document Imaging and Content Management D. Legacy System Replacement</p> <p>The QA Project Work Plan shall accommodate a phased approach to the implementation of Project components with recommended sequence and time frames.</p>
	A	As indicated in the presentation at the Pre-proposal conference, the only scheduled date that has been determined for the CAFÉ project is the initial release (September 2011). The State Project team proposes five total releases with six month intervals for each release. The remaining milestones and associated schedule dates will be determined at contract negotiations.				
59	Q	Will DCFS's PMO / PMO Contractor maintain a consolidated detailed and resource loaded project plan, or will it be the QA's responsibility to coordinate with the other Contractors to develop and maintain the consolidated project plan?	1.3	3	A and B	<p>A. The project is properly organized, planned, and documented. B. Project team members and all Contractor staff have clearly defined tasks and responsibilities.</p>
	A	See response #33. The PMO Contractor will maintain a consolidated project plan with tasks for all sub-project areas. The QA Contractor is responsible for monitoring the consolidated and sub-project schedules for quality. The QA Contractor is also responsible for defining any necessary project tasks that pertain to quality assurance activities in each sub-project schedule.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
60	Q	Does the State have a preferred SDLC, of which there are many? Will the State specify the SDLC to be employed by contractors working on the once DCFS Transformation Project or will each contractor employ their own methodology?	2.1 Attach 1.1	5., 32.	2nd PP, 4th and 5th PP's	All DCFS projects must meet the standards set by DCFS and Louisiana Office of Information Technology (OIT). See OIT Standards at: http://doa.louisiana.gov/oit/Standards.htm For purposes of this RFP, the QA Contractor will be responsible for monitoring, reviewing, critiquing, documenting, and reporting on the Contractors' design and implementation of both common and program specific components that provide the functionality described in the four RFP's that constitute the One DCFS Transformation Project using a combination of COTS products, linkages to the legacy environment using the recommended tools, and expandable customized programming as necessary. The QA Contractor shall engage staff with expert knowledge of the System Development Life Cycle (SDLC) and capable, repeatable processes needed to support the SDLC, including knowledge of software tools to support planning, scheduling, sequencing, versioning, and reporting on deliverables.
	A	The State's SDLC manual has been placed in the QA Transformation Bidders' Library.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
61	Q	Will the results referred to in the 'One DCFS Transformation Project' extend to client outcomes in the early system implementation?	1.3	4	Last full PP	The QA contractor will monitor specific Transformation Project results and deliverables to determine if they comply with quality standards, Federal and State requirements, and contractual obligations. QA involves monitoring both the processes and deliverables to determine if quality standards are met and recommending ways to mitigate risks or eliminate causes of unsatisfactory results or unacceptable work products. The QA contractor is required to identify quality standards and measurements relevant to the Transformation Project, which if not incorporated, could result in low quality results.
	A	Yes.				
62	Q	Have the funds needed to fund initial activities under the One DCFS Transformation Project been made available and are needed approvals and appropriations in place?	2.1	3	3rd PP	Award of a contract is contingent upon approval of the funding by the Louisiana Legislature and by any applicable Federal agencies. The contract award must meet any applicable Federal (i.e. 45 CFR 74, 7 CFR 277.18 and 95:617) and State requirements
	A	Funding for the initial activities for the One DCFS Transformation Project has been approved via the Planning Advanced Planning Document (PAPD). State approval has also been granted. One of the two federal partners has granted approval of the Implementation Advanced Planning Document (IAPD).				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
63	Q	What is the planned level of state involvement in the project? How many State personnel will be dedicated to work on each of the components of the One DCFS Transformation Project? How many State personnel will be assigned to work in quality assurance and testing activities?	6.5	27		User Involvement – Point distribution will occur for the inclusion of sufficient State Information Technology staff, user and stakeholder involvement to ensure that the project meets the DCFS stated needs and that the Department will be capable of performing required functions of the next project phase and after implementation.
	A	Approximately 93 state resources have been identified to work on the project. Four of the ninety-three resources have been designated for the QA unit and four additional resources have been assigned to UAT. A manager for the QA/UAT unit has also been assigned. The organization chart for the Transformation Project Team has been placed in the QA Transformation Bidders' Library.				
64	Q	Will DCFS provide the QA access to a database server or database instance as well as software tools, etc. to create and maintain a comprehensive requirements traceability matrix; or should the QA include a database server, software tools, etc. in its proposal to meet this requirement?	SOW, 1.1, 1.17	32, 49		Page 32. The QA Contractor must develop and maintain a methodology to trace systems functionality (e.g. via requirements matrix) throughout the SDLC process to ensure that the developed system meets or exceeds federal and state requirements. A detailed analysis of any shortcomings including a plan for achieving compliance is required. A requirements matrix should also clearly identify requirements that are added later in the SDLC that increase the scope of the development effort. The QA Contractor will assist the State in ensuring that all RFP requirements are not only met, but traceable among all documents, models, deliverables, and similar artifacts and accomplished in an efficient and effective manner.

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
	A	DCFS will provide the QA Contractor access to its Rational database for this requirement.				
65	Q	May we have a copy of the latest update to the APD?	SOW, 1.1	34	First full PP	The delivered system must provide for the efficient, economical and effective administration of the Programs as presented in the State's numerous federally approved plans.
	A	The APD may be obtained by following the Public Records Request process. Such requests should be submitted to the DCFS Legal Division.				
66	Q	What is the composition and organization of the State Transformation Project Team and the qualifications and experience of the members?	SOW, 1.1	34	Last PP	The QA Contractor shall work in concert with the Transformation Project Management and/or Transformation Project team members on a daily basis to ensure that the proper controls, metrics, monitoring, and analysis are conducted for the Project. The identification, documentation and analysis of requirements, deliverables and standards of the Project shall be referenced to the individual Project Plans and Quality Assurance Plan to ensure evaluation and reporting of the variance of the plan, work, work products, and project performance.
	A	The Transformation Project Team is comprised of employees from DCFS program areas, IT section, and Fiscal section. The project team contains a wealth of knowledge and experience in these areas. An organizational chart of the Transformation Project Team is located in the QA Transformation Bidders' Library.				

Quality Assurance RFP Questions & Answers

#	Q/A	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed
67	Q	Please clarify the requirements for a cost proposal. The categories on the provided cost summary are not directly applicable to the work to be performed by the QA contractor, and do not appear to be based on deliverables. Also, the activities cross multiple projects. Would it be acceptable for the proposer to prepare a cost proposal in a format that meets the State's request for details to help it understand the cost structure and related resources using a format different than that provided in the RFP?	Attch. II	57	1st PP 5th PP	<p>The Cost Proposal must contain a completed Proposal Cost Summary Sheet. The total cost must be stated to be a firm fixed price and valid for 90 days.</p> <p>As the State is requiring a fixed fee contract for deliverables and fixed hourly rates for change request work, the Proposer should provide pricing with all travel costs factored in, and thus shall not be entitled to receive reimbursement for any expenses.</p> <p>The types of charts required of Proposer to assist the State's analysis of costs and Proposer's budget strategies are:</p> <p>C. Cost and number of staff-hours by month;</p> <p>D. Matrix of hourly rate of project staff by title/role – if rates are adjusted per year then provide breakout of rate per year and blended overall total rate;</p> <p>E. Itemized cost for miscellaneous items such as office facilities, utilities, equipment, communications, travel, lodging, subsistence, etc.; and</p> <p>F. Itemized list of any required State resources not specifically delineated as being provided within this RFP.</p> <p>The proposer must submit the Cost Summary Sheet and supporting spreadsheets.</p>
	A	Cost proposals must be prepared using the form included in the QA RFP. The QA Costs Chart Templates that have been placed in the QA Transformation Bidders' Library will provide more detailed information. Please note that Task Costs will no longer be part of the cost analysis.				