

**COVID 19.106 Integrated Eligibility (IES) Program Management Office (PMO) Bidder Question Responses**

| Q # | Question   | Response   |
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| 1   | We have only recently started doing contracts with the government. My question is since we only recently started the government contracts, can we still submit a response? There was an indication that firms needed to have at least 5 years of government contract experience in order to submit. So, we would like to still submit. Please advise at your earliest convenience.   | As stated in D.6.1 Mandatory Requirements M.1, Offeror must have a minimum of ten (10) years in the business of delivering project management services with specific experience with large, complex information technology system implementation, modernization, or other significant modifications. At least five (5) of those years must be for a governmental entity. Offers that do not meet the Mandatory Specifications will be deemed non-responsive. |
| 2   | Re: the IES PMO RFP, I did not see any mention of a pre-bid or pre-submittal conference. Please confirm that there is none, or, if there is, if you can kindly point me to the details, that would be great.   | There is no pre-bid conference.  |
| 3   | I have read the RFP and I would like to know if my firm could be considered as part of a PMO Team. I have all of the required certifications and registrations. I would love guidance on how my skill set and knowledge may apply.   | As stated in D.6.1 Mandatory Requirements M.1, Offeror must have a minimum of ten (10) years in the business of delivering project management services with specific experience with large, complex information technology system implementation, modernization, or other significant modifications. At least five (5) of those years must be for a governmental entity. Offers that do not meet the Mandatory Specifications will be deemed non-responsive. |
| 4   | I am requesting quick clarification as to whether or not we will be allowed to participate as a BEP vendor on this RFP response since we have provided BEP subcontracting services to Deloitte on the IES Project in the past. DSN's involvement with Deloitte on the IES project dates back several years ago, and we have not provided any other subcontracting services to Deloitte, nor the IES Project, since January 2018 (more than three years ago).   | Offeror may participate on this Request for Proposal so long as Offeror does not provide services to the IES system provider at the time of Offer Due Date and Time.   |
| 5   | Is there a vendor currently providing all or some of the services defined in this solicitation? If there is vendor currently providing all or some of the services defined in this solicitation, are they precluded from bidding on this opportunity.  | The State does not have a contract with a vendor for IES program management. The State has contracted for individual program management professionals for specific projects.   |
| 6   | To maximum competition and to provide best value to Illinois, would the state consider changing the following requirement "Offeror must have a minimum of ten (10) years in the business of delivering project management services with specific experience with large, complex information technology system implementation, modernization, or other significant modifications. At least five (5) of those years must be for a governmental entity." To "Offeror must have a minimum of ten (10) years in the business of delivering project management services with specific experience with large, complex information technology system implementation, modernization, or other significant modifications. At least five (5) of those years must be for a governmental entity. OR "Offeror must have a minimum of seven (7) years in the business of delivering project management services for governmental entities with specific experience with large, complex information technology system implementation, modernization, or other significant modifications".? | As stated in D.6.1 Mandatory Requirements M.1, Offeror must have a minimum of ten (10) years in the business of delivering project management services with specific experience with large, complex information technology system implementation, modernization, or other significant modifications. At least five (5) of those years must be for a governmental entity. Offers that do not meet the Mandatory Specifications will be deemed non-responsive. |
| 7   | Due to the quick timeline between the release of the Q/A and due date, would the State consider a 2 week extension for vendor submission?  | Due to the urgent need for program management services, the due date will remain as stated in the solicitation.  |
| 8   | The solicitation specifically calls out that the State will not award the PMO contract to any IES system provider, or affiliate thereof. The solicitation further clarifies Deloitte as a systems provider currently. Can the State identify any other systems providers who would be not eligible to participate in this solicitation?  | Please see the Solicitation Ammendment   |
| 9   | Is the firm awarded this solicitation precluded from future opportunities to provide infrastructure and application services within the IES ecosystem?   | The State does not publicly comment on potential procurements.   |
| 10  | Is the PMO Vendor expected to prove their own PM tool/software? If so, does it need to interface with the PMO tool currently utilized by the State of Illinois-DoIT? If it does need to interface, what software/tool does it need to interface with?  | The State expects the Vendor to have a methodology and their own tools. Should interface with widely accepted tools that support best practice.  |

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| 11 | Ref: RFP page 11, Section B.4.2, Responsiveness Elements, "M4: Performance Requirements." Section D.6.1, Mandatory Requirements, does not list M4, Performance Requirements, in the format for vendor response. Could the State please confirm that M4 is not required under the offeror's proposed solution and is not being evaluated or provide the requirements to be addressed?  | There is no M4; therefore consider M4: Performance stricken from B.4.2.   |
| 12 | Ref: RFP pages 39-40, Section E.1.2 According to the solicitation, Offerors should provide a hourly rates by position. However, some professional services firms do not perform or invoice on an hourly basis, but instead do business on firm-fixed price basis using weekly team bundles. Allowing Offerors to propose pricing based on an alternative commercial pricing model would open this solicitation to a wider range of potential experts with both commercial and public sector experience who do not have hourly rates or operate on an hourly basis. Given these considerations and the fact the solicitation permits Offerors to provide alternative pricing models, would the State consider allowing Offerors to submit a firm-fixed price proposal that does not require the provision of hourly rates?   | As explained in section E.1.1. the State requests a total overall fixed price for the scope of PMO activities as described in the RFP. Rates shall be fully burdened to include all travel, costs, materials, equipment and any other expenses required to perform the services. Pricing for the two year term will be fixed and should be listed in Table 1 in section E.1.2. Change orders, if approved, will be based on the hourly rates listed in Table 2. |
| 13 | Ref: RFP page 12, Section B.5 In the solicitation, the Offeror's blended hourly rate accounts for 75 of the 250 points awarded for pricing. However, some commercial services firms do not have hourly rates or operate on an hourly basis. Having Offerors be evaluated and scored solely on the total firm fixed price would open this solicitation to a wider range of potential experts with both commercial and public sector experience. If the State accepts that Offerors can submit a firm-fixed price proposal that does not require the provision of hourly rates, would the State consider removing the requirement to provide a blended hourly rate and instead award all 250 pricing points based solely on the Offeror's firm fixed price?   | Hourly rates will be used by the State to determine the cost of approved change orders. Thus, the State requires Table 2 in section E.1.2. to be completed.   |
| 14 | Ref: RFP page 39-40, Sections E.1.1 and E.2 Section E.1.1 of the solicitation states that "The State requests a total overall fixed price for the scope of PMO activities as described in this RFP...pricing for the two year term will be fixed." However, Section E.2 states that "The Illinois Office of the Comptroller requires the State to indicate whether the contract pricing is firm or estimated at the time it is submitted for obligation. Pricing pursuant to this contract is estimated." Given that the "Fixed Price for Years 1 and 2" is part of the scoring criteria in Section B.5, can the State confirm that this is a firm fixed price offer, and not an estimate of costs?   | The State confirms that this is a fixed price offer for Years 1 and 2.  |
| 15 | RFP Reference – Page 33 - Vendor response for Written Technical Elements A, B, & C must not exceed 10 pages. 1) Could you please confirm that each Section A, B and C can have a 10 pages of response content? 2) The Part D form provides instructions to the offeror such as: "Please provide specific, detailed information demonstrating the Offeror's capabilities and its approach to meeting the specifications in Section D.2. In the Offeror's proposal, provide a detailed explanation of how the Offeror would support the State in the overall management of IES". 3) Is there any format restrictions (font, size, tabular response format etc.) with regards to the Part D form? It's our understanding that we need to respond to all the questions in the Part D form, but have the flexibility to split the questions/instructions into various sub-sections for readability. Is this acceptable? It is our understanding that including these instructions would be helpful for the reviewers and the 10 page limit only applies to the offerors written response and not the Part D instructions (which exceed several pages). Could you please confirm? | The page limit applies to the total response to A, B and C. There should be a separate response for A, a separate response for B, and a separate response for C. The State is increasing the page limit for responses to D.6.2 from 10 to 23. The response should include the State's specification then the vendor's response to the specification. The font size should be 11 pt or larger.   |
| 16 | RFP Reference – Existing Illinois IES Setup 1) We understand IES has been in development for a few years. Could you please share some information on what has worked well and can be improved on the existing project management setup? 2) Could you please clarify who the existing stakeholders pertaining to Illinois IES? We assume there is one or multiple Systems Integrators, possible other external stakeholders (such as existing PMO, IV&V Partner) Program Owners, Leadership etc.? 3) What is the software development methodology currently used for IES?  | Refer to the overview information provided at the beginning of the solicitation and in Attachment 1.  |
| 17 | Submission Instructions Could you please confirm the 7 attachments can be emailed to you? Are there any size limits with respect to the total attachment size?  | Yes, responses are submitted via email to Lori.Sorenson@illinois.gov. If attachments exceed 35MB, please send to lori.sorenson@illinois.gov via the State's File Transfer solution available at: <a href="https://filet.illinois.gov/filet/pimupload.asp">https://filet.illinois.gov/filet/pimupload.asp</a> .  |
| 18 | General – Does the State currently have a contractor providing PMO Services for the IES project? If so, who is the contractor and are they eligible to bid on this project? If there is an incumbent vendor, when does their contract end?  | No  |

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| 19 | General – When is the anticipated award date? Contract start date?   | Due to the urgent need for program management services, the State will move quickly to complete the evaluation and contract negotiation processes. We anticipate executing a contract the end of April/early May.  |
| 20 | General – Would the State consider extending the due date by one week to allow bidders more than one week to adjust their proposals based on the Q&A?  | Due to the urgent need for program management services, the due date will remain as stated in the solicitation.  |
| 21 | General – Is COVID 19.106 the RFP number for this procurement?   | Yes  |
| 22 | C.4, pg. 13 – This section lists C.4.1 (corresponds with D.6), C.4.2 (D.3), C.4.3 (D.4), C.4.4 (D.5), C.4.5 (D.8). Are bidders to respond within the document and return the entire Section D as their proposal? If so, are responses or acknowledgements required to each section/subsection of D?  | No, bidders are not required to return the entire section D. Responses are required for D.6. and D.8.3 and D.8.4. The remaining sections of D.6. are specifications to be met by the PMO vendor.   |
| 23 | C.6.1, pg. 14 – Is this referring to the form provided as C, Offer to the State of Illinois?   | The Offer consists of all required forms and documents as stated in the RFP.   |
| 24 | C.6.3, pg. 14 – This section shows that Supplemental Provisions must be returned with the proposal. Please clarify what vendors are to respond to within H.1.  | The provisions in H.1.1-H.1.22 are Agency Specific Terms and Conditions that are in addition to the State Standard Terms and Conditions in Section 3, beginning with F.1. Exceptions must be provided on Agency's Exceptions to Solicitation and Contract Terms and Conditions form (Section 3, Part G) or in a substantively similar format. Please note that exceptions may result in rejection of the offer, please see section A.4.3.1 for further detail. The State also prefers that bidder redline these exceptions within the contract document. |
| 25 | C.11, pg. 15 – Are bidders to use the same Utilization Plan template (version 20.0 – 4.24.2020) for both BEPs and VSBs?  | Yes.   |
| 26 | D.1, pg. 16 - The RFP indicates goal of this contract is to establish a Project Management Plan (PMP). If there was a PMO in place previously to support Deloitte's system integration efforts? If so, are there any remaining infrastructure components that can be updated and leveraged (e.g., processes, standards)  | There may be such existing documentation but for the purposes of crafting its Proposal the Offeror should assume such documentation does not exist.  |
| 27 | D.2.1, pg. 16 – The RFP states that the PMO Vendor will report on a day-to-day basis to the DoIT CIO assigned to DHS, HFS, or the CIO's designee. Will the PMO Vendor report day-to-day directly to one official or to multiple?   | Initially, day to day reporting will be primarily to the four IES Leads who are a cross-functional senior leadership group made of key members of DHS, HFS, and DoIT Technical group members. The State intends to establish a single technical program lead in the future.  |
| 28 | D.2.1.1.2, pg. 17 - This requirement references various technical and business projects involving multiple vendors and cross-functional, internal teams. Could the State quantify the number of projects, vendors, and teams?  | The main projects are: Tech Refresh, COVID program changes, Long Term Security Plan (address security risks primarily due to end of support hardware and software) and the Supplemental Overpayment Project (SOP). The State has contracted with IBM to complete the infrastructure activities related to Tech Refresh (hardware, operating systems, middleware software) and COVID related programmatic changes are the responsibility of Deloitte.   |
| 29 | D.2.1.2.3, pg. 17 - This requirement references improved business line support for project teams. Are there any specific improvements being sought or issues that need to be addressed by the PMO?   | Overall, the State lacks the necessary program management staff to support each project and workstream resulting in inadequate status reporting. The PMO vendor is expected to provide adequate project management resources and provide status reporting and overall program metrics to the Steering Committee and stakeholders.  |
| 30 | D.2.1.3.1, pg. 18 - Approximately how many meetings is the PMO expected to facilitate in a standard work week?   | The exact number of meetings will vary. The PMO vendor will review the current project management process and activities and make recommendations to improve and streamline.   |
| 31 | D.2.4.1. pg. 21 - This requirement states, "The PMO Vendor will document current processes, policies, and procedures and suggest needed modifications in order to accelerate implementation of COVID 19 priorities and maintain ongoing operations." Can bidders assume that documentation on processes, policies, and procedures exist and the effort required by the PMO will be to update these documents? Or will the PMO be developing some or all of these documents in total? | There may be such existing documentation but for the purposes of crafting its Proposal the Offeror should assume such documentation does not exist.  |
| 32 | D.2.4.3, pg. 22 - Please confirm that this section refers to "high-level change management" in terms of controlling and managing change requests.  | D.2.4.3. provides process development specifications for 'High Level Change Management' and 'Production Support'   |

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| 33 | D.2.4.3.1, pg. 22 - Please define what is meant by “influence model” and “absorption by the business” as they relate to change management.   | A framework to drive adoption of program governance and change management among the program team and stakeholders.  |
| 34 | D.2.6, pg. 23 - Assuming there is currently an incumbent PMO vendor, what will be their responsibilities in the knowledge transfer process for the incoming PMO vendor and what is the estimated time that they will be available to support knowledge transfer?   | There is no incumbent PMO vendor.   |
| 35 | D.2.6.4, pg. 25 - At this time, does the State have plans to contract with an IV&V vendor during the duration of this PMO project?   | The State does not publicly comment on potential procurements.  |
| 36 | D.2.6.5, pg. 25 - Please describe the role of the Performance Consulting Vendor.   | State staff are committed to assuring that the system is operating accurately and efficiently and to rapidly improve and maximize system performance and productivity in the shortest time possible. Examples of critical system performance goals would be related to increasing system processing speed; reducing incidents of workers being locked out of tables, kicked out of the system, etc.; reducing incidents of workers receiving error codes including unknown error codes; and other problems. The Performance Consulting Vendor for IES supports state staff in successfully implementing a new and enhanced approach to improving, maximizing, and managing IES productivity and performance. This includes consulting services to identify critical system gaps and system performance issues; opportunities to improve reporting, monitoring and performance measures of the state’s eligibility system; and recommendations and assistance to the state in overseeing implementation of improvements. |
| 37 | D.3, Milestones and Deliverables Table, #6, pg. 28 - In terms of the documentation required for this task, System Architecture Documentation, please confirm that the type of documentation the State is looking for the PMO to provide is an assessment of the System Architecture Documentation.   | No. In the example given in section D.3., item 6 in the table, it is required to document completeness of IES system architecture. The deliverable being an initial system architecture document within 6 months of the contract start date.  |
| 38 | D.3.6, pg. 28 - The documentation of the system architecture is typically outside of the scope of the PMO and is usually provided by the System Integrator. Further validation of technical documents is usually performed by an IV&V Contractor. Please provide the reasons the PMO is required to provide this document. Is there an IV&V Contractor in place? | The table in section D.3. is an example of milestones and deliverables that would be generally applicable to PMO support for a given strategy, according to the State. Further information about the table in section D.3. is given in the first paragraph of section D.3.  |
| 39 | D.6.2, pg. 33 – Written Technical Elements A, B, and C require a substantial amount of information within a 10-page limit. Did the State intend for responses to Elements A, B, and C to be 10 pages <i>each</i> ? If not, would the State consider increasing the page limit to allow vendors to provide a more meaningful response?                            | The page limit applies to the total response to A, B and C. There should be a separate response for A, a separate response for B, and a separate response for C. The State is increasing the page limit for responses to D.6.2 from 10 to 23. The response should include the State’s specification then the vendor’s response to the specification. The font size should be 11 pt or larger.   |
| 40 | D.6.2, pg. 34 – Given the page limitation, can bidders remove the State’s requirements from their responses as long as they maintain the numbering?  | The page limit applies to the total response to A, B and C. There should be a separate response for A, a separate response for B, and a separate response for C. The State is increasing the page limit for responses to D.6.2 from 10 to 23. The response should include the State’s specification then the vendor’s response to the specification. The font size should be 11 pt or larger.   |
| 41 | D.6.2, pg. 34 – Given the page limitation, do bidders have to respond within the table format provided by the State or can they use their own format?  | The page limit applies to the total response to A, B and C. There should be a separate response for A, a separate response for B, and a separate response for C. The State is increasing the page limit for responses to D.6.2 from 10 to 23. The response should include the State’s specification then the vendor’s response to the specification. The font size should be 11 pt or larger.   |
| 42 | 3, pg. 41 – Please confirm that bidders do not need to return Section 3: Standard Terms and Conditions with the proposal but only need to return G, pg. 50 (Exceptions to Solicitation and Contract Terms and Conditions).   | If bidder includes exceptions in Section 3, Part G, the state prefers that bidder also redline these exceptions within the contract document. Please note that exceptions may result in rejection of the offer, please see section A.4.3.1 for further detail.  |
| 43 | I.1, pg. 58 – “All contracts with subcontractors must include Standard Certifications completed and signed by the subcontractor.” Is this requiring that bidders include a signed Standard Certifications with their proposals?  | Yes, Offerors should submit Standard Certifications with their proposal.  |

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| 44 | The RFP mentions the Illinois Department of Healthcare and Family Services Medical Programs and the Illinois Department of Human Services SNAP, TANF, Appeals, and Medicaid. How many Public Assistance Programs would be in-scope for the PMO and could a list be provided for each of them? | Medical programs includes Medicaid, CHIP and several state funded programs. Human Services programs include Supplemental Nutrition and Assistance Program (SNAP), cash programs such as Temporary Assistance for Needy Families (TANF) and Appeals.  |
| 45 | What is the approximate volume of applications received for each of the public assistance programs in-scope?  | Approximate new applications per month: SNAP 55,000; CASH 11,000; Medical 60,000   |
| 46 | Are there other application submission methods (mail, fax, email) that applicants can submit for the public assistance programs in-scope?   | Mail, fax, and walk-ins  |
| 47 | Are there current state and system process documentation available to share with the vendor?  | Current state documentation will be shared during onboarding.  |
| 48 | What entity houses and maintains HFS infrastructure?  | The IES system infrastructure is managed by the Department of Innovation & Technology and located within the State data center. Deloitte maintains and hosts a development environment and the batch processing infrastructure.  |
| 49 | Can a roadmap be provided for any planned infrastructure upgrades or planned programs and projects?   | The Tech Refresh program plan and road map will be shared with the winning bidder during onboarding.   |
| 50 | How many application defects are currently on the backlog?  | 2299   |
| 51 | How many new enhancements are currently on the backlog?   | 1138   |
| 52 | Is there a specific budget constraint for enhancements and bugs? If so, is the amount able to be provided?  | The enhancements and bugs are constrained due to available time in the release calendar. No, the State will not share budget information.  |
| 53 | What is the current process to prioritize enhancements and bugs?  | All enhancements and defects are logged within our ticketing system. Justification for the change or project is included within the ticket. Upon review, discussion and approval by DHS, HFS and DoIT the ticket or project is prioritized.  |
| 54 | Are there any processing jobs that the IES uses to either send or consume data to other agencies or data sources?   | Yes  |
| 55 | Does IES development follow a waterfall, Agile, or hybrid approach?   | Mainly waterfall, some special projects use Agile  |
| 56 | How many development release cycles occur each year?  | We currently average 4 large deployments with smaller deployments within those 4 large deployments.  |
| 57 | With exception to the 8 weeks of on-site travel, occurring in varying increments, is remote work acceptable?  | Yes, provided the work is performed within the United States.  |
| 58 | What existing communication and meeting cadences exist?   | Meetings occur regularly via WebEx.  |
| 59 | What roles are available to the "enhancement project team / PMO" from the current platform vendor (Deloitte)?   | The platform vendor (Deloitte) will provide a point of contact and/or subject matter experts for all projects and workstreams as appropriate. Further the platform vendor is responsible for managing its resources.   |
| 60 | Has the IV&V vendor been selected? Are there role definitions for the IV&V vendor?  | At this time there is no IV&V vendor.  |
| 61 | Besides SME's, what roles do the various state departments contribute to this effort?   | DHS and HFS are the IES business owners and responsible for administering the public assistance programs using the IES system. DoIT is responsible for state information technology services including the IES system. This includes a dedicated IES application development team and a dedicated IES infrastructure team.                                     |
| 62 | The current system contract is noted as running through 2022. This project is noted as being 2+ years long. Is there a chance that the core system changes during the life of this project? Is there any timeline or scope overlap on COVID enhancements vs. new system vendor planning?      | The State does not comment on pending procurements. The immediate focus on this solicitation and resulting contract are COVID specific and/or impacting requirements which includes: stabilizing and securing the system as part of tech refresh, implementing COVID program changes, and completing these priorities while maintaining day to day operations. |
| 63 | Can DoIT please provide an estimated contract start date for the COVID19.106 Integrated Eligibility System Project Management Office project?   | Due to the urgent need for program management services, the State will move quickly to complete the evaluation and contract negotiation processes. We anticipate executing a contract by the end of April/early May.   |

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| 64 | Page 1 Brief Description: Can DoIT elaborate on the nature of emergency and the programmatic changes impacting the IES program?  | The IES changes or projects could be emergency change such as COVID regulations, Disaster SNAP requirements, MPR changes, Medicaid mandates. Non-emergency changes related to Federal Mandates, State Law, or enhancements for user(field) benefit are part of the changes performed within the system. The State also includes performance enhancements and technically needed code changes.   |
| 65 | Page 1 Governance: Will the DoIT share the governance and organizational structure for the IES program?  | The executive sponsors provide strategic-level direction and set priorities for IES program activities. The Committee is chaired by the Deputy Governor for Health and Human services agencies. Members of the Committee include the Secretary of DoIT, Secretary of DHS and Director of HFS as well as senior executives from each of those agencies. The executive management oversight group (EMOG-X) functions as the project's steering committee by guiding the day-to-day project activities, DDI and M&O management, and projects such as the IES Technical Refresh effort, the Long Term Security Plan and the Supplemental Overpayment Project (SOP). EMOG-X consists of senior managers of each agency including the Deputy Director HFS, Deputy Director DHS, DoIT Group CIO, DoIT CTO, DHS CIO, IES Leads, IES Infrastructure members, and project managers. The IES Leads are a cross-functional senior leadership group made of key members of both DHS, HFS, and DoIT Technical group members. They are responsible for approval of all design changes, operational release management (priorities), and represent the respective business units for all projects impacting the IES system and its external partners. They are supported by the IES infrastructure group with includes representatives from DoIT Central and the DoIT Groups which are part of HFS and DHS. The Change control group is tasked with managing all IES DDI vendor (Deloitte) as well as other Tech Refresh (IBM) and IES Performance Monitoring (CSG) contracts, amendments and task orders and tracking the staff utilization reports against task orders. |
| 66 | Page 2 Governance: With the IES system vendor contract ending in October of 2022, who would the PMO work with to fulfill PMO duties after that date?   | The State expects a new contract to be in place before the current contract expires.  |
| 67 | Page 2 Governance: Can DoIT please provide the current Supplemental Nutrition Assistance Program (SNAP) and medical application and redetermination/renewal metrics?   | Medical average monthly applications: applications received 54,174, applications processed 75,419, applications on hand at the end of the month 41,901, applications on hand at the end of the month over 45 days old 26,682. SNAP average monthly applications received 55,000. Cash average monthly applications received 11,000. SNAP/Cash average monthly Redeterminations 96,000.  |
| 68 | Page 2 Governance: Can DoIT please provide the list of IES application defects?  | The list of defects will be provided to the PMO Vender during onboarding.   |
| 69 | Page 3 Outline: The RFP makes mention of a Letter of Intent template on the State of Illinois Solicitation and Contract Templates website; however there does not appear to be a requirement that Offeror's submit a Letter of Intent. Can the DoIT confirm? | Please see sections A.13 and A.14 of the RFP. The Utilization Plan Part II: Participation Agreement is also referred to as a Letter of Intent.  |
| 70 | Page 3 Outline: We are unable to locate the VSB Utilization Plan on the State of Illinois Solicitation and Contract Templates website. Can the DoIT confirm that we should use the same form that we use to complete our BEP Utilization Plan?               | Yes. The Utilization Plan Version 20.0 (4.24.2020).pdf should be used for the Utilization Plan mentioned in A.13 and A.14 of the RFP.   |
| 71 | Page 4 A.3.2: The answers to vendor questions are being shared on March 19, 2021. As many of the answers to questions will inform vendor responses to the RFP, would DoIT consider a two week extension to the proposal submission deadline?                 | Due to the urgent need for program management services, the due date will remain as stated in the solicitation.   |
| 72 | Page 9 A.13: Can the PMO vendor partner with multiple Business Enterprise Program (BEP) entities to satisfy the utilization goals stated in the RFP?   | Yes   |
| 73 | Page 16 D.2.1: The RFP notes that State resources will be the final decision makers. Can the State please elaborate on how DoIT plans to support this and how many state staff are available to collaborate with the PMO?                                    | The EMOG Executive Committee (described in response to Q65) functions as the IES project's steering committee by guiding the day-to-day project activities. EMOG-X consists of senior managers of each agency. For staffing numbers see the response to Q100.   |

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| 74 | Page 16-20 D.2: Are Offeror's required to respond to specific provisions within Section D.2: Supplies and/or Services Required, or are Offeror's responses limited to Section D.6: Offeror's Proposed Solution to Meet the State's Requirements?   | See response to #22.  |
| 75 | Page 16 D.1: The RFP notes that in the future, key resources may be required to be on site in Springfield for approximately eight (8) weeks, in varying increments, throughout the year. Can the State please clarify:<br>• What is meant by "varying increments?"<br>• Whether key resources will be required to be on site for eight (8) weeks over the two year contract period, or sixteen (16) weeks over the two year contract period? | The State may ask the vendor to be on site for a single day at a time or maybe a week at a time. The total time requested for onsite meetings is not expected to exceed a total of eight (8) weeks/forty (40) days a year. If the contract runs for two years the total time for onsite meetings is not expected to exceed a total of sixteen (16) weeks/eighty (80) days.                    |
| 76 | Page 17 D.2.1.1.4: Can the DoIT please elaborate on its list of identified prioritized requirements from COVID 19 guidance that will be handled by the PMO, especially those requirements that are causing DoIT the greatest challenges?   | The priorities referenced in Section D are detailed in Attachment 1.  |
| 77 | Page 17 Multiple instances: The RFP mentions strategic projects (D.2.1.2.1), business and technical projects (D.2.1.1), and business enhancement (D.2.1.2) projects. Can the DoIT please elaborate on the differences between these projects and how they relate to priorities identified in Attachment 1?   | The priorities referenced in Section D are detailed in Attachment 1.  |
| 78 | Page 17 Multiple Instances: How many projects are in consideration under this solicitation for PMO?  | The priorities referenced in Section D are detailed in Attachment 1.  |
| 79 | Page 20 D.2.2.6: What tools are currently in use that may serve as a baseline for the PMO team?  | Microsoft Project and JIRA  |
| 80 | Page 26-27 D.3: In the Deliverables table Section 2: Project Management Plan and Section 5: Infrastructure Upgrades, the State identifies similar "Associated Deliverables" – will the DoIT permit vendors to propose one deliverable to address both of these items?  | The table in section D.3. is an example of milestones and deliverables that would be generally applicable to PMO support for a given strategy, according to the state. A detailed schedule of milestones and deliverables will be agreed upon with the successful vendor.   |
| 81 | Page 27 D.2.6.5: Will the DoIT please share the name and role of the performance consulting vendor?  | The Performance Vendor, CSG, has completed an assessment of the IES system. The results of that assessment will be shared with the PMO during onboarding.   |
| 82 | Page 33 D.6.2: Can the DoIT please confirm that the 10 page limit for Section D.6.2 only includes the "Vendor Narrative" sections and does not include the text contained in the Activities and Experience, Offeror Experience, and Proposed Staffing prompts?   | The page limit applies to the total response to A, B and C. There should be a separate response for A, a separate response for B, and a separate response for C. The State is increasing the page limit for responses to D.6.2 from 10 to 23. The response should include the State's specification then the vendor's response to the specification. The font size should be 11 pt or larger. |
| 83 | Page 33 D.6.2: Given the page limit, can Offeror's include project team resumes as an attachment in Packet 1 (not counting towards the page limit)?  | Individual resumes are not required for D.6.2. Vendors should describe the types of resources that will be assigned to this contract to perform the PMO duties described in D.2.  |
| 84 | Page 59 Attachment 1: The RFP states that the PMO's primary focus is to be on priorities 1 and 2 of Attachment 1. Can the DoIT please elaborate on how these priorities were determined?   | The State is obligated to meet the statutory and programmatic requirements especially time-sensitive pandemic relief program changes. Tech Refresh replaces end of support hardware and software which is foundational to securing the system and meeting the increasing system demands and utilization.  |
| 85 | Page 59 Attachment 1: Are the current information technology (IT) assets and infrastructure specified in the RFP on the traditional platforms or cloud enabled?  | The current infrastructure are hosted within the State's data center on a traditional platform of virtual servers.  |
| 86 | Can the DoIT share details leading to the decision to procure a PMO (e.g., independent verification and validation [IV&V] recommendation or independent assessment)?   | The State does not have the program management resource capacity to adequately support the IES program.   |
| 87 | What is the anticipated start date for the PMO vendor?   | Due to the urgent need for program management services, the State will move quickly to complete the evaluation and contract negotiation processes. We anticipate executing a contract by the end of April/early May.  |
| 88 | Has DoIT been performing IES PMO responsibilities? If not, how are the activities envisioned in this RFP currently managed and how many staff are supporting these activities?   | The State does not have a contract with a vendor for IES program management. The State has contracted for individual program management professionals for specific projects.  |
| 89 | What is the proposed budget for the PMO work and is this approved?   | The State will not be sharing the projected budget.   |
| 90 | Who has been or is the IES IV&V vendor? Can the last three (3) IV&V reports be provided?   | At this time there is no IV&V vendor.   |

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| 91  | Has the State had any assessments completed related to the IES that will help inform potential responders of the challenges their teams may need to help address? If so, will the State share those reports?                              | The Performance Vendor has completed an assessment of the IES system. The results of that assessment will be shared with the PMO during onboarding   |
| 92  | The RFP is soliciting for a PMO, but the deliverables appear to be focused at project level – can DoIT clarify its expectations?  | DoIT expectations are given in the RFP.  |
| 93  | What phases of delivery and methodology are currently in place for the projects the PMO will lead?  | Tech Refresh is broken into multiple phases scheduled through the next two years. The State plans to complete the database infrastructure upgrades in July. The State is in the planning phase of upgrading the middleware software. The first batch of software updates are expected to run through December at which time we will begin planning for the next batch.   |
| 94  | How many vendors are involved with the portfolio of projects governed by the PMO? How many overall vendors are there and/or about how many vendors on average are there per project?  | Deloitte is responsible for the IES application. IBM has been engaged to complete the infrastructure activities related to Tech Refresh (hardware, operating systems, middleware software). CSG is engaged as a performance consultant.  |
| 95  | What portfolio analytics does the state require to manage projects?   | The State expects reports and dashboards to improve program visibility and decision making. We expect the vendor to present recommendations leveraging it's experience in program management of similar size and scope. Minimally the State needs visibility on project schedules and project budgets; tracking request backlogs, defect rates, and security risk reports.   |
| 96  | Will the PMO be involved in procurement, approval, or launch for new projects or vendors as part of the demand management?  | The PMO vendor may be asked to provide requirements for IES related procurements; however the State will be responsible for the procurement process. Any IES related projects that result from the procurement will be included in the PMO program management and reporting.   |
| 97  | What would our role be in monitoring/managing the compliance requirements? Who has responsibility today and would the responsibility shift moving forward?  | Yes, assisting EMOG in monitoring compliance with the state and federal requirements would be a part of PMO work. The responsibility would not shift; however, the PMO would perform work to assist the State in this responsibility.  |
| 98  | What standards and processes and supporting documentation already exist that will remain in place that PMO will carry forward?  | Change Management document, Design Documents, Communication Plan (being revised)   |
| 99  | What baseline information or documentation can we expect for each project managed by PMO? E.g. project charter, product vision, product roadmap, project/product backlog of work or scope definition, solution architecture, etc.         | The State follows a standard project management process that starts with Initiation, Planning, Architectural Review and PM Planning Review, Project Execution, Audit Review and Implementation. The State is open to the PMO leveraging State templates or their own templates.  |
| 100 | How many people including state, vendor, and 3rd party full time resources are assigned to the projects to be managed by the PMO currently? How many will there be at each 3 month interval from now during the course of the engagement? | DoIT Infrastructure - currently 21 resources and expected to grow to 36 resources. DoIT Application - currently 24 resources and expected to grow over the two years. IBM resources will vary throughout the Tech Refresh project based on the need; they currently have around 20 resources assigned. DHS - currently 37 resources and expected to grow to 90. HFS - currently 27 resources and expected to grow to 47. |
| 101 | How will the number of vendors, projects, and stakeholders change over the 2 year period of the contract?   | The State makes no commitments on the changes that may occur over the next 2 years.  |
| 102 | Does each project have dedicated development resources to their workstream? If no, how many of them do vs. don't?   | The current Maintenance and Operation team has a dedicated number of individuals on the team. All of our task orders for projects outside of the M/O team require a large portion of the team be dedicated.  |
| 103 | Do the projects currently have Business Analysts, project managers, or scrum master or similar type roles provide by the solution vendor or provided by DoIL?   | The current M/O vendor provides Project Managers and Business Analysts. HFS, DHS, and DoIT provide Project Managers, Subject Matter Experts in support of the system changes and projects.   |
| 104 | Does each project have a product manager and/or product owner to make decisions about priorities and scope? - If not, how many have this vs. don't? - For those that don't, how are priorities and scope decided and managed?             | The State is lacking the necessary project managers and project support resources for each workstream. The PMO vendor will be expected to provide the appropriate project management resources.  |
| 105 | How is this project funded?   | Funding is combination of federal and state funding.   |

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| 106 | What portion, if any, of this project is funded through the State of Illinois General Revenue Fund?   | IES is funded with a mix of federal and state funds. Approximately 60% of the IES budget is covered by federal funding.  |
| 107 | Is there a current set of super users or individuals that are earmarked for User Acceptance Testing?  | The program has dedicated UAT teams.   |
| 108 | Does the State have separate vendor management protocols that would be used?  | No   |
| 109 | What is the content of the current portfolio? How many projects are in-flight?  | The main projects are: Tech Refresh, COVID program changes, Long Term Security Plan (address security risks primarily due to end of support hardware and software) and the Supplemental Overpayment Project (SOP). The State has contracted with IBM to complete the infrastructure activities related to Tech Refresh (hardware, operating systems, middleware software) and COVID related programmatic changes are the responsibility of Deloitte. |
| 110 | What is the general makeup of the teams that support the technical components within IES? (Attachment 1) Are they blended with DoIT and vendor resources?   | The IES system infrastructure is managed by the Department of Innovation & Technology and located within the State data center. Deloitte maintains and hosts a development environment and the batch processing infrastructure.  |
| 111 | Are there any advance planning docs that have been developed to support the IES program? If so, can we have access to those?  | The State maintains an Information Technology Advanced Planning Document (IAPD) as required by the federal funding agencies. A copy of the IAPD will be provided to the PMO vendor during onboarding.  |
| 112 | Who is currently managing their data environment? Is it DoIT, external vendors, other agencies?   | Vendor and State technical staff.  |
| 113 | What the current number of end users to the system?   | IES uses ABE as its public facing web site, please refer to Q67 for the number of average monthly applications. IES Worker Portal currently accommodates 6300+ users   |
| 114 | What Change Management / communications support will be provided by the State?  | State currently has a Change Management Review Board and expects the PMO vendor to attend weekly Change Management meetings.   |
| 115 | What is the expected duration/size/scope of effort of the individual projects?  | Tech Refresh is broken into multiple phases scheduled through the next two years. The State plans to complete the database infrastructure upgrades in July. The State is in the planning phase of upgrading the middleware software. The first batch of software updates are expected to run through December at which time we will begin planning for the next batch.   |
| 116 | Question regarding Document Format for D.6.2 Technical Requirements (pg. 33); D.8.3 & D8.4 (pg. 37/38) Are we able to recreate in our own document format? Or do we need to respond within the Microsoft Word document provided?                                | Offerors may provide in substantially the same form a separate document if it assists the Offeror. Please also see response to question 15.  |
| 117 | Does the state use Agile or Waterfall methodology for IES project delivery?   | Mainly waterfall, some special projects use Agile  |
| 118 | Can the state share the software and tools being used by DoIT and what can be leveraged for this project? We are interested in understanding what tools are available for us to re-use.   | JIRA, JAMA, Confluence and AppDynamics   |
| 119 | Can the state help define on an average how many projects small/mid/large size are expected to be executed during the contract duration? Does the State run multiple releases or single release model?  | State is mainly doing Maintenance and Operations work on defects and changes. There are also several projects in addition to the M/O team. We currently have approximately 4 large releases a year with 60 to 75 defects or enhancement tickets involved per release, in additional small releases of 10 to 15 tickets.  |
| 120 | On requirement D2.4.1 is the intent to document project level processes or IES business processes / policies and procedures?  | D.2.4. primarily focuses on project management processes including change management and impact of planned changes to IES system users.  |
| 121 | Would you please clarify if there are or are not any limitations that would require portions of this scope of work to only be supported by resources located within the United States? (Section D.8 seems to only require disclosure of any non-US-based work.) | Services must be performed within the United States. The State has published an Amendment revising D.8.  |
| 122 | Can you describe how the PMO activities within scope will relate to other current or future planned PMO structures within DoIT?   | The State follows a standard project management process that starts with Initiation, Planning, Architectural Review and PM Planning Review, Project Execution, Audit Review and Implementation. The State is open to the PMO leveraging State templates or their own templates. The PMO vendor will work exclusively on the IES system.  |

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| 123 | Would a successful vendor for this RFP be precluded from bidding on any potential procurement to provide support services to the IES systems? Would this still apply if the work on this program was completed prior to an IES support services RFP?   | The State cannot comment on future solicitations. No vendor can manage, pursuant to one agreement with the State, its own or an affiliate's performance pursuant to another agreement with the State.   |
| 124 | In the D.3 Milestones and Deliverables table, under "2-Project Management Plan" there is a deliverable listed for the "Quarterly Vendor Performance Report". Does this report cover the IE implementation vendors or the PMO vendor? Given that the "associated deliverable" contains "change request log and disposition" and "change strategy" what is the purpose of the quarterly vendor performance report? Note that this same item is also located under "5: Infrastructure Upgrades" in the D.3 table. | The table in section D.3. is an example of milestones and deliverables that would be generally applicable to PMO support for a given strategy. This table is provided in order to illustrate activities and associated deliverables. A detailed schedule of milestones and deliverables will be agreed upon with the successful Vendor. Regarding the 'change request log and disposition' and 'change strategy' are inputs to the Quarterly vendor performance report. |
| 125 | Is the PMO vendor also expected to provide Quality Assurance review of all vendor deliverables or only certain ones?<br><br>Which deliverables is the State seeking Quality Assurance review from the PMO vendor?  | State program resources are responsible for performing the quality assurance review of application changes. The PMO vendor is expected to document that review process, track the results and provide dashboards/reports communicating overall results.   |
| 126 | Assume this takes place after Go-Live implementation or is this also for existing projects in maintenance mode? What are the current tools being used for release management? What are the anticipated go-live events and the schedule for these?  | The IES system went live in October 2017. All activities are now maintenance or enhancement projects. Release management tools include JIRA and Confluence. Releases and projects are scheduled based on a calendar schedule or business need.  |
| 127 | Does the State want PMO vendor responses to propose a project team collaboration tool? What are the current collaboration tools in use by the State?   | The State is using the following collaboration tools: WebEx for videoconferencing, Teams for chat and documentation sharing, and SharePoint for document sharing. The State will provide the PMO vendor with access to these tools. The PMO vendor is not expected to purchase/provide additional collaboration tools.  |
| 128 | Please provide list of technical and business projects that the State currently anticipates being within the scope (name and high level description) of PMO services? What is the current status of each of these projects?  | The main projects are: Tech Refresh, COVID program changes, Long Term Security Plan (address security risks primarily due to end of support hardware and software) and the Supplemental Overpayment Project (SOP). The State has contracted with IBM to complete the infrastructure activities related to Tech Refresh (hardware, operating systems, middleware software) and COVID related programmatic changes are the responsibility of Deloitte.                    |
| 129 | "Demand Management" referring to change requests or demand pipeline for new projects to be chartered? What is the currently defined portfolio of projects?   | The main projects are: Tech Refresh, COVID program changes, Long Term Security Plan (address security risks primarily due to end of support hardware and software) and the Supplemental Overpayment Project (SOP).  |
| 130 | "as defined in any SOW" - does this mean that the cost/pricing for PMO services will be finalized when projects are defined in an SOW after the PMO services is awarded? For the purposes of the fixed-fee cost proposal for PMO services, what are the projects and anticipated schedule of key milestones for these that the fixed-fee effort should be based on?  | As defined in E.1.1. the State requests a total overall fixed price for the scope of PMO activities, milestones and deliverables described in this RFP, specifically D.2 and D.3.   |
| 131 | Please confirm that the PMO services vendor will also be responsible for Quality Assurance.  | State program resources are responsible for performing the quality assurance review of application changes. The PMO vendor is expected to document that review process, track the results and provide a dashboards/reports communicating overall results.   |
| 132 | Please elaborate on "business line support for project teams". What are examples of what "improved business line support" might look like?   | Overall, the State lacks the necessary program management staff to support each project and workstream resulting in inadequate status reporting. The PMO vendor is expected to provide adequate project management resources and provide status reporting and overall program metrics to the Steering Committee and stakeholders.   |
| 133 | How frequently does the steering committee meet?   | The Steering Committee meets weekly.  |
| 134 | Does "standardized processes" refer to PMO/Project Management processes (e.g., change management, release management) or to program/business processes?  | "standardized processes" in section D.2.1.2.5 refers to processes to support successful project outcomes, for the oversight and control of the project and project governance.  |

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| 135 | Does "alignment with federal government mandates" refer to requirements around the management of the projects portfolio or to the project implementation requirements (functional, technical and vendor service requirements)?          | Applies to all federal mandates governing the programs leveraging the IES system and federal funding.  |
| 136 | Will the PMO vendor have client email addresses and ability to view State schedules?  | The PMO vendor staff will be given state email accounts to make it easier for meeting scheduling and email communications.   |
| 137 | What comparable deliverables (comparable to a Production/Implementation Plan) is being provided by SI vendors? How many Production/Implementation Plans are currently anticipated, what is the timing of these, and for which projects? | The State currently schedules 4 to 5 large deployments and several small deployments per year. Projects are merged with the release schedule. The State currently has 4 to 5 large projects outstanding. The timing of these projects have release dates from July through 2023.   |
| 138 | Which program areas are expected to request modifications for which solutions and what is the timing of these?  | Requests are received weekly for modifications to SNAP and CASH policies, Operations, Medical Policy, and similar program changes.   |
| 139 | Please confirm that the PMO services solicitation also includes Quality Assurance services.<br>Please provide the current anticipated deliverables and the submission timeframes.   | State program resources are responsible for performing the quality assurance review of application changes. The PMO vendor is expected to document that review process, track the results and provide a dashboards/reports communicating overall results.  |
| 140 | What are the current project and subproject Vendors(s) and the associated scope and contract terms?   | The main projects are: Tech Refresh, COVID program changes, Long Term Security Plan (address security risks primarily due to end of support hardware and software) and the Supplemental Overpayment Project (SOP). The State has contracted with IBM to complete the infrastructure activities related to Tech Refresh (hardware, operating systems, middleware software) and COVID related programmatic changes are the responsibility of Deloitte. |
| 141 | Please provide the listing of deliverables and associated timeframes currently anticipated during the contract term of the PMO services.  | The State has provided in the RFP as much as it can along these lines, namely, an example, illustrative list of potential milestones, activities, deliverables, and due dates in Section D.3.  |
| 142 | Please confirm that the PMO services solicitation also includes Quality Assurance services.   | State program resources are responsible for performing the quality assurance review of application changes. The PMO vendor is expected to document that review process, track the results and provide a dashboards/reports communicating overall results.  |
| 143 | What is an "influence model"?   | A framework to drive adoption of program governance and change management among the program team and stakeholders.   |
| 144 | Who is providing production support? What tools are currently being used to track and manage production support?  | Deloitte is the IES System vendor. Production support tools include Opcon batch scheduler and AppDynamics.   |
| 145 | Is this Transition Plan for the transition of PMO services to the State or successor service provider? Or is this for the transition of system integration (or other services) from those vendors?                                      | The Transition Plan is for the handoff of PMO responsibility to a successor at the end of this COVID Emergency contract.   |
| 146 | What is the transition being referenced? Is this the transition of PMO services?  | The Transition Plan is for the handoff of PMO responsibility to a successor at the end of this COVID Emergency contract.   |
| 147 | What is the current schedule of anticipated project closeouts?  | Tech Refresh is broken into multiple phases scheduled through the next two years. The State plans to complete the database infrastructure upgrades in July. The State is in the planning phase of upgrading the middleware software. The first batch of software updates are expected to run through December at which time we will begin planning for the next batch.   |
| 148 | Are these recurring maintenance and/or operational activities and costs anticipated to include internal State costs in addition to costs associated with contracts for services?  | Assuming this question is referring to D.2.6.3 Transition to Operations for Closeout Phase. Recurring costs would be related to any software application or tool purchased by the PMO Vendor for ongoing program management activities that would require the State to assume the costs at the end of the contract or be prepared to replace/transition to another application/tool.   |
| 149 | Are Maintenance and Operations Plans required in the vendor contracts of the system integrators responsible for implementation work?  | Yes, the system vendor performs maintenance and operations work. There is documentation on the recurring maintenance and operations activities, and the system vendor also produces a monthly report of its maintenance, operations, and development work.   |

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| 150 | <p>Please provide clarification on the concurrent initiatives you have ongoing or anticipate having in support of the IES PMO COVID-19 efforts, including:</p> <ul style="list-style-type: none"> <li>oHow many ongoing projects?</li> <li>oWhat size/complexity/timeframe?</li> <li>oHow many different vendors? State teams?</li> </ul> | <p>Tech Refresh is broken into multiple phases scheduled through the next two years. The State plans to complete the database infrastructure upgrades in July. The State is in the planning phase of upgrading the middleware software. The first batch of software updates are expected to run through December at which time we will begin planning for the next batch.</p>   |
| 151 | <p>Please clarify what the State means by engagements of similar size and scope in which “a system was transferred from one vendor to another.”</p>   | <p>Many of the IES systems in production throughout the 50 states are "transfer" systems meaning the original code was developed for a specific state and has been transferred to other states.</p>   |
| 152 | <p>Will the State be open to an offeror’s capabilities and experience for engagements of similar size and scope in which “a system was planned and implemented?”</p>  | <p>As stated in D.6.1 Mandatory Requirements M.1, Offeror must have a minimum of ten (10) years in the business of delivering project management services with specific experience with large, complex information technology system implementation, modernization, or other significant modifications. At least five (5) of those years must be for a governmental entity. Offers that do not meet the Mandatory Specifications will be deemed non-responsive.</p> |
| 153 | <p>Please list the types of meetings and frequency of these that the PMO vendor should assume in providing a fixed fee proposal to support and facilitate?</p>  | <p>The exact number of meetings will vary. The PMO vendor will review the current project management process and activities and make recommendations to improve and streamline.</p>   |
| 154 | <p>Is the PMO vendor providing training of end users, key managers and administrators on project processes or is the PMO vendor expected to train end users on solutions implemented by the systems integrator(s)?</p>  | <p>Vendor is not responsible for user training. However, the PMO vendor will be responsible for training the project/program team (applicable DoIT, DHS and HFS resources) on the project management processes and reporting.</p>   |
| 155 | <p>What is the current project schedule and anticipated timeline for delivery and review of vendor deliverables the PMO vendor would be performing QA review on?</p>  | <p>Tech Refresh is broken into multiple phases scheduled through the next two years. The State plans to complete the database infrastructure upgrades in July. The State is in the planning phase of upgrading the middleware software. The first batch of software updates are expected to run through December at which time we will begin planning for the next batch.</p>   |