Response to Written Questions
RFS 20-017

Question No.	DOC NAME (RFS or Attachment)	PAGE # OR SECTION #	RESPONDENTS QUESTION	STATE'S RESPONSE
1	RFS	section 1.24	Will CSB extend the proposal due date by a period of 10 business days to allow additional time to review the materials provided and submit questions to prepare a response to provide CBS with the best available information to evaluate potential vendors?	No, the due date will not be extended.
2	Attachment I - Invest Document Strategy	section 2.2.2	Is CSB currently using Rational CLM as outlined in this section for the ISETS maintenance efforts?	CSB utilizes Rational CLM for ISETS maintenance following a traditional methodology.
3	RFS	None	Does CSB currently follow an Agile approach to support the ISETS System?	No.
4	Attachment I - Invest Document Strategy	section 2.5	Strategy states "• Resources will need to be hired and/or trained prior to the start of the DDI vendor." What resources does CSB plan to hire and train prior to the start of the DDI Vendor?	This refers to all vendor staff that relate to the INvest project. There is no plan for CSB to hire additional staff for INvest.
5	Attachment I - Invest Document Strategy	2.7.1	Is it correct, that the PMO vendor must provide and train the "back-up Librarian"?	Yes, this is correct.
6	Attachment I - Invest Document Strategy	2.7.1 Table 5	States the Librarian "• Researches, develops, and maintains document management training materials" is delivery of training also required?	No.
7	Attachment J - PMO Deliverables Matrix		Is the Organizational Structure & Resource Calendar Documentation deliverable the structure and calendar of the PMO vendor team only?	Yes, this is correct.
8	Attachment F - Technical Proposal	None	Do you plan on hosting the cloud solution in the State or vendor's environment?	The INvest solution will be hosted outside the State environment. The selection will be made through the INvest DDI RFS process.
9	Attachment F - Technical Proposal	None	Is there a desire to have a change control board between the State and PMO vendor to review the final work package of each sprint before it goes into production?	There will be an INvest Change Control Review Board (CCRB) made up of State, PMO vendor, and DDI vendor staff as well as other staff as appropriate. However, the deliverable review and acceptance will be conducted by CSB rather than the CCRB.
10	Attachment F - Technical Proposal	3.9.1	Can you explain why UAT occurs after the sprint review in the sprint cycle diagram?	CSB plans to use UAT (e.g., with Prosecutors) as a secondary sprint review for decision makers who are not regularly engaged with the project.
11	Attachment F - Technical Proposal	None	What existing application lifecycle management, project management, project planning tools and technologies has the Child Support Bureau previously procured that the PMO could leverage for this project?	The INvest PMO vendor can use Rational CLM.
12			What type of tool you are using in current project?	CSB currently uses MS Project and Rational CLM for ISETS maintenance efforts. DCS is also using Atlassian tools (Jira, Confluence, Tempo, Zephyr, ScriptRunner, Jira Workflow, Easy Agile, and Big Picture).
13	INvest Document Management Strategy	12	There are 8 positions mentioned, please clarify they are still working there or vendor will provide this key persons?	Except for the INvest PMO (which is the PMO vendor), the others are all State resources or State contractors. The PMO vendor resources will be interacting with each of the listed parties. Please see the response to Question #14 for additional information of Key Personnel the PMO vendor must provide.
14			How many positions need to filled by the vendor side for this project?	There are four positions described in Section 3.1 of Attachment F. Beyond these four positions, the State is looking to the Respondents to propose a staffing structure that best meets the needs of the State as described in the RFS.
15	017_RFS 20-017 - PMO v2	4. (1.1)	If we are responding for PMO project and we lost it and in future there will be rebid. Can we response any other project for the same.	If the award for this INvest PMO RFS has been posted, non-awarded Respondents (and their subcontractors) are eligible to submit a proposal for any other INvest project procurements as long as qualification conditions are met (e.g., the awarded DDI vendor cannot submit a proposal to be the IV&V vendor). If a new INvest PMO RFS is released in the future, Respondents to this RFS can submit a proposal to the future RFS.

Question No.	DOC NAME (RFS or Attachment)	PAGE # OR SECTION #	RESPONDENTS QUESTION	STATE'S RESPONSE
16			What type of services we can share with our MWBE subcontractor? And can we use subcontractor services or capabilities or Past performance in this project?	Respondents can use an MWBE subcontractor for a "Valuable Scope Contribution" (defined as a business function that supports the scope of this solicitation). The firm must serve a value-added purpose on the engagement, as confirmed by the State. Respondents can describe subcontractor services, capabilities, and past performance as it pertains to the function they will be serving on the project but be clear in the proposal where the service, capability, or past performance is by the subcontractor and not the Respondent. Note: References requested in 2.3.6 of the Business Proposal must be for the Respondent, and not a subcontractor.
17			Is it mandatory to provide MBE and WBE both for this or we can go with only one for this project?	Respondents are not mandated to use any MBE or any WBE. You can use one or both (or more than one of each). Please refer to Section 3.2.6 of the RFP to understand the impact on scoring of MWBE participation.
18	RFP	1.21	Can a diverse vendor be on both a proposal for DDI and PMO being that no award has been announced for DDI?	If the DDI RFS has not been awarded, any respondent to the DDI RFS and their proposed subcontractors cannot submit a proposal for the PMO RFS.
19	RFS 20-017	N/A	Does this project have an incumbent vendor? If so, who?	ISETS is owned and operated by CSB Technology Team. INvest is a new system and there is no incumbent.
20	RFS 20-017	N/A	What is the anticipated budget for this project?	This information is not available.
21	Att F - Technical Proposal	3.3 CSB Project Management Approach, Section f.	Will CSB or the DDI vendor be required to provide and fund adequate licenses to the PMO for the CSB approved and selected Application Life Cycle Management tool? Will the CSB direct the INvest program toward a specific toolset for management and reporting, including Agile/Project Management, Risk, Issue, Quality, and Cost?	DCS will provide ALM licenses to the PMO vendor based on role and responsibility. DCS will ultimately direct the INvest program toward a specific toolset for management and reporting, but we are open to suggestions.
22	017_RFS 20-017 - PMO v2	section 1.24 - Summary of Milestones	Will DCS consider extension to the current submission date of Aug 30? We would like to request for 2 week extension to this timeline	Please see the response to Question 1.
23	017_RFS 20-017 - PMO v2	Section 1.4 - Summary Scope of Work	Are there any restrictions on location of the staff assigned to this project? For the on-site resources, will DCS provide required real estate, connectivity and/ or laptops?	DCS expects the PMO vendor staff to be co-located with the CSB team. The PMO vendor has the option to send their own laptops through the IOT hardening process or utilize a DCS laptop.
24	017_RFS 20-017 - PMO v2	Section 3.1 - Proposal Evaluation Procedure	Section 3.2 refers to Adherence to Mandatory Requirements - please clarify what the pass/fail criteria for this project evaluation	Outside any discrete mandatory requirements from the agency for the services contemplated, this could include, but not limited to, agreement of mandatory contract clauses, Section 2 (proposal preparation) RFS instructions, not altering any of the State templates provided, and review for proposal completeness.
25	017_RFS 20-017 - PMO v2	1.8 DUE DATE FOR PROPOSALS/ Page No : 8	We understand that State of Indiana needs one original CD-ROM / USB Thumb Drive (marked "Original") and three (3) complete copies on CD-ROM / USB Thumb Drive. Let us know if there is any requirement for hard / print copies in the submission.	No hard copies are required.
26	RFS 20-017	Section 1.24	Can the State please consider extending the due date by two weeks?	Please see the response to Question 1.
27	Attachment C - INvest Sample Contract Documents	Sample Contract	Were the updates to the sample contract provided on July 26th the final updates to the sample contract and has the entire sample contract been provided?	The sample contract provided is a close representation of what the State expects to utilize during the contract drafting.
28	Attachment F-1	pg. 1	To clarify, respondents may use their own format to respond as long as it follows the order of the template?	This is correct.
29	RFS	2.4, pg. 22	Please confirm that sample documents and resumes are not included in the 100 page limit.	This is correct.
30	Attachment F / Attachment F1	Section 17.0 (Traceability) / Section 3.8	Please reconcile these statements from this section: "The DDI vendor will assume full control of the requirements, making approved changes and completing all traceability activities for the remainder of the INvest Project" and "The PMO vendor is ultimately responsible for facilitating and managing the overall requirements management process and ensuring requirements traceability." Is maintaining traceability information the responsibility of the DDI vendor or the PMO vendor?	The DDI vendor is responsible for requirements and creating traceability. The PMO vendor is responsible managing impact and risk to the INvest project associated with any change management and traceability across the socio-technical enterprise.

Question No.	DOC NAME (RFS or Attachment)	PAGE # OR SECTION #	RESPONDENTS QUESTION	STATE'S RESPONSE
31	Attachment F / Attachment F1	Section 17.0 (Traceability) / Section 3.8	Regarding this statement: "The DDI vendor will provide a vision and methodology for documenting and maintaining traceability throughout the agile software development lifecycle, and back to source requirements." We understand that the requirements traceability process is to-be-determined and is highly dependent on the details of the agile methodology. Once the requirements management methodology and processes are defined, what do you see as the PMO vendor's role in supporting these?	Even though the PMO doesn't own the resources allocated to the INvest project's execution, the PMO can still manage the triple constraints (time, cost, and quality) and provide expert advice to ensure the INvest project is delivered on time, on budget, and meet DCS's expectations: - Expert Advice - Project Support - Project Management Standards and Methodology - Maintenance of Lessons Learned - Support for Project Management Tools and Software - Project Control - Inter-project Communication - Promotion of Project Management
32	Attachment F / Attachment F1	Section 17.0 (Traceability) / Section 3.8	Can the State provide the system requirements for bidders to review at this time?	The INvest system requirements are included in Attachment F of the INvest RFS Attachment F, which can be found in Attachment K (Bidder's Library).
33	Attachment F / Attachment F1	Section 3.5 (Quality)	The RFP states "The quality management plan must also describe how the PMO vendor staff shall ensure the DDI vendor meets the quality requirements for INvest." Please clarify the PMO's role vs the QA Contractor's role in this activity	The QA vendor will look at the quality of the system deliverables. The PMO vendor will ensure that is quality of the project execution (triple constraint), accurately communicates the status of INvest project schedule, budget, and quality.
34	Attachment F	11 (3.1.4)	Will the state provide more clarity about network set-up and connectivity requirements of the PMO vendor?	The PMO vendor should be able to connect to a LAN via WiFi and VPN to work with the DCS' tools.
35	Attachment F	18 (3.6 h)	Will the awarded bidder be responsible for procuring software and hardware?	The PMO vendor will not be responsible for procuring the software and hardware referenced in Section 3.6.h.
36	Attachment F	15 (3.3 f)	If we use the DDI's tools, how many licenses will be provided?	Licenses will be provided based on the roles and responsibilities of the proposed resources so that the PMO vendor can effectively execute their contractual services.
37	Attachment F	14 (3.3 a)	Section 3.3a. CSB Project Management Approach refers to "established CSB processes". What are the established CSB processes being referred to in this section in addition to those laid out in the INvest Governance Manual	Established CSB processes refers to the processes defined within the INvest Governance Manual.
38	Attachment F	9 (3.1.1)	Does a formal escalation process currently exist?	A formal escalation process has not been defined at this time.
39	Attachment F	11 (3.1.4)	The Document Librarian/Technical Writer role, as described in section 3.1.4, entails a diverse skill set. Would the State allow for respondent to name two people who would to fulfill the responsibilities?	Yes.
40	Attachment F	11 (3.1.4)	Aside from the 4 named PMO positions in attachment F, are there other roles required to be onsite with CSB?	DCS expects the PMO staff to be co-located with the CSB team.
41	Attachment F	12 (Response Requirements)	Is the term "Key Roles" defined as those roles specific delineated in Section 3.1.4 only? If not, would the State please provide a working definition?	Section 3.1.4 describes the Document Librarian/Technical Writer position. Section 3.1 cover four Key Positions, one of which is the Document Librarian/Technical Writer. These are the four named Key Positions but the Respondent can provide additional Key Positions.
42	Attachment F	11 (3.1.4 / 3.3 f)	In reference to ALM, will the PMO vendor have full access to the tool? Will there be any additional costs that PMO vendor should expect to incur for access and use of the tool?	The PMO vendor will have full access to the ALM tool with no additional cost.
43	Attachment F	17 (3.5)	QA vendor and PMO vendor - is there a clear delineation of roles and responsibilities that are tied to quality?	Please see the response to Question #33.
44	Attachment F	18 (3.6 f)	Will the State clarify its intentions relative to the requirement for "daily updates" noted in Section 3.6f? Is that referencing the PMP?	This references the master project schedule.
45	Attachment F	20 (3.7 b)	The document indicates "when requested" that the PMO vendor "shall lead the data gathering and content development for certification-related documents"...does this mean that the PMO vendor should not begin capturing artifacts until specifically requested?	It means that the process of capturing artifacts has already begun, and continues. Once onboard, the PMO vendor should continue with the process and in some case should be prepared to lead and not just assist in the continuation of the ongoing efforts.
46	RFS 20-017	Pg 9	Please confirm UPS deliveries are accepted at the 402 West Washington Street, Room W468, Indianapolis, IN 46204 address. If not, please provide the delivery address.	That is the correct address.

Question No.	DOC NAME (RFS or Attachment)	PAGE # OR SECTION #	RESPONDENTS QUESTION	STATE'S RESPONSE
47	RFS 20-017	Pg 9	Based on the "ship or mail solicitation responses" paragraph, approximately how many days does it take for packages to process through the Government Center Central Mailroom for delivery to the Procurement Division?	It will take approximately one (1) business day.
48	Technical Proposal (017_Att F)	Page 3. Overview of scope	Statement says :" Take responsibility and ownership of the requirements management process and implementation of the entire INvest product backlog" Our question: 1. Who is responsible for gathering requirement? 2. Who is responsible for accuracy of the requirement and who will sign off the requirement? 3. Who will manage the product backlog?	1. The DDI vendor will work with INvest stakeholders to capture requirements. The PMO vendor shall be engaged in the process along with CSB staff to understand and assist where needed. 2. The DDI Vendor and CSB staff will focus on accuracy of requirements. DCS and INvest stakeholders will sign off on requirements. The PMO vendor will manage the process as stated and ensure that what was agreed to originally and/or during the change management process is what is being delivered. 3. The PMO vendor will identify risks, impacts, and mitigation strategies associated with the backlog, while the DDI vendor and CSB will provide resources to respond to product backlog needs.
49	Technical Proposal (017_Att F)	Page 3. Overview of scope	Statement Says: "Work closely with the QA vendor to establish INvest quality, performance standards, and measures for the DDI vendor, and ensure the DDI vendor meets Indiana and the federal Office of Child Support Enforcement (OCSE) certification requirements throughout Invest" 1. Whose responsibility is to setup quality performance standard? QA or PMO vendor? 2. Who is responsible to detect the gaps in DDI performance standard that would prevent OCSE certification? Who will fix those gaps.	1. Quality performance standards will be established through a collaboration between CSB, the PMO vendor, OCSE, and the QA vendor. 2. The PMO vendor is responsible for detecting the gaps in DDI performance standard that would prevent OCSE certification. The DDI vendor will fix the gaps under CSB's direction.
50	Technical Proposal (017_Att F)	Page 15, Section 3.3	Statement Says: "The PMO vendor will work with the DDI vendor management team and the CSB management team to help facilitate the project schedule, cost, and quality efforts to ensure a successful..." Does this mean, DDI vendor will not have any PM? DDI team's sole job is design, development and implementation. PMO vendor will manage their schedule, cost and quality etc. How much authority is given to PMO vendor to control DDI vendor's resources (manpower, minutes and money)?	The DDI vendor will have a project manager as the INvest PMO vendor will not manage the DDI vendor resources.
51	Technical Proposal (017_Att F)	Page 36, Section 3.13	Statement Says: "The PMO vendor will work with the QA vendor to ensure the DDI vendor is submitting complete, error-free deliverable drafts.. ." What level of PMO involved with QA vendor? a. Are you expecting PMO vendor will just ensure that all use cases and functionalities are tested and artifacts are generated? Or b. Are you expecting PMO vendor will review test plan, test data and also test execution correctly? In second approach, more labor will be required. So we have to plan accordingly.	We expect the PMO vendor to inspect deliverables to ensure they comply with CSB' expectations. The PMO vendor will review test plans, test data and similar elements of the INvest project to ensure accurate execution.
52	Technical Proposal (017_Att F)	Page 37, Performance Standard	What is the estimated duration of this project? Contract period is 3 years.	The implementation of INvest must be completed within three years. The contract will be for three years, and two additional years in one-year increments.
53	Technical Proposal (017_Att F)	Page 37, Performance Standard	Item c says "The PMO vendor is responsible for preventing cost, quality, and time related findings from CSB's IV&V vendor". PMO vendor can measure, track and alert cost, quality, and time related findings. In order to prevent, other vendors (DDI, QA) have to work actively on these suggested issues. Who is responsible for prioritizing, executing and monitoring the relevant changes?	DCS expects the PMO vendor to measure, track and alert of cost, quality, and time related findings, and make recommendations. DCS will be the decision maker on the PMO's recommendations.
54	RFS 20-017, Request For Services	page 4 of 26	Are contractors and subcontractors that submitted proposals for RFP 20-006 DCS Organizational Design Services permitted to submit proposals for this RFS?	Yes.
55	Technical Proposal 017_Att F	3	Has the digital transformation started referenced in the last paragraph on page 3? If yes, can you please provide any documentation or information related that exists on the current progress of the CSB digital transformation? We would find it helpful to better understand the scope of the transformation.	No

Question No.	DOC NAME (RFS or Attachment)	PAGE # OR SECTION #	RESPONDENTS QUESTION	STATE'S RESPONSE
56	Technical Proposal 017_Att F	3	Will CSB staff be 100% trained, as mentioned in the second to last paragraph, before the start of the project? Will this project be the first project CSB staff will have the opportunity to utilize the knowledge shared during their training?	CSB staff is Agile-trained and Agile is fully implemented in CSB. INvest is not the first Agile project for us.
57	Request for Services 20-017	Page 17, Section 2.2.6	What is considered a 'piece' of the proposal for which you would like the author named? Can you please be more specific on what you expect to meet this response requirement?	"Pieces" are equivalent to the different sections of the proposal. For example, one individual could author Section 3.3 in Attachment F1 and another individual could author Section 3.5 of Attachment F1.
58	Request for Services 20-017	Page 20, Section 2.3.6	References. Can more than 3 references be submitted? Can references be submitted from a subcontractor as part of a respondent's bid; or, do all references need to be from the respondent only?	The Respondent can submit more than 3 references but all references must be for the Respondent, and not a subcontractor.
59	Technical Proposal 017_Att F	Page 10, section 3.1.3	What toolsets will be used by the Master Scheduler to create and maintain the project schedule?	Currently it is in MS Project, but is subject to change based proposed tools suggested in the awarded DDI proposal, and/or the final selection of CSB's tool set.
60	Technical Proposal 017_Att F	Page 10, section 3.1.2	What toolsets will be used to manage requirements? User stories? Does the INvest project team differentiate between 'requirements' and 'user stories', and if so, please provide a definition and example(s).	DCS is open to suggestions, but the tool will be selected with the rest of the tools in collaboration with the DDI vendor.
61	Technical Proposal 017_Att F	Page 14, section 3.3 a	Please confirm our interpretation of the work to be done to revise INvest Governance Manual: DDI SDLC to INvest GM; DDI Agile Approaches to INvest GM; DCS Acceptance or Rejection of Improvement Suggestions; PMO SDLC to INvest GM with Accepted Improvement Suggestions; PMO Agile to INvest GM Agile Improvement Suggestions; DCS Review of PMO Improvement Suggestions; QA Vendor (CSG) Update of INvest Governance Manual with DCS Approved Improvements from All Sources; INvest Governance Manual publication for DDI Phase.	The process laid out in the question is correct. Note: CSB expects that governance updates will be discussed by the time the DDI vendor contract is executed.
62	Technical Proposal 017_Att F	Page 14, section 3.3 bullet 3	How much time does DCS anticipate allowing at the start of the project to update the INvest Governance Manual that is to be used to manage all PMO and project work, including the days to do the work and the days to review and approve subsequent changes and final publication?	Once the State incorporates approved edits from the DDI vendor for the INvest Governance Manual (see the response to Question #61), the State expects the review and incorporation of approved PMO vendor edits to follow the deliverable review timelines. The timeline may be extended if edits from the DDI vendor or PMO vendor are extensive.
63	Technical Proposal 017_Att F	Page 14, section 3.3 a bullet 3	What impact, if any, does the deliverable review times appearing on Page 32, have in relation to the time anticipated to update INvest Governance Manual?	Please see the response to Question #62.
64	Technical Proposal 017_Att F	Page 14, section 3.3 a bullet 3	What impact, if any, does DCS anticipate on the work needed to complete the INvest Governance Manual revisions have on completing the draft baseline schedule deliverable due	Please see the response to Question #62.
65	Technical Proposal 017_Att F	Page 14, section 3.3 a bullet 3	Will the QA Vendor be reviewing all PMO work during the life of the project?	We expect transparency and collaboration across the INvest enterprise so it is possible that the QA vendor, IV&V vendor, and DDI vendor will be reviewing the PMO work, and vice versa. DCS is ultimately the approver.
66	Technical Proposal 017_Att F	Page 25	Has DCS/CSB completed an Agile project using the process flow and timing shown? If so, can you share project results and whether or not the target environment was on-premise or cloud; similar to the INvest target environment? Is/Was QA Review and UAT done outside of the sprint as shown? How many increments were completed? How many production deployments to the end-user occurred?	No