The Commonwealth of Massachusetts
Office of the State Treasurer

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The Commonwealth of Massachusetts
Office of the State Treasurer

Request for Quote (RFQ) for Implementation Services for the Development of a

Treasury Information Technology (IT) Enterprise Program Management Office (EPMO)

Bidder Questions and Treasury Answers

March 18, 2016

Treasury IT EPMO RFQ Questions and Answers

The following lists all Bidders' questions (in black) and Treasury answers (in red):

1. I understand that a vendor must be on one of the Contracts list (ITS53 Solution Providers, ITS53 I Services - Technical Specialists) to be awarded a contract. Does a vendor have to be on one of these lists in order to submit a proposal? Or, can a vendor submit a proposal while they are applying to get on one of the lists?
   o A vendor must be on the list to submit a proposal.

2. What is the number of the in-scope Treasury stakeholders that will be involved in this project?
   o In-scope are the Treasury agency and department heads plus the IT staff.

3. To what extent will other departmental staff, outside of IT, be involved in the project (e.g., participation in workshops, interviews, reviews)?
   o TBD based on the Bidder's recommended approach.

4. Could you provide a brief summary and status of the 11 current projects that require management? (Scope, Objectives, Staff levels, Project Phase, Challenges, etc.?)
   o The 11 are of varying size and scope.

5. Would key project staff (e.g., project/program manager) for the 11 current projects that require close management and monitoring be included in the project and/or be available for interviews during the project?
   o Yes.

6. The Treasury is looking at instituting an EPMO; is this enterprise PMO to include non-IT related projects in its portfolio and/or will it provide services to non-IT related projects?
   o The Treasury IT currently oversees only IT projects, however, we would like to have the ability to anticipate future business needs and enable them with IT solutions.

7. The RFQ states "term of the contract entered through this RFQ will be one year"; does Treasury anticipate or necessitate the delivery of services to span the entire year or can delivery of services be less than one year?
   o Delivery services can be less than one year. The treasury will hold Bidders accountable to their proposed dates.

8. Please clarify the meaning of "Reach back capabilities" as shown in the question in section 2.3.3 of the Technical Response Document
   o Bidders must have the ability to demonstrate a bench and internal resources that can support the project as needed. E.g. In house research consultants that have extensive background with developing case studies and implementing successful EPMOs.

9. Please clarify the meaning of Stakeholder Engagement Models as show in the question in section 2.3.3 of the Technical Response Document

      o *Stakeholder Engagement Model* refers to how the Bidder will manage the stakeholders who are involved in the development of the EMPO (E.g., Agency Leads, Business Analysts, etc.), along with a proposed governance model for the EPMO.

    a. Are you looking for Engagement models to be used in PMO Governance?
        o Yes
    b. Are you looking for the Engagement model to be used by the vendor during the course of PMO establishment?
        o Yes

10. Page six of the RFQ states that there are 11 projects that require close management and monitoring. What is the expected growth next year and beyond (if at all)?
      o TBD

11. What is the current value of the portfolio (dollars)? How many resources are currently assigned to the projects?
      o To be discussed as a part of the analysis phase.

12. What tools are currently deployed for the PMO? What expectations are there for the new EPMO to adopt those tools and what flexibility/authority will the selected vendor have to introduce new tools?
      o The expectation is that Bidders will recommend a tool set and standards based on experience and the Treasury IT portfolio.

13. How is the current PMO organized? Is it currently organized by programs or by the 13 departments/agencies as described on pages four and five of the RFQ?
      o The PMs report to the CIO.

14. What is the span of control of the project managers on projects (administrative, supported, or do they execute)?
      o It varies by project. To be discussed in the analysis phase.

15. Where in the organization does the PMO reside? The RFQ indicates it resides with the Chief Information Officer (CIO); is there an additional layer of leadership?
      o The CIO is responsible for the technology projects. There are Agency Sponsors who are also major stakeholders. MassIT may also act as a stakeholder/sponsor if they fund the project.

16. Is project resource capacity management in scope? How are project resources allocated to projects today? What percent of project resources are in house versus contractors/consultants?
      o It varies by project. To be discussed in the analysis phase.

17. What is the biggest challenge facing the PMO today (resource constraints, lack of budget, poor requirements, both technical and functional, etc.)? What support is being provided to the PMO to resolve these challenges?

- o To be discussed in the analysis phase.

18. Please describe the role of the project sponsors on the projects. How active are they? Are they truly accountable for the successful delivery? If not, who is?
    - o They are active and they are accountable for successful delivery.

19. What project methodology is currently employed on projects (waterfall, agile, both, neither)? Is it documented? Are project managers measured/held accountable to following the project methodology?
    - o There is a mix and it varies by project.

20. Page seven of the RFQ lists requested services. Does the current PMO have or employ any of those services mentioned?
    - o It varies by project.

21. Page seven of the RFQ states that "…the successful bidder will have demonstrated an ability to create an EPMO with an Agile mindset…" Can you please describe further what this means and how that will be evaluated/measured?
    - o The EPMO project should be broken down into phases with milestones, go/no go criteria, "Agile" workshops, etc. The goal is to show tangible progress, and have elements of the EPMO which can be used/deployed prior to the project's end.

22. Page 11 of the RFQ states that "The bidder should provide the same information regarding the subcontractor's company as is requested for the Bidder's company." Could you please clarify if this includes information regarding the subcontractor's company financial stability? Note that it might not be feasible to obtain this information for subcontractors, so if this is a requirement would the Treasury consider removing this requirement?
    - o The Bidder should provide the same information regarding the subcontractor's company as is requested for the Bidder's company.

23. Page 12 of the RFQ states that "for each instance of prior experience, a reference contact person should be provided". Our team members will have potentially participated in hundreds of projects over the last 1-20 years and it will not be feasible to obtain a reference contact person for each of these projects. Even if available, in most cases names cannot be disclosed due to confidentiality considerations. Would the Treasury consider removing this requirement?
    - o No change to this RFQ requirement.

24. Page 12 of the RFQ states that "beginning and end dates for each project should be given for each similar project". Our team members will have potentially participated in multiple similar projects and it may not be feasible to obtain the exact dates for each project. Would the Treasury consider removing or relaxing this requirement?
    - o No change to this RFQ requirement.

25. Are software/hardware costs part of the bid or separate?

- o Please break them out separately.

26. Is there an expected fee range for the project?
    - o TBD

27. Is the bidder expected to work on-site? Is space available or would the vendor need to find space nearby?
    - o Yes, the Bidder is expected to be on site, and there is space available.

28. Page 6 of 15, "Section 111. Description and Purpose of Procurement". How many full-time dedicated project managers serve the 11 projects described in this section?

    - o To be discussed in the analysis phase.

29. Page 6 of 15, "Section Ill. Description and Purpose of Procurement". Could you please elaborate on the current state of project management best practice within treasury? For example:
    - Could you please describe the current environment today for project and portfolio management-like activities?
    - What kinds of standardized tools (if any) are currently used for tracking project progress?
    - What kinds of standardized tools (if any) are currently used to manage the Program/Project Portfolio for treasury today?
    - Is there a library of standard project management processes and templates that has been developed by Treasury to be leveraged across treasury projects? If so, can you share a list of those that exist in the current state?
    - Can you describe the size and type of projects that comprise the current 11 projects?
    - How many of the 11 projects are considered to be software development? Of those, how many are "waterfall" software development? How many are agile? What other development methodologies are used and how many of the 11 projects use these other development methodologies?
    - What policies and procedures exist in today's current environment that relate to Project and Program Portfolio Management?
        - o For all questions above, the 11 projects vary in size, scope, etc. To be discussed in the analysis phase.

30. Page 7 of 15, "IV. Description of Requested Services". Please confirm that in regards to the scope of work being requested that bids should **not** include deliverables or costs associated with staffing/managing EPMO activities in an operational setting on behalf of Treasury after the presentation of recommendations is complete. (We recognize this could be follow-on work and

may be why the Treasury has placed a requirement on the importance of "reach back" capabilities.)

- o Correct, confirmed.

31. Page 7 of 15, "IV. Description of Requested Services". Do Capital funded projects for Treasury need to follow MasslT guidelines and best practices for project management? How does Treasury see MasslT best practices for project and portfolio management dovetailing with the scope of work being requested, if at all?
    - o The Treasury is seeking Bidder recommendations.

32. Page 7 of 15, "IV. Description of Requested Services". Do Capital funded projects for Treasury need to follow MasslT guidelines and best practices for determining project ROI? How does Treasury see MasslT best practices for ROI identification dovetailing with the scope of work being requested, if at all?
    - o Yes, Capital funded projects for Treasury do need to follow MassIT guidelines and best practices for ROI. However, Treasury is expecting Bidders to provide their own recommendations for measuring ROI on the Treasury EMPO projects.

33. Page 7 of 15, "IV. Description of Requested Services". Are there other agencies/departments within the Commonwealth that currently have an EPMO that Treasury would like consider as part of this project?
    - o The Treasury is seeking Bidder's recommendations for this.

34. Page 7 of 15, "IV. Description of Requested Services". Recognizing that MasslT's EPMO provides many of the tools/processes being requested by this procurement, please describe the expected level of synergy between this effort with Treasury and the standard EPMO processes, templates and best practices published and managed by MassIT.
    - o The Treasury would like the bidders to provide recommendations that are derived from the analysis of the Treasury Portfolio.

35. Page 8 of 15, "VIII. Bidder Experience". The second bullet states "Bidder must be a globally recognized firm with successful track record of delivering, establishing and auditing Enterprise Program Management Offices." Is the word "national" acceptable to be interchanged with the word "globally"?
    - o Bidders must be able to provide objective experience across the US if they are not global, e.g., setting up an EPMO in 2 or 3 states does not meet the requirement.

36. Is there a financial budget for this project that can be released at this time?

     o No

37. Does Treasury have access to the use of a Microsoft SharePoint repository? If so, what version is being run?

     o No

38. What are the primary drivers behind this initiative (e.g., have there been audit concerns about project execution, has management been dissatisfied with project success rates, project costs are too high, etc.)?

     o We are looking for best practices.

39. How is the Treasury business function organized (please provide an org chart if possible)?

     o A Treasury organizational overview is provided in the RFQ.

40. Does the scope of the Treasury IT EPMO include all functions under the management of the Treasurer and Receiver General?

     o The RFQ discusses the scope.

41. Please describe the anticipated reporting structure of the Treasury IT EPMO (e.g., direct reporting to the CIO with dotted line reporting to Treasurer?)

     o Direct reporting to the CIO.

42. What, if any, project and knowledge management software do you use today for your Treasury EPMO function?

     o The Treasury would like the Bidders to provide recommendations that are derived from the analysis of the Treasury Portfolio.

43. What, if any, PM tools are in use today by the broader IT or Finance organization that Treasury would be expected to use as part of its solution in the future (e.g., SharePoint, Microsoft products, etc.)?

     o The Treasury would like the bidders to provide recommendations.

44. Please describe the Treasury EPMO organization structure and staffing today.

     o To be discussed in the analysis phase.

45. Are you looking for the vendor to focus on designing the training program and support services in this project or to also deliver the training on EPMO subjects?

     o The Treasury would like the bidders to provide recommendations.

46. Please describe the scope of responsibility that Treasury has for the business applications currently deployed (e.g., help desk services, software maintenance, product development, system admin)

     o The Treasury IT has responsibility for all business applications currently deployed.

47. Are there any implementation deadlines or milestone dates that should be factored into our recommended approach?

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      o All such information is discussed in the RFQ.

48. What is the estimated budget for this initiative?
      o TBD

49. In addition to the completed Attachments, will you accept other documents such as a PowerPoint or Word document that further describe our approach and proposed solution?
      o Yes.

50. Page 11 of the RFQ states that "The bidder should provide the same information regarding the subcontractor's company as is requested for the Bidder's company." Could you please clarify if this includes information about litigation inside and outside the Commonwealth of Massachusetts or if this just applies to the prime company?
      o Yes

51. Who internally for Treasury will be responsible for this project?
      o The Treasury CIO

52. What Treasury resources by title, role and amount of time over the 12 months will be available to work on this project?
      o Project Managers, Agency Leads, Executive Sponsors, Treasury IT Team

53. What is the size of the portfolio of projects (# of projects) to be supported by the IT EPMO?
      o They vary by project

54. Does any of the IT EPMO functions exist today? If so, which ones?
      o To be discussed as part of the analysis phase

55. Is COM open to leveraging industry PPM tools (e.g., MS project Server, Clarity, etc.)
      o Yes

56. General question: Could you please elaborate on the desire for leveraging agile techniques; both from the perspective of how you would like us to craft our project activities as well as in regards to the processes you would like developed to support the future vision for the EPMO.
      o The Treasury is looking for tangible deliverables and EMPO functionality in phases, rather than waiting until the end of the project to have tools/standards that can be leveraged

57. Page 5 of 15, Other Entities: Why is it that the five entities listed under "Other Entities" are not included in this effort for Treasury?
      o To be discussed during analysis phase

58. Page 5 of 15, Other Entities: Are the needs of the "Other Entities" for EPMO support services and project management resources filled differently than the other 13 departments/agencies that are listed in the organizational overview section of the RFQ
      o To be discussed during the analysis phase