

Request for Offers (RFO) Addenda

RFO Number: 0013

Addenda Number: 1

Date of Addendum: August 6, 2014

Original Due Date, Time: August 13, 2014, 4:00 p.m. CT

Revised Date, Time (if changing): Not applicable; no change

Title: MNsure IT Project Director

SCOPE OF ADDENDUM

The following are answers and responses to submitted questions. There are no changes to the RFO.

Q1 Please provide the budget for this RFO.

A1 The budget for this initiative has not been finalized. Responders should submit their cost proposal (time and materials) based on the RFO and the parameters identified in their SITE master contracts.

Q2 Is there any incumbent already working? If yes please let us know the name of the incumbent.

A2 No. This is a new engagement.

Q3 Based on the project approach described in Section #3 above, show in a simple chart the resource cost per hour and how the hours will be budgeted. This contract will be time and materials and will not include travel and expenses. Could you explain in more detail what you are looking for how the hours will be budgeted? Without knowing more about the project and size of team you can't allocate cost and resources. We can supply an hourly rate but to break out in a chart does not appear possible.

A3 The RFO provides sufficient detail about the engagement to allow a Responder to identify how its Project Director would allocate his/her time initially and throughout the course of the engagement. This provides a Responder the opportunity to identify where it would place emphasis and investment initially and throughout the engagement to assure its success.

Q4 Is there currently an incumbent in the position? If so, what vendor are they from? Are they eligible to respond to this RFO?

- A4 See answer to Question #2 above.
- Q5 Could you elaborate on what is the required information needed for the Cost section #4 in the RFO. It requests a simple chart and the resource cost per hour and how the hours will be budgeted.
Just looking for some further clarification on this section.
- A5 The RFO provides sufficient detail about the engagement to allow a Responder to identify how its Project Director would allocate his/her time initially and throughout the course of the engagement. This provides a Responder the opportunity to identify where it would place emphasis and investment initially and throughout the engagement to assure its success.
- Q6 We are in receipt of T# 14ATM as we are a qualified vendor for the SITE Program. This position as Project Director is in the Project Management Category. Our maximum bill rate in this category is listed at \$117. However, we do not believe we can find a suitable candidate that would fit within that rate. Can we bill higher in this instance or should we pass on this RFO?
- A6 Responder cannot legally charge more than the maximum hourly billable rate identified in its SITE master contract. If \$117 is the maximum bill rate in this category as identified in the Responder's master contract, then that is the maximum it can proposed if it wishes to submit a proposal in response to this RFO.
- Q7 In addition to submitting W2 employees, can independent consultants be submitted as well?
- A7 Yes.
- Q8 We see that required and desired skills are addressed as pass or fail, are these responses weighed?
- A8 Required skills are Pass/Fail. Desired or preferred skills are not Pass/Fail.
- Q9 We had one additional question to ask. Recently we saw that MNSure has signed with Deloitte to support ongoing Project Management. How does this signing affect this RFO?
http://www.kare11.com/story/news/health/2014/07/30/mnsure-board-approves-extra-316m-for-consultants/13388753/?utm_source=feedblitz

- A9 Deloitte has been contracted to support and help establish the MNsure PMO. The project director position is part of the governance structure that Deloitte has recommended the state implement. See page 23 of Deliverable #2 Program and Project Management Assessment. <https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable2.pdf>
- Q10 Will the stated "project managers" be part of a matrix organization or will permanent resources be assigned to the Project Director?
- A10 Yes, MN.IT is a matrixed organization. MN.IT, DHS, and MNsure are committed to providing the resources necessary to be successful.
- Q11 What type of IT "Systems" will be in the scope of the MNsure projects? (e.g., Back-end systems, middle-tier servers, databases, telephony/data networks, contact center technologies?)
- A11 See page 21 of Deliverable #5 Technical Assessment. <https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable5.pdf>
- Q12 Have any of the MN.IT projects been started, if so what phase of the project lifecycle are they in?
- A12 There are many projects in various stages of the project lifecycle.
- Q13 Will all SITE projects be expected to be completed in or by Q4 2015 to Q2 2016 timeframe?
- A13 Yes
- Q14 How many concurrent projects are in process and how many are in the portfolio?
- A14 MN.IT is in the process of identifying all the work related to the MNsure IT System and working with the governance to prioritize the work.
- Q15 Are the project teams MN IT resources or vendor resources? If the latter, which vendor/s?
- A15 IBM, Connecture, EngagePoint, PricewaterhouseCoopers, Deloitte, State of MN - MN.IT resources
- Q16 What accountability do the project teams have to the project director?

- A16 Project teams report status, issues, and risks to the project director and the project director manages and oversees the day to day activities of the project and service delivery teams.
- Q17 There is mention of managing matrixed project teams. Does this mean that there are not dedicated resources to the MNsure projects? The question is trying to get at the number of dedicated versus part time staff. This effort will take a significant amount of dedicated resources.
- A17 Yes, MN.IT is a matrixed organization. MN.IT, DHS, and Mnsure are committed to providing the resources necessary to be successful. Although matrixed, many staff are assigned at 100 percent.
- Q18 Do the project managers work for MN IT or are they from a vendor? If the latter, which vendor/s?
- A18 IBM, Connecture, EngagePoint, PricewaterhouseCoopers, Deloitte, State of MN - MN.IT resources
- Q19 Does the project director have responsibility for the successful implementation of the MNsure project portfolio, and if so, do the project teams implementing those projects have accountability to the project director?
- A19 Yes/Yes.
- Q20 Who are the technology vendors?
- A20 IBM, Connecture, EngagePoint, PricewaterhouseCoopers, Deloitte, State of MN - MN.IT resources
- Q21 Is there flexibility in work schedule? i.e. Would MN consider allowing a candidate to work remotely on Fridays, as schedule permits? The candidate would be available 7 days a week as needed.
- A21 No. Our expectations are the project director is available on-site normal work hours M-F and available by phone and email 7 days per week.
- Q22 What will make a consultant successful in this role?
- A22 The successful candidate will have the experience to assume the role of Project Director on large and technically complex projects (new and active projects) which impact current processes, to develop flexible and efficient plans, lead matrixed project teams with

multiple priorities while fostering an environment of team building and coordination and act as an interface between MN.IT teams, other agencies, and contractors.

Q23 If you choose to interview candidates, what is the interview process that you will use (i.e., in-person, phone, group interview, multiple interviews)

A23 The preferred method of interviewing will be personal interviews conducted in person. The evaluation team, however, recognizes the preferred method may not always be available and will attempt to accommodate the candidate's schedule and other obligations as much as reasonably possible, including a telephone interview. If selected, a candidate will be interviewed by multiple members of the evaluation team, perhaps more than once.

Q24 How many candidates can we submit?

A24 A responder may submit as many candidates as it wishes.

Q25 What is your desired hourly rate for these positions? What is your maximum hourly rate for these positions

A25 The evaluation team does not have a "desired hourly rate" or "maximum hourly rate" pre-identified. The maximum billable rate that can be proposed is based on the Responder's SITE master contract.

Q26 Is there an incumbent currently in this role?

A26 No. This is a new engagement.

Q27 On the Cost assignment (section 4), can you describe a bit more on what you mean by "how the hours will be budgeted"? - "Based on the project approach described in Section #3above, show in a simple chart the resource cost per hour and how the hours will be budgeted."

A27 The RFO provides sufficient detail about the engagement to allow a Responder to identify how its Project Director would allocate his/her time initially and throughout the course of the engagement. This provides a Responder the opportunity to identify where it would place emphasis and investment initially and throughout the engagement to assure its success.

Q28 Will out of town candidates be considered? Is an in-person interview required or will Skype work if they are able to be onsite for the duration?

Q28 Yes. A personal interview conducted in person is preferable but the evaluation team will attempt to accommodate other methods of interviewing based on the candidates schedule and other obligations.

- Q29 As mentioned, there is a requirement for 24/7 availability. What is the requirement for that? Phone availability, email or in person/onsite hours?
- A29 Our expectations are the project director is available on-site normal work hours M-F and available by phone and email 7 days per week.
- Q30 Is State government experience helpful or at all preferred?
- A30 No.
- Q31 Do you want someone who has state exchange development and roll out experience?
- A31 Yes.
- Q32 Are you looking for someone who has National/Federal background as a Director?
- A32 The evaluation team wishes to select the best candidate for the engagement based on an individual's professional experience managing large, complex IT projects. Titles of present or former positions, including "National/Federal Director," are not indicative of one's experience and professional qualifications.
- Q33 Can you tell us how the project hierarchy goes and how this position fits into the chain of command at MNSure?
- A33 See page 23 of Deliverable #2 Program and Project Management Assessment.
<https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable2.pdf>
- Q34 How many people are on the MNSure IT team?
- A34 The MNSure IT project team is made up of state staff and contractor staff and the number of staff working on MNSure changes frequently.
- Q35 What are the three personality characteristics that the person who is successful in this role MUST have?
- A35 In addition to the technical experience, a candidate should have the appropriate "soft" people skills required to successfully manage a large, complex IT project with challenging technical requirements and time deadlines. The person must have the characteristics to properly lead a team of technical professionals while simultaneously having the ability to publicly communicate the status of the project. The ideal candidate will have balanced technical IT knowledge with successful managerial experience.
- Q36 What are the titles of the peer leaders that this person will be dealing with on a daily/weekly basis?

- A36 See page 23 of Deliverable #2 Program and Project Management Assessment which depicts the governance structure for MNSure IT. <https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable2.pdf>
- Q37 Are there program managers under this role on the org chart that will deal with the more day to day parts of the project or who are the people reporting up to this position?
- A37 There are project managers that will be responsible for Mnsure IT projects that will be working under the direction of the project director.
- Q38 Could you tell me if there is an incumbent for this work?
- A38 No. This is a new engagement.
- Q39 Regarding the 3 questions in the Project Approach and Interview Section, it refers to the SOW when answering the questions. Is there an actual SOW to go off of for this information or do we use the RFO information provided to answer these?
- A39 The acronym SOW is synonymous with the acronym RFO for this engagement. Use the information provided in the RFO.
- Q40 Does the IT Director role report to MN.IT for MN Sure or straight to MN Sure?
- A40 MN.IT
- Q41 The RFO indicates that the Project Director is needed to bring several active projects to a close. Please provide a list of these projects and, if available, the status of the projects (e.g., "green/yellow/red").
- A41 MN.IT is in the process of identifying all the work related to the MNSure IT System and working with the governance to prioritize the work.
- Q42 Aside from existing projects, are there other potential projects anticipated that will involve oversight by the Project Director?
- A42 Yes.
- Q43 Is the Project Director role a new role? If not, how long has this position been vacant and was the person filling this role a State employee or contracted resource?
- A43 The Project Director is a new engagement and role on the MNSure project.
- Q44 Will State staffing be available to support the Project Director (e.g., project coordinator, project managers, vendor managers, administrative support)?

A44 Yes.

Q45 To whom will the Project Director report?

A45 MN.IT Leadership

Q46 Is there an overall project organizational chart that shows the Project Director's relationship within the organization?

A46 See page 23 of Deliverable #2 Program and Project Management Assessment.
<https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable2.pdf>

Q47 What is the current make-up of the PMO for MNSure?

A47 MN.IT Services is in the process of standing up the MNSure PMO which will be supported by the MN.IT Services PMO.

Q48 We understand the importance of working at MNSure offices and being closely integrated with the MNSure and vendor teams. To help us plan for the appropriate resource, would MNSure be open to the Project Director conducting some work remotely and, if so, is there a threshold for remote work (e.g., one day per week, one week per month, no more than x percent)?

A48 Our expectations are the Project Director is available on-site normal work hours M-F and available by phone and email 7 days per week.

Q49 Please describe, at a high level, the greatest challenge(s) to date with the MNSure project.

A49 The greatest challenge is continued enhancement of the MNSure portal to address every eligibility enrollment scenario and life changing event, e.g. birth, death, etc., possible. The challenge must be fulfilled within an ambitious time period and with limited financial resources.

Q50 What projects are expected/desired to be completed by 12/31/15?

A50 MN.IT is in the process of identifying all the work related to the MNSure IT System and working with the governance to prioritize the work.

Q51 Are the projects expected to be completed with the existing resources?

A51 MN.IT is in the process of finalizing the integrated work plan and the corresponding resource plan.

- Q52 Is the total \$50 million dollar budget under MNSure or does it rely on other agency funds as well?
- A52 This figure represents the initial capital investment to date in creating the MNSure portal.
- Q53 Will functional managers be ready/able to plan a percentage of resource time to a specific MNSure project?
- A53 Yes.
- Q54 What communication structure is currently in place internally and between agencies/vendors?
- A54 The communication structure that is established follows the Deliverable #2 Program and Project Management Assessment governance model.
<https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable2.pdf>
- Q55 Will the state have a standardized PM software in place for any of this work?
- A55 Currently MS Project Professional is the standard scheduling software. SharePoint for collaboration, JIRA for issue and risk reporting.
- Q56 What portfolio software is in place at the state?
- A56 A combination of SharePoint, JIRA and MS Project.
- Q57 How many vendors is MNSure currently working with and do they expect this number to change through 12/31/15?
- A57 IBM, Connecture, EngagePoint, PricewaterhouseCoopers, Deloitte, State of MN - MN.IT resources
- Q58 Why is a Project Director being requested at this stage of the project -- what are the underlying root-cause issues that prompted this request?
- A58 As part of the Deloitte assessment of program and project management, they identified a key resource need of a project director. See page 30 of Deliverable #2 Program and Project Management Assessment. <https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable2.pdf>
- Q59 Has the architecture approach and direction that underpins this initiative been assessed and confirmed as being sound?
- A59 Yes. See Deliverable #5 Technical Assessment. <https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable5.pdf>

- Q60 Is the project director expected to have detailed knowledge across all technical domains, or are there a critical few in which detailed technical knowledge is essential?
- A60 The Project Director is expected to manage the project relying on domain knowledge support from the MN.IT IT Directors, MN.IT MNSure PMO, Project Management Team, Executive Steering Team and vendor teams
- Q61 Please describe the three most critical challenges this initiative must overcome to be successful.
- A61 The greatest challenge is continued enhancement of the MNSure portal to address every eligibility enrollment scenario and life changing event, e.g. birth, death, etc., possible. The challenge must be fulfilled within an ambitious time period and with limited financial resources.
- Q62 Are the specified 'Pass/Fail' requirements considered to be knock-out criteria, in other words, if a 'Fail' is awarded on one of more of these requirements, would the candidate be rejected outright for this position?
- A62 All Pass/Fail requirements must be met before a proposal will be given additional consideration. There are no exceptions.
- Q63 Given that the project director is expected to liaise, amongst others, with media representatives and state leaders, will he/she have support from a communications team (or organization change management team) in this role, or is he/she expected to manage this level of communication independently?
- A63 Yes.
- Q64 How important are 'soft' skills in the project director's role relative to technical skills -- an equal balance, or would technical skills be considered more important?
- A64 In addition to the technical experience, a candidate should have the appropriate "soft" people skills required to successfully manage a large, complex IT project with challenging technical requirements and time deadlines. The person must have the characteristics to properly lead a team of technical professionals while simultaneously having the ability to publicly communicate the status of the project. The ideal candidate will have balanced technical IT knowledge with successful managerial experience.
- Q65 How does the project director fit into the overall organization and governance structure for the project -- which teams report into the project director, and to whom does the project director report?
- A65 See page 23 of Deliverable #2 Program and Project Management Assessment.
<https://www.mnsure.org/images/bd-2014-07-16-Deloitte-deliverable2.pdf>

This addendum shall become part of the RFO and should be returned with, or acknowledged in, the response to the RFO.

RESPONDER NAME:

SIGNATURE:

TITLE:

DATE: