

Request for Offers (RFO) Addendum

RFO Number: RFO0125

Addendum Number: 1

Date of Addendum: 4/27/2016

Original Posting Due Date, Time: 5/3/2016 2:00 PM CST

Revised Due Date, Time: NA

Title: Business Analysis of DNR Division of Forestry's Next Generation of Data Systems

SCOPE OF ADDENDUM

The following are questions and answers to the RFO:

Question #1: Is it a fixed cost engagement or time and material?

Answer: We expect the successful vendor will assemble a proposal describing a fixed cost project team to accomplish the tasks as outlined in the RFO; as opposed to a "body-shop" time and materials engagement.

Question #2: How many resumes can we submit?

Answer: We expect that your proposal will include your team and biographies of how their work experience relates to the deliverables outlined in the RFO.

Question #3: Is there an in-person interview? If so, can it be changed to skype/phone for outstation candidates?

Answer: The MN DNR will evaluate and screen written proposals. For those selected for further consideration, the vendor will be expected to present their proposal in person at the MN DNR.

Question #4: Can we use sub-contractor references as ours as it is mentioned in the document that the selected vendor must provide references showing the vendor has successfully completed a minimum of three similar planning engagements?

Answer: We have no objection to you using a sub-contractor, as long as you are taking responsibility for the contractor and the validity of the references.

Question #5: How much is the budget for this project?

Answer: We cannot share information about the budget for this project. The proposed cost should be appropriate for providing the services requested. Cost detail is 30% of the overall score.

Question #6: Is there any incumbent on this contract? if yes, please provide the incumbent details and contract number.

Answer: No. This is a greenfield effort.

Question #7: What is the mode of Interview (In-person/Skype/Telephonic)?

Answer: See the answer to Question Number Three.

Question #8: What is the duration for this project?

Answer: The RFO clearly states the contract end date in the Project Milestones and Schedule section.

Question #9: Under (3) Vendor Profile, the RFO requests references for the VENDOR. Do you want references for the RESOURCE instead?

Answer: No, we want reference contacts from a customer for which the bidding firm has completed a similar project. We are not approaching this contract as a staff augmentation, but as a project team which will complete the work.

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Question #10: How do you define government experience, working directly for state/co/feds or working with a company affiliated with government contracts?

Answer: Government experience means the firm and the members of the project team have experience working on a project for State, County, or Federal government. Local or municipal government experience is too small a domain for this project.

Question #11: Also, you mention that the vendor chosen for this RFO will not be eligible for future contracts with this project. Does that mean the firm (Vendor asking this question) or the candidate?

Answer: The firm that completes this engagement will not be able to bid on the construction of a system if the decision made by MN DNR Forestry from the output of this project is to build a system from scratch. We are anticipating that there may be vendors that have commercial off-the-shelf (COTS) vertical market packages which could be a suitable solution to Forestry's needs.

Question #12: I have been meeting with several hiring managers with the state agencies to learn more about your goals and your headaches. Do you have 15 minutes to meet next week?

Answer: No. The State of Minnesota's contracting process forbids any direct discussions ex parte to other potential bidders to keep the bidding process fair and equitable.

Question #13: How well are the current Forestry Management processes and systems documented?

Answer: The systems are moderately well documented for the existing applications. There is a systems blueprint document that was drafted in 1989 which covers much of the needs of the division, but it needs validation, updating, and modernization.

The processes are well documented for the major program areas:

- Timber sales management
- Roads
- Silviculture
- Cooperative Stand Assessment (Inventory)

Question #14: What DNR technical resources will be available to support this project (expertise, time available)?

Answer: All technical and program resources in the Forestry Division will be available as necessary within the limits of ongoing workloads. Ongoing extraordinary operations (Wildfires, etc.) take precedence in availability of staff.

Question #15: Will the selected vendor have full access to existing management systems?

Answer: Yes.

Question #16: Does DNR expect any vendor travel needed to execute this project?

Answer: Yes, however, we have Skype for business to all the remote offices, so contact with remote program resources are easily contacted for virtual meetings; and we can arrange to have program staff attend meetings in Saint Paul. The majority of operations staff is located in the northern 1/2 of the state.

Question #17: How do you specifically see Section 508 and WCAG 2.0 'AA' standards fitting into the needs assessment and project definition documentation?

Answer: All artifacts produced as work products of this engagement must be accessible using the above standards, so the requirement is to insure that the vendor and their staff are fluent in producing compliant documents.

Question #18: How many other states would you like the selected vendor to interview regarding forestry management practices and solutions?

Answer: We believe that the vendor will need to interview two or three other states.

Question #19: Can you provide an estimate as to the total number of Stakeholders/SME's you expect to be included in the needs assessment process?

Answer: We expect that there are three programs that have staff that definitely need to be involved, and six to eight others that may eventually fall into the scope of a new system, but all these groups regardless of size can be interviewed collectively. Probably 40-50 individuals.

Question #20: When was the current system launched? Has there been changes and improvements to the system since the launch? If yes, can you please describe these changes and improvements?

Answer: The current system was developed over a number of years as individual "modules." The first major module to be developed was the Forest Inventory Module (mid- to late- 90's), followed by the Silviculture and Roads Module (early 2000's), and then by the Timber Sales Module in 2007. Yes, there have been ongoing enhancements to these systems since deployed. Changes are too numerous to detail here; but will be available to the successful vendor.

Question #21: Are the current system processes well documented? What grade would you give the current system documentation?

Answer: See answer to Question Thirteen. Grade of C+/B-.

Question #22: In the Responsibilities Expected of the Selected Vendor section, the first bullet states "Analyze and synthesize information provided by a large number of people who interact with the business (customers, staff, IT, executives, etc.)". How many people does the DNR anticipate the vendor will need to interview for this activity?

Answer: See answer to Question Nineteen.

Question #23: In the Project Deliverables section, it says that the key project stakeholders are within an estimated 10 functional groups – can you provide a list of these functional groups?

Answer:

- Silviculture
- Forest Roads
- Timber Sales
- Forest Inventory
- Planning
- Forest Health
- Lands
- Ecological Classification System
- Fire
- Finance

Question #24: In the Responsibilities Expected of the Selected Vendor section, the first bullet states "Responsible for eliciting the actual needs of stakeholders (not just desires) and successfully documenting, managing, translating and communicating these needs between the various groups. Communicate and incorporate DNR'S's visions, business plans and key objectives". How many stakeholders does the DNR expect the vendor to interview for this activity?

Answer: See the answer to Question Nineteen.

Question #25: In the Mandatory Qualifications section, it says the vendor must have the skills listed. In the context, does the term vendor refer to the consulting firm's staff as a whole or to the person proposed by the consulting firm for this effort?

Answer: The vendor and the resources they assign to the project will be evaluated to assure that the team as a whole has met the mandatory qualifications.

Question #26: In the Staff Profiles section, it looks as if the DNR is expecting vendors to staff this effort with two consultants, a Lead Analyst and a Senior Analyst. In the Responsibilities Expected of the Selected Vendor section, the final major bullet states: "Provide Requirements Analysis to progressively prioritize and elaborate requirements to enable the project team to implement a solution that fulfills the needs of the organization and stakeholders. This involves: analyzing stakeholder needs to define solutions that meet those needs; functional and non-functional requirements; modeling the business domain using process diagrams, flowcharts, data models, etc.; exploring behavior models using use case, user experience design, storyboards, wireframes, user profiles and user stories; and verifying and validating final requirements;" Some of the activities listed in the section are typically performed by consultants with specific subject matter expertise, such as Data Analysts and UI Developers. IS the vendor limited to two consultants for this effort?

Answer: No; the vendor can pull in whatever resources as necessary to complete the deliverables. See the answer to Question One.

Question #27: Is there an incumbent vendor that assisted the agency develop high level requirements?

Answer: See the answer to Question Six.

Question #28: Has the agency previewed any software packages in preparation for this effort?

Answer: No. We currently have a Cengea Planner being used for the Silviculture and Roads Module; but we are waiting for the outcome of this effort before looking at systems.

Question #29: If a fixed bid proposal is submitted, with a varied team (mix of full time and part-time staff), is the agency still requiring individual rates per consultant?

Answer: Yes.

Question #30: There was some work conducted on a similar forestry project initiative by BearingPoint in the early 2000's, are the findings of that study relevant to this engagement? Can they be made available?

Answer: A review of the files did not produce any documents by BearingPoint. If such files were to surface, then they would be available.

Question #31: The RFO requests a sample report completed by the proposed staff member. Since some reports are proprietary to either a company, or an individual, would approved corporate templates/examples suffice?

Answer: Yes.

Question #32: Due to the team and deliverables based nature of the project, the pending Q&A response, and the need to demonstrate specific skills at both a corporate and individual level; would it be possible to extend the deadline by one week? Five days (or Friday 5/6/2016)

Answer: No.

Question #33: Will representatives of impacted Forestry staff be able to commit to participating in facilitated workshops?

Answer: Yes. See the answer to Question Fourteen and Nineteen.

Question #34: What would be the maximum amount of time that the participants would be able to be in facilitation workshops per month?

Answer: It will vary, but ten to twenty hours per month is an average range.

Question #35: How many other organizations exist with missions similar to the Division of Forestry? Who are some of them? How many would you expect to be interviewed?

Answer: There are other large scale landholders with missions similar to MN DNR (i.e. some counties with larger forest land holdings), but states with large land management areas are probably a closer fit. See answer to Question Eighteen.

Question #36: Approximately how many business units and stakeholders would be involved in this effort?

Answer: See answers to Question Nineteen and Twenty-three.

Question #37: What is the domain of the Enterprise Analysis: is it the Forestry Division or the whole of DNR or something else?

Answer: Forestry Division is the domain of concern.

Question #38: Are there current state process flows for the business processes? If so, could we receive a copy of the process flows for review.

Answer: No. This is an outcome of this project.

Question #39: Are there current state system workflows available? If so, could we receive a copy of the system workflows for review.

Answer: No. This is an outcome of this project.

Question #40: What will the availability be of the State's Subject Matter Experts (SME's) for interviews, group sessions, etc.? Will they be available as needed for this? Are there things that may impede their ability to participate as needed? If so, what provisions is the State making to insure that resources are available in a timely manner so work can be completed on time.

Answer: See answer to Questions Fourteen and Thirty-Four.

Question #41: Will the State ask finalists to present their proposal?

Answer: Yes.

Question #42: Does the DNR want this team to examine potential COTS for this? If so, please provide more information on the format that the State wants the technology options to be presented in, for the final report (i.e., level of detail, vendor literature, chart with options and benefits/disadvantages, etc.)? Is it an expectation that we bring in technology vendors for presentations as a part of our evaluation process?

Answer: See the answer to Question Eleven. We are expecting the vendor to write an analysis sufficient to draft an RFP for system acquisition, or to get a rough estimate for building an application. No vendor presentations need to be part of this engagement.

Question #43: Is there a preference on the methodology that is used for this work? If so, what methodology is preferred.

Answer: No.

Question #44: Will travel to outstate locations be required? If so, please identify areas that may require travel.

Answer: See the answer to Question Sixteen. Major offices are located in Bemidji, Grand Rapids, and Saint Paul.

Question #45: Will travel to other States be required for review of their "Forest Management System" and processes

Answer: No.

Question #46: Please provide a brief description of how GIS is being utilized with the current systems

Answer: GIS is integral to all forestry division work and is currently a major component of everything except the Timber Sales Module.

Question #47: How many Interfaces are there in the current system? How many Current Interfaces are internal State Systems? How many Current Interfaces are External?

Answer: The only interface currently is between Timber Sales Module and Oracle Financials.

Question #48: Is there any Integration with Federal Systems?

Answer: No.

Question #49: How many future interfaces are anticipated? Internal? External?

Answer: We are looking for an integrated application to manage the forests, not a collection of systems which must be interfaced.

Question #50: Does the System need to receive updates from upstream systems in order to function?

Answer: No.

Question #51: Does the Current System push Data Downstream to other applications?

Answer: No.

Question #52: Does the Current System generate reports that are used to make daily decisions? How Many?

Answer: All reporting is ad-hoc.

Question #53: How many users need to access the current System?

Answer: Three hundred.

Question #54: How many users will need access to the new system? How many are internal? How many are external?

Answer: Three hundred. All internal.

Question #55: Does the current system have information that needs to be secured?

Answer: Yes. All data must be secure inside the firewall.

Question #56: Does the current system do any transactional types of Payment/authorization/Accounting/banking/etc...?

Answer: All financial data in Timber Sales Module is located in Oracle Financials.

Question #57: What are some limitations of the current system?

Answer: Limited integration.

Question #58: What was originally de-scoped with the original launch?

Answer: Varies based on functional area. System integration was one aspect that was less developed than originally desired/scoped.

Question #59: Does the new system need to be Cloud Based?

Answer: Probably; however, bandwidth to remote locations in outstate Minnesota is variable.

Question #60: Does the new system to be wireless/Mobile device compatible?

Answer: See answer to Question Fifty-Nine. Best practice would indicate that we should not be considering solutions that do not have response design as a core technology.

Question #61: Will the new system need to pull and push data? Real-time or overnight batch process?

Answer: Ideal solutions would be real-time, not batch.

Question #62: Are there currently any performance problems?

Answer: Yes. Client server application is run on Citrix.

Question #63: Should the RFO include Application and System Training?

Answer: No.

Question #64: Is there any anticipation for travel for this project?
Answer: See answer to Question Sixteen.

Question #65: Will the project team be using the state hardware/software for project implementation or their personal hardware/software?
Answer: State hardware.

Question #66: What is the breakdown of the current support team- % FTE vs Contractor?
Answer: All current support is vendor or FTE.

Question #67: Will the current business requirements be available to review and reuse where applicable?
Answer: Yes.

Question #68: Will the current source code be available for review where applicable?
Answer: Yes.

Question #69: Will the current test cases and regression test cases be available for review and reuse where applicable?
Answer: Not applicable.

Question #70: Is there currently any automation that is being done on the existing system (Any Test automation scripts currently in place on the current system.)?
Answer: No.

Question #71: Will the DNR be providing the tool set to document the current processes? If so, what are the tools (RUP, UML, BPMN, Lean, SixSigma, etc.)?
Answer: No.

Question #72: Is the recommendation to identify new infrastructure? If so, what are the State standards and limitations?
Answer: No.

Question #73: An undertaking of this nature may require an organizational redesign effort, too. Is analysis for organizational change management a part of this effort?
Answer: Yes, it is possible to consider changes to the business process if the analysis identifies possible improvements.

Question #74: Who are the existing major partners impacted by this effort (department names are fine), Within the State of Minnesota, External to Minnesota (including non-governmental agencies and the general public)
Answer: DNR Forestry Division.

Question #75: What has been discussed with the legislature to date regarding a budget for this effort?
Answer: See response to Question Five.

Question #76: Is analysis of the efforts to sunset the existing systems within scope of the effort?
Answer: No

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: