

AMMP PMO services RFP (2024-PMO-01)

Question ID	RFP Section	RFP Page	RFP Text	Vendor Questions	Agency/Medicaid Response	Amendment Reference
1	6.1.3 - Personnel	22	The 4th paragraph starts with: "The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month with the option to add or subtract trips based on project needs."	Please confirm that 6 individuals (on average) from our offsite staff are expected to travel to the Agency each month.	Please see Amendment 2, Item 2, Item 27, and Item 28 for clarification.	A2 #2, #27, #28
2	Tab 8—Corporate Background and References	112; 122	Section V. Corporate Background and References letter "e" requires "e. A list of all similar projects the Vendor has completed within the last three years", while Tab 8 letter e states "e) A list of all similar projects the Vendor has completed within the last five years".	Please clarify if the RFP is requesting for similar project within the last three or the last five years in Tab 8 Corporate Background, Experience, and Personnel.	Please see Amendment 2, Item 3 for clarification.	A2 #3
3	Tab 8—Corporate Background and References	112; 122	<p>Tab 8—Corporate Background and References (page 112) States: f)A detailed breakdown of proposed staffing for this project, including names, education background and resumes of all employees that will be assigned to this project.</p> <p>Tab 8—Corporate Background and References (page 122) States: f)A detailed breakdown of proposed staffing for this project, including names, education background and resumes of all employees that will be assigned to this project.</p> <p>Tab 8- Requirement 10 Required Key Personnel Provide résumés for all resources that are proposed to hold a Key Personnel position as denoted in RFP Section II.8 – Scope of Work, Staffing</p> <p>Section "f" under Tab 8 page 112 vs page 122 is requesting a breakdown (including names, education background and resumes).</p>	Please clarify the requirements of the above sections and confirm if the resume requirement must be provided for key personnel only.	Please see Amendment 2, Item 4 for clarification.	A2 #4
4	RFP, Section L.	117	L. Price Page 117 states "Vendors must respond to this RFP by utilizing the RFP Cover Sheet to indicate the firm and fixed price for the implementation and updating/operation phase to complete the scope of work."	Please define what the separate implementation and operation phase are that should be included in Section III. Pricing and Submission Requirements Section L. Price on page 117.	Please see Amendment 2, Item 5 and Item 6.	A2 #5, #6

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5	I. Offer in Effect for 90 Days	116		Please clarify the RFP requirement where offerors should include the 90 day validity statement (example: Cover Letter, Transmittal Letter) as required in RFP VII.L.?	Submission of the proposal implies the offer is in effect for 90 days.	
6	Q44 12.22 Questions 44	110	Employee qualification matrix from Procurement Library. This worksheet is a large multi-page document.	Can the completed matrix/worksheet be excluded from the page limit for this section of the proposal?  Should this Matrix be provided as a separate attachment to the Tab 6 response?	This has been moved to Tab10. Please see Amendment 2, Item 24.	A2, #24
7	RFP, Figure II-1: AMMP Roadmap	11		Do the requirements for the PMO apply to MEVV, CARES, TCOE or any other module besides SI, PM, CPMS and EDS?  If so, what are the specific requirements for these additional modules or contracts?	It applies to all modules identified in the AMMP Roadmap. See Section B.2.1  Please see Amendment 2, Item 26 and Item 16 for more clarification.	A2, #16, #26
8	RFP, Section 6.1.3 Personnel	21	The PMO Contractor shall maintain a staffing level necessary to perform all the specifications, functions, requirements, roles and duties defined in this Statement of Work regardless of the level of staffing included in this RFP. Failure to meet the specifications/requirements below shall result in the request for a Corrective Action Plan (CAP).	Should the proposal include a staff loading chart to show the staffing expected to support the requirements of the RFP?	The RFP does not require a staff loading chart to be submitted as part of the proposal.	
9	RFP, Section 6.16 Risk and Issue management and Section 6.17 AMMP Quality Management	37	Both the Risk/Issue Manager and Quality Control Manager are not required positions in this RFP. The work performed by these positions is required.	Does the Agency still consider these positions as necessary? Should each bidder staff dedicated people in these roles to meet Agency RFP expectations?	Please see Section II.L. The Agency realizes that the PMO Contractor may have other positions that are needed to complete the assigned tasks. The Agency is open to additional positions being provided by the PMO Contractor. We have these responsibilities assigned to Project Management Office Manager and Module Project Manager.	
10	RFP, Section 11.3.4	88	“The Module Contractors will deliver multiple module-related artifacts, plans, and packages for the Agency to review. The PMO Contractor shall take the lead in tracking all Module Contractors’ submissions during each stage of project and phase. The PMO Contractor shall review and provide constructive feedback and recommendations on each document submitted by the Module Contractors prior to Agency approval through the term of the contract.”	Can the Agency provide an estimate on the number of deliverables across all modules within the PMO scope that will require management by the PMO?	The RFPs released to date, average 61 deliverables per module.	

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11	RFP, Section 6.2.2 and Pricing Schedule	21	<p>Section 6.2.2 states that “Documentation such as Detail Product Design, Software Operation Manual, Software User Manual and updates to other AMMP tool documents will be part of the PCR if the Agency proceeds with COTS software recommended.”</p> <p>Schedule E lists Detail Product Design, Software Operations Manual, and Software user Manual as deliverables to be priced.</p>	<p>Operations manuals and user manuals are typically provided with a COTS product. Can the Agency clarify what is expected here?</p> <p>Product design detail is typically not available for COTS products due to intellectual property concerns of the COTS vendor. Can the Agency clarify what design documentation they are looking for.</p> <p>Since the Operations manuals and user manuals and design documents are expected to be part of a PCR, based on the actual tool selected, can the agency provide guidance on what pricing is expected for these items in the Pricing Schedule?</p>	Please see Amendment 2, Item 20, Item 25, and Item 29 for clarification.	A2, #20, #25, #29
12	RFP, Section 6.24.6 Testing Management Tool	48	<p>The PMO Contractor shall work with the Agency and TCOE to identify updates that are needed in the tool for capturing the information, reporting metrics, and impacts to the tool once the updates are made. The PMO Contractor shall also be responsible for configuring and implementing the changes in the testing management tool. The PMO Contractor shall have the capability and ability to manage and update the Testing dashboard based on Agency’s needs.</p>	<p>In order to scope the support for the Testing tool, can the State provide information on the technology used for this function?</p> <p>What is the anticipated staffing level for this tool?</p> <p>Is it the State’s expectation that a testing dashboard will be part of the overall PMO dashboard, with feeds from the testing tool or a separate function within the Testing tool?</p> <p>What level of changes does the State anticipate for the Testing tool?</p> <p>Are the changes in the tool going to be limited to configuration changes or will there be changes to the underlying tool required?</p>	<ol style="list-style-type: none"> <li>1. Please see Amendment 2, Item 7.</li> <li>2. Please see Amendment 2, Item 8.</li> <li>3. Yes, testing dashboard will be part of the overall PMO dashboard, with feeds from the testing tool.</li> <li>4. The PMO Contractor will be responsible for administering, operating, and Configuring the testing tool.</li> <li>5. The PMO Contractor will be responsible for administering, operating, and Configuring the testing tool.</li> </ol>	A2, #7, #8

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Question ID	RFP Section	RFP Page	RFP Text	Vendor Questions	Agency/Medicaid Response	Amendment Reference
13	RFP, Section L 12.19 OCM Analyst and 12.20 Staffing Requirements	109, 110	The OCM Analyst Section starts with: There will be multiple positions for the term of contract based on the work per the AMMP roadmap.  Staffing Requirement 259 states:  The Contractor shall fill six (6) OCM Analyst position from the start of the contract through the term of the contract.	Please clarify the apparent discrepancy in the staffing requirement.	Please see Amendment 2, Item 9.	A2, #9
14	RFP Section L 12.3	98	Module Project Manager There will be a Project Manager for each module in AMMP except the CPMS and SI modules which will have 3 project managers each.	What are the names of the modules that require a Project Manager? Specifically, must the PMO provide a Module Project Manager for E&E(CARES) and MEVV module?	Please see Amendment 2, Item 10, Item 30, and Item 31 for clarification. There will be a Project Manager for each module (EDS=1, PM=1, MEVV/CARES/TCOE=1) in AMMP except for the CPMS and SI modules which will have 3 project managers each (SI=3 and CPMS=3).	A2, #10, #30, #31
15	RFP Section L 12.12	104	Senior Business Analyst The PMO Contractor shall have at the minimum one (1) dedicated senior business analyst assigned to each module except for CPMS where at the minimum five (5) dedicated senior business analysts must be assigned at any given time.	What are the names of the modules that require a dedicated Senior Business Analyst? Specifically, must the PMO provide a Senior Business Analyst for the E&E(CARES) module and MEVV module?	Please see Amendment 2, Item 11, Item 32, and Item 33 for clarification. There will be a dedicated Senior Business Analyst assigned to each module (SI=1, EDS=1, PM=1, MEVV/CARES/TCOE=1) in AMMP except for the CPMS which will have five Senior Business Analysts assigned at any given time (CPMS=5).	A2 #11, #32, #33
16	RFP, Section 12.4 Certification Lead and Section F 6.13	99	Section 12.4 states “the Certification Lead will onboard twelve (12) months prior to the first Operational Readiness Review (ORR) required for certification.”  Section F 6.1.3 states  “The PMO Contractor shall have one hundred percent (100%) of all personnel dedicated to the project within three (3) months of contract start.”	Please clarify, does Section F 6.1.3 apply to the certification positions?  Which modules are expected to be certified during the period of performance of the PMO contract?	1. No. 2. EDS, PM, CPMS, MEVV.	
17	RFP Section L 12.14	106	Enterprise Architects RFP states – “Where required, the PMO Contractor can add enterprise architect or business analyst resources to complete the MEA. “	What additional EA or BA resources are required by the RFP to complete the MEA?	The RFP does not require additional EA or BA resources; only those resources stated in RFP Section II L. The referenced sentence states that the PMO Contractor can add resources to complete the MEA.	
18	RFP Section 6.2.2 Commercial Off - the Shelf (COTS) Software	23		Is gathering the agency’s requirements part of the 2 month time to provide a recommendation or do you mean 2 months after the requirements are complete and signed off?	Yes, gathering requirements is included in 2 months.	
19	Appendix G	181		Regarding the field “Primary on Contract”, are you asking whether the vendor is the Primary vendor on the contract being provided as a reference?	Yes.	

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20	Appendix G	181		Regarding the field "Vendor Percentage of Contract", are you asking what percentage of the contract the responding vendor had on the contract being provided as a reference?	Yes.	
21	Appendix G	181		Regarding the field "Certifications Received and Date", can you please be specific on what certifications you are seeking? Additionally, are you referring to certifications received by the State Agency being provided as a reference?	Any relevant certifications should be included. Yes, certifications received by the State Agency being provided as a reference should be included.	
22	6.6 AMMP Planning	27		Will the Agency provide an example of the current phasing plan in the procurement library and explain the scope of maintaining the phasing plan?	The Agency will provide the Phasing Plan and scope of maintaining the Phasing Plan to the PMO Contractor following Contract award.	
23	6.12 AMMP Deliverables and Artifacts	34	"The PMO Contractor shall be responsible for creating Deliverable Expectation Documents (DED). <b>This includes deliverables needed to support a module specific methodology.</b> The template must be submitted to the Agency for approval at least ten (10) business days prior to any contractor starting work on the deliverable. In many cases, one template can be used for multiple modules."	Will the agency clarify what types of methodologies are expected for the modules being referenced? If these are referring to development methodologies are these referring to design documentation for non-COTS products?  It is our experience that the vendor who is responsible for a deliverable is also responsible for completing the relevant DED. To clarify, is the PMO responsible for completing the DED or for creating the template for the DED the module vendor will populate with their content?	1. The Agency cannot dictate the software development methodologies that will be used by the Vendors. 2. The Agency is specifying Cloud based products. 3. The PMO Contractor is responsible for the creation of the template for the module vendor to populate with their content.	
24	6.24 AMMP Tool Maintenance and Configuration	46-49	The Agency has established enterprise project management tools used for capturing requirements, testing details, diagramming business processes, recording action items, risks, issues, decisions and change requests for the AMMP. The PMO Contractor shall also be responsible for administering, configuring, and implementing the changes in the AMMP tools. Access to appropriate AMMP Tools artifacts will be given to the Contractor. See Appendix F: Procurement Library Contents for more information.	Do the PMO Contractor's responsibilities apply to all the tools listed in Appendix F AMMP Tools? If not, can the agency specify which tools are in scope for this requirement?	Please see Amendment 2, Item 7 for clarification.	A2, #7

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25	6.24.4 Requirements Management Tool	47	<p>“The Agency has selected and is utilizing enterprise requirements management tools used for capturing requirements, testing details, business processes, producing metrics for the AMMP. This tool has been configured to meet the Agency’s current needs. Throughout the course of the project, the Agency shall need additional information captured in the tool. The PMO Contractor shall work with the Agency to identify updates that are needed in the tool for capturing the information, reporting metrics, and impacts to the tool once the updates are made. The PMO Contractor shall also be responsible for configuring and implementing the changes in the requirements management tool. The PMO Contractor shall have the capability and ability to manage and update the RMT dashboard based on Agency’s needs. Requirements in the RMT are traceable to MEA objects and models in the EA tool through application programming interfaces (APIs). At the release of this RFP, requirements are traceable to their respective Business Process objects and Systems objects. The PMO Contractor shall ensure traceability is maintained and shall recommend additional EA objects to trace to requirements, and implement Agency-approved APIs.”</p>	<p>Could the Agency please indicate what tool is currently in use?                      Could the Agency clarify what is intended in terms of implementing Agency-Approved APIs or provide an example of what is expected?</p>	<p>1. Please see Amendment 2, Item 7 for clarification.                      2. The Agency and the tool vendor will develop the APIs. The PMO Contractor shall recommend and support the APIs.</p>	A2, #7
26	6.24.1 and RFP Amendment #1	47	<p>The PMO Contractor shall be responsible for creating and maintaining document repositories (e.g., SharePoint) for multiple AMMP areas and modules. The Agency relies heavily on SharePoint to support many Common Processes such as Risk and Issue Management, Decision Management , Project management, Action Items, Change requests and Deliverables management. RFP Amendment #1 has new requirements for the PMO to conduct initial and quarterly audits of SharePoint.</p>	<p>Does the Agency require or recommend a full-time resource to support these requirements in addition to the required positions in the RFP?</p>	<p>Please see Section II.L. The Agency realizes that the PMO Contractor may have other positions that are needed to complete the assigned tasks. The Agency is open to additional positions being provided by the PMO Contractor.</p>	

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27	6.24.5 Enterprise Architecture Tool	48	<p>“The PMO Contractor shall ensure traceability is maintained, and shall recommend additional objects to trace to requirements, and implement Agency-approved APIs. The EA tool includes a web-based portal that presents an EA dashboard. The PMO Contractor shall have the capability and ability to manage and update the EA tool portal and the EA dashboard, based on Agency’s needs. The PMO Contractor shall arrange with the Agency to receive initial training available from the tool’s manufacturer. The PMO Contractor shall maintain and update the MEAF configuration in the MEA tool. The PMO Contractor shall administer the users and roles in the MEA tool. The PMO Contractor shall create and maintain the MEA model objects and views in the MEA tool. “</p>	<p>Will the Agency provide the name and vendor of the MEA tool?</p> <p>Will the Agency clarify the scope of implementing Agency-approved APIs, perhaps an example of what is required?</p>	<p>1. Please see PL14_AMMP Tools in the Procurement Library.</p> <p>2. The Agency will provide this information to the PMO Contractor following Contract award.</p>	
28	Section N Proposal Format 1.Proposal Structure d. Tab 4 Transmittal Letter, Item #7	119	<p>RFP requires - A statement that any person submitted as a candidate, for any position defined in this RFP, will be exclusive to ONLY this Vendor proposal response and cannot be submitted as a candidate in another Vendor’s proposal. Furthermore, any candidate submitted for any position defined in this RFP that is discovered to be submitted by more than one Vendor for potential work assigned as part of this engagement will be considered disqualified.</p>	<p>Is the candidate disqualified from filling the proposed position or is the vendor’s entire proposal disqualified? Can this requirement be removed since one vendor cannot be held responsible for the actions of another vendor?</p>	<p>Section VI.N proposal Format, 1. Proposal Structure, d. Tab 4 transmittal letter, Item #7 applies to the candidate only.</p>	
29	6.1.3 Personnel	22	<p>The PMO Contractor’s Program Manager, one (1) Project Analyst and one (1) OCM Communication Lead will be required to be onsite Monday through Friday from 8:00 AM to 5:00 PM except for scheduled time off and holidays.</p>	<p>This section of the RFP directly conflicts with the RRM Req ID 6: "The Contractor shall have the Program Manager and one (1) Project Analyst to be onsite Monday through Friday from 8:00 AM to 5:00 PM except for scheduled time off and holidays." Req ID 6 does not include the OCM Communication Lead as a position that is required to be on site 5 days a week. Please clarify this requirement.</p>	<p>Please see Amendment 2, Item 13 and Item 12 for corrections in RRM and RFP.</p>	A2, #13, #12
30	6.1.3 Personnel	22	<p>The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month with the option to add or subtract trips based on project needs. For example, requirements sessions which require direct interaction with stakeholders. The PMO Contractor shall maintain a calendar which identifies by name the scheduled on-site visits. These visits shall be identified at least three (3) months in advance of the visit. The Agency does not pay for travel time, travel expenses, meals or lodging.</p>	<p>Can the State please define a "trip" to the Agency so that we can better understand what would qualify?</p>	<p>Please see Amendment 2, Item 2, Item 27, and Item 28 for clarification.</p>	A2, #2, #27, #28

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31	6.1.3 Personnel	22	The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month with the option to add or subtract trips based on project needs. For example, requirements sessions which require direct interaction with stakeholders. The PMO Contractor shall maintain a calendar which identifies by name the scheduled on-site visits. These visits shall be identified at least three (3) months in advance of the visit. The Agency does not pay for travel time, travel expenses, meals or lodging.	Does this monthly requirement apply to all off-site staff assigned to the PMO contract? We request the State to expand on this requirement as six (6) trips per month is a relatively large commitment.	Please see Amendment 2, Item 2, Item 27, and Item 28 for clarification.	A2, #2, #27, #28
32	6.1.3 Personnel	22	All Project Personnel shall have workspace provided by the Agency. The PMO Contractor shall provide adequate coverage for all business areas during the Agency normal work hours of 8:00 A.M to 5:00 P.M Central time, Monday through Friday. The Program Manager and Senior Business Analyst must be full-time, dedicated solely to the AMMP and must be available as needed to fulfill responsibilities that meet the Agency's needs. See Section II. L. Staffing for more information. The PMO Contractor must propose key personnel who will, to the best of their knowledge, be available for the duration of the project. These individuals shall be the primary contacts for the Agency on a day-to-day basis. The PMO Contractor's staff, including the Program Manager and Senior Business Analyst, shall be available for in-person meetings as needed.	Can the State clarify if this requirement for on site was intended to be required for the Lead Business Analyst and not the Senior Business Analyst? Based on the review of the personnel requirements, we understand the Lead Business Analyst is called out as a key position while there are multiple Senior Business Analysts that are not considered to be key positions.	Please See Section II.F.6.1.3. The PMO Contractor's Program Manager, one (1) Project Analyst and one (1) OCM Communication Lead will be required to be onsite Monday through Friday from 8:00 AM to 5:00 PM except for scheduled time off and holidays.  Please see Amendment 2, Item 14 for clarification.	A2, #14



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33	L. Staffing	96-97	The Agency has identified the contract required personnel positions listed below. The Agency requires all positions stated below to be filled by senior-level experienced staff. The Agency reserves the right to request resumes and conduct interview of all personnel. The Agency will request a replacement of any personnel on the project that do not meet the Agency's expectation. The PMO Contractor shall find a replacement that meets the Agency's expectation within 2 weeks. The Agency realizes that the PMO Contractor may have other positions that are needed to complete the assigned tasks. The Agency is open to additional positions being provided by the PMO Contractor. The Contractor must receive Agency approval to change an individual's job classification within this contract at any time during the life of this contract. The Contactor shall provide a plan to the agency and obtain its approval prior to moving a resource to another project or another account. The Contractor shall not reassign the resources until a suitable replacement resource has been identified and approved by the Agency, and adequate training as been provided. State resources will partner with the PMO Contractor's staff; however, the PMO Contractor should expect to be the driver and manager of all project activities to assure that schedule, cost, and project deliverables are met.	Can the State clarify if all positions required in the staffing section are expected to be named in the proposal, or is the intention that only Key Personnel positions are expected to be named?	Please see Amendment 2, Item 4 for clarification.	A2, #4
34	12.17 OCM Communication Lead	108	There will be one OCM Communication Lead for AMMP. This person shall be on site 75% of the time.	Can the State clarify the onsite requirements for the OCM Communication Lead? Section 12.17 is clear in stating 75%, however section 6.13 Personnel implies that the OCM Communication Lead will be on site 100% of the time which is conflicting.	Please see Amendment 2, Item 15 for clarification.	A2, #15

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35	12.20 Staffing Requirements RRM Req IDs 249, 250, 251	109	<p>249: The Contractor shall fill key positions identified by the Agency one for each module from start of the contract through the term of the contract: - 1. Module Project Manager (all modules except CPMS and SI)</p> <p>250: The Contractor shall fill three (3) Module Project Manager key positions for the System Integration (SI) at the start of the contract. The Contractor shall keep two (2) of the Module Project Manager key positions for the System Integration (SI) from ninety (90) calendar days after the last module certification until the end of contract.</p> <p>251: The Contractor shall fill three (3) Module Project Manager key positions for the CPMS from start of the contract through the term of the contract.</p>	<p>Are we expected to name a resource for each Module Project Manager position at the time of submission of our response to the PMO Services RFP? We understand that the Module Project Manager is a key position, however it is somewhat unclear whether these requirements are referencing this PMO contract or the respective module contract when stating "...from start of the contract through the term of the contract." Please clarify.</p>	<p>Please see Amendment 2, Item 16 for clarification.</p>	A2, #16
36	N. Proposal Format 1. Proposal Structure	123	<p>10. Required Key Personnel Provide résumés for all resources that are proposed to hold a Key Personnel position as denoted in RFP Section II.8 – Scope of Work, Staffing</p>	<p>In terms of Staffing, are resumes only required for Key Personnel? We understand that resumes are requested for Senior Managers and Partners as well in accordance with section V. Corporate Background and References, but the resume requirement is unclear for the positions outlined in section II. L. Staffing. Additionally, can the State clarify if the reference in this section to "Section II.8 – Scope of Work, Staffing" was a typo? There is no Section II.8.</p>	<p>Please see section V.2.d and Section V.2.f. Please see Amendment 2, Item 17 for corrections.</p>	A2, #17

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37	Employee Qualification Matrix	OCM Project Lead Row	N/A - Position was not marked with a "Y" as Key	<p>It is our understanding that the Requirements Response Matrix (RRM) and RFP call out eight (8) key positions as follows:</p> <ol style="list-style-type: none"> <li>1. Program Manager</li> <li>2. Project Management Office (PMO) Manager</li> <li>3. Senior Technical Advisor</li> <li>4. Communication Manager</li> <li>5. Lead Business Analyst</li> <li>6. Lead Enterprise Architect</li> <li>7. OCM Project Lead</li> <li>8. Module Project Managers</li> </ol> <p>However, the Employee Qualification Matrix only marks seven (7) key positions, it does not include OCM Project Lead as a key position. Can the State please clarify which positions are considered to be key positions?</p>	Please see Amendment 2, Item 7.	A2, #7
38	Requirements Response Matrix (RRM)	Instructions and Legend Page	N/A - Spreadsheet	The sheet is protected and will not allow us to fill in our vendor name in the green shaded cell. Can the State please update the RRM to allow for the cell to be edited?	Please see Amendment 2, Item 18 for updated RRM.	A2, #18
39	N. Proposal Format 1. Proposal Structure	122-123	<p>h. Tab 8 – Corporate Background, Experience, and Personnel</p> <p>3. Furnish three (3) references for projects of similar size and scope to support the experience requirements listed above, including contact name, title, telephone number, and address using Appendix G: Corporate Reference Worksheet. Performance references should also include contract type, size, and duration of services rendered.</p> <p>i. Tab 9 – Corporate References The proposal response for this tab does not have a page count requirement or limitation, and should include:</p> <ul style="list-style-type: none"> <li>• All required (and any optional/additional and subcontractors) and completed Appendix G: Corporate Reference Worksheet.</li> </ul>	Please clarify where we should submit the three (3) references using Appendix G: Corporate Reference Worksheet. The RFP mentions this appendix in both the Tab 8 submission requirements and the Tab 9 submission requirements.	<p>Tab 9.</p> <p>Please see Amendment 2, Item 19 for clarification.</p>	A2, #19
40	General Question	N/A	N/A	What is the number of staff that are currently working full time on the PMO Services contract?	The Scope of Work is different for each Contract. This information is not pertinent to this RFP.	

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41	Section B. Schedule of Events	3	Round 1 Questions Due by 5pm CT	The schedule of events in the RFP implies that there may be additional rounds of questions and answers. Does the State anticipate a second round of questions and answers?	No.	
42	Appendix C: Pricing	164-165	<p>Pricing Schedule E – COTS Deliverable Price To complete Schedule D, Vendors must adhere to the following Notes:</p> <ul style="list-style-type: none"> <li>• Cost Proposal Schedule E must be completed by all vendors. The workbook will transfer values to Schedule A, but vendors must verify that totals are correct. ....</li> </ul> <p>Pricing Schedule D – Extra Contractual Services Price To complete Schedule D, Vendors must adhere to the following Notes:</p> <ul style="list-style-type: none"> <li>• Cost Proposal Schedule F must be completed by all vendors. The workbook will transfer values to Schedule A, but vendors must verify that totals are correct.</li> </ul>	Can the State please review Appendix C: Pricing in the RFP and check for any typos? Schedule E includes notes to "complete Schedule D" and it seems that the Schedule F instructions incorrectly reference Schedule D as well.	Please see Amendment 2, Item 20 and Item 21 for corrections.	A2, #20, #21
43	6.1.3 Personnel Paragraph 7	21	The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month.	Is 100% of the off-site staff expected to travel six(6) trips per month?	Please see Amendment 2, Item 2, Item 27, and Item 28 for clarification.	A2, #2, #27, #28
44	6.1.3 Personnel Paragraph 7	21	The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month.	Would the Agency clarify the meaning of six (6) trips per month?	Please see Amendment 2, Item 2, Item 27, and Item 28 for clarification.	A2, #2, #27, #28
45	7.2 Business Process Management Paragraph 2	64	The PMO Contractor shall document the roadmap for transitioning business processes from the AS-IS state to the TO-BE state in the Functional Area Analysis documents.	Can the Agency clarify if the roadmap already exists or if the contractor is expected to develop from scratch?	The Vendor will have to develop the roadmap.	
46	VI.N.f / VI.T 1st bullet / 1st number bullet	120/124	Tab 6 CANNOT exceed max 78 pages (39 pages front and back), in length. / Tab 6 – Scope of Work and Narrative Response shall be printed single-sided.	Is Tab 6 supposed to be printed double or single sided?	<p>It is 78 pages single sided.</p> <p>Please see Amendment 2, Item 22 for clarification.</p>	A2, #22
47	VI.N.h (Tab 8) 10th Bullet	123	10. Required Key Personnel Provide résumés for all resources that are proposed to hold a Key Personnel position as denoted in RFP Section II.8 – Scope of Work, Staffing	On page 96, there is section II.L - Staffing - should the Tab 8 reference on page 123 state "Section II.L - Scope of Work, Staffing" instead?	Please see Amendment 2, Item 17 for corrections.	A2, #17
48	VI.N.f / VI.T 1st bullet / 1st number bullet	120 / 124	Tab 6 CANNOT exceed max 78 pages (39 pages front and back), in length. / Tab 6 – Scope of Work and Narrative Response shall be printed single-sided.	Is Tab 6 supposed to be printed double or single sided?	<p>It is 78 pages single sided.</p> <p>Please see Amendment 2, Item 22 for clarification.</p>	A2, #22
49	12.20 Staffing Requirements 248	109	The Contractor shall fill key position identified by the Agency from the contract start through the term of contract:	Is the Contractor expected to provide PMO services during the Module Operational phases for each module?	Please See Section E. Introduction.	
50	12.20 Staffing Requirements 253	109	The Contractor shall fill five (5) senior business analyst positions for the CPMS module from start of the contract through the term of the contract.	There are no business analysts specified from the PMO for Systems Integration. Are these positions required or not needed?	Please see Amendment 2, Item #11	A2, #11

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51	12.20 Staffing Requirements 254	109	The Contractor shall fill positions identified by the Agency one per each active module certification in the time frame defined by the Agency through the term of the contract	The requirement states multiple positions - one per each active module certification while also stating 1. Certification Lead. Could the agency clarify the number of Certification Leads required?	The Agency requires one (1) certification lead per each active module certification.	
52	12.20 Staffing Requirements 255	109	The Contractor shall fill positions identified by the Agency one per each active procurement as requested by the Agency: 1. Procurement/Contract/RFP/ITB Lead	Approximately how many active procurements does the Agency anticipate being underway concurrently after the start of the PMO contract?	See Figure II-1 Roadmap	
53	12.20 Staffing Requirements 255		The Contractor shall fill positions identified by the Agency one per each active procurement as requested by the Agency: 1. Procurement/Contract/RFP/ITB Lead	Could the Agency clarify what modules are considered as active procurements during the term of the PMO contract?	See Figure II-1 Roadmap	
54	12.20 Staffing Requirements 255	109	The Contractor shall fill positions identified by the Agency one per each active procurement as requested by the Agency: 1. Procurement/Contract/RFP/ITB Lead	The requirement states multiple positions - one per each active procurement while also stating 1. Procurement/Contract/RFP/ITB Lead. Could the agency clarify the number of Procurement Leads desired?	Please see section 12.7. There will be one Procurement/Contract/RFP/ITB Lead for each active procurement.	
55	12.20 Staffing Requirements 257	109	The Contractor shall fill two (2) Enterprise Architect positions from start of the contract through the term of the contract.	There are no business analysts specified for Enterprise Architects. Are these positions required or not needed?	Please see Amendment 2, Item 11.	A2, #11
56	2.2.1 Alabama Medicaid Management Information System Table	109	Below is a high-level listing of the components and functionality currently provided by the AMMIS, though these are subject to change	Risk Manager is typically a key position for a large PMO engagement. May the Contractor propose this position as a key or non-key position?	Please Section ILL. The Agency realizes that the PMO Contractor may have other positions that are needed to complete the assigned tasks. The Agency is open to additional positions being provided by the PMO Contractor. We have these responsibilities assigned to Project Management Office Manager and Module Project Manager.	
57	2.2.1 Alabama Medicaid Management Information System Table	109	Below is a high-level listing of the components and functionality currently provided by the AMMIS, though these are subject to change	Quality Assurance Manager, to oversee the quality of and adherence to documentation and processes, is typically a key position for a large PMO engagement. May the Contractor propose this position as a key or non-key position?	Please Section ILL. The Agency realizes that the PMO Contractor may have other positions that are needed to complete the assigned tasks. The Agency is open to additional positions being provided by the PMO Contractor.	
58	6.1.3 Personnel Paragraph 3	21	The key personnel must be one hundred percent (100%) dedicated to this contract unless the Agency approves them as part time	Should the Contractor plan for 100% of a 40-hour work week for all key personnel for the duration of the contract?	Yes. Please see Section II L	
59	6.1.3 Personnel Paragraph 3	21	The key personnel must be one hundred percent (100%) dedicated to this contract unless the Agency approves them as part time	Should the Contractor plan for 100% of a 40-hour work week for all non-key personnel for the duration of the contract?	Yes. Please see Section II L	
60	6.1.3 Personnel Last Paragraph	22	Within six (6) weeks of contract start, the PMO Contractor shall have eighty percent (80%) percent of the contract required personnel dedicated to the project.	Would the Agency clarify the meaning of "personnel dedicated to the project"?	Vendor Personnel assigned to this project 100% of their time.	
61	L. Staffing Paragraph 1	96	The Agency reserves the right to request resumes and conduct interview of all personnel.	Do we need include resumes for all non-key personnel?	No.	

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62	L. Price Paragraph 1	117	Vendors must respond to this RFP by utilizing the RFP Cover Sheet to indicate the firm and fixed price for the implementation and updating/operation phase to complete the scope of work.	Can the Agency share the approved budget for this contract?	No.	
63	6.21.1 PMO Contractor Invoicing Paragraph 1	45	The PMO Contractor shall submit to the Agency a detailed monthly invoice for compensation for the deliverable and/or work performed.	Should the Contractor invoice the Agency per deliverable, or T&M actuals?	The PMO services contract is a Firm Fixed Price contract. This contract is not a T&M contract. The rates that are listed in Schedule F - Extra Contractual Services Price, is used for Project Change Requests.	
64	D. Questions Regarding the RFP Paragraph 1	115	Vendors with questions requiring clarification or interpretation of any section within this RFP must submit questions and receive formal, written replies from the State	If additional clarifications are required, will the Agency allow for questions after this initial submission?	No.	
65	Section B. Schedule of Events Table-1	3	Proposals Due by 5 pm CT	Given that the answers will be posted one month after questions for Round1 are submitted, would the agency consider extending the Proposal Due Date?	No.	
66	N/A	N/A		What are the required insurance coverages and limits for this solicitation?	Please see Section VIII.S.	
67	C.3.1	16		Can AMMP please provide details on the organizational structure of AMMP's existing agency PMO team that interfaces with the vendor currently supporting the PMO?	No.	
68	6.1.1	20	Remote work by the Contractor for the AMMP must be performed within the Continental United States.	We have teams that work and live in Hawaii, Alaska, and the US Territories. Is it okay for these resources to work on this engagement?	Alaska is part of Continental United States. Hawaii and US Territories is not part of Continental Unites States.	
69	6.1.3	22	The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month with the option to add or subtract trips based on project needs.	Is there a minimum number of onsite days per trip? Does this hold for every team member or is this the total number of trips for the whole team?	Please see Amendment 2, Item 2, Item 27, and Item 28 for clarification.	A2, #2, #27, #28
70	II.6.1.3 II.L.12.1 III.L.12.17	22 97 108	II.6.1.3 - "The PMO Contractor's Program Manager, one (1) Project Analyst and one (1) OCM Communication Lead will be required to be onsite Monday through Friday from 8:00 AM to 5:00 PM except for scheduled time off and holidays."	In Section II.6.1.3, the RFP states that the Program Manager, one Project analyst, and the Communication Lead must be full-time on-site; however, in Section III.L.12.17, the OCM Communication Lead has the responsibility to be on site 75% and in Section 12.1, no on-site requirements are listed for the Program Manager. Please clarify.	Please see Amendment 2, Item 15 for clarification on OCM communication Lead.  Please see Amendment 2, Item 23 for clarification on Program Manager.	A2, #15, #23
71	V.I.M	117	"The proposal response must include an E-Verify Memorandum of Understanding with the Department of Homeland Security."	Where in the proposal does the Agency want the vendor to include the E-Verify Memorandum?	Please see Amendment 2, Item 24 for clarification	A2, #24

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Question ID	RFP Section	RFP Page	RFP Text	Vendor Questions	Agency/Medicaid Response	Amendment Reference
72	VI.N VI.T.	117 124	VI.N - "Each proposal must be prepared on standard 8 ½" x 11" paper, using a font no smaller than 11- point with 1" margins, and must be bound." VI.T - "One (1) original Proposal with original signatures in ink, in a three-ring binder."	Does the Agency want the proposals bound or in a 3-ring binder?	Either bound or 3-ring binder.	
73	VI.N.1.e	120	"Tab 5 – Pricing Schedule" "Tab 10 – Additional Attachments The proposal response for this tab does not have a page count requirement or limitation, and should include: Signed, Pricing Schedule A through F"	Should the Pricing Schedule be included in Tab 5 or Tab 10?	Tab 5.  Please see Amendment 2, Item 24 for more clarification.	A2, #24
74	VI.N.1.f VLS	120 124	VI.N.1.f - "Tab 6 CANNOT exceed max 78 pages (39 pages front and back), in length." VLS - "Tab 6 – Scope of Work and Narrative Response shall be printed single-sided."	Does the Agency want Tab 6 – Scope of Work printed single or double sided?	It is single sided.  Please see Amendment 2, Item 22 for more clarification.	A2, #22
75	VI.N.1.f	120	"The Vendor should identify and/or label any specific references to applicable requirements in-line with the text (e.g., "REQ – XXXX")" "Example of Vendor Response to Agency Narrative Questions (as included within) Section II – Scope of Work."	The Agency indicates that they want the reference to the requirement in-line with the text. Please clarify if the agency wants a response to each of the 259 requirements. If the agency wants an acknowledgement of each response, should it be included in the RRM and Deliverables Excel Sheet or in a Table in Tab 10?	Only reference the requirement if it applies to the Vendor response for that narrative question in this RFP.	
76	VI.N.1.f	120	"Example of Vendor Response to Agency Narrative Questions (as included within) Section II – Scope of Work."	Is it acceptable to include the printed question prior to each response in 8 point font?	No.	
77	VI.N.1.h.8	123	"Provide a narrative response that describes and explains the Vendor's understanding of the Procurement Participation Restrictions as laid out in the RFP."	Is the Agency referencing Figure II-2 on page 22 as a response to this requirement and are there any other requirements the vendor needs to take into account to respond to this requirement? There are several restrictions included in the RFP.	Yes	
78	VI.R VI.T.3.b	124	Vendors should redact, mark, or otherwise designate any material that they believe is proprietary or otherwise confidential by labeling the page as "CONFIDENTIAL." "One single searchable PDF file containing the entire proposal (Tabs 1 through 10) that MUST have any information asserted as confidential or proprietary removed."	Does the agency want confidential information labeled as confidential or removed? Or do they want both? That is, labeled as confidential in the non-redacted proposal and removed in the redacted PDF?	The agency requires both. See Section VI.T.3.a and VI.T.3.b	
79	2.4_PL14_AMMP_Tools_2-14-24	N/A		Which of the tools detailed in 2.4_PL14_AMMP_Tools_2-14-24 does AMMP expect responding bidders to provide?	Please see Amendment 2, Item 7 for the updated 'Source/Dept' column in PL_14 AMMP Tools.	A2, #7

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80	2.4_PL14_AMMP_Tools_2-14-24	N/A		Would the Agency be open to responding bidders proposing tools that replace or supplement existing tools noted in 2.4_PL14_AMMP_Tools_2-14-24?	See Section 6.2.2	
81	2.4_PL14_AMMP_Tools_2-14-24	N/A		Which of the tools detailed in 2.4_PL14_AMMP_Tools_2-14-24 does AMMP have in-house the PMO Contractor will be expected to leverage?	Please see Amendment 2, Item 7 for the updated 'Source/Dept' column in PL_14 AMMP Tools.	A2, #7
82	2.4_PMO_RFP_AMMP_Requirement_Response_Matrix_(RRM)_V1.0_2-14-24	N/A		Does the Agency want Column F completed for each requirement or just those that we have specifically responded to in the narrative?	The Agency wants the Column F completed for each requirement.	
83	2.4_PMO_RFP_AMMP_Requirement_Response_Matrix_(RRM)_V1.0_2-14-24	N/A		Does the Agency want Column G and H completed for every requirement? Many of the requirements don't lend themselves to experience or deliverables.	Vendors are to make selections of pre-populated answers for columns F and G on the "Requirement Response Matrix" Tab within this excel workbook, in accordance with the instructions below and as informed by the RFP narrative document.  Column H has a comment field to address non-applicable items.	
84	6.1.3	22	The PMO Contractor's Program Manager, one (1) Project Analyst and one (1) OCM Communication Lead will be required to be onsite Monday through Friday from 8:00 AM to 5:00 PM except for scheduled time off and holidays.	The requirement for the OCM Communication Lead to be 100% onsite is inconsistent with the stipulation on (page 108 of the RFP) that the OCM Communication Lead is only required 75%. Please clarify.	Please see Amendment 2, Item 15 for clarification.	A2, #15
85	6.1.3	22	The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month with the option to add or subtract trips based on project needs.	This question is triggered by the possibility that there is a typo in the stipulation "The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month". We'd like to confirm if this is the intended frequency.	Please see Amendment 2, Item 2, Item 27, and Item 28 for clarification.	A2, #2, #27, #28
86	6.15	37	The AMMP currently has a dashboard that has an overall program status with limited drill downs for each module. This current dashboard must be maintained and improved by the PMO Contractor for the life of the contract. The PMO contractor shall review the current dashboard and make recommendations for changes to automate the dashboard and make it aesthetically pleasing.  The Agency requires the dashboard to be automatically updated. Any manual updates must be approved by the Agency and made daily. This will ensure the AMMP receives the most current project information.	What tool is being used for the current dashboard?	Please see Amendment 2, Item 7 for updated PL14_AMMP Tools and Item 8 for clarification.	A2, #7, #8



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Question ID	RFP Section	RFP Page	RFP Text	Vendor Questions	Agency/Medicaid Response	Amendment Reference
87	12.4	99	The PMO Contractor shall have one full time Certification Lead for each module while the certification is active.	Could you provide us a list of MES modules that have been currently certified?	None of the MES modules have been certified. In addition, the Legacy AMMIS (current system) and CARES (In-house solution) have been certified but their certifications are out of the scope for this RFP.	
88	6.17	40	The Contractor shall review and validate it against Quality Checklist all deliverables and artifacts submitted by module contractors. Deliverables and artifacts that fail quality checklist shall be returned to the creator contractor with all deficiencies identified.	What are the quality checklists used by the current PMO vendor?	Agency will provide this information to the PMO Contractor following Contract award.	
89	6.24	46	AMMP Tool Maintenance and Configuration	Can you provide a list of the tools being used by the current PMO vendor ?	Please see Amendment 2, Item 7 for updated PL14_AMMP Tools and Item 8 for clarification.	A2, #7, #8
90	6.27.1	50	The Contractor shall hold the turnover kick-off meeting with the MES PMO and existing PMO contractor within two (2) weeks after the contact start date.	What is the termination date of the current vendor's contract, and the expected turnover (transition) period from Current PMO Contractor to the new PMO Contractor?	The Termination date of the current Vendor's contract is March 31, 2025. Projected start date of new Contractor is January 1, 2025. The expected transition period is three (3) months.	