

The State Bar of California

Admissions Information Systems Project Management
Request for Proposal: Questions & Responses

March 13, 2015

- 1. This statement of work is for Project Management services for the procurement and implementation a COTS system for Admissions. The statement of work in the RFP is for Project Management Services, Procurement as well as a time and materials Implementation Phase. The Implementation Phase lists several anticipated deliverables (e.g. system design, data conversion, interface, validation and testing). Our understanding is the selected systems integration/COTS vendor will actually be executing the Implementation Phase while the vendor from this solicitation will be providing day-to-day project management on behalf of the State Bar. For example, the selected SI/COTS vendor will perform testing, but the vendor from this solicitation will manage the State's oversight of that process. Can you please confirm that this understanding is correct?**

Your understanding of the Project Management role and services for this RFP is correct.

- 2. Will the Project Manager from this solicitation report to State Bar sponsor and will the sponsor have the authority to direct State Bar resources?**

During the Procurement Phase, the vendor Project Manager will report to the IT Director of Project Management. During the Implementation Phase, the vendor Project Manager will report to the IT Director of Applications.

This project will have a Project Steering Committee. The project's Executive Sponsor and the IT Director of Applications are members of this committee who can direct both State Bar business and IT resources.

- 3. Since the Project Management and Procurement phases are fixed price deliverables, has the State established an estimated duration for these phases so we can appropriately scope a response?**

Based on similar previous engagements, we would estimate that the Project Management and Procurement efforts should take no longer than 210 days. However, we expect the vendor to conduct detailed discovery to better estimate a proposed timeline.

- 4. I understand you would like to select a firm by April 30th, when is the work expected to start?**

The work is expected to start when both the State Bar and the selected PM vendor has complied with procurement contracting rules.

5. Is it preferred that the resources you are requesting will be on-site full time or is this on-site as needed?

As stated in II-B, Statement of Work, the bar is requiring that the assigned Project Manager is to be onsite for this project. However, there will be occasions where the PM will have to travel to the bar's offices (Los Angeles and San Francisco) for PM activities. [Other PM activities, resources, etc. can initially be onsite, then offsite afterwards]

6. Will you please describe the requirement analysis activities completed thus far? Do you anticipate the consultant will need to simply scrub existing business and technical requirements to ensure they are measurable, etc...? Or, do you anticipate existing requirements have been developed but they need significant refinement? Or, do you anticipate the requirements analysis effort will need to be re-initiated from the beginning?

A. Requirements Analysis thus far include:

- *Business and Functional Requirements Definition by The Diagonal Group (October 2005): "The State Bar divided the overall project into two sub-projects. Project 1 consisted of in-depth analysis of the business and functional requirements of the new system through a series of interviews, job shadowing, and reviews of existing systems and documents. Existing processes were mapped to help identify where changes in processes and systems would result in meaningful improvements in the processes used by the Office of Admissions.*

After validating the value and feasibility of the new processes, the system design requirements were identified. The new system's technical architecture was identified and a high-level project plan was completed to serve as the guide for building and implementing the new system.

The deliverables for Project 1 can be used for Project 2, which is the actual system design and construction."

- *Business Case by Gartner Consulting Group (November 2006). "The purpose of this business case is to provide the State Bar's executive leadership team with an analysis of the benefits and costs associated with the implementation of a new Admissions system to help them make a more informed decision to move forward (or not) with a new system. The State Bar requested Gartner's support in assessing the need (both business and technical) for a new Admissions system and to provide the documented rational justification, supported by quantifiable measures, to support a decision on whether the proposed project should move forward."*

- *Process Improvement Analysis by Framework LLC (December 2014):
“Framework LLC was asked by the State Bar of California’s Chief Financial Officer to complete a focused review of selected business processes performed by the Office of Admission’s Operations and Management (O&M), Examinations, and Administration Departments.”*
 - *Internal review of processes and workflows.*
- B. *The expectation is that the consultant will use all available sources for requirements, validate that they are still current, identify new requirements, and augment the requirement definitions to ensure they are complete and accurate in order for a solution provider to appropriately develop a proposal.*
- C. *We do not expect that the requirements analysis efforts will need to be re-initiated from the beginning.*
- 7. Has a California Bar Project Team been identified? If so, will you please provide a brief description of the business and technical teams, identify their level of experience with COTS Procurement, Integration, Deployment and Adoption? If so, will you please describe their anticipated availability to participate in project activities?**
- A. *While the State Bar’s project team has been identified and may change, the expected make-up of the Business and Technical teams is as follows:*
- *Business Team:*
 - *Executive Sponsor*
 - *Business Project Lead*
 - *Subject Matter Experts*
 - *Technical Team:*
 - *Project Manager*
 - *Director of Applications*
 - *Director of Operations*
 - *Technical Framework Leads*
 - *Steering Committee*
- B. *The team’s level of experience with COTS Procurement, Integration, Deployment and Adoption varies among staff.*
- C. *The organization is committed to this project and will make themselves available as needed for a timely implementation. The vendor is expected to propose a timeline that is reasonably aggressive and define the resource requirements of the business and technical teams within the bar. If the resource requirements for the proposed timeline are not achievable by the business or technical teams, the timeline may be adjusted.*
- 8. Have functional experts, with a good understanding of the business and business requirements, been identified and committed to the project?**

Subject Matter Experts will be considered the Functional Experts and have been identified and are committed to this project.

- 9. Has industry research been completed to identify solutions you feel would be a reasonably good fit for California Bar?**

While there have been incidental inquiries, there has been no formal or structured industry research for available solutions.

- 10. Even with an expert procurement project manager, procurement activities can be delayed by internal processes. From a historical perspective, how long do COTS procurements generally take to get through the State Bar's administrative processes after the vendor / solution selection has been made?**

All contracts entered by the State Bar are reviewed, negotiated and approved by the Office of General Counsel. This process varies by project and contract complexity, and largely dependent of the COTS vendor's acceptance of the COTS RFP's Terms and Conditions and the responsiveness of their legal counsel. Standard processing time from RFP award date to contract execution is approximately 1 month (1 week protest period, 2 weeks legal review, 1 week execution) We expect the actual contracting phase to exceed this average. Our previous COTS award-to-execution spanned 4 months in total.

- 11. Regarding Submission Requirement #4, Complex systems take much longer to procure, implement and deploy. As such, it will be very difficult for you to find experts who have completed 3 similar projects in 3 years. Do you have some flexibility with this requirement?**

Yes, we will accept descriptions of no less than 3 of your most recent similar projects. Please include personal reference with contact information for each.

- 13. What are the expectations with regard to the timing of the various phases of the project, including the anticipated start date and duration of each phase:**
- **Project Management services**
 - **Procurement phase**
 - **Implementation phase**

Project Management services will commence upon engagement with preparation for the project kick-off and will continue through implementation, go-live and post-go-live support.

The Procurement Phase is expected to start immediately after project kick-off and last an estimated 210 days. The duration of the Implementation Phase will be defined in collaboration with the Solution Provider.

- 14. The Project Management services is stated as a fixed bid, however, from the description of the activities, these services will span the duration of the Implementation phase - Is the fixed bid for PM services supposed to be based upon an assumed duration of the implementation phase, as implementation timing can vary significantly depending upon the solution resulting from the Procurement phase.**

The fixed-bid for the Project Management Procurement Phase is intended to apply to only the initial project-planning and procurement RFP and solution selection phases. It is understood that the duration for the Implementation phase cannot yet be estimated. The pricing for the Project Management services for the Implementation phase will be based on your proposed hourly rates for the proposed assigned staff. We have modified the Attachment A: Itemized Cost Proposal to make this clearer, consolidating individual deliverables and removing travel expenses to simplify the process.

- 15. The appendices provide for information on 3 consultants - is it the expectation that this project will be staffed with no more than 3 consultants for the duration of all phases?**

The expectation is that the Project Management vendor will be the exclusive Project Management consultant for the Procurement and Implementation phases. The primary consultant lead may elect to enlist other team members to assist, as specialties warrant. We have provided up to 5 hourly estimates on the revised Attachment A, though this is not an absolute limit. Any inconsistencies between competing bids may be addressed during an additional BAFO round, if necessary. The expectation is also that there will be only one solution provider for the Implementation phase.

- 16. Is there going to be a bidder's conference prior to the required RFP submission date, and if so, when and where?**

No there will not be a pre-bid conference for the Project Management services selection process. However, there will be a pre-bid conference during the Procurement phase for the interested solution providers.

- 17. The bid documents state that support is to be provided onsite and that the State Bar has offices in Los Angeles and San Francisco. Can the onsite work generally be based in one of these locations with occasional travel to the other location as required; or is there an expectation for significant travel between the two offices for the duration of the project? If "significant" travel will be required, can you please provide your expectation on how much time (as a percentage of the total) would be required to be spent onsite in each location?**

It is expected that our San Francisco office will be the base office with trips to the Los Angeles office as needed. The State Bar is well-equipped with video conferencing and remote collaboration tools to minimize travel where possible.

18. Is there any bid preference provided for Certified Small Businesses?

The State Bar encourages competition from a wide variety of participants, but currently offers no formal extra-credit for various certification classes.

19. We were trying to complete the cost proposal on the RFP specifically the number of hours expected for completion of each phase of the project, however we were wondering if there was any way to provide more detail as to the scope of the project so that we accurately provide the information requested in the cost proposal?

Refer to other responses that address project phases and timing (Nos. 13 and 14) .

20. Is there a possibility of an extension of the proposal due date?

No. All proposals are due March 20, 2015.

21. Will the State Bar consider a team approach to the Project Management and Procurement services or are you looking for one person to do this work?

A team approach is acceptable. [see comments #15 above]

22. The RFP indicates qualifications and experience in the list below. To what degree is this project considered a technically-focused project versus a business-focused project?

- **Database Design**
- **Reporting / BI**
- **Infrastructure / Networks**
- **Integration and Interfaces**
- **Data Conversion / Migration**

This project has the same balance of technical and business focus as any other implementation of an information system for a line of business. It requires a keen understanding of the business' functional requirements and objectives as well as the expectation that all appropriate and beneficial technical features and solutions will be applied to accomplish these objectives.

23. Is there a reason for the two-year limit for the two phases outlined in the RFP?

There is no reason for the two year time frame, it is simply an estimate. If proposals from the solution providers indicate a longer Implementation phase, the time frame for the Project Management engagement may be adjusted.

24. What is the State Bar's anticipated contract start date (given the estimated award date of April 10)?

The estimated start date for this contract would be approximately one month after date above, or earlier, contingent on consultant's acceptance of standard contracting terms and conditions.

25. Will both phases of this project be awarded to the same vendor or could each phase be awarded to separate vendors?

The contract will be awarded to the vendor with the best offer covering both phases.

26. What evidence is required for the ability to conduct business in California? (Section A: Submission Requirements)

If a corporation, documentation from the California Secretary of State's website will suffice, otherwise a copy of your business license from your home-office location can be substituted.

27. Should we provide both hardcopies and electronic copies of Attachment A and B, or only electronic copies? (Section B: Submission Requirements Format Summary)

Attachments A and B should be provided in both hardcopy and electronic formats.

28. When is the RFP for Project Management Services expected to be released?

The Request for Proposal was released on February 26, 2015 and proposals are due by 4:00pm, Friday, March 20, 2015. The request for Proposal for the COTS solution will follow after award and execution of the above.

29. The implementation phase includes 11 major deliverables (II.E pg.6). Is it correct to assume that this contract is to provide PROJECT MANAGEMENT Services for the implementation and the 11 deliverables, and NOT to perform each of the deliverables?

Yes. The expectation is that the Project Management vendor will provide Project Management services and oversight to the execution and creation of deliverable of the implementation phase.

30. Is the Consultant Information tab in Attachment A relevant for all phases of this project or just for the time and materials (Implementation) phase?

We have removed this tab in its entirety. Please use the reposted Attachment A in your submissions.

31. Should the firm fixed prices we provide include expenses?

We have removed the travel expense calculation from the cost proposal form. These will be calculated during the evaluation stage based on home office location and projected travel for all.

32. In the Consultant Info tab, may we add more contractors to the list or is three the maximum number allowed?

As this tab has been removed, you may list any number of consultants on a separate sheet of your choosing. Please include at a minimum the name, title, area of specialty and home office location for each.