



**As Needed Project Management Services
RFP No. 2020HCA6
Questions and Answers
Amendment # 1
March 18, 2020**

The following questions were received on or before March 10, 2020.

NOTE: Due to COVID19 and its impact, HCA has determined to extend the Response due date. An RFP amendment will be issued in a few days to reflect the amended RFP schedule. As a reminder, the only one authorized to communicate to potential bidders on the Solicitation is Lyudmila Kozlova, other communications may be grounds for disqualification.

Question Number	Vendor Question	HCA Response
1	In section 1.4 Minimum Qualifications, is it mandatory to have experience in Health Care Industry for five (5) years.	Yes, it is mandatory to have five (5) years of experience in the health care industry for both the Bidders organization, and the proposed staff.
2	In section 1.4 Minimum Qualifications, is it mandatory to have experience with governmental, county, State for five (5) years.	Yes, it is mandatory to have five (5) years of experience on one (1) or more project(s) with governmental partners (municipal, county, state, federal, etc.) for both Bidders organization and proposed staff.
3	Section 1.4, Minimum Requirements, requests the Bidder organization have five years of experience. Our company was founded in 2017; however, our CEO, senior leadership team and proposed PMs have well over 15 years of experience with large complex projects, in the healthcare industry, and with government partners. Would our company be eligible to submit?	No, the Bidder's organization is required to meet the minimum qualification of five (5) years' experience in the health care industry, with one or more relevant project(s). Reference to subsection 1.4.2 in the RFP.
4	Please confirm if all staff proposed must meet all three of the minimum qualifications listed in 1.4.4, 1.4.5, and 1.4.6, including Project Coordinators.	Yes, all proposed staff must meet the minimum qualifications for years of experience, as specified in subsections 1.4.4, 1.4.5, and 1.4.6.

<p>5</p>	<p>The RFP states that the following "Minimum qualifications for proposed staff:</p> <ul style="list-style-type: none"> • Five (5) years' experience successfully managing large complex projects involving multiple business/program partners, cross agency/enterprise wide. • Five (5) years' experience in the health care industry, with one or more relevant project(s). • Five (5) years' experience on one or more project(s) with government partners (Municipal, county, state, federal, etc.)" <p>Are all proposed staff required to have 5 years of experience in the health care industry? Or are the proposed staff required to at least 5 years of experience in one the three areas listed above? For example, if a proposed staff member had 25 years of experience managing large complex projects for government partners, along with 2 years of experience in the health care industry, would this candidate meet the minimum qualifications per the requirement above?</p>	<p>The candidate in the scenario would not meet the minimum qualification for a proposed staff. The proposed staff must meet the minimum years of experience in all the areas as stated in subsection 1.4.4, 1.4.5, and 1.4.6 of the RFP.</p>
<p>6</p>	<p>On page 6, Overall PM skills and experience outlined in Project Manager Book of Knowledge (PMBOK); "HCA requires all project managers (PMs) staff working on projects at HCA to be PMP certified..." and page 40, Staff Matrix, Mandatory Certification: Does HCA require proposed Executive Consultants be PMP certified?</p>	<p>Preferred but not required.</p>
<p>7</p>	<p>Does HCA require proposed Business Analysts or the Project Coordinator be PMP certified?</p>	<p>No, HCA does not require proposed Business Analysts or the Project Coordinators to be PMP certified. BA certificates like the BABOK or others are preferred.</p>
<p>8</p>	<p>Do any of the types of certifications/Degrees listed below meet the qualification of the PMP certification, or is it mandatory to be PMP certified through the Project Management Institute?</p> <ul style="list-style-type: none"> • Stanford Certified Project Manager • Master of Project Management, George Washington University • Project Management Certificate, University of Washington 	<p>No, none of the listed certifications/degrees meet the qualification of the PMP certification.</p>

9	Will you accept Project Managers that are not PMP certified but do have PMBOK experience?	No, all PMs must be PMP certified.
10	Some of our most qualified project management candidates do not hold a PMP certification. - May years of experience be substituted for a PMP certification? - May we propose staff that do not currently have a PMP certification but are anticipated to receive the certification by the anticipated start of the project (June 1, 2020)? - Would HCA consider a "grace period" to allow PMs to sit for the exam after the start of the project, assuming they have the necessary PMP prerequisites?	No, HCA will not accept years of experience to substitute the PMP certification requirement. All proposed PMs must hold a PMP certification at the time of proposal submittal.
11	"Prior experience using the PPM tool called Clarizen, or like PPM tools used." Will HCA provide licenses for PM using Clarizen?	Yes, HCA will provide licenses for PMs using Clarizen.
12	Will training and/or support be available for the HCA's preferred PPM tool(s)?	Yes, the training will be available, on the vendor's time.
13	Is "Prosci, Inc. Change Management certified practitioner" a requirement for company or the proposed staff?	It's required for change management work. But if you are not intending to offer change management services then it is not required.
14	What is the max number of key staff we can propose for each job function?	No, there is no set max.
15	Per the RFP: - "Exhibit F: Staff Matrix" requires Bidders to identify key and non-key staff. - "The Bidder must commit that staff identified in its proposal will actually perform the assigned work. Any staff substitution must have the prior approval of HCA." Is there a minimum and maximum number of staff (key and non-key staff) that HCA requires be identified? Considering that the contract length spans multiple years, for how long must Bidders commit that the staff identified will perform the work? Will HCA provide additional insight regarding the requirement that Bidders must commit staff identified in proposal submissions? Would HCA consider substituting minimum requirements for each role and allow submission of representative resumes that meet those requirements?	There is no minimum or maximum number of staff allowed to be bid. HCA is interested in vendors bidding where they intend to serve best, not requiring vendors to bid all the tiers or all the areas of expertise. HCA is asking vendors to bid qualified staff that will lead projects, especially as the Contract begins. HCA wishes to establish business knowledge and relationship continuity, hence, key staff to be bid. As new Work Orders arrive, there may be a need for additional staff, or new expertise that will allow vendors to propose new staff. All new staff will be interviewed and approved per each new Work Order.

16	In Section 3.3.3.1 are you expecting a bidder to submit Representative resumes or Actual Resumes?	Actual Resumes.
17	Please clarify the instructions in In Exhibit F. (1) Should every row in the grid be answered with only a Y or N, including last 6 rows where you ask to describe experiences? (2) Does instruction #4 "Specify time frames and overall years of experience in each applicable category" apply to the matrix or only to the submitted resumes?	Yes, every row in the grid should be answered with a Y or a N. Instruction #4 of Exhibit F applies to the resumes, the years of experience and outcomes should be clearly called out and reflected in the resumes.
18	This section states "The Bidder must commit that staff identified in its proposal will actually perform the assigned work. Any staff substitution must have the prior approval of HCA." Is the availability of each staff member presented at the time a work order is issued?	The proposed staff identified in the proposals are those that would be the best fit for the scope of work. The proposed staff availability will be part of the discussions as Work Orders are developed.
19	Can the State expand on the Work Order process to clarify whether each work order will be competed and if the approved vendors will be allowed to propose other resources who might better fit the specific work order needs?	Please refer to the Work Order Process as specified in section 1.3 of the RFP. No, Work Orders will not be competed as these are as needed services, the vendors will not become part of a larger bidding pool. YES vendors will be allowed to propose other resources, with HCA interview and approval.
20	Would HCA accept a response that includes ADDITIONAL technical roles and capabilities beyond what is requested in the RFP? Or would you advise to restrict ourselves to only what is requested in the RFP and nothing else?	No, HCA would advise to stay within the scope of the RFP, and for the Bidders to address the roles identified within the RFP.
21	Can the HCA please clarify if, when a work order is issued, the HCA may select resources from more than one vendor within the pool of selected vendors to perform services under the work order, or will the work order be awarded to a single vendor?	A project may have more than one Work Order. Each WO is associated with one vendor. Each WO determines needed resources, based on the scope of work. HCA will award the WO as needed to meet HCA needs.
22	Does the HCA anticipate that work orders will be staff augmentation in nature (e.g., a request for a single Project Manager or a single Business Analyst), team-based (e.g., a request for a Project Manager, Business Analyst, and Project Coordinator), or a combination of both?	The WO's may be staff as a combination of all those possibilities. This will be determined by the business need.
23	Does HCA have a preference for a firm with a large pool of people over independent experts?	HCA does not have a preference. It is up to the vendors to determine their staff that best meet the needs of the scope of work as outlined within the RFP.

24	Page 4 of the RFP states: "HCA will be evaluating bids that do not have all the skill areas." Does this mean you will accept bids for any of the skill areas 1 through 6? In other words, is it correct a bidder could propose a bid that excludes one or more of these areas?	Yes, HCA does not require the bidder to propose staff for all 6 skill area.
25	On page 24, 3.2.6: Does HCA require both project-based and FTE/Hourly based services for every labor category? Will you accept bids that are only for project-based work?	Each Work Order will be determined if it's hourly based or deliverable based. HCA is seeking for hourly rates and experience for this RFP.
26	The RFP states "Identify an hourly rate(s) to be charged per each role as identified in Exhibit D: Contractor Roles and Responsibilities, to perform the services as described in the RFP. The hourly rate(s) should be inclusive of all costs of performing the work. Bidders are required to collect and pay Washington state sales and use taxes, as applicable." Is there a standard template you would like for vendors to use or do we use our own format?	No, HCA does not have a standard template that bidders are to use. Bidders are to use their own format. HCA expects one hourly rate provided per role to include all imbedded Costs.
27	In Section 3.5 Cost Proposal, may we submit a range of hourly rates for each of the Exhibit D Contractor Roles and Responsibilities?	No, please identify a specific rate for each of the roles defined in Exhibit D.
28	Please clarify if costs for subcontractors must be broken out separately if the proposed hourly rates for each role are the same regardless of whether or not the individual is an employee of the Bidder or a subcontractor.	HCA is only interested in the final hourly cost to the agency.
29	May the vendors submit a cost proposal that has distinct rates for: onsite work vs remote work?	No, please provide one cost for the roles defined in Exhibit D.
30	Under what circumstances would HCA consider reimbursing for travel? Is this only in the situation where the contractor is at HCA offices and is asked to travel to another location in the state?	As the normal course of business HCA does not reimburse for travel to and from work. On an exception basis, HCA may negotiate travel expenses based on the work order objectives.
31	Will a workstation fee be charged for each of the roles?	Under certain contractual agreements, HCA permits independent contractors to use HCA work space and/or resources to carry out the duties set forth in a contract with HCA as approved in accordance with HCA Administrative Procedure 8-03-01, <i>Requesting Approval for and Managing Contractors in the Workplace</i> . Each work order will determine resource needs and if the vendor will need to compensate for work station space.

32	<p>Page 5 of the RFP has an org chart for the Planning and Performance Division - "This division will be the HCA division that indirectly supports and HCA business partners with the selected vendor(s)."</p> <p>There appears to be a typo. Should this instead state: "This division will be the HCA division that indirectly supports HCA business partners with the selected vendor(s)."</p>	<p>Yes, this is a typo and should read</p> <p>The PPD division will be the HCA division that indirectly supports HCA business partners with contract management and vendor management.</p>
33	<p>Does the Planning and Performance Division support HCA staff?</p>	<p>Yes.</p>
34	<p>Is this division responsible for PM and CM across the HCA in other divisions?</p>	<p>No, HCA has a distributed PM/CM model across the agency. PPD focuses on training, best practices, and direct customer support, but PPD is not the central service for all PM and CM services.</p>
35	<p>Does this division also support other State of Washington departments or divisions?</p>	<p>Yes, on occasion PPD supports other departments and divisions.</p>
36	<p>Does the Planning and Performance Division org chart represent the current state or planned future state?</p>	<p>Current state.</p>
37	<p>Please provide Job Descriptions for the positions reflected on the org chart.</p>	<p>All information needed for bidder's proposal has been identified in the RFP. For related project roles and roles description of HCA staff, please refer back to section 1.3 of the RFP, Project Roles and Responsibilities- Expected.</p>
38	<p>When were the "Admin Services Director", "Planning and Performance Division Director", "Mgmt Analyst 3", and "Org Change Manager WMS" positions created? Are these positions currently staffed, staffed by an interim, or open?</p>	<p>All information needed for bidder's proposal has been identified in the RFP. For related project roles and roles description of HCA staff, please refer back to section 1.3 of the RFP, Project Roles and Responsibilities- Expected.</p>
39	<p>Who does the "Admin Services Director" report to?</p>	<p>HCA Director.</p>
40	<p>Who does the "Planning and Performance Division Director" report to? There is not a line from this person to the "Admin Services Director."</p>	<p>The PPD Director reports to the Admin Services Director.</p>
41	<p>Are there also "dotted line" relationships?</p>	<p>No.</p>
42	<p>What are the responsibilities of the "Mgmt Analyst 3" position?</p>	<p>All information needed for bidder's proposal has been identified in the RFP. For related project roles and roles description of HCA staff, please refer back to section 1.3 of the RFP, Project Roles and Responsibilities- Expected.</p>

43	Will staff report to the "Org Change Manager WMS"?	No. All work orders are coordinated by the contract manager, and the assigned staff will report to the project sponsor and/or project business lead. Staff performing CM work may collaborate with the CM manager within PPD.
44	Brian Coolidge PPD/PMO is listed as the contract manager. Is he serving in any roles on the org chart?	Brian acts only as the contract manager and does not serve as one of the other roles within the work orders.
45	Are there Project Management, Change Management, Continuous Improvement, and Lean or Performance Reporting staff in other HCA divisions?	Yes.
46	What does "WMS" stand for?	The Washington Management Service (WMS).
47	Are additional staff planned or are there other changes planned for the Change Management Office.	No current plans.
48	Does the Change Management Office handle all Change Management across the Planning & Performance Division?	No.
49	Are there Change Management competencies and expectations in the other "offices" of the Planning & Performance Division?	PPD encourages cross competencies' amongst the division staff, but it is not a required as part of the unique core skills.
50	Will HCA's PMO library be made available to the successful vendor(s) off-campus/virtually?	Yes.
51	RFP states PM will report directly to project executive sponsors, however these roles live within Planning and Performance Division. Will the PM report to Planning and Performance Division, individual project sponsors, or both? How will conflicts be managed (ex: conflicting guidance from PMO and Executive Sponsor)?	When HCA hires a PM, the PM is in the PM role and will report to the project sponsor or business lead, whichever is called out in the Work Order agreement. Though the PMO has PM resources, these Work Orders are to fill PM roles on projects where we do not have enough agency resources. The PM team acts as peer support for best practices, onboarding, and general support to make the Work Order project successful.
52	Will selected vendor staff be expected to participate in Planning and Performance Division team meetings or will the scope of work be limited to specific project assignments?	Scope of work is limited to the project assignments.
53	Please specify which divisions at HCA will be supported. Will ERB-sponsored initiatives be in-scope?	Yes, all HCA divisions are in scope.
54	Please clarify section 3.3.5 References. What do you mean by "lead staff person"? Is that someone on our staff or our client's staff? For each of the 3 business reference are you asking for an additional reference from the client for our lead staff person who did the work there?	"Lead staff" is being referred to your organization staff whom the work was accomplished by. In your references identify the Organization the work was completed for, as well as identify the Organization staff that you worked with to complete the work, and all their contact information.

55	Is there any preference for OMWBE certification?	No.
56	Are the roles listed in the RFP expected to work on-site at the HCA office in Olympia? Or is there an option for them to work remotely from home?	The majority of work is on site at the Olympia HCA office. However depending on the Work Order need there may be some remote work available. Circumstances like the coronavirus, remote work will be determined by the work order sponsor.
57	What are the HCA's expected arrangements for remote work in case of restrictions due to communicable disease outbreaks?	HCA determines the need for remote access based on the SOW for each work order. HCA does provide a limited VPN service for vendor use. If needed, HCA will provide remote access to required agency resources.
58	Will the successful vendor(s) be expected to use their own equipment? If so, will they be required to install HCA anti-virus and online security software?	HCA expects contractors to use their own equipment unless otherwise stated in the contract. HCA will provide the Vendor VPN service that allows limited access to HCA environment. HCA does not provide the anti-virus or security software for non-HCA owned devices, but they are required to have these services installed on their devices for contract compliance.
59	What system will the successful vendor(s) use to report time worked?	Vendors will track their own time, and will report through the invoicing process. HCA will provide a format of minimum required data.
60	Does HCA have a maximum number of bidders they will invite for oral presentations?	No, HCA does not have an identify number of bidders that will move onto the oral presentations. Please refer to section 4.3 of the RFP; "After evaluation the written proposals HCA will elect to schedule oral presentations of the top-scored Bidders."
61	We understand proposed staff are required to participate in any presentations. However, for as-needed contracts like this, we typically provide a representative sampling of resumes as we do not know who will be available or the best fit for each SOW. Would it be acceptable for our main point of contact and representative staff to attend any presentation?	Please refer to section 4.3 of the RFP, the Bidders staff identified in the proposals will be required to participate in the oral presentations. HCA highly encourages the staff to be physically present, or at minimum be present via skype.
62	Where will the Oral interviews take place?	On-site at the HCA Olympia office. Oral Interviews will be held between 5/4/2020-5/12/2020.
63	Does HCA have an anticipated total volume of resources to be hired for each category over the course of the term of the agreement?	No, this is as needed as will vary and depending on the agency support needed.
64	How many vendors will be awarded contracts? How many vendors will be added to the pool of vendors for potential contracts?	HCA intends to award multiple contracts from this RFP, a set number is not determined at this point.

65	Is this a new requirement?	No context provided, question is unclear.
66	Will successful vendors be able to adjust hourly rates for inflation if an extension is granted?	HCA will allow for rate adjustment negotiations at each 2 year checkpoint, after the initial contract term. IHCA will limit all 2 year rate adjustments up to a 5% cap.
67	Provide the current vendor (s) providing the service to the HCA and how are the current services being procured?	Cambria Solutions is the vendor today that provides these services. The services are as-needed and each need is a separate contracted statement of work (WO) with defined scope, resources and budget. HCA does utilize other PM services support outside the as-needed Contract.
68	What is the estimated budget for this RFP? If unknown, please specify the previous spending.	The future budget is unknown as all work is as-needed by the agency. HCA's prior expenditures for as needed PM services has been 2.45 million, for the three year period of 2016-2019.
69	To offer you a competitive pricing structure, we would like to know current rates to the HCA.	The current rate is a flat \$160 per hour for all 4 roles, and as the RFP specifies, we transitioning to role specific rates.
70	Apart from the end of tenure, is there any other reason to release this solicitation? Are there any pain points?	Pain points, part of the requirements and scoring- built into the RFP.
71	How would you rate incumbent's performance from a scale of 1-10?	Each work order has its own sponsor, objectives and success criteria.
72	Will the HCA proceed with the transition of current employees to new vendor(s)?	Vendors will provide augmented service, not replacing staff.
73	Will these contracts replace the project management services provided by contractors under the HCA Convenience Contracts for Health Consulting Services?	HCA is seeking as needed Project Management Services in this RFP. This RFP work is separate and distinct work from the HCA Convenience Contracts for the Health Consulting Services.
74	Expected business hours and days for this project. An example definition would be: "Monday – Friday 9 am – 5 pm excluding US public holidays". Can you please clarify what is the expectation for this project?	Agency work hours are Monday-Friday 8:00am-5:00pm. As needed support for agency projects and each WO will have its own needs.

<p>75</p>	<p>The RFP document references the following:</p> <ul style="list-style-type: none"> • Attachments Attachment 2: Federal Compliance, Certifications and Assurances (<i>if applicable</i>) Attachment 3: Federal Funding Accountability and Transparency Act Data Collection Form (<i>if applicable</i>) • Schedules Schedule A: Statement of Work (SOW) As Needed Project Management Services <p>Can you please tell us where we can access these documents?</p>	<p>The documents maybe not applicable for this scope of work.</p>
<p>76</p>	<p>Letter of Submittal: It is not clear to me where HCA would like the signed C&A form included in the proposal response document, as “proposed subcontractors” information is not asked for in Section 3.1. Is it acceptable to insert the completed C&A form immediately following the Letter of Submittal? If not, please clarify which section/where this form should be inserted into the proposal response.</p>	<p>Yes, insert the Certifications and Assurances (Exhibit A) after the Letter of Submittal.</p>

<p>77</p>	<p>Is there a preferred naming convention for the proposal response document? Section 3 Proposal Contents: <i>“Proposals must be written in English and submitted electronically to the RFP Coordinator in the order noted below:”</i></p> <ul style="list-style-type: none"> A. <i>Letter of Submittal, including signed Certifications and Assurances (Exhibit A to this RFP)</i> B. <i>Technical Proposal</i> C. <i>Management Proposal, including completed Organizational Matrix (Exhibit E to this RFP) and completed Staff Matrix (Exhibit F to this RFP)</i> D. <i>Cost Proposal</i> E. <i>Diverse Business Inclusion Plan (Exhibit B to this RFP)</i> F. <i>Executive Order 18-03 (Exhibit C to this RFP)</i> <p>“Proposals must provide information in the same order as presented in this document with the same headings”</p> <ul style="list-style-type: none"> 3.1 <i>Letter of Submittal</i> 3.2 <i>Technical Proposal</i> 3.3 <i>Management Proposal</i> 3.4 <i>Executive Order</i> 3.5 <i>Cost Proposal</i> <p>The two lists do not match in the order of sections, and the 2nd list is missing “Diverse Business Inclusion Plan Please clarify the final order and list of each response section.</p>	<p>Please submit proposals in the following sequential order, using the same heading as listed in the RFP:</p> <ul style="list-style-type: none"> • 2.6 Diverse Business Inclusion Plan (Exhibit B to this RFP) • 3.1 Letter of Submittal, including signed Certifications and Assurances (Exhibit A to this RFP) • 3.2 Technical Proposal • 3.3 Management Proposal, including completed Organizational Matrix (Exhibit E to this RFP) and completed Staff Matrix (Exhibit F to this RFP) • 3.4 Executive Order 18-03 (Exhibit C to this RFP) • 3.5 Cost Proposal
<p>78</p>	<p>Can the HCA clarify what constitutes a “Heading” in the requirement that responses contain the exact same headings as the RFP? For example, are headings those that are contained in gray boxes (e.g. Section 3.1 LETTER OF SUBMITTAL)? Or, do headings also include the text contained in subsections such as 3.1.1, 3.1.2, etc.?</p>	<p>Include the section heading, as well as subsections.</p>