GOVERNMENT OF PUERTO RICO

DEPARTMENT OF HEALTH

MEDICAID PROGRAM

REQUEST FOR OFFERS

FOR

ENTERPRISE PROJECT MANAGEMENT OFFICE

2021-PRMP-MES-EPMO-003

March 4, 2022

ID	Related RFP Section	Page(s)	Question	Response
1	4.1 Services Required, Table 9	25	The description in Table 9 - Integration Management and Expertise references the PRMMIS Phase III implementation. This is the only Service Area within the Statement of Work with a specific reference to PRMMIS Phase III. Can PRMP clarify their expectation for the Attachment F: Statement of Work response with respect to individual projects like PRMMIS Phase III and MEDITI3G?	Attachment F, and specifically Table 9, are not intended to be limited to any one project.
2	4.1 Services Required	18-31	Will PRMP host any Project Management tools for the ePMO (for example SharePoint) or should the vendor propose all tools they feel are required for successful execution?	The vendor should propose all tools that are appropriate for this scope of work.
3	4.1 Services Required	18-31	Please provide additional information regarding the project governance (Project Steering Committee) approach. Will the ePMO vendor be required to participate in Project Steering Committee meetings? Will the contractor be required to provide agendas, presentations, and minutes for all Project Steering Committee meetings? What is the expected frequency of Project Steering Committee meetings?	No specific references to a 'Project Steering Committee' were made in the RFO. PRMP is seeking a project management vendor who can perform all project management tasks for the projects they are assigned to. The vendor should expect to be an active part of the governance structure of PRMP.
4	6.8 Travel	38	Currently there are no requirements in the RFO regarding the vendor's onsite presence. Can PRMP clarify their expectation for key and non-key staff to be onsite in Puerto Rico both for the ePMO and for individual projects?	Some guidance is already provided regarding on-site presence in the RFO. The vendors' proposals should reflect their best-value approach to onsite and off-site staffing consistent with the guidance provided.

5	7.4.3 Key Staff and Resumes	54-56	In section 7.4.3, you list Project Manager as a required position under "Project Staff for each project," but this position is not included in section 8.3, nor is it included as a key staff position in the RFO. Will the project-based Project Manager be considered a key staff and are the requirements for this position the same as those listed for the ePMO Lead Project Manager?	Project-specific Project Managers are not considered Key Staff as PRMP expects that Project Managers will be on boarded and rolled off depending on the projects that are in flight, whereas Key Staff are expected to be consistent resources throughout the contract period. Every project assigned must have its own Project Manager.
6	7.4.3 Key Staff and Resumes	54-56	In section 8.3, you state that Business Leads/SMEs and Business Analysts, "...are expected to operate as key staff on their assigned projects..." But in section 7.4.3, you list both Business Leads / SMEs and Business Analyst as required positions for the core ePMO. Please clarify PRMP's expectation in relation to these two positions.	Business Leads and Subject Matter Experts are expected to work on projects as needed.
7	7.4.3 Key Staff and Resumes	54-56	Since costing for the PRMMIS Phase III Project is to be included in the Cost Proposal, it makes sense to also include PRMMIS Phase III staffing in the Project Organization and Staffing response. But in section 7.4.3 you ask for Key Staff references and resumes for both the PRMMIS Phase III Project AND the MEDITI3G Project, and there is no mention of the HIE project. Please clarify PRMP's intent for including Key Staff details in this RFO response.	Section 7.4.3 will be evaluated as part of the Technical Proposal while costs will be evaluated as part of the Cost Proposal.

8	7.4. Attachment D: Project Organization and Staffing	54-56	In section 3. Key Staff, Resumes, and References, you state that, "Key Staff, including resumes and references, should be included in the Vendor's proposal for the MMIS Phase III project and the continuation of the MEDITI3G project. In addition, the Vendor should demonstrate its ability to quickly add additional resources through resumes and staff profiles that could be available upon request from PRMP." But in section 3.1 Resumes, you indicate that "The vendor should complete the table below and include resumes of all the individuals who are being initially proposed." Please clarify if additional resumes beyond the individuals being proposed for the core ePMO and the MMIS Phase III project can be included in our response to demonstrate our ability to quickly add resources or if we should limit the resumes to the initial proposed team.	A response to Section 3.1 is a required part of the Technical Proposal. The vendor should demonstrate its ability to quickly add additional resources through resumes and staff profiles in the section most appropriate to the response.
9	3.12.4. Two-Part Submission	16	Please clarify the time and location where the proposal is due on March 18, 2022.	Please refer to sections 3.12.4 and 1.3 of the RFO. The proposals must be received by PRMP by close of business on the proposal due date. PRMP is not responsible for delivery delays and will not accept submissions delivered past close of business on the due date.
10	4.1. Services Required	18-31	Is PRMP open to host on premise the program management tools that will be included in the proposal?	PRMP is open to all options that would offer the best value for Puerto Rico. Please bear in mind that PRMP has very limited staff and the vendor's proposal should consider the impact of additional responsibilities for PRMP staff.
11	General	NA	Please can you provide a list of projects that make up the MES Project Portfolio?	The extent of, and plan for, the MES Project Portfolio will be discussed with the successful bidder. The two projects that the ePMO vendor should plan for are MEDITI3G (E&E) and MMIS Phase III.

12	General	NA	Please can you provide a list of Stakeholders and Vendors that support the MES.	Identification of stakeholders and incumbent vendors will be discussed with the successful bidder.
13	4.1. Services Required, Table 14	30	What is the expected date of certification of the MES?	Only individual MES modules and systems are certified. The timelines for anticipated certification will be discussed with the successful bidder.
14	Attachment G: Terms and Conditions Response, Mandatory Requirements and Terms	63	In page 64 it states that a Performance Bond might be required. Question: what is the PRMP expectation amount for this Performance Bond if it finally required?	No performance bond is required for ePMO services, but Professional Liability, General Liability, and other insurance policies may be required.
15	General	NA	What tool do you presently use to monitor testing phases and quality assurance?	Identification of tools used will be discussed with the successful bidder.
16	4.1. Services Required	18-31	What systems and licenses PRMP expects, are we to provide? Or Just a Project Management Tool?	The vendor is expected to propose the tools that it feels provides the best value to Puerto Rico consistent with the scope requested.
17	General	NA	How many users would need licenses to access the tools?	Tools need to be transferable, vendor should propose all the tools that they think are applicable. PRMP will consider all tools proposed, prior to the start of the project.
18	6.9. Facilities Access	38-39	Is it required that the staff be present? Is it valid non-essential resources that are remote?	Some guidance is already provided regarding on-site presence in the RFO. The vendors' proposals should reflect their best-value approach to onsite and off-site staffing consistent with the guidance provided.
19	Appendix 2: Service-Level Agreements (SLAs) and Performance Standards	83-89	Are the terms of the SLA negotiable?	Vendors should provide any requests for changes or additions to the SLAs as part of their proposal. PRMP will evaluate these as part of the proposal evaluation and may (but is not required to) enter into discussions with the successful vendor regarding SLAs during contract finalization.

20	Attachment C: Vendor Qualifications and Experience	46-52	Are references provided by subcontractors valid? Are work projects carried out end to end as third-party subs acceptable references?	Attachment C, Section 5.1 relates to the Prime Vendor and the Attachment C, Section 5.2 relates to Subcontractors.
21	3.1. Scope	9	Of the 2-4 immediate projects, are any of these currently in progress projects that have already begun? Can you provide a high level status and estimated completion date?	The extent of, and plan for, the MES Project Portfolio will be discussed with the successful bidder. The two projects that the ePMO vendor should plan for are MEDITI3G (E&E) and MMIS Phase III.
22	4.1. Services Required	18	Can the Agency provide an estimate of the number of licenses that would be required for the use of a Project Management tool? (e.g., Agency staff & Implementation Vendor staff)	Vendors should estimate about 10 licenses will be needed for PRMP and its partners, exclusive of implementation vendors and the ePMO vendor. This number is a rough estimate only.
23	4.1. Services Required	18	Can the agency provide clarity regarding its expectations for continued use of any Project Management tool provided by the ePMO vendor once the ePMO vendor leaves or is no longer engaged under the contract? e.g., Is this referencing the need for a transferable license?	PRMP is requesting uninterrupted service of the tool regardless of the status of the ePMO vendor. The method for enabling this is left for the vendor to propose.
24	4.1. Services Required	18	Can the "best practice processes defined by the PgMO" be made available to potential vendors now?	These will be discussed with the selected vendor. Vendors may expect that these will be consistent with common industry practices.
25	4.1. Services Required	22	Will the ePMO vendor be responsible for providing conflict resolution assistance to the Implementation vendor's resources as well?	The ePMO vendor will perform all project management functions for PRMP on the projects assigned and should be prepared to work with all parties to resolve conflict as appropriate and necessary.
26	7.5. Attachment E: Mandatory Requirements	58	Can the agency provide a listing and examples of the forms that staff must complete prior to executing work for the contract?	All required forms are included in the procurement materials. Any subsequent forms will be provided to the selected vendor subsequent to the award of the contract.

27	8.1. Appendix 1: Deliverables Dictionary	68	Can the agency provide examples of specific "Commonwealth and PRMP guidelines" for project management methodologies?	These will be discussed with the selected vendor. Vendors may expect that these will be consistent with common industry practices, such as the Project Management Body of Knowledge (PMBOK).
28	8.1. Appendix 1: Deliverables Dictionary	69	Can the client define CR? Does the term correspond to major system modifications? Smaller scale changes to approved scope for in flight SDLC / technical projects? Or another contractual type of change to program scope?	The ePMO vendor will perform all project management functions for PRMP on the projects assigned and should be prepared to support all change requests as appropriate and requested.
29	General	18	Will the ePMO vendor require access to Agency environments and applications? If so, will PRDOH provide this access?	PRDoH will provide access to any required environments and/or applications on an as needed basis.
30	General	NA	Why is PRMP looking for an ePMO Vendor at this time? Any particular reason or lessons learned leading to a change in the current PMO Vendors?	PRMP is seeking to contract with a qualified vendor to provide Enterprise Project Management Office (ePMO) services in support of its Medicaid Enterprise System (MES). The ePMO vendor will supplement and integrate with PRMP's staff and vendors to goals related to MES projects.
31	General	NA	Will there be a formal knowledge transfer of project plans from the current PMO Vendors or is a new Integrated Master Project Schedule and/or Project Management Plan expected to be fully developed from scratch?	PRMP will enable any knowledge transfer from existing vendors to the extent possible. This may not be possible for all projects.
32	4.1. Services Required	18	PRMP currently has a Program Management Office (PgMO) and Program Management Support (PgMS) Vendors. What is the expected interaction between the ePMO and these entities? Will the PgMO have Project Managers available that will eventually manage these projects?	All parties, including the ePMO, are expected to work collaboratively to collectively achieve PRMP's goals and objectives. The ePMO will work with other parties around communicating and escalating program-level risks and issues as well as communicating and completing decisions, related action items, and integrated schedules at the project and program levels.

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33	4.1. Services Required	18-31	In Section 4. Statement of Work, the list of Services Required does not mention any end-user training/knowledge transfer activities, nor any organizational change management or system adoption plans. Is there any expectation of responsibility from the ePMO regarding these areas?	The vendor should not expect to perform organizational change management, end-user training, or knowledge transfer activities for the projects they are assigned to. The vendor should expect to provide project management services across the assigned projects, including where these services are provided by the implementation vendors. In addition, the vendor should expect to provide knowledge transfer to PRMP throughout and at the end of the contract regarding overall project management capabilities.
34	Attachment A: Cost Proposal	40	In Attachment A: Cost Proposal, can rates be included as a weighted average from a pool of resources with different rates?	Please refer to the instructions in Attachment A. Each role must have their own rate and space for each is provided.
35	Attachment C: Vendor Qualifications and Experience	48	In Attachment C: Vendor Qualifications and Experience, can you confirm that Mandatory Qualifications listed in Table 21 may be for either the principal vendor or subcontractor?	Either the principal vendor or the subcontractor may satisfy the terms of the Mandatory Qualifications.
36	Attachment C, Section 3: Existing Business Relationships with Puerto Rico	48-49	In Attachment C: Vendor Qualifications and Experience, section 3. Existing Business Relationships with Puerto Rico, asks to describe business relationships with PRMP or PR municipalities. Could business relationships with other PR government entities not necessarily tied to municipalities be included?	Yes, they can be included.
37	Attachment D: Project Organization and Staffing	53-56	In Attachment D: Organization and Staffing, can you clarify which is the key staff for which individual references must be provided?	Per Attachment D: Project Organization and Staffing, Section 3: Key Staff, Resumes, and References, key staff will include Key ePMO Staff. Resumes must be provided for Key ePMO Staff, and staff assigned to the MMIS Phase III and MEDITI3G (E&E) projects.