



STATE OF WASHINGTON  
OFFICE OF FINANCIAL MANAGEMENT

**RFQQ NO. 16-800**

*Project Management Services*

**AMENDMENT NO. THREE (3)**

**OFM RESPONSE TO BIDDER QUESTIONS**

**05.18.2016**

**OFM Answers to Bidders' Questions**

This OFM Answer to Bidders' Questions may only explain or clarify some aspect that is already addressed in the RFQQ. However, some of the answers may also supplement or change what was previously stated in the RFQQ or in an exhibit.

*Therefore it is important that bidders review all questions and answers, and not just those which they may have submitted.*

- 1) **Question:** *Is there an opportunity for this consultant to work from home, or telecommute on a schedule that works for the OFM team and the consultant?*

**OFM Answer:** That can be negotiated in the contract.

- 2) **Question:** *Will experience in managing large and multiple projects in federal government considered equivalent?*

**OFM Answer:** The RFQQ seeks experience with either or both projects in the State of Washington or working with highly federated Public Sector Clients. The federal government would fit the category of Public Sector Client.

- 3) **Question:** *It is further stated that, "Highly desirable qualifications include: Experience managing projects with highly federated Public Sector clients." What does this mean? Does this refer to federal government?*

**OFM Answer:** No. This refers to an environment with employees who belong to unions.

- 4) **Question:** *How many contractors will be selected for this convenience contract?*

**OFM Answer:** As stated in Amendment #4 to the procurement document, the Pre-Qualified Vendors' List will be comprised of the fine (5) highest-scoring bidders for each service category.

- 5) **Question:** *What is the (roughly) estimated value of work to be subsequently awarded?*

**OFM Answer:** That is unknown at this time.

- 6) **Question:** *In August of last year, we made a proposal to DES for Project Management services under RFQQ 09314. We received the notice for RFQQ NO. 16-800 for a master contract for Project Management, published by the Office by Financial Management. How are these different? Does OFM not participate in the DES master contract program? We were a bit confused by the similar procurements, and wanted to be sure we understood the differences. We would appreciate any information you could offer.*

**OFM Answer:** While OFM does sometimes purchase off DES' Master Contracts, in this case OFM is running its own procurement to establish a list of pre-qualified vendors for possible subsequent OFM-only project management work.

- 7) **Question:** *In Section 4.2, the RFQQ shows 130 possible evaluation points. Is there an established cutoff point for award? Is there a minimum or maximum number of awards that could be made from this RFQQ? How will OFM decide which proposals are awarded and which are not awarded?*

**OFM Answer:** As stated in the procurement document, the Pre-Qualified Vendors' List will be comprised of the three (3) highest-scoring bidders for each service category.

8) **Question:** *One question is in reference to page 20, paragraph 3.3 it states the following:*

- *The rates presented in the Bidder's "rate card" assumes weekdays only from 6 a.m. to 6 p.m., no state holidays or overtime pay for either service category listed.*

*Is the hour stated in the bullet above, core hours and it is expected the PM would work a normal 8 hour day (normally 8-5) and on call for the other periods, or is the expectation that the PM would work a 12 hour day?*

**OFM Answer:** **If the engagement calls for full-time, the PM would likely work a normal 8 hour day.**

9) **Question:** *This contract will be used to provide PMs on an as needed, time and material bases, with the contract company billing monthly for the prior months hours, correct?*

**OFM Answer:** **The Convenience Contract will be used to provide Project Managers on an as-needed basis. As to the payment, that will be negotiated in any subsequent Statement of Work.**

10) **Question:** *Could you please clarify method by which we should submit our proposal, email or hardcopy? Section 2.4 SUBMISSION OF PROPOSALS states: "Bidders are required to submit proposals and all attachments electronically to OFMBidProcurement@ofm.wa.gov. The Bidder must identify each document with the RFP number and title: RFQQ #16-800 and Title, Project Management Services." Section 3. PROPOSAL CONTENTS states: "The proposal must be written in English and submitted on 8½" x 11" paper with tabs separating the major sections of the proposal." Will bids submitted by email to OFMBidProcurement@ofm.wa.gov be accepted?*

**OFM Answer:** **Section 3 is in error and will be corrected by an amendment. Bids are to be submitted electronically, per Section 2.4 of the RFQQ document.**

11) **Question:** *Will the contract project managers be required to perform the work 100% onsite? Will they be able to perform some of the work remotely?*

**OFM Answer:** **That can be negotiated in the contract.**

12) **Question:** *Is there a limit on the number of contract project managers we can showcase in our proposal?*

**OFM Answer:** **No**

13) **Question:** *Does your team manage or support any internal or custom tools that the contract project managers will use or manage? If so, could you please describe each tool?*

**OFM Answer:** **OFM supports many internal and custom tools. Which tool will be used cannot be determined at this time, as it will be dependent on the particular project for which a Statement of Work is issued to one of the vendors awarded a contract.**

14) **Question:** *Is there a specific challenge your department is working to overcome that the contract project managers will address?*

**OFM Answer: No.**

15) **Question:** *What do you imagine a typical length of engagement will be for a particular contract project manager? Is there a minimum or maximum?*

**OFM Answer: This is unknown at this time.**

16) **Question:** *What project management methodologies or frameworks does the OFM use (Scrum, Waterfall, etc.)?*

**OFM Answer: OFM uses the project management methodology that best fits the project. The specific methodology cannot be determined at this time, as it will be dependent on the particular project for which a Statement of Work is issued to one of the vendors awarded a contract.**

17) **Question:** *Will the contract project managers manage resources internal to OFM or will they also manage other vendors?*

**OFM Answer: Contract project managers may be called upon to manage resources both internal and external to OFM.**

18) **Question:** *Could we have a copy of the Office of the Chief Information Officer policies and guidelines that our contract project managers would be expected to provide services consistent with?*

**OFM Answer: The policies can be found at <https://ocio.wa.gov/policies>.**

19) **Question:** *In Section 3.1. ADMINISTRATIVE REQUIREMENTS (Section 1 of Proposal), Sub-section C References, the RFQQ specifies that respondents should "list names, addresses, telephone numbers, and fax numbers/e-mail addresses of three (3) business references for the Bidder and three (3) business references for the lead staff person for whom work has been accomplished". We understand the reference information required for the 3 references for the Bidder. Please clarify what information should be provided to address "references for the lead staff person for whom work has been accomplished". Are you asking for 3 references for the project manager from one of our referenced projects?*

**OFM Answer: See Amendment #4 to this RFQQ.**

20) **Question:** *Regarding "Bidder's Understanding of Environment" category: Are the bidders required to specify challenges of managing projects for the State of Washington only, or can specify challenges of managing projects for any other state and/or federal government? Can you please elaborate?*

**OFM Answer: State of Washington only.**

21) **Question:** *Does the Agency follow any software development, project management methodology? If yes, please describe.*

**OFM Answer:** **OFM uses the software development, project management methodology that best fits the project. The specific methodology cannot be determined at this time, as it will be dependent on the particular project for which a Statement of Work is issued to one of the vendors awarded a contract.**

22) **Question:** *Is the bidder expected to write their response specific to any project management methodology? (Agile/Scrum, Water Fall, Iterative Methodology (RUP), etc.)*

**OFM Answer: No.**

23) **Question:** *Please describe the duration of a typical project?*

**OFM Answer: This is unknown at this time.**

24) **Question:** *Would there be any development initiatives associated with this RFQQ? If yes, would this development team be located 100% onsite or remote? If remote, will you be considering any offshore options?*

**OFM Answer: Whether any development initiatives are associated with this RFQQ is dependent on the particular project for which a Statement of Work is issued to one of the vendors awarded a contract. All future projects that may fall under this procurement have not been determined.**

25) **Question:** *Will the project manager be allowed to telecommute (if yes, what percent of the work week (40 hrs.)) they can telecommute?*

**OFM Answer: That can be negotiated in the contract.**

26) **Question:** *Can you clarify OFM expectations around Category A: Project Management and Category B IT-Related Project Management. Based on the information provided in the RFQQ we're unable to discern whether OFM requires specific/named personnel expected to perform services under this RFQQ or prefers generic consultant profile information coupled with relevant offeror qualifications/references?*

**OFM Answer: See Amendment #4 to this RFQQ**

27) **Question:** *There was nothing about payment terms/invoicing in the RFQQ. Please provide that information. Are offerors correct in assuming any/all services delivered under award of this RFQQ will be invoiced in accordance with ITPS 08215.*

**OFM Answer: No. Payments/invoicing will not be per ITPS #08215, but will be negotiated at the time of engagement.**

28) **Question:** *Is the intent of the following statement to only identify State of Washington State Employees or do we identify other former State employees that work for Rose, we have a few that are retired Missouri State Employees?*

*“Identify any state employees or former state employees employed by the Consultant or on the Consultant’s governing board as of the date of the proposal. Include their position and responsibilities within the Consultant’s organization. If following a review of this information, it is determined by the AGENCY that a conflict of interest exists, the Consultant may be disqualified from further consideration for the award of a contract.”*

**OFM Answer: Only State of Washington employees.**

29) **Question:** *Based on the following outline and assuming you are requesting resumes of potential candidates, do you have a preference where the resumes should be placed in the bid response? I was going to add them after the Identification of Category being bid...*

*The two major sections of the proposal are to be submitted in the order noted below:*

- 3.1 *Administrative Requirements (Section 1 of Proposal)*
- 3.2 *Service Categories*
  - A. *Project Management*
  - B. *IT Project Management*
- 3.3 *Cost Proposal/Quotations*

**OFM Answer: Resumes are not being requested.**

30) **Question:** *Section 3.1 Administrative Requirements, C. References: The RFQQ requests “three (3) business references for the Bidder and three (3) business references for the lead staff person...”. Can you clarify the request for the lead staff person as neither an organization chart, proposed team, or resumes are being requested.*

**OFM Answer: See Amendment #4 to this RFQQ**

31) **Question:** *Section 3.1 Administrative Requirements, C. References: The RFQQ requests “three (3) business references for the Bidder. Are these references the same as the contact information being requested for the three (3) case study’s in Section 3.2 Service Category, A. Project Management (2) Project Experience and Section 3.2 Service Category, B. IT-Related Project Management (2) Project Experience? If not, can they be the same references?*

**OFM Answer: They can be the same references. They need to be placed, however, in the discrete appropriate places in the proposal.**

32) **Question:** *Section 3.2 Service Category, B. IT-Related Project Management (2) Project Experience: The RFQQ requests “three relevant IT-related project experiences for the proposed project manager...”. Given no resumes are required for submission, should this requirement be similar to Section 3.2 Service Category A (2) that requests “three relevant project experiences your firm has handled...”?*

**OFM Answer: See Amendment #4 to this RFQQ**

33) **Question:** *Is the due date for the proposal May 27, 2016 or May 24, 2016?*

**OFM Answer:** **Per amendment #2, bids are due May 27, 2016.**

34) **Question:** *In Section 3, Proposal Contents, you ask for tabs. Can you please confirm that this is an electronic submittal and that we can use section headers instead of tabs in our electronic proposal? If it is electronic, may we submit our proposal in PDF?*

**OFM Answer:** **All bids need to be submitted electronically and section headers are appropriate. Proposals may be submitted in PDF.**

35) **Question:** *Should rates and cost proposal information be provided in a separate document?*

**OFM Answer:** **This is the Bidder's decision.**

36) **Question:** *In Section 3.C, References, you ask for three business references for the lead staff person. Are you requiring only references from one staff? Since this is a convenience contract, we anticipate that we would use different project management staff depending on each project's need. Should we only provide one representative project manager for this proposal or should we include a few to several qualified project managers that may lead projects under this contract along with associated references?*

**OFM Answer:** **See Amendment #4 to this RFQQ**

37) **Question:** *In Section 3.2.A2, Service Category, you also ask for references from one project manager. How is this different from the references in Section 3.C and may we provide several project managers or do you prefer just one for each category?*

**OFM Answer:** **See Amendment #4 to this RFQQ**

38) **Question:** *Please clarify how many references should be included in the submission. Page 15 of the RFQQ states that we must include three references for the bidder and three for the lead staff person, page 17 states that we must include three relevant project experiences with contact information for the Project Management category, and page 18 states that we must include three relevant project experiences with contact information for the IT Project Management category. Is it acceptable for one reference to be used in multiple instances, or must there be 12 separate references?*

**OFM Answer:** **See Amendment #4 to this RFQQ**

39) **Question:** *Will other agencies or entities (i.e., local governments) have the ability to utilize this contract for procurements?*

**OFM Answer:** **No.**

40) **Question:** *Is it necessary to be licensed in the State of Washington as an accounting firm, or is it acceptable to just be licensed to do business in the State?*

**OFM Answer:** **There is no requirement that the firm be licensed as an accounting firm.**

41) **Question:** *Please confirm that the submittal of the proposal and attachments are electronically. Section 3 "Proposal Contents" indicates that the submittal of the proposal should be in 8 ½ x 11 paper with tabs. Section 2.4 "Submission of Proposal" indicates that submittal is electronically.*

**OFM Answer:** **Section 3 is in error and will be corrected by an amendment. Bids are to be submitted electronically, per Section 2.4 of the RFQQ document.**

42) **Question:** *Does the Office of financial Management (OFM) have an incumbent providing this service now?*

**OFM Answer:** **While OFM does have a couple of Project Managers contracted to work on specific projects, OFM does not currently have Project Management Convenience Contracts with any contractors.**

43) **Question:** *Do you require resumes for each category?*

**OFM Answer:** **OFM is not requesting resumes.**

44) **Question:** *Would the selected vendor for the IT-Related Project Management be precluded from bidding or being awarded a future contract for system integration, IV&V or staff augmentation projects?*

**OFM Answer:** **A selected vendor for a particular project may be precluded from being awarded a related contract for that same project. It would be dependent on the particular project for which a Statement of Work is issued to one of the vendors awarded a contract.**

45) **Question:** *Can the three bidder and team lead staff references be the same?*

**OFM Answer:** **See Amendment #4 to this RFQQ**

46) **Question:** *What is the estimated amount of services that OFM expects to procure through the Convenience Contracts per year?*

**OFM Answer:** **That is unknown at this time.**

47) **Question:** *Please clarify whether the OFM is seeking a vendor or an individual, and which minimum qualifications apply to the vendor versus the individual.*

**OFM Answer:** **The minimum qualifications apply to the bidding vendor/firm.**

48) **Question:** *Is OFM requesting that we propose a specific project manager in response to this RFQQ? If so, should we provide an example of one of our project managers who may be proposed under a subsequent SOW, or is the OFM looking to fill a specific position at this point? Are we to provide one or more resumes?*

**OFM Answer:** See Amendment #4 to this RFQQ

49) **Question:** *Please clarify which email address should be used for any additional questions.*

**OFM Answer:** The email for questions is [bonnie.lindstrom@ofm.wa.gov](mailto:bonnie.lindstrom@ofm.wa.gov). The deadline for bidder questions, however, has passed.

50) **Question:** *Please clarify how many documents vendors are expected to submit, and the naming convention desired for each different document.*

**OFM Answer:** The instructions are in the RFQQ document. OFM does not require specific naming conventions.

51) **Question:** *Please clarify if vendors should submit Sections 3.1 and 3.2 as one document, and 3.3 as the second document, or if all three Sections should be submitted separately.*

**OFM Answer:** It can be one document, with the discrete sections clearly marked.

52) **Question:** *Please clarify if the proposals should be submitted electronically or hard copy. If they are to be submitted electronically, how should bidders indicate “tabs”?*

**OFM Answer:** Bids are to be submitted electronically, per Section 2.4 of the RFQQ document. Section headers instead of tabs would be appropriate.

53) **Question:** *There may be an overlap of information regarding employees that have previously been employed by the state. For requirement #8, please clarify if OFM wants vendors identify only those former state employees that are currently on a governing board (YES); and for requirement #9, OFM wants vendors to identify employees and subcontractors that have been employed with the state within the past 24 months, or currently a state employee (YES).*

**OFM Answer:** Answers embedded above.

54) **Question:** *Please clarify the role of the “lead staff person” in the Convenience Contracts. Are bidders to propose a lead staff person? Is the lead staff person different than the project manager(s)?*

**OFM Answer:** See Amendment #4 to this RFQQ

55) **Question:** *Please clarify whether OFM is asking vendors to present three project experiences for the vendor firm or those of a single proposed project manager. If it is for a single project manager, should we provide an example of one of our project managers who may be proposed under a subsequent SOW, or is the OFM looking to fill a specific position at this point?*

**OFM Answer:** OFM is asking vendors to present 3 project experiences for the vendor firm.

56) **Question:** Please clarify whether OFM is asking vendors for a description of a difficult project for the vendor firm or for a single proposed project manager. If it is for a single project manager, should we provide an example of one of our project managers who may be proposed under a subsequent SOW, or is the OFM looking to fill a specific position at this point?

**OFM Answer:** OFM is asking vendors for a description of a difficult project for the vendor firm.

57) **Question:** Please clarify whether OFM is asking vendors to present three project experiences of the vendor firm or a single proposed project manager. If it is for a single project manager, should we provide an example of one of our project managers who may be proposed under a subsequent SOW, or is the OFM looking to fill a specific position at this point?

**OFM Answer:** OFM is asking vendors to present three project experiences of the vendor firm.

58) **Question:** Would OFM provide examples of “types of projects”? Are there preferred categories for “types of resources” or should the bidder provide its own resource types? Is there a preferred format for this section?

**OFM Answer:** Only future project known at this time is Project Management for the Facilities Portfolio Management Tool.

59) **Question:** Are you looking for 3 bidder references (with different PMs assigned) or 3 references for a single PM that is being submitted?

**OFM Answer:** OFM is looking for 3 bidder references for the Firm.

60) **Question:** Are you looking for an available PM to perform work in the coming 2-4 months?

**OFM Answer:** Possibly. OFM may be engaging a Project Manager for a Facilities Portfolio Management Tool system.

61) **Question:** It does not appear that you are requesting any resumes. Is this correct?

**OFM Answer:** Yes.

62) **Question:** Would any PMs described in this RFQQ need to be the same resources to staff any work in the future?

**OFM Answer:** Possibly.

63) **Question:** Can you please confirm the bid due date and time?

**OFM Answer:** Bids are due by 3:30 PM local time, Olympia, WA, on May 27, 2016.

64) **Question:** Can you please specify the format you prefer? Electronic or Paper?

**OFM Answer:** Bids are to be submitted electronically, per Section 2.4 of the RFQQ document.

65) **Question:** *Would it be possible for OFM to share a list of possible projects (IT and non-IT) which may come out for bid during the term of this RFQQ?*

**OFM Answer:** **The only one OFM is contemplating at this time is engaging a Project Manager for a Facilities Portfolio Management Tool system.**

66) **Question:** *Does OFM currently have a list of incumbent pre-qualified vendors for each category (A & B)?*

- a. *If incumbent vendors are in place, can you disclose who the current vendors are? n/a*
- b. *If incumbent vendors are in place, do they have to “re-qualify” through this RFQQ? n/a*
- c. *If incumbent vendors are in place, what are the specific areas of experience or expertise you are looking to supplement with additional vendors? n/a*

**OFM Answer: No.**

67) **Question:** *Please clarify the references you would like to see. Section 3.1.C of the RFQQ states: “List names, addresses, telephone numbers, and fax numbers/e-mail addresses of three (3) business references for the Bidder and three (3) business references for the lead staff person for whom work has been accomplished and briefly describe the type of service provided.”*

- a. *Does the “lead staff person for whom work has been accomplished” refer to the “client lead staff person” or the “Bidder lead project manager” who executed the project?*
- b. *If “lead staff person” refers to the “client lead staff person” can that be a client that is included in the three “business references” or should it be an additional reference?*
- c. *If “lead staff person” refers to the “Bidder lead project manager” can those references be the same as those included in the case study examples in Section 3.2.A(2) (Project Experience) or should they be additional references?*

**OFM Answer: See Amendment #4 to this RFQQ.**

68) **Question:** *Sections 3.2 A and B refer to the “Bidder” and to “project managers”. Is OFM looking for specific representative project managers to be included in the response or is your preference that the case studies and difficult project descriptions be at the “Bidder/Firm” level only? Perhaps more simply put, is it desirable that we include specific representative project managers and their case studies in the response?*

**OFM Answer: OFM is looking for case studies and difficult project descriptions at the “Bidder/Firm” level only.**

69) **Question:** *Can you quantify how many project managers OFM has utilized in each category over the past 12 months who fit the scope of this RFQQ?*

**OFM Answer: No.**

70) **Question:** *Does OFM have an immediate project management need that you are looking to fill through this Convenience Contract?*

- a. *If so, do you require that the candidates presented in the RFQQ be the ones who are available to fill those immediate needs? **No.***
- b. *If so, can it be assumed those resources need to be available on or near June 27, 2016? **The engagement referred to below would probably start mid-July.***

**OFM Answer: Possibly. OFM may be engaging a Project Manager for a Facilities Portfolio Management Tool system.**

71) **Question:** *What is OFM's anticipated utilization of project managers in each category in the next 12 months?*

**OFM Answer: Unknown. OFM may be engaging a Project Manager for a Facilities Portfolio Management Tool system.**

72) **Question:** *Will all roles be full-time or does OFM anticipate needing part-time project managers in either category?*

**OFM Answer: This is unknown at this time.**

73) **Question:** *Does OFM require 100% of project manager services to be performed on-site? If not, are you able to indicate at this time what percentage of work can be performed off-site?*

**OFM Answer: That can be negotiated in the contract.**

74) **Question:** *Section 3.3 specifies non-overtime work hours to be 6:00 AM to 6:00 PM on weekdays. Is there an expectation work will not be required outside these parameters? If work is performed outside of prescribed hours (e.g., system implementation over a weekend), what is OFM's policy for paying overtime?*

**OFM Answer: That would need to be negotiated in a contract/statement of work.**

75) **Question:** *Are all OFM project teams located in Olympia or are they in multiple locations across the State? Do you anticipate any travel required outside of the Olympia area?*

**OFM Answer: This is unknown at this time.**

**76) Question:** *Are any OFM technical projects being delivered by off-shore resources? Will any of the projects require coordination with team members or other project stakeholders in time zones outside of the Pacific Standard Time zone?*

**OFM Answer:** **OFM does not have at this time any technical projects being delivered by off-shore resources. Future initiatives may result in working with others outside of PST.**

**77) Question:** *In the Administrative Requirements, number C “References:” Pertaining to “List names, addresses, telephone numbers, and fax numbers/e-mail addresses of three (3) business references for the Bidder and three (3) business references for the lead staff person for whom work has been accomplished and briefly describe the type of service provided.” Could the 3 business references be the same as the 3 business references for the lead staff person for whom work has been accomplished, if not what the difference for business?*

**OFM Answer:** **See Amendment #4 to this RFQQ.**

**78) Question:** *Is there a page maximum for the entire proposal?*

**OFM Answer:** **No.**

**79) Question:** *RFQQ requires sections to be identified with tabs. As an electronic submittal, what is anticipated for “tabs” to maintain responsiveness?*

**OFM Answer:** **Bids are to be submitted electronically, per Section 2.4 of the RFQQ document. Section headers instead of tabs would be appropriate.**

**80) Question:** *We assume the non IT PM scope is for Design and Construction type services – please confirm. Do you have any sample potential pending projects or project types to reference?*

**OFM Answer:** **OFM cannot confirm that non-IT projects will be for Design and Construction type services. The only project on OFM’s horizon is OFM may be engaging a Project Manager for a Facilities Portfolio Management Tool system.**

**81) Question:** *4.Section 3.1.A.4 requests name, address and telephone number of each principal officer. As a 1000 person firm, we have numerous principal owners. Is this information required for each principal of the parent firm or would contact information for the key leadership of the division providing response be sufficient?*

**OFM Answer:** **Contact information for the key leadership of the division providing response will be sufficient.**

**81) Question:** *What kind of projects are these?*

**OFM Answer:** **Unknown at this time.**