

Allegheny County
Department of Human Services
Request for Proposals Q&A
RFP for Information Technology Support and Professional Services

December 10, 2021

#	Question	Response
1	Is there a requirement for this RFP as far as WBE and/or MBE? I'm a WBE.	<p>All Allegheny County Agreements have Minority, Women or Disadvantaged Business Enterprise (MWDE) requirements, and all Proposals must include a completed Allegheny County DHS Combined MWDBE Form and supporting documents. See RFP section 6.1 for details.</p> <p>You are not required to be a certified MWDBE organization in order to submit a Proposal. If you are already certified as an WBE and/or MBE, you may count yourself towards one of goals. If you are registered as both, you must choose one to count towards the contract goals. You cannot cover both.</p> <p>Using your organization as an example, you would count yourself towards the WBE goal, but you still must make a good faith effort to meet the MBE goal.</p> <p>For more information, please visit Allegheny County's Allegheny County Equity and Inclusion Department webpage: https://www.alleghenycounty.us/equity-inclusion/index.aspx</p>

2	Please disclose the incumbent vendor name(s), if applicable, and if possible, please share their proposals.	Please see the Award Details page for the 2017 RFP for Information Technology Support and Professional Services in our Solicitations Archive: https://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations/Archive.aspx .
3	What service challenges are you experiencing with the current contract arrangement?	DHS periodically puts these services out for re-procurement to ensure we are aware of all the different service offerings, cost models and delivery models available in the market. We then evaluate these various service offerings to ensure DHS finds the best fit available as we continue to strive to serve those in need.
4	Please provide the previous spend on similar projects, if any.	No projects are outlined in the RFP as DHS is not procuring projects, but services to help augment and support various IT projects, applications and efforts at DHS. Depending on the needs at any given time and the amount and type of services DHS elects to use, costs can vary greatly for any given project or effort.
5	Are you exclusively seeking vendors headquartered locally or are you equally open to awarding a vendor headquartered out of state? We have a satellite office in Allegheny County but our HQ is in California.	We are not exclusively seeking vendors headquartered locally. Proposers may be located anywhere. Generally, many of the services we are looking to procure can be (and are) provided remotely.
6	What is/are the physical location(s) where work is to be performed under this contract?	There are no mandatory location requirements as part of this procurement. Services can be provided to DHS remotely.
7	Are all personnel/roles involved with this contract required to be available for on-site work or are some roles permitted to be exclusively remote?	Personnel/Roles are permitted to provide services remotely.
8	If some personnel/roles are permitted to be remote, are you open to off-shore as well as US based remote work?	Yes, DHS is open to off-shore resources providing services remotely.

9	Please confirm the anticipated number of awards.	We will award one or more contracts for this RFP.
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January 3, 2022

#	Question	Response
10	If a proponent is bidding on a particular category, are we required to provide services for all the sub-categories listed? For example, can we still submit under Digital Solutions Delivery if we only provide 2 services out of the 4 sub-categories listed?	Yes, you can still submit a response. Proposers are not required to provide services for all subcategories listed to submit a response.
11	Is the incumbent eligible for contract award on this solicitation? Or are you looking to replace the incumbent?	The incumbent is permitted to respond to this RFP. Any responding vendor who moves onto the contracting stage of this procurement will be subject to the requirements outlined in Section 6 of the RFP: Contract Requirements for Successful Proposers

<p>12</p>	<p>Page 3 of the Response Form states: “Your response to this section must not to exceed 5 pages. 1. Provide a line-item detailed budget for implementing and sustaining the Contract Services for the categories of services to which you are applying. 2. Provide a budget narrative that clearly explains and justifies all line items in the proposed line-item budget.” Does the County have a preferred or prescribed format for the budget response? Is the County looking for rates only, or is there some other budget information being requested? Because the scope and activities/tasks for any of the Service Categories are defined in general and not in detail, we are not sure how a line-item budget would be constructed. Any guidance would be helpful.</p>	<p>The responding vendor may determine the appropriate line items in the budget. It is to be a proposed budget, and the line items should be explained and justified in the budget narrative.</p>
<p>13</p>	<p>“Digital Solution Delivery” service category – General Page 5 of the RFP states: “DHS partners with our current IT systems provider to manage IT system development, operations and enhancements.” For the purposes of this RFP and the responsibilities of the chosen “Digital Solutions Delivery” vendor, how does the County envision this vendor’s role? Because the County currently contracts with an IT systems provider, will the “Digital Solutions Delivery” vendor support the IT systems provider, support the County staff, or actually design, deliver, and implement digital solutions that are not assigned to the IT systems provider?</p>	<p>This will depend upon the responses DHS receives for this RFP and which vendor(s) are ultimately chosen to provide these services.</p>

14	<p>Does the County envision that the chosen vendor(s) for the Service Categories covered by this RFP will act in a consulting capacity to the County as opposed to being more of a delivery/development vendor?</p> <p>Put another way, is the role of the chosen vendor(s) to assume or augment some of the functions typically performed by the County in dealing with the IT systems provider?</p>	<p>DHS is open to considering all proposals. That said, the services outlined in the RFP do include services for software delivery and development.</p>
15	<p>We are required to submit three years of audited financial reports as attachments to our proposal submission. Privately held companies do not have audited financial reports. Would our professionally prepared financial statements for the last three years meet this requirement?</p>	<p>Yes. If you do not have audited financial reports for the last three years, you may submit other financial documentation that attest to the financial health of your organization. Tax returns (e.g., 990 forms) are the preferred alternative. Please note that providing financial documentation is a requirement of contracting through Allegheny County.</p>
16	<p>For the prime of this contract, is there a financial requirement or a minimum revenue requirement? Could this be a combination for the team that is being proposed?</p>	<p>All contract requirements are listed in “Section 6” of the published RFP.</p>
17	<p>Does the team need to include a veteran-owned business? Does the team need to make a good faith effort to include one in order to qualify?</p>	<p>Allegheny County has Veteran Owned Small Business (VOSB) goals of 5% participation and expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting this goal. The good faith effort means to pass on those percentages to the organizations you subcontract with for inventory and services such as office supplies or janitorial services. If you do not meet this percentage, you should request a waiver. The VOSB Participation Statement and Waiver are available at https://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFQ/RFI).aspx under “Required documents”.</p>

18	Does the prime need 3 years of tax returns/financial history? What if only two years of tax returns are available, or only two years where the business had revenue?	Please see the answer to question 15.
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January 7, 2022

#	Question	Response
19	Will the anticipated contracts be Firmed Fixed Price (FFP) or Time and Material (T&M)?	Historically, these services have been time and material, but the county is open to considering all proposals.
20	For Digital Solution Delivery, can the County please help with the projection of work planned to be executed each year?	Historically, this projection of work is done every late spring to early summer, and then tweaked throughout the county's fiscal year of July to June.
21	Is Infrastructure Support in the scope of Digital Solution Support? If yes, can County please share the quantitative information about infrastructure such as servers, network devices, access points, users, enterprise licenses, etc?	Core infrastructure support is not included as part of this RFP. Overall, DHS has about 300 servers, all virtual in VMWare or Azure (mostly Windows with a handful of Linux or other OS), with Cisco switches (all managed by the county). Licensing is mostly Microsoft and Oracle, with a suite of others that is maintained.
22	For Digital Solution Support, Can the county please share volumetric information about the number of L0, L1, L2, and L3 tickets; the type and the corresponding number of Service Requests; the number of production deployments; the Level wise support window, etc.?	Across our portfolio of IT applications, from July 2019 to Nov 2021, there were a minimum of 200 open support tickets and a maximum of 325 open support tickets. Over this same time span, there were roughly 4,500 active users accessing these IT applications at least once per month. Generally, we release production changes on a monthly cadence. Most support is required during normal business hours.

23	For IT Security and Privacy Support, can the county please share information such as the number of end-points in scope, type of endpoints, number and size of internet-facing applications, number of VPN clients, number of Data Centers and locations under the scope, number of network devices, etc.?	DHS has over 300 servers, 1,800 end user devices (mostly Microsoft Surface devices), approximately 100 externally facing sites, all 1,800 of our internal county users have VPN access that is maintained. DHS data is hosted primarily at one data center.
24	Following the link at Q&A #2 shows that DHS received 13 bids in 2017 and awarded a single contract, to Deloitte Consulting. In addition, following the link at Q&A #2 to RFP Appendix B shows that Deloitte was the only vendor awarded a contract for the 2012 RFP (specification 6721). Please confirm no other bidders were awarded task order work under the 2012 and 2017 RFP.	That is correct, however there have been many other technology RFPs over the same timespan that were not awarded to Deloitte Consulting. Currently DHS has contracts with at least 5 vendors that are providing IT services.
25	Please provide COVID protocol for any onsite work.	This RFP is to procure technology services, and at the present time, the county COVID policies and procedures do not apply to technology service providers.
26	The RFP identifies Cognos 10.2.2 as currently in use. Cognos 11.0.x passed end of life on 9/30/21. Please confirm/clarify the release level for this product.	Confirmed. Cognos is currently end of life and DHS has plans to upgrade in the coming year.
27	Typically, pricing proposals are separately scored using quantifiable metrics. The instructions at RFP 5.1 imply that the Evaluation Committee will subjectively review the Budget Section and score it according to whether it meets/exceeds expectations. Please confirm/clarify how these 30 points will be assigned.	All portions of the proposals including the budgets will be evaluated according to the process described in RFP Section 5, using the evaluation criteria listed in Section 3. For more background, please see the Allegheny County Purchasing Manual, bullet 22a, at https://www.alleghenycounty.us/purchasing/policies-and-procedures.aspx

28	The winning bid in 2017 (Q&A #2) contains an extreme range of hourly rates, some by a factor of four, e.g., Reports/Dashboards Developer \$30-\$120, Maintenance Application Lead \$40-\$165, UX Specialist \$50 - \$195. Please describe the algorithm for scoring the Budget Section of the current RFP	DHS will consider all proposed rates for reasonableness and negotiate and agree upon final numbers with the Successful Proposer(s). See also question 27.
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January 14, 2022

#	Question	Response
29	Please provide a list of task orders and quoted amounts for each year since 2017.	Since 2018, there have been over 68 IT epics (larger IT solutions and enhancements) delivered, 1,132 enhancement user stories, as well as hundreds of maintenance tickets resolved, all in support of our large portfolio of 20+ IT applications with over 4,500 active users (both internal and contracted service providers). In this time DHS has contracted with many different IT vendors who've provided necessary technical services to deliver this work. Quoted estimates for IT solutions over this time have an incredibly broad range, anywhere from \$5,000 to \$350,000. IT Investments that DHS elects to move forward on are highly dependent on many factors, such as: needs at the time, proposed options tradeoffs, available budget, expected value derived from the solution for DHS and for the public, DHS's appetite for risk, the extent to which DHS requires high data quality, etc.
30	Do a successful proposer's resources all need to be W2 employees or can some resources be 1099?	That is up to the Successful Proposers. Allegheny County does not dictate relationships between Successful Proposers and their resources.

31	Will Allegheny County accept DBE and MBE certifications from the City of Los Angeles, CA?	<p>Allegheny County accepts certifications by PA UCP (https://paucp.dbesystem.com/) and by others on a case-by-case basis. The County does not accept self-certifications. If you would like more information, please contact the Allegheny County Equity and Inclusion Department at https://www.alleghenycounty.us/equity-inclusion/index.aspx</p> <p>Prior to awarding the RFP contract, Allegheny County's Equity and Inclusion Department will review the Proposals and their accompanying MWDBE documentation to understand if the Proposer is demonstrating a good faith effort at helping to meet Allegheny County's goals of 13% MBE contracts and 2% WBE contracts. If during their review, the Equity and Inclusion Department finds errors in your MWDBE documentation, they will contact you and help you correct them.</p>
32	Will Allegheny County accept a SB certification from the California Department of General Services?	Please see question 31.

33	<p>The County has stated that bidders are allowed to respond to a particular section independently rather than all-inclusive. With that said, if a bidder wants to respond solely to section II Digital Solution Support, would the County accept a bid that includes Section II sub-categories a) IT Operations, b) Automated Regression Testing, c) End User Support, and f) Reporting Support but NOT d) Defect Resolution & e) Data Fixes? The reason for this is because d & e are development-centric and are synchronous with Category I Solution Delivery, a category which would not be in scope if a bidder wants to respond just to Category II. In summary, would the County accept a bid that focuses solely on the Solution Support aspect by speaking only to a) IT Operations, b) Automated Regression Testing, c) End User Support, and f) Reporting Support?</p>	<p>The county would accept this bid and proposal, but efficiencies most likely would be lost if vendor providing services for Section II Digital Solution Support does not have technical skills nor capacity to resolve support issues themselves. Note that a large majority of our current IT application portfolio is custom in nature, and thus supporting it would require technical skillsets.</p>
34	<p>As per RFP 4.1.c, proposers must include an Allegheny County Vendor Creation Form and IRS W-9 with their submission. We are a long-time supplier to Allegheny County and already exist in your vendor system with a W-9 on file. Please confirm/clarify whether you wish us to supply a Vendor Creation Form and W-9 with our proposal.</p>	<p>Please include the Vender Creation Form and W-9 with your Proposal.</p>
35	<p>2. DHS has provided a standard AGREEMENT on the “Current DHS-contracted Providers” webpage. Contract §6.D (p. 3) allows the Director to waive or modify insurance requirements at his discretion. From context, the clause appears to pertain to contractor-requested waivers/modifications. Please confirm/clarify that DHS has no intention of increasing insurance requirements beyond those documented in the published AGREEMENT.</p>	<p>That is not currently DHS's intention.</p>

36	How many servers are currently being used by the department?	Please refer to the response to Question 23.
37	How many users/devices are being used by the department?	Please refer to the response to Question 23.
38	How many locations does the department have in Allegheny County?	This is difficult to answer as DHS contracts with numerous human service providers, all of which have various physical locations that services are provided at. Including these service provider locations, it would be in the order of hundreds of locations.
39	How many workstations are in use?	Please refer to the response to Question 23.
40	What is the email type being used?	DHS primarily uses Microsoft products, including Microsoft Outlook.
41	How are files currently shared in the department?	There are a variety of ways files could be shared as part of DHS's work. Some of those include: emailing, uploading to an IT application that has been developed and deployed to support human service programs and practices, or uploading a file to our document management platform, OnBase, for others to review and access.
42	How many staff are currently employed by the department?	Approximately 1,800 internal DHS staff, with hundreds and hundreds more at our contracted service providers.
43	Is a VPN being used? And if so, what solution is used for it?	Yes. Global Protect VPN.
44	What is the age of all the hardware being used?	DHS has both on prem and cloud infrastructure. The age of the hardware on prem isn't relevant to this tech services RFP, and core infrastructure support is not included as part of this RFP.
45	Does the 3-year period apply to all categories (I-IV)?	Assuming this question is referring to the 3-year agreement mentioned in the "Award Details" of the RFP - if so, then yes, the 3-year agreement(s) would apply to all sections of this RFP. Please note that historically these services have been time and material contracts.

46	Q&A 19 indicates that services have historically been provided on a Time and Materials basis. How does DHS administer the request for the incumbent’s vendors services? For example, does DHS provide requirements documents for a “quote” or are specific efforts defined in a Task Order or Work Order Authorization	DHS provides either Epic Vision documents, detailing out larger builds and bigger work, or user stories for smaller enhancements. Generally speaking, vendors under contract with DHS provide proposals and estimates based upon Epic Vision documents. Smaller enhancements are processed by a change request team that has a set amount of capacity.
47	Are DHS efforts in the scope of the systems in Appendix: Applications and Systems Currently Used by DHS subject to approvals by county, state or federal oversight entities? For example, are system design documents submitted to oversight entities prior to implementation, or are deliverables tied to funding authorization?	In a few cases there is federal or state oversight to some of the changes made to DHS IT systems (HUD, ACF, State of PA's OCYF, etc.), but for the most part, DHS directs and decides on objectives, priorities, and technical approaches to solutions on those priorities.
48	Can DHS confirm the level of effort requirement for resources throughout the 3-year period? For example, is it a dedicated resource for 40 hrs./week for consecutive weeks throughout the 3-year period?	Please see the responses to questions 45 and 52.
49	We are aware that requirements in the Health and Human Services IT arena are frequently updated/changed, added and deleted by Federal regulations – Can DHS identify the degree of special projects or period-specific support which may require ramp up/ramp down?	This is dependent upon the regulation change as well as when and how DHS must confirm to each change. Because this is so variable, it is difficult to answer, and thus would require technical services that were somewhat flexible in nature.
50	The Allegheny County Controller produced an Audit Report that identified the total hours and costs with project-specific allocation for the 12/17/2018 – 1/18/2019 period. Can you provide updated information for the CY2021 period that can help vendors determine the staffing level that has been required for recent application development, application maintenance, PMO and Security?	Please refer to the response to Question 52, and note that work is highly dependent on regulation changes, mandatory changes from the state of PA, DHS priorities, etc.

<p>51</p>	<p>Can DHS provide information on the type of resources provided by DHS for vendor collaboration or an outline of roles and responsibilities (E.g., RACI chart) between DHS and the vendors? For example:</p> <ul style="list-style-type: none"> o Does DHS provide policy requirements for the team to translate to system requirements or is the vendor expected to provide policy expertise that may not be IT-centric? o Are there dedicated Subject Matter Experts (SMEs) by business domain (cash assistance vs child welfare), by application (separate SMEs for KIDS and CIPS) or another preferable model? o How many resources are dedicated to vendor support and collaboration? 	<p>This RFP is specifically for technical services and resources. DHS does have roles and staff that organize and drive the IT work - these roles span from Product Owner, to Digital Analyst, to Digital Support Specialist, and include functions such as: Defining epic vision documents, writing user stories, writing test cases, executing test cases, supporting end users, training end users, conducting business process analysis, etc.</p>
<p>52</p>	<p>Can you provide updated information for the CY2021 period that can help vendors determine the staffing level that has been required for recent application development, application maintenance, PMO and Security?</p>	<p>In a given 12-month time span, this could range anywhere from 65,000 hours to roughly 160,000 to deliver new IT solutions and to support and enhance DHS's existing large IT solution portfolio. The type and scale of work is also highly dependent on regulation changes, mandatory changes from the state of PA, DHS priorities, etc.</p>
<p>53</p>	<p>Can you identify Service Level Agreements (SLAs) and/or Key Performance Indicators (KPIs) associated with the current efforts including:</p> <ul style="list-style-type: none"> o Application-specific - SLA/KPIs for the enterprise applications outlined in Appendix: Applications and Systems Currently Used by DHS, such as KIDS, CIPS and others o Deliverable-specific – SLA/KPIs for deliverable submission, deliverable reviews, monthly reporting quality 	<p>Please see response to question 54.</p>

54	Can you identify the Service Level Agreements (SLAs) and/or Key Performance Indicators (KPIs) that have been used and are being used to track the incumbent vendor performance (and other vendors that may provide supplementary services) - either globally at contract level or those that may be specific to a Task Order	Across multiple vendors, we deliver new work using a standard agile process where user stories are documented in TFS or Azure DevOps and are selected for work via sprint planning meetings where user stories, story points and overall capacity for the team is used. We track vendor testing metrics and DHS testing metrics to measure quality of new development work. We also track application support tickets overtime, by application, and by resolution type.
55	Given the Supplier Diversity Requirements, would the County provide an interested bidders list so that small businesses can connect and contact potential teaming partners?	DHS cannot connect you to other potential Proposers because we do not keep an interested bidders list for our solicitations. If you would like to connect to MWDBE organizations, you can start your search at PA UCP (https://paucp.dbesystem.com/). Allegheny County accepts certifications by PA UCP and by others on a case-by-case basis.
56	The RFP Response Form (p.2) requires vendors to review and certify compliance with DHS Cyber Security requirements. We are unable to locate this document/policy on the website. Please provide the document or a link to it.	Please see Section 6.4 of the RFP.
57	What type of antivirus, anti-malware, and anti-ransomware software solutions are currently being used on organizationally owned devices (desktop, laptops, servers, tablets, etc..)?	Currently DHS uses Microsoft's Defender anti-virus, with plans to implement CrowdStrike managed services with broader Allegheny County IT security efforts.

#	Question	Response
58	What has been the incumbent's performance in meeting the supplier diversity requirements for WMBE and VOSB on the previous award?	On the previous contract award, the incumbent achieved some MWDBE participation and received a waiver of the MWDBE participation they did not meet.
59	What are the County's plans to ensure small disadvantage businesses have opportunities to participate on this award?	As described in the RFP, the County intends to award one or more Agreements as a result of this RFP. We broke this RFP into four categories of service so that smaller organizations, who might more specialized, could apply and have the opportunity to participate in a DHS IT contract. In addition, the Agreements are subject to the County's MWDBE and VOSB requirements (see RFP sections 6.1 and 6.2). The MWDBE program provides opportunities for minority, women and disadvantaged business enterprises (MBEs, WBEs and DBEs) to participate in DHS contracts as subcontractors. Please see the Allegheny County Department of Equity and Inclusion's website for more information at https://www.alleghenycounty.us/equity-inclusion/index.aspx .
60	Is it possible to receive a two week extension on the due date in order to digest all of the information from the RFP and the Q&As in order to provide the well thought out and thorough response that Allegheny County deserves?	Unfortunately, we cannot extend the response submission deadline. Allegheny County DHS must have any awarded contract(s) executed in summer of 2022, and we still need to evaluate all of the vendor responses, select vendor(s), conduct contract negotiations, as well as allow PA's Office of Children of Families and the Federal Administration of Children and Families, time to review and approve contract(s).

#	Question	Response
61	Please provide details on Existing Team size, Location of Team (Onsite, Remote, Offshore), Expertise level (Senior, Midlevel, Junior), and the number of Team Members per role. (Developers, BA, Application Support, etc.)	The current team is both onsite as well as offsite (including offsite in the US and offshore). The team size fluctuates depending on DHS's needs and priorities but can roughly range between 35 to 100. There is a standard bell curve distribution to the years of experience on this team.
62	Please provide a per/year breakdown of the budget for each of the Services requested.	Please refer to questions 19, 22, 29 and 52. Over the last few years, the services outlined in this RFP have ranged from \$10M - \$15M per year. This was highly dependent upon available funds to DHS and the priorities at the time.
63	In order for respondents to better scope and size the complexity of the systems detailed in the Appendix, can DHS provide a mapping of the 'Technologies Used' in the Appendix to the list of systems listed?	A large majority of the systems detailed in the appendix make use of the "Technologies Used" as a large majority of our system portfolio is custom built on Oracle DBs and .NET frameworks.
64	Is DHS open to assessing the technologies used and consolidating those that are redundant or serve similar purpose?	Yes, DHS would welcome an assessment like this.
65	Does DHS expect dedicated Agile teams for each system outlined in the Appendix?	Dedicated agile teams to every system in our portfolio would most likely be unrealistic, but DHS is opening to considering all proposals.
66	Can you expand on your use of Agile processes? What are the compositions of the various Agile teams? Do you use any scaled framework such as LeSS or SAFe?? What are the integration points between the PMO and your Agile framework and how is this governed?	Our agile team compositions are not uncommon. There is a (DHS) Product Owner and sometimes a DHS Digital Analyst to support user story creation, test creation and test execution. Vendors usually provide the technical resources, such as developers and some testing roles. We do not use a scaled framework such as LeSS or SAFe. The PMO primarily pulls stats and information from Team Foundation Server, as we track all of our user stories and projects there.
67	What technology are you currently using for automated tests?	Selenium.

68	Are you currently using any identity and access management providers (Azure AD, Duo, JumpCloud, etc.)?	Yes, Okta.
69	As this RFP is designed around DHS support, are any of your systems or networks part of a shared infrastructure with the county?	Yes, there are a few examples of shared infrastructure with the county. For example, ActionTracker is used to track executive actions and agreements for all county departments. County DIT manages most network traffic and infrastructure, of which DHS is a consumer.
70	Are constituents given access to any DHS systems? For Instance, on your website, constituents can create a MyAllegheny account. Is this account used anywhere within DHS?	There are currently to ways the public can create accounts to our systems. AccessMyInfo allows for a client to claim their DHS record and review their information, including services rendered. Residents who apply to Allegheny County's emergency rental assistance program would create an account too.
71	For their service providers that do use their systems, is DHS creating them accounts, or is identity provided through a different means?	DHS does not maintain nor support a service provider's IT systems. If a service provider uses a DHS digital asset in our portfolio, then DHS provides technical support for that asset.
72	Does DHS perform credit card processing, specifically relating to the CIPS and Rental Assistance applications?	Not currently.
73	Has DHS ever performed a security assessment, vulnerability assessment, and/or penetration testing prior? If so, are they able to show any of the results of those?	Yes, these assessments have been done, and could be made available to any winning vendor(s) who enters into contract with DHS.
74	Does DHS currently run any system patching tool sets, such as WSUS for their environment?	Not currently.
75	Is the physical security of technology (door access controls, cameras, security alarms) part of the intended scope of this RFP?	Not currently.
76	What is the current size, structure, capability, and maturity level of the existing PMO (or team that the Successful Proposer(s) will interact with for the purpose of this section) within DHS that is performing the planning, execution, monitoring and controlling (etc) of IT projects?	DHS IT PMO capabilities is not a dedicated team, but a mix of 3-5 IT managers on DHS side and the CTO role.

77	Expansion upon Q29): How many IT epic documents (or digital solutions) does DHS currently process over some period of time? What is the anticipated volume of IT epic documents to be processed over the period of this engagement?	DHS is processing close to the same volume as outlined in question 29. It is difficult to estimate the volume of work over the period of this engagement as it is highly dependent upon DHS's funding streams and the agency's priorities at a given time.
78	Does DHS have a standard or preferred methodology that is applied to projects (waterfall, agile, hybrid, custom, etc) consistently, and/or is this driven by DHS' IT vendors' preferred methodology(ies)?	DHS has a standard agile methodology. Winning vendor(s) of this contract would be expected to follow this methodology.
79	(Expansion on Q54): What tools does DHS currently use for the purpose of project planning and support (MS Project, JIRA, DevOps, Smartsheet, etc)? Is it desired by DHS to utilize the current suite of tools or is DHS open (or desiring) to explore different options in this capacity?	DHS currently uses Team Foundation Server (TFS) for project planning and tracking and is considering upgrading to Azure DevOps. DHS would be open to considering other options/approaches.
80	Expansion upon Q54): What tools does DHS currently use for tracking quality and testing (test plans, test cases, test results, defects, etc) and reporting? Is it desired by DHS to utilize the current suite of tools or is DHS open (or desiring) to explore different options in this capacity?	DHS currently uses Team Foundation Server (TFS) for test planning, execution, and tracking, and is considering upgrading to Azure DevOps. DHS would be open to considering other options/approaches.
81	How many currently deployed solutions are being supported and maintained?	Approximately 20 solutions.
82	Who are the anticipated stakeholders for receipt of the Quality Reports?	Stakeholders such as: DHS IT Managers, CTO, and others.
83	Does DHS currently provide its own UAT testing, or is this covered through a 3rd part vendor or covered by DHS' IT vendors? If providing its own UAT testing, what is the size, structure, and capability of the existing team?	DHS conducts UAT testing, and it is done by a team of Application Specialists who help maintain and manage our IT solutions. At any given time, there might be between 20 to 30 Application Specialists providing various development support, testing support, end user support and training capabilities across our IT portfolio.
84	Are there existing processes in place that require and/or enable the provision of the requested information from all of DHS' IT vendors? (PMO Supports and Quality Reports)	Yes, and other processes can be added if needed.

85	What tools does DHS currently use for tracking agency, department, and/or project financial management? Is it desired by DHS to utilize the current suite of tools or is DHS open (or desiring) to explore different options in this capacity?	A shared county IT asset is used as the source of truth related to DHS finances. DHS would be open to considering different options but acknowledges that other County agencies might have to be considered in any option assessment.
86	Are there existing processes in place that require and/or enable the provision of the requested information from all of DHS' IT vendors? (PMO Supports and Financial Reports)	Yes, and other processes can be added if needed.
87	Have any key strategic initiatives already been defined within the term of the contract where the chosen vendor would be charged with leading?	Not explicitly, but we are assuming that current strategic initiatives will continue into the period that this contract would span. Please note that priorities can and will change periodically.
88	Does DHS currently have defined agency strategy(ies) and priorities, and does DHS currently have a process for modifying priorities as may be necessary over time?	Yes, and yes. DHS would work with any winning vendor(s) who enter into contract with DHS to share priorities and communicate changes to those priorities as needed.
89	When do you anticipate posting the answers to the final round of questions?	The responses to the last round of questions submitted will be posted on the website on Tuesday, January 25, 2022 at 6:00 PM.
90	Where can we find the Allegheny County Vendor Creation Form?	You can find the Allegheny County Vendor Creation Form at https://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFQ/RFI).aspx under "Required documents".
91	The technologies used page references several depreciated versions of applications, operating systems, etc. Are any of these legacy applications mandated from other county requirements, or is the ability to upgrade to current solely controlled within DHS?	In almost all cases, DHS would have the ability to upgrade these technologies.
92	Within the RFP, Microsoft O365 was mentioned for MS Office applications. Is DHS using O365 as their email solution, or do they still utilize on-premises Exchange Servers, either fully or in a hybrid environment. Is this within DHS control, or is this a controlled by the county as a whole?	For security purposes, we cannot fully answer here. This can be discussed for any vendor(s) that move onto the later stages of the procurement process.

93	In the RFP, and/or questions it was stated that the current AV deployed is Windows Defender, which is planned to be migrated to CrowdStrike. Besides endpoint protection, is there any plans in place for network detection and response capability as part of that effort? What other technical security controls have already been put in place (Encryption, SIEM, IPS/IDS, firewalls, etc.)	For security purposes, we cannot fully answer here. This can be discussed for any vendor(s) that move onto the later stages of the procurement process.
94	How many employees are in your IT department?	DHS has approximately 50+ IT employees, which are further augmented by vendors providing IT services.
95	As part of our response do you need estimates for staffing of the Project Management Office only or also project resources?	DHS needs to understand the cost for the services your team would be providing. It is up to the responding vendors to determine what to propose.
96	What roles (and numbers of resources) do you have dedicated to the PMO today? (PMO Lead, Program Managers, Product Owners, Scrum Masters, Analysts, etc.)	Please see question 77. Also, roles such as Product Owner, Scrum Masters, Analysts are not considered PMO - those roles are on our agile teams that deliver work.
97	What portfolio management / project tools are utilized by the PMO for tracking, logging risks, repository (e.g., Jira, Planview, Clarity, Teams, etc.)?	Project work is tracked via Team Foundation Server, and risks are tracked in Microsoft Excel.
98	Outside of what is outlined in the RFP, will PMO support involve any regulatory reporting?	Not currently.
99	Does the PMO need to manage the project intake process (value assessment, budget estimations, approval and prioritization) to add epics to the portfolio?	No, this is done primarily by DHS.
100	How do you currently manage the portfolio (e.g. lean portfolio management)?	We work closely with the program offices we support and the Planning group in our ATP team. Product enhancements are managed in a given systems product backlog, and larger IT projects are managed as IT epics.
101	Is your project delivery methodology completely agile or is it a hybrid with some areas using waterfall?	The requirements and testing is waterfall-like, with the design and development being primarily agile.

102	What agile methodology is used by Allegheny (e.g. SAFe, SCRUM, other)?	Primarily SCRUM, but modified some.
103	Has Allegheny established a DevOps structure, flow and automation tools for development, testing and deployments?	Yes, some of this has been done, but this area could be more mature.
104	How many concurrent agile teams are operating at a given time?	It depends at any given time on DHS's funding and priorities, but roughly between 4 to 9.
105	Our company is private incorporation. Can we submit the “Audited financial reports for the last three years“ after the project is awarded, in case we are qualified?	You must submit some sort of documentation that attests to the financial health of your organization. To meet the requirement in the Proposal, you may submit a letter or some other documentation attesting to financial health. However, if you advance beyond the initial proposal stage, a letter will probably not meet the County's contracting requirements. Our fiscal compliance team will evaluate the documentation submitted on a case-by-case basis and determine whether additional information is needed. In order to move forward in the award process, you would most likely be asked for additional documentation.