Allegheny County
Department of Human Services
Request for Proposals Q&A
RFP for a Client Management Information System

March 11, 2019

#	Question	Response
1	Can companies from outside the US apply for this (like from India or Canada)?	Yes
2	Would we need to come to DHS for meetings?	We expect that most meetings can take place remotely.
3	Can we perform tasks related to the RFP outside the US (like from India or Canada)?	Yes
4	Can we submit proposals via email?	We only accept proposals via email.
5	How many end users do you anticipate will need access to the system?	DHS currently supports approximately 3,500-4,000 active, non-concurrent users. Concurrent active usage estimates are not yet known. Additionally, this solution might need to scale to support an additional population of active users (for various Provider Agencies), depending upon the use cases and solution instances we target for implemention. As for client or case load volume, DHS and it's associated programs serves, on average, 200,000 clients per year. The solution must be scalable to support both user and client growth over time.
6	Please provide the current capacity and growth estimates for the following in a proposed solution implementation: clients, programs, caseload across all programs, providers, users (DHS/external)	See Question 5

#	Question	Response
7	What do you mean by "Solution should be compatible with Microsoft Azure Cloud?"	DHS is open to any type of solution. If DHS must host the solution, it must be Azure compatible. If the solution will be hosted by an external vendor, it must meet security and business continuity requirements, but does not have to be Azure compatible.
8	What services or resources on Microsoft Azure Cloud needs to be compatible with a proposed cloud based solution?	See Question 7

March 21, 2019 – please note that for questions for which there is no answer in the Response column, we are still working on responses.

#	Question	Response
9	Can we reformat the Response Form keeping the same section headers, or do we have to use the same document provided by the department?	No, do not reformat the Response Form. Type your answers directly into the document provided.
10	Can we have headers, cover letter, executive summary in the Response Form?	Page 2 of the Response Form asks for an abstract, a "brief summary of your proposal that is at most 750 characters." Please complete that portion of the Response Form, but do not attach an additional summary or a cover letter. All responses must be entered directly into the document in the space provided; you may break your responses into sections denoted by underlined subheadings, e.g. See also Question 9 about reformatting.
11	What is expected by "attach a detailed start up budget?"	A detailed start-up budget should include all costs of a planning stage through the initial implementation of the CMIS solution. The annualized budget should reflect complete ongoing annual costs.

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12	Is there a format for this budget? Can this be an excel sheet? If yes, how will the page count be calculated?	We have not provided a template for the budget. You may attach an Excel spreadsheet if you prefer. The budget will not be counted toward the page limit.
13	What is the meaning of start-up budget? Is it the cost of ONLY the implementation of the CMIS solution?	See Question 11
14	Is the Re-Entry Program part of the primary solution requested, or is this program to be implemented AFTER the primary soluton? Is separate costing expected for the Re-Entry Program?	We are using the Re-Entry Program as a proxy to understand how we could configure instances of your baseline solution to meet different business and program needs. We are requesting a realistic budget estimate based on the information provided about the Re-Entry program as an example to help us understand the true ongoing costs of solution ownership
15	Do you have any integration with external systems? If so, what are they, and what is the expectation from the vendor?	DHS's current IT assets are tightly integrated with other internal IT assets, as well as some external systems. A few examples of external systems would include: PACFile and PA CWIS data exchange for child welfare. DHS assumes there will be needs to integrate with other systems, both internal and external, and at this time we are open to hearing options on how these integrations could be implemented and managed.
16	Is there any financial aspect to these services? Are there payments to be made to entities?	We do pay contracted providers on a fee-for-service basis and use data about services provided to clients to determine payments. While replacing our current financial systems is not an objective of this RFP, we would be open to considering Solutions that include financial modules and explore how DHS could utilize that functionality in the future. We do not expect that we will use the Client Management Information System to process payments at this time.
17	"Screen shots:" What is expected for this in the response?	If desired, you may attach images of your Solution's screens ("screen shots") to illustrate its functionality or interface. This is not a requirement.

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18	Who built the KIDS, Synergy, and CIPS systems? Who built all other DHS applications?	Deloitte Consulting has developed most of the IT systems that make up our current portfolio of IT applications.
19	Did you share the list of current DHS applications just for informational purposes, or is the vendor expected to interact with these applications?	Mostly for informational purposes, but as we are an integrated human services agency, there will most likely be some integration requirements with these existing IT assets.
20	In Question 5, you said there are 3500-4000 users. Would you be able to provide a breakdown of the number of users who would need to authenticate in to the system, and whether they are County staff, 3rd party partners, or applicants/beneficiaries? Any additional breakdown of the user base would be helpful	These 3500-4000 users would be a mix of county staff and 3rd party providers - this number does not include service applicants/beneficiaries. We do have plans to eventually allow beneficiaries to log in and manage their services, find services etc.
21	How many years of legacy data should be migrated to the new CMIS from existing systems?	Ideally, all data should be accessible from the new application. We are open to how this achieved, whether that happens from integration with existing IT assists, data conversion, etc.
22	Which legacy systems included in Appendix A will require data migration to the new CMIS.	This will have to be determined during later scoping activities, but in general, the solution should be able to have data migrated to it, or, access existing DHS data stores via bi-directional integrations.
23	~~Can DHS provide the priority order of the services to be implemented with CMIS and specify what services are most critical and to be implemented within the first year?~~	[Question retracted by author]
24	What existing DHS applications listed under "Appendix A" are expected to be decommissioned because of CMIS implementation? Is vendor responsible for the decommissioning?	There is no current plan to decommission any DHS applications.
25	Please specify which Applications in Appendix A will require a bi-directional connection and systems will just need to receive data from the new CMIS.	Refer to Question 22

#	Question	Response
26	You say, "Successful Proposer must provide training to DHS staff because DHS staff will serve as the technical support resource to end users." How many DHS staff members will need to be trained? Can the training be virtual?	Today we have approximately 30 staff who could train and support existing DHS applications. Virtual training can be considered, as long as it is effective.
27	What % of current process are manual?	Unknown at this time.
28	Please specify the list of external sources from which data will need to be uploaded to the new CMIS.	Refer to Question 22
29	Will all users/functions require Mobile / Tablet accessibility?	Because our use cases are so broad, it wouldn't be accurate to require all users to have mobile or table accessibility, but as a driving principle, the solution should be mobile/tablet compatible.
30	Is User Provisioning for the new CMIS in-scope for the Proposer to provide?	At this time, no.
31	Please list the communication channels between a worker and client.	This greatly varies across program offices, providers, use cases, etc. That being said, a variety of communicaiton channels are used, such as: in person, phone calls, snail-mail letters, emails, SMS text messaging.
32	Is Computer Telephony Integration(CTI) required?	No, we have a seperate VOIP provider.
33	Is the ability to restrict a client's entire record be restricted from all non-supervisory users.	The solution should support various security access and view requirements, defined at a field level, based upon roles assigned to users.
34	What are the sources for referral to a worker?	Referrals for services could come from various social service organization and associated entities. Examples could include a service coordinator, child welfare caseworker, judge (as part of a court order), coorinated entry operator or the individual interested in receiving services.
35	Will the worker manually enter a referral in the new CMIS after receipt?	The worker could manually enter the referral into the CMIS, if it was received via a phone call, fax, paper referral form or walk-in by the indvidual

#	Question	Response
		interested in receiving services. If the referral was received electronically, we would prefer the ability to upload or integrate the details of the referral into the client's record within the CMIS.
36	Is there any Existing system to store referral details?	Referral details are typically tied to a client's record so there is not one system that stores this information. Rather each application would house client records (including the referral information) related to the services that are documented within it.
37	Will all the services offered by a provider be stored in the new CMIS for retrieval by a worker?	Because of funding source requirements, all services a provider offers might not be documented in the CMIS. However, an intention could be that a provider enter their services eligiblity criteria into the CMIS for the purposes of client screening and referral and could sync with other existing IT assets.
38	Does DHS have an existing electronic document management system to store and retrieve electronic documents?	DHS has an electronic document management system called OnBase that stores, organizes and retrieves electronic documents related to clients and the various services they receive. Besides being a direct resposity for electronic documents, a large majority of the existing DHS applications integrate with OnBase as well.
39	The Family Advocacy and Support Tool (FAST), Child and Adolescent Needs and Strengths (CANS) and Adult Needs and Strengths Assessment (ANSA) - these are the different tools used to gain a better understanding of individuals', families', or households' presenting issue(s). Our understanding is that a worker will use these and update some of the details in the new system and there will be no integration directly with these tools. Please confirm.	Initially, this is correct, but we will not rule out potentially moving these assessments to this new solution if it makes sense.

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40	For the assessment, screening will be done outside the system, only the outcome would be recorded in the application. Please confirm	There might be integrations with our existing assessments and those tools, or it could be possible that the assessments could eventually be configured in this solution - we are open to considering various options.
41	Service planning details will be manually entered by worker - is this a correct understanding?	That is correct, this is our current thinking.
42	Plan details will be manually entered by Worker. Is this understanding is correct?	That is correct, this is our current thinking.
43	If follow up services are required, from which stage will the process flow start - referral or assessment or service planning? Or it will be a new case with reference to the earlier case.? Is the system required to generate any kind of follow up mechanism?	Follow-up services after discharge are typically not required. If a discharged client reached out for one-time assistance, the worker may only need to record the one interaction within that client's existing record. If a discharged client requested additional services from the provider, this may result in a new referral, which would re-open the existing case or create a brand new case, depending on the business process of the particular service. At this time, we don't anticipate a need for the system to generate any follow-up mechanism post-discharge, however eventually a broader notification framework could support this use case if needed.
44	Is a Client's improvement with the provided service required to be captured with the client's consent?	Generally speaking, we anticipate a client's progress in services will be captured within the assessment, services, service planning and discharge modules. As an example, this may be evidenced by assessment scores improving, intensity of services decreasing, goals being met, and a successful discharge reason.
45	Is there a need for a service provider's feedback from the client?	We are open to hear how clients' experiences and feedback about services can be incorporated into this solution.
46	There is mention of Worker, Supervisor and Administrator group. Will any other groups be required?	Worker, Supervisor and Administrator were meant to be generic examples of groups of individuals who would most commonly use the system. These groups are not meant to be all

#	Question	Response
		inclusive. The nature and scope of the service will dictate the types of user roles and corresponding security would be required.
47	Is there any scope of using client's feedback also as one of the parameters for supervisor to determine how productive a worker is?	See Question 45
48	Is Audit required at the field level or Case level?	Auditing should be at the field level.
49	Will the Administrator be a Technical person or a Business user?	See Question 56
50	Will any recurring reports be required to be developed prior to implementation or will the administrator(s) configure recurring reports in production.	The solution should have the ability to configure recurring reports on different intervals in production. Depending on the funding source and reporting schedule of the program(s) targeted for this solution, there could be a need to develop recurring reports prior to implementation as well.
51	How many Caseworkers, Supervisors and Administrators will use the new CMIS?	See Question 20
52	Can DHS provide the number of people served annually for each service area (child welfare, behavioral health aging, etc..)	The document at the link below includes various counts and statistics from the 2017 calendar year: https://www.alleghenycounty.us/WorkArea/linkit.aspx?LinkIdentifier=id&ItemID=6442456447
53	Will DHS continue to use the Referrals Module of the Office of Children, Youth and Families (OCYF) statewide CCWIS for child welfare cases or do you envision sharing that data to the state CCWIS through data exchanges?	Currently, any Child Welfare case management system Allegheny County uses must interface with the State's PA-CWIS referral module.
54	Is your goal to migrate the legacy KIDS application into the new CMIS? If so, what would the relative timeline be for the migration after the CMIS implementation?	See Questions 21 and 22.

#	Question	Response
55	According to the RFP, DHS anticipates up to $2M of funding for Year 1 of the CMIS project. Additionally, the RFP lists out 11 modules that are within the scope of the CMIS project. What is the expectation regarding each module's respective user stories and features to be delivered within this year 1 timeframe and budget?	We would work with the Successful Proposer to map out the initial targeted use case and program needs. We are willing to hear proposals on different options and what this could look like over the first few years.
56	Based on experience, clients who have sought to re-platform their systems have varied preferences for reliance on the vendor's professional services to implement solutions. Some have limited staffing, skills set and prefer partnering with the vendor for all foreseeable delivery of solutions. Others prefer to shadow a vendor for the first project and have their team brought up to speed to become self-sufficient and only rely on the vendor for upgrades, the occasional training refresher and product enhancements. The final group want independence from Day 1, they prefer their team trained and gain independence as soon as possible. Please describe DHS' preference and vision for this re-platforming effort?	This greatly depends on the selected solution, and the skills needed to bend the selected solution to our needs. Initially, we assume this would be a mix of our staff and services as we get acclimated to this new solution and its capabilities, and the skills needed to manage the proposed solution.
57	Has DHS had contact with any vendors prior to RFP release?	DHS continuously discovers and seeks to educate ourselves on technology tools being used across various use cases in both the public and private sector, by learning what other peer jurisdictions are doing, etc. Part of this ongoing research and discovery included information sharing and demonstrations from Deloitte Consulting and Vlocity. Any contract award made under this RFP will be based solely on information presented through the solicitation process, evaluated on the criteria described in the RFP.
58	Has DHS seen demonstrations of any solutions prior to RFP release? If so, can you disclose which ones?	See Question 57

#	Question	Response
59	On pages 10-16 of the RFP, there is a general description of 11 modules. Is DHS expecting these generic modules to be implemented first followed by the update of the modules to support the flows for specific programs such as mental health, afterschool and homelessness as defined in Section 3.12 on pages 16-20? If so, does DHS expect all of this to be done in the first year?	The general description of the 11 modules was meant to communicate the high level domains we've found common across various business processes here at ACDHS. These groups are not meant to be all inclusive nor are they meant to be used as hard and fast requirements. The nature and scope of the initial use cases selected will drive the initial solution build out. At this time we believe we need a flexible solution that could support these 11 domains, and potentially more.
60	Does DHS desire any specific implementation order for the programs (mental health, afterschool, homelessness, etc.) on the new CMIS?	This will have to be determined during later scoping activities.
61	Is the Re-Entry Program in scope for this procurement or does DHS just expect an estimate to implement the Re-Entry program?	See Question 14.

March 22, 2019 – Responses added to Questions 34-38, 43-50, and 59-60 (previously unanswered)

#	Question	Response
62	Can the Proposer have a partner/sub-contractor? Were can we provide this information? The Response Form does not mention a location for this.	Yes, you may include a partner or sub-contractor in the Proposal. If selected for an award, only the "lead" Proposer (the one who submits the application) will enter into an agreement with Allegheny County. In the narrative sections of the Response Form, i.e., where you describe your ability to meet the requirements of the RFP, please clearly indicate how tasks would be divided among the lead Proposer and any sub-contractors or partners.
63	Based on the Microsoft Azure response, are you using Microsoft databases and servers on the backend to support the existing applications?	Today we use Oracle databases hosted on on-prem Microsoft servers. We are currently planning to migrate our server platform to Azure. We are always assessing our current tech stack and considering if any other technology changes make sense for ACDHS.

#	Question	Response
64	Regarding anticipated year-one budget of up to $2 million, is that meant to cover both implementation services and the software licensing costs or just implementation costs? If this budget is meant to cover only implementation costs how does County intend to procure the licenses for this project?	You should provide a detailed start-up budget that reflects all costs of initial implementation, as well as an annualized budget that includes all costs of ongoing ownership including licensing costs. We will consider proposals that exceed $2 million in the first year, if reasonable for the proposed solution. All line items should be clearly explained and justified. See also Questions 11 and 13.
65	Would you please further clarify what is the scope that budgeted $2M is meant to cover? For example, how many existing DHS applications from the Appendix-A are expected to be replatformed by the new CMIS within budget allocated?	See Questions 11, 13, 24 and 64.
66	Given your user count estimates for county staff and 3rd party providers (3,500-4,000), how many users do you expected to be licensed and included in proposed $2 million budget for the initial baseline solution? Would you please elaborate further and explain what do you consider to be the initial baseline solution?	We do not have an estimate of how many users would be onboarded onto this potential solution, and when. We also do not have firm requirements on what an initial baseline solution would include, but would look to partner with a vendor to assess all of the analysis work already completed by ACDHS to evaluate potential scope, and that approach in general.
67	Please provide a breakdown of number of Users between County caseworkers, service providers, and citizens/recipients who will be accessing the system?	See Question 20.

#	Question	Response
68	Would you please let us know the composition of the Evaluation Committee by their specific roles? How many would be program area staff (content experts), how many caseworkers and/or supervisors, how many IT/technical? How many in total? Would the same team be involved in demo scoring as well?	The makeup of the committee is not finalized, but it will be made up of approximately 20 individuals. There will be several individuals representing each of the following broad roles: program staff/content experts, IT/technical staff, DHS administration, DHS analysts, and leadership from contracted service providers. The same committee will evaluate demos/presentations.
69	Do you desire to see proposals that include costs for client/beneficiary self-service as well as provider self-service option (online portals) as part of this response and allocated budget? Please provide the number of beneficiaries that you expect to see log into the system to manage their services and/or find their services as part of this initial deployment? Also, please provide the number of service provider staff that you would want to access system to manage their service plans with beneficiaries and/or share data with the Allegheny County?	At this time we do not see that this solution would be used for self-service, but that does not preclude this option in the future. It is more likely that this solution could be used as a Provider Portal, but this is yet to be decided.
70	What is your anticipated and/or required date for going live with initial solution?	This will be dependent upon the agreed upon scope and implementation plan.
71	What is the anticipated term of this contract? How many base years and how many extension years are to be awarded to successful bidder?	This is subject to change, but we anticipate an initial agreement of two years, with a County option to extend on a year-to-year basis for up to three additional years.
72	Regarding request for Total Cost of Ownership, would 10-year span be acceptable term for bidder to use to demonstrate the value of the proposed solution?	Yes, DHS would be open to considering Total Cost of Ownership in terms of a 10-year span
73	What is the RFP number for the Client Management Information System request?	There is no RFP number. For any documentation that asks for a number (e.g. MWDBE forms), you can leave blank or refer to the RFP by title.

#	Question	Response
74	We received a note from DHS about this RFP. Our platform is a custom app development platform, but it sounds like you don't want a custom solution. Can you clarify more about what you are looking for, and explain why you sent us this RFP if you don't want a custom IT effort?	We distribute RFPs to a wide audience. We try to reach firms who seem like they could be a good fit, but we aren't familiar with everyone's capabilities and our distribution list is not narrowly targeted. To clarify, our RFPs are not closed; proposers do not have to be invited to submit proposals. Also, we are open to proposals for custom solutions (or platforms to support custom builds), as long as they make a strong case that the solution can be maintained and supported without significant cost and IT resources.
75	Can we set up a 30-minute call with a DHS representative to better understand exactly what you're looking for?	No. Our RFP process does not allow for one-on-one communication with vendors during the open solicitation phase. Please send all questions in writing to DHSProposals@alleghenycounty.us to help us ensure fairness and transparency.
76	Will the County consider extending the proposal deadline 3 weeks, so that we can prepare a thorough and best value proposal?	At this time, we do not wish to extend the deadline.

March 28, 2019

#	Question	Response
77	How many internal users, i.e., Allegheny County employees, will access the system?	See Questions 5, 20, 51 and 67.
78	Does the County envision your clients accessing CMIS online web portal, for examples, to determine eligibility for various services offered by the County, to provide feedback on the providers, or to look up answers to commonly asked questions in Knowledge Base?	See Question 69.

#	Question	Response
79	How many clients are there currently in the County?	See Questions 5 and 52.
80	How many assessments are performed per year?	The total number of assessments for all DHS programs and Allegheny County providers is unknown. However, to give a sense of scale, there are three common assessments (the FAST, CANS and ANSA) that are used across DHS and by some of our contracted providers. Over the last year, approximately 70,000 of those assessments were completed. Note that this is only a subset of all potential assessments the solution could support.
81	How many clients and cases do you anticipate in the application?	The solution won't be for a single program or business use case, but to support potentially various provider and ACDHS programs. Because of such, we cannot give a concrete answer. The solution must be scalable and provide tools to assist in managing these different program instances and needs as time goes on.
82	How many provider organizations and users access the system?	See Questions 5, 20, 51 and 67.
83	Has the County had any contact with any other Counties/Municipalities where their process and technology modernization may provide a blueprint for your to-be client management model?	We have not had concrete discussions with any other counties regarding this specific RFP to date.
84	On page 12, User Story 3.3A, you say, "As a worker, I want to add natural or professional supports to a client's record." What is a natural support or professional support exactly?	A natural support is a non-paid individual that provides emotional, physical or financial support that is not in the individual's household. Examples of a natural support would be a friend, neighbor or family member. A professional support is individual whose job is to assist the individual voluntarily or by mandate. Examples of a professional support would be an advocate, caseworker, therapist or probation officer.

#	Question	Response
85	On page 13, under 3.5A - what do you mean by "Domain" for each goal?	Domain would be a high level category for the particular goal (e.g. housing, transportation, mental health and parenting). Since goals are typically written in the language of the individual/household receiving services, we would like a domain for each goal to capture what the goal is actually addressing for reporting purposes.
86	Do we absolutely have to submit audited financial reports or tax returns for the last 3 years and will those become public? If not, how are they secured? If someone requests to see our financial documentation that we provided as part of this bid, do you have to provide it under the Right to Know law?	You may substitute other documentation that attests to the financial health of your organization; our fiscal compliance team will consider on a case-by-case basis whether such alternative documentation is acceptable for contracting purposes. Proposers' financial information is never made public and it is exempt from disclosure under PA's Right to Know law.
87	Who wrote the RFP? Was it Allegheny County internally?	Yes, DHS staff wrote this RFP with input from representatives from our contracted program providers
88	How many organizations are bidding on the RFP?	We have no way of knowing this until the proposal deadline. See also Question 74.
89	The budget number of $2 million was listed - does this include software and services both?	See Questions 11, 13 and 64.
90	Can DHS provide a prioritized list of the services to be provided with the new system? In addition, is it possible to know which specific services should be implemented as Phase 1 deployment as a priority?	See Questions 55 and 59.
91	What technology solution is your Reports Portal? Ex: SharePoint?	It is a custom built application (.NET) that connects to and passes parameters to be run by our Cognos reporting engine.

#	Question	Response
92	Question 57 asks if DHS has had any contact with any vendors prior to the RFP release. DHS answered by saying that you have utilized both Vlocity and Deloitte or demonstrations. Can you please share what those firms have demonstrated? Which platforms have they demonstrated for DHS so far?	We reviewed a variety of solutions from these vendors as part of our always ongoing effort to stay informed of emerging trends. We have not maintained a comprehensive list of solutions reviewed. Again, all proposals submitted under this RFP will be evaluated on the criteria in the RFP. We hope to see a variety of solutions proposed and use this process to settle on the one that best meets our needs.
93	We are certified as MBE & WBE and are interested to bid as sub-contractor for RFP-Client Management Information System. How can we bid this opportunity as sub-contractor?	We accept bids only from Proposers who will be the entity that enters into the Agreement with the County, if successful. We do not accept bids from subcontractors. If a subcontractor is interested in this RFP, they will need to partner with a Proposer. We cannot offer assistance in establishing such a partnership because we have no way of knowing who will submit a Proposal until the deadline.

April 1, 2019

#	Question	Response
94	We are certified as MBE & WBE with State of Indiana & State of Massachusetts but not with Allegheny County. Are we eligible as sub-contractor?	Subcontractors are not required to be certified. Allegheny County's MWDBE Department accepts MWDBE certifications issued by the Pennsylvania Unified Certification Program and others on a case by case basis. Therefore, you are eligible to be a subcontractor, but your MBE and WBE certifications may or may not be accepted by the MWDBE Department. You may ask the MWDBE Department this question and receive more specific information by contacting them directly at 412-350-4309 or their [website]().

#	Question	Response
95	Do you have any constraints around who we use as an MWBE? Do they have to be local to Allegheny County or do you have a list we should work from? Otherwise, can we use any MBWE we choose?	As stated above in response to Question 94, Allegheny County's MWDBE Department accepts MWDBE certifications issued by the Pennsylvania Unified Certification Program (PAUCP) and others on a case by case basis. We do not have a list for you to work from, but you can search for certified entities on PAUCP's website. If you have any questions about specific entities you would like to work with, please contact the MWDBE Department. For more resources about the MWDBE requirements, please see the solicitations website under the gray bar called "Required Documents" or visit the MWDBE Department's website.
96	How many client records will need to be migrated to the new system?	See Questions 5, 55 and 59.
97	From how many legacy systems would data need to be migrated?	See Questions 5, 55 and 59.
98	What is the extent of the client information that it is anticipated will be migrated from legacy systems, e.g., just minimal client/case information, or more extensive data such as service history, documents, referral history, etc.?	See Questions 5, 55 and 59.

April 2, 2019

#	Question	Response
99	Does the Master Client Index have an MDM (Master Data Management) component to it? Edited 4/4/19 to add: Master data management (MDM) is, at its most basic, the process of linking identity data and reference data across multiple IT systems	4/4/19: Yes, the MCI acts as ACDHS's single point of reference for a client and what we attempt to tie all pertinent data points to - as a way to truly act as an integrated service agency. We do not currently have an MDM product solution.

#	Question	Response
	into a single, consistent point of reference. That single point of reference could be a patient, or it could be a procedure code. A more formal, definition for an MDM usually includes the following: MDM comprises the processes, governance, policies, standards, and tools that consistently define and manage the critical data of an organization to provide a single point of reference. Accurately linking both reference and identity data is extremely important for a robust health system IT environment. It seems from the description of the Master Client Index in the Allegheny County RFP, that the Master Client Index acts as the single point of reference for all clients managed by the county. Is this true? In addition, does the county use a formal MDM product solution, such as Oracle's MDM product or IBM's Infosphere Master Data Management solution, or has the County developed their own custom solution and does it integrate with all the key systems needed/outlined in the RFP?	
100	Would it be feasible for a vendor to use the Master Client Index as the main point of integration to retrieve information from other source systems in a hub and spoke model with the MCI being the hub to connect the client management information system and other source systems?	Yes, this would be feasible, and most likely expected. Our Master Client Index is commonly how we tie client records and services together.
101	Can DHS clarify if we can propose exceptions to any of the clauses or if we would have an opportunity to negotiate any clauses at award?	See response to Question 102, below.

#	Question	Response
102	Would you consider revising the requirement in Section 8 that reads "In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices?" We seek to submit our proposal on the basis of our standard agreements which properly describe our unique license and services models for the benefit of both parties (we cannot accept the solicitation contracts without legal review and discussion). Our standard contract documentation may be modified as negotiated between our companies.	This Solicitation is not an offer of a contract, and submitting a Proposal under this RFP does not constitute acceptance of any terms. Once a Successful Proposer is identified through the Solicitation process, we will extend an offer of a contract, and at that point we can negotiate and modify terms, including consideration of your standard agreement.
103	What are the number of referral types?	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59.
104	What are the number of intake types?	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59.
105	What are the number of reports?	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59.
106	What are the number of assessment types?	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59.
107	What are the service plan types?	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59.
108	What are the number of correspondence types and category names?	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59.

#	Question	Response
109	Please provide the number of internal IT systems that we will need to integrate with.	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59. The RFP lists our existing ACDHS IT applications.
110	Please provide the number of external systems that we will need to integrate with.	We do not yet know a specific number that we would target with this platform. See Questions 5, 55 and 59.
111	Is the Solution going to create and maintain any System of Records (e.g., Client Data, Provider Data, Service Data, etc.) apart from workflow related transactional data?	It is possible, but unsure at this time. See Questions 5, 55, and 59.
112	Would the County be open to negotiation of standard terms and conditions after contract award including a limitation on liability?	See Questions 101 and 102, above.
113	Starting on page 8, Section 2: What We Are Looking For, the RFP states DHS seeks the following requirements in a Client Management System: 2.1 Usabliity/Functionality, 2.2 Integration and Configuration, 2.3 Data Quality and Reporting, and 2.5 Documentation and Support. Where do these requirements map in the Response Form? It appears Section 3 maps to 2 and 3 in the response form and Section 4 maps to 4-8 of the response form	The Response Form matches Section 5 of the RFP, Proposal Requirements and Evaluation Criteria. In that section, we have attempted to distill our requirements, which have been further described in the prior sections, into a list of specific proposal criteria with attached point values. In the Response Form we turn each of those criteria into an item for proposers to respond to. Your responses to these items should be informed by the descriptions of our requirements in the RFP.

Specifically in reference to Section 2: What We Are Looking For, that section lists baseline requirements that we assume all proposed Solutions will meet. If you are proposing a Solution that does not meet all of these requirements, please describe in the Response Form, as appropriate, which requirements are not met and how you propose to address the need differently. |

April 4, 2019 – Question 99 amended based on clarification received from vendor and response provided (not previously answered)

#	Question	Response
114	In regard to disaster recovery, does the county have a targeted RPO/RTO?	Recovery objectives have not yet been determined; however, the solution architecture requires a high-availability topology.
115	With respect to the requirement for audited financial reports, it's mentioned that other financial documentation that attests to the financial health of the organization is also permitted - would a letter from our bank vouching for our financial stability qualify?	As stated in the response to Question 86, our fiscal compliance team will evaluate the documentation submitted on a case-by-case basis and determine whether additional information is needed. You can use the letter at this stage to meet the requirement in the Proposal, but if you advance beyond the initial proposal stage, a letter will probably not meet the County's contracting requirements. In order to move forward in the award process you would most likely be asked for additional documentation.
116	We see the following line in Section 8 of the RFP: "DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements." How do we satisfy this requirement? Do you have any guidelines for this?	Please review the standard Allegheny County contract terms and conditions in the "Required Documents" section of our Solicitations webpage (https://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFQ/RFI).aspx). Compliance with HIPAA is described in Section 5 of Paragraph 29 of the Incorporated Standard Federal Terms and Conditions
117	With the master client index, is there an API? What is the back end of that application?	See Question 99. Also, there is not an external facing API for the MCI currently, but there are plans to implement something like this soon.
118	What type of access do you need to raw data? Will access via API be adequate, or will you require the ability to query the database directly? Will data need to be real time, or is a lag in ability to query data acceptable?	We would prefer complete access to the data.

#	Question	Response
119	Can you explain the use case for capturing electronic signatures?	There are a variety of use cases for capturing electronic signatures. Below are 3 examples, which are not meant to encompass every scenario. An individual is completing intake paperwork to participate in a service. Intake paperwork may include the client's rights and responsibilities, grievance policy and consent to participate in services. A worker may ask for a client's electronic signature to acknowledge review and receipt of the above documents. A worker reviews an individual's identified goals within their service plan. A worker may ask for a client's electronic signature as a way of expressing their acceptance of the plan and their documented progress. A worker may ask a client to sign an encounter form as proof of their face-to-face interaction for auditing or monitoring of a prescribed dosage of services.
120	Can anyone be waitlisted, and what is the process behind this?	An individual can be waitlisted if there are no available slots/workers/funds available to accommodate their needs. In these instances, the individual may be referred to another provider
121	Will document management be part of the end solution?	See Question 38. We currently do not have plans to migrate off of OnBase, but would be open to learning about any solution's capability with regards to document management

#	Question	Response
122	Will the system generate to outcome of the referral, or will this document be uploaded into the system?	We would like the ability for the referral module to be dynamic enough to accommodate an electronic referral (which would create a client and associated information in the CMIS), a paper referral (where client details would be manually entered into the CMIS by a worker), or an uploadable form (which would create a client and associated information in the CMIS). The outcome of the referral would likely be determined by a worker because there could be instances where a client would not be eligible for services, but an exception would be granted because of the circumstances. Therefore we do not want the CMIS making a determination about the outcome.
123	There is a list of forms starting in Appendix C. Will these forms be incorporated into the solution? Do you anticipate non-licensed users (i.e. the public) completing these forms and data being populated into the solution? Will these forms be filled out in person, i.e. interview style?	Forms like the ones mentioned in Appendix C may be incorporated into the solution if the data within the forms is used for measuring outcomes or reporting, although the data points may vary with each instance. We do not anticipate citizens completing forms within the CMIS initially, but these forms may be filled out in paper form (with data entry by the worker), interview form (with data entry by the worker) or an uploadable form.
124	With regards to the systems listed in Appendix A, is there a comprehensive data warehouse that includes data from the various applications listed?	Yes, DHS has an extensive Data Warehouse that contains data from a wide variety of internal and external sources. You can learn more about the Data Warehouse here: https://www.alleghenycounty.us/Human-Services/News-Events/Accomplishments/DHS-Data-Warehouse.aspx

#	Question	Response
125	If the vendor proposes an AWS solution and does the end to end hosting, who would bear the costs of the cloud? Will the state [County] bear the Cloud charges at actuals?	The answer to this question depends on a number of contractual and licensing factors, and can be discussed further following final vendor selection.
126	Will you be open to a per user/SaaS model billed monthly?	Yes, we are open to any cost model.
127	In the Total Cost of Ownership, should the cloud charges also be included?	If you will provide and/or license the cloud hosting in a manner that costs can be estimated, then yes, please include them. Cloud costs are not required in the TCO if it would require detailed knowledge of County's existing cloud environment.
128	If the answer to 127 is yes, we have no idea what kind of agreements the State [County] has with Azure in terms of pricing?	See response to question 127.
129	Will a vendor who proposes a non-Azure solution be at a disadvantage to the Azure solution from a costing perspective?	No.
130	How is the Total Cost of Ownership common sized? If any vendor proposes a Salesforce solution which includes Salesforce license costs, will Salesforce license costs be included in the Total Cost of Ownership?	Each solution will carry its own total cost of ownership, which typically include hard costs such as licensing, infrastructure, and labor, but can also factor in soft costs such as maintainability and interoperability.
131	Based on the response to Question 19, the success of the integrations depends on the endpoints available and depends on how robust the system for integration at the other end is. Are all integration costs part of the initial budget? Can integrations be a fixed bid/T&M?	The work required to invest in other IT systems (eg, integrations, etc) not part of the proposed solution should not be part of the proposed solution's estimates.
132	Go Live date? When do we expect to go live? Is it going to be stages or going to be one large scale go live?	See Question 70.

#	Question	Response
133	What is the meaning of initial implementation? It is not clear what features are going to be a part of the initial implementation and what is going to come in later phases?	See Questions 55, 59, and 90.
134	If the solution is provided to the State [County] as a configured product with no access to Production data, then how is HIPAA compliance relevant to the vendor?	If the chosen Solution will not give the Successful Proposer any access to DHS data/PHI, the Successful Proposer will not have to comply with the "Business Associate" requirements of HIPAA, but the Solution must still meet the standards of the HIPAA Security Rule and the HITECH Act.
135	Based on the response to Question 22, the scoping would be done post RFP award? When would actual phase wise scoping be made available?	Scoping approaches and activities will occur after a solution is selected. We are seeking a solution to build upon and easily extend from to support various, but somewhat similar, program and business needs.
136	Based on response 72, can we give a total cost of ownership assuming the vendor is managing the same for 10 years from start till 10 years?	Yes.
137	Based on the response to Question 71, $2m is for 1 year of 2 years? What is the expected spend for the second year of the initial agreement?	We do not have an estimate at this time; it will depend on the chosen Solution. We will consider all Proposals for reasonableness.
138	In Question 20, you mentioned 3500-4000 users are going to use the Application. So, do we need to consider the Performance & Security Testing also as part of the testing scope?	In Question 5 we provided the total number of known users at this time, and we have indicated that this number will most likely grow. We do not know how many users will use this solution initially - it could be a subset of those total number of users. Yes, Performance and Security testing should be taken into consideration.
139	Mobile/Tablet Testing: What are the different devices that we need to consider as part of the Mobile/Tablet testing? And also, what are the different Mobile OS that we need to consider for testing?	This is unknown at this time. In general, we would prefer a solution that is mobile-enabled.
140	Browser Compatibility: Is CMIS going to support multi browsers? If yes, what are all the browsers that need to be considered for Browser Compatibility testing?	Currently ACDHS applications, at a minimum, are supported in the following browsers: IE11, Edge, Safari for Windows (v 5.1.7), Chrome (v42)

#	Question	Response
141	There are topics around multi tenancy and physically separating clients. We typically do not separate clients physically within our multi-tenant platform. Are you ok with that? Or, are you willing to investigate an alternative with potentially multiple applications working together? (Microservice architecture)	We would be open to considering this.
142	Where will this be deployed? We ask due to our cloud-native architecture that would allow you to deploy to any private or public cloud (as well as on-prem) - is there a preference there?	We are open to a variety of hosting and deployment options that support the proposed solution. See Questions 125, 126, 127, 129, and 130
143	What does the development team in place today look like?	Almost all of our custom development work today is provided by procured IT services. We deliver IT changes in our existing IT ecosystem via a standardized agile delivery methodology. ACDHS usually provides Product Owners and IT services provide the other necessary technical roles.
144	How long would this take to build traditionally in .Net?	We do not know.
145	How will developers work to collaborate with Subject Matter Experts and other stakeholders who may not have technical expertise? With this build, and all of its complexities, is business <> IT collaboration a key requirement?	We usually partner with IT service providers and help to provide access to business and some translation of business needs. As IT should not be implemented in a silo, we see businesses being a necessary partner in any IT implementation.
146	What is the consequence of "doing nothing" and continuing without building out or purchasing a new solution? What is the underlying value driver and how does that play into the decision to buy or build?	We endeavored to fully describe the problems we want to solve through this RFP in the "RFP at a Glance" section and Section 1. Our stated interest in a commercially available, off-the-shelf solution, versus an IT Platform, versus a custom build has to do with the significant assets and costs required to maintain custom systems, in our experience. As stated, though, we want to find the best Solution to meet our needs, and thus will consider 100% custom solutions that do not require significant IT assets or involve high costs.

#	Question	Response
147	Will you consider only those application frameworks that were used previously in Client or Case Management Applications?	No. We are open to Solutions that have not previously been used for this purpose. We will evaluate Proposals on the criteria described in Section 5, considering how well the proposed Solution meets the requirements outlined
148	We have an application framework that has all the building blocks for configuring an application. Using this framework, we can build CMIS application with around 60-80% configuration and 20-40% custom development. We built several enterprise application using this framework but not built any application for Client/Case Management. Would you consider proposals from such vendors? Our application framework includes components related to common data model, workflow engine, Security, Segregation of duties, Task management, alert management, job scheduler, upgrade management, and reporting.	Yes, we will consider all Proposals and evaluate based on how well they meet the requirements described in the RFP.
149	Any specific choice of technologies to be used in the proposed solution?	We are willing to consider any technologies.
150	No mention of project timelines? Is there any specific timeline within which the project has to be completed?	See Question 70.
151	Is a seperate mobile app required? Or if application is usable in mobile, is that enough?	There is no requirement for a separate mobile app, as long as the solution is mobile-compatibile
152	Mobile app is required to work in offline mode too and will sync with server, once it finds network. Is our understanding correct?	See Question 151
153	Are users expected to build custom screens OR add new fields to the existing screens using the framework to be used in the application?	We are expecting the solution will be configurable to some extent. The extent to which the solution is configurable, who will complete those configurations and customizations, will be dependent upon the selected solution's capabilities, ease of use, etc.

#	Question	Response
154	Would you allow this application to be developed / supported from offshore or complete onsite presence is required?	See Questions 1-3.
155	Is there any mandatory requirement of prior experience of working with Public Sector or US Government?	No, but experience working with human services agencies and/or other public sector clients is part of the evaluation criteria detailed in Section 5.
156	Are there any clearances to be obtained from government agencies to become eligible for providing services to Allegheny County?	No, but you must meet all Allegheny County contracting requirements, which can be found in the "Required Documents" section of our Solicitations webpage: https://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFQ/RFI).aspx
157	Are your users or superusers expected to create new screens or add fields to the existing screens within the application? Are you expecting these kind of customizations to be done programmatically or through configuration?	See Question 153
158	There was a comment that the proposer should be compliant with HIPAA requirements. Can you please elaborate further on the requirements that an Organization has to meet to be compliant with HIPAA?	See Question 116.
159	Can you provide a rough estimate of the County's ongoing budget after the first year?	See Question 137.

#	Question	Response
160	Can you provide clarification on the following item: "IT Delivery Methodology: DHS values flexibility and transparency throughout the IT delivery process. We believe this flexibility and transparency enables us to always deliver value to the programs we support, and allows us to shift resources, if necessary, to deliver as much value as possible. We value working colloboritively with our teams, in making hypotheses, experimenting, learning and continually iterating throughout the delivery cycle." Specifically, how do we provide a response to this? Are you asking how we would accomplish this with you?	See Question 113. We are only looking for specific responses to the items in the Response Form.
161	Can you please clarify this requirement: "Proposer provides an adequate explanation for how the IT Solution supports short feedback loops between end users' usage and product owners"	We believe in measuring the impact of our IT solutions and products. These engagement or usage measurements should be a key inputs into assessing the impact of a solution as well as informing more effective updates and changes to the solution.
162	What kind of proof of HIPAA compliance does DHS require?	See Question 116.
163	Re: Data Access: Does DHS need any kind of special access to the data or just direct access to the database through a standard port?	We need complete access to the data, so yes, direct access to the entire database would work.
164	Processing time is mentioned as two seconds. Does this cover the uncontrolled variables, such as internet speeds and client hardware?	We can work with the selected vendor to better define performance expecations and measurements.
165	What is DHS planning to accomplish in the first year with a $2m budget?	See Questions 55 and 59.

#	Question	Response
166	Requirement 3.11D - "what does a change to data collection fields" mean? Are you going to change the type of field that will collect the data? Or comparing the data from before and after a name change to the field?	When setting report parameters, we would like the flexibility to add new or change fields selected as inputs based on reporting requirements. For example, if income was a selected value in the initial report but later was excluded, we would like to re-configure the report to no longer consider income. In addition, we would want reporting capabilities to be dynamic with changes made to data fields (name, type, available selections and null values).
167	In the Response Form, are we required to stay within the text boxes, or can we enter our information into the form outside of the text boxes? The text boxes can limit our insertion of images/exhibits.	You are not required to stay within the text boxes.
168	Can DHS extend the page count for the requirements section? For ease of readability, it would be beneficial to extend page count in order to include images/screenshots within the document rather than outside the response file.	We are not going to extend the page limit, but images/screenshots will not count toward the limit (i.e., your narrative/text responses must not exceed the page count).
169	For the "References" section, is anything else required from the proposer besides name, affiliation and contact information of our listed references?	No.
170	If our company is part of a team, can our subcontractor provide one of the three references required in the Response Form?	Yes.
171	Section 2.2G requires a clear, effective and efficient approach to Legacy data migration. Can DHS provide any additional information regarding how many structured databses, number of records and total database size, in addition to any unstructured data sources (example MS Excel) that are required to be migrated?	We do not have this information at this time.

#	Question	Response
172	From your response to Question 5, we understand that the solution will have a user base of 3500-4000 users. On Day 1, do all 3500-4000 users need licenses? If no, please provide a ramp up schedule for the build up of licenses.	In Question 5 we identify the size of current users and that this will most likely grow over time. We do not currently have a ramp up schedule. See Question 20 and Question 138.
173	Does only the Prime entity need to turn in financial documentation, or does a subcontractor as well?	Only the entity that will contract with Allegheny County (Prime entity).

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#	Question	Response
174	Is solution intended to replace existing systems?	See Question 24
175	Is solution intended to provided a centralized web based management system for data entry that will integrate with the rest of systems of DHS and maintain data synchronized?	See Question 19.
176	Is DHS looking to perform data de-duplication on existing data as part of the solution?	Currently it's envisioned that this solution would not be primarily responsible for de-duplicating existing data. As always, we should make sure that we are not introducing duplicate data or general poor data quality.
177	If DHS looking to perform data-deduplication only thru new system and new data sets?	See Question 176.
178	Is DHS looking to share data with other agencies, entities via shared access to new system or data exchange?	See Question 20. Service providers that contract with DHS and others could access the system and data could be acecssible to users