STATE OF CONNECTICUT

DEPARTMENT OF SOCIAL SERVICES

REQUEST FOR QUOTES
IN RESPONSE TO
DAS MASTER AGREEMENT#18PSX0087
INFORMATION TECHNOLOGY STRATEGIC SERVICE
RESOURCES
FOR
ENTERPRISE PROJECT MANAGEMENT OFFICE STAFF AUGMENTATION

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1. Background

The Connecticut Department of Social Services ("DSS" or the "Department") delivers and funds a wide range of programs and services as the state's multi-faceted health and human services agency. DSS serves over one (1) million residents of all ages in the state's 169 cities and towns. DSS supports the basic needs of children, families, older, and other adults, including persons with disabilities.

In support of DSS' mission to assist Connecticut residents to access various health and human services, DSS has adopted an enterprise view of service delivery supported by a complex technology landscape of multiple large-scale, mission critical systems, and concurrent projects in-flight and in planning. To better support and manage projects and initiatives, DSS employs an enterprise approach to project intake, delivery, and oversight through its Enterprise Program Management Office ("EPMO"), a centralized business function operating at the strategic level. The mission of the EPMO is to increase the transparency of project activities and performance through the application, training, and education of project management best practices, policies, processes, and methodologies that enable DSS leadership to align business imperatives with strategic objectives to ensure the success of individual projects. The EPMO also provides support for select agency projects, generally, but not exclusively, at the enterprise level, that are primarily business-driven, and do not require extensive information technology services ("ITS") project management given their minimal ITS support requirements.

This Request for Quote ("RFQ") is being solicited pursuant to Department of Administrative Services ("DAS") Master Agreement ("MSA") 18PSX0087, and the resulting Statement of Work ("SOW") shall be subject to the terms and conditions of that agreement. Upon evaluating proposal submissions for this RFQ, the Department shall select one (1) contractor from the responses received and shall negotiate a SOW with that contractor. The negotiated SOW shall have to be approved by DSS and its federal partners before any work can begin.

2. Scope of Services

The successful respondent shall provide a team of resources to perform and support the activities described below (the "Services") in support of the EPMO Portfolio Management Project. The Services provided through a fully executed Statement of Work resulting from this RFQ shall be performed in accordance with industry best practices, DSS EPMO standards, and, if applicable, additional standards as defined by DSS.

All resources shall perform the Services at the direction of, and as directed by, the Department's EMPO director or their authorized representative.

A. EPMO Portfolio Management Project Activities

i. Provide project management ("PM") and subject matter expertise ("SME") services related to the health and human services ("HHS") field.
ii. Maintain and modernize the EPMO by researching, developing, and implementing industry best practices for the management of HHS projects.

iii. Leverage project portfolio management tools and industry best practices to streamline the collecting, managing, and reporting out on critical projects for the agency and it's partners and/or partner agencies.

iv. Educate and guide DSS PM's, DSS staff, and vendors identified by the EPMO director or authorized representative, on the processes and governance of the EPMO including but not limited to the development, modification, streamlining, maintenance and retention of EPMO documents and methodology. Such training efforts should leverage the Department's existing Organizational Support and Development resources to deliver training in order to avoid duplicate training delivery methods, approaches, and costs.

v. Coordinate, manage, and facilitate meetings of the EPMO Oversight & Project Governance Committee, as well as any additional meetings that are deemed needed by the EPMO director to further enhance project/program oversight, prioritization, agency operational efficiencies, governance, and/or strategic alignment with the Department's vision.

vi. Coordinate, manage, and facilitate DSS Business Project Prioritization meetings, which are designed to approve, rank, prioritize, and set the stage for efficient resource allocation and project oversight and gating.

vii. Create, support, and facilitate an annual EPMO template and process review.

viii. Enhance gates, monitoring points, and establish governance within the overall business life cycle which covers System Development Life Cycles (SDLC's) and provides a level of confidence to business owners for in flight projects that have a technology lift.

ix. Enhance, update, and train a resource calculation model to calculate project sizing and fit within an overall business release calendar that encompasses business and technology projects.

x. Monitor, track, and perform efficient alignment of a business release calendar that spans large business projects, and all business impacted technology projects.

xi. Refine enterprise-based approaches, best practices to project, and portfolio tools and templates as project vendors are on-boarding within the agency. Project vendors include, but may not be limited to, project systems integrators, independent verification and validation, quality management, and organizational change management vendors.

xii. Support, at the direction, and under the supervision of the EMPO director, the Department's efforts to mature the processes, tools, governance, and create training, templates and guidelines associated with the enterprise-level management of the Department's advanced planning document ("APD") process. This may include supporting and crafting individual project APD's and their supporting documents.

xiii. As directed by the Department's leadership team, create, in coordination with the appropriate stakeholders, and provide project artifacts such as:

- Business requirements
- Cost benefit analysis
- Business executive white papers
- Technical writings

xiv. Adhere to a Reporting Enterprise Project Management Office standard that reports on each of the following in accordance with agreed upon definitions and standards below.

- Scope
- Budget
- Vendor/Contractor Burn Rates
- Resource estimation of work to be supported

- Start and End Dates
- Milestone Dates and Planned Deliverables
- High-level Risk
- Financial Performance
- Planned End Dates
- Business value being met
- Quality of deliverables being met
- Business Engagement
- Leadership and Sponsorship of all projects.

xv. Assist with continual training and implementation of sub-committees designed to support the efficiency and improve the management of complex programs and projects for DSS.

xvi. Identify, assess, and resolve project issues including the identification, assessment and reporting of potential roadblocks to project success.

xvii. Coordinate and assist periodic project status reporting to DSS, other Connecticut governmental agencies, federal partners/regulators/funders and the EPMO Governance Committee, when dedicated project-level resources are not available.

xviii. Consolidate and coordinate enterprise-based reporting of program/project issues and escalate to DSS leadership in accordance with the enterprise risk management needs. Where specific project resources are available, these deliverables shall leverage existing project work and documentation.

xix. Promote and foster comprehensive enterprise-based program/project documentation, plans, and reports including meeting minutes which are aligned by approved EPMO Standards. Where specific project resources are available, these deliverables shall leverage existing project work and documentation.

xx. Provide enterprise-wide, comprehensive weekly and monthly program status reports, incorporating major activities/milestone events from all project parties and participants identified by the EPMO director. Where specific project resources are available, these deliverables shall leverage existing project work and documentation.

xxi. When state resources are not otherwise available, and when requested by the EPMO director, participate, update and document executive and business requirements, continuation of operations plan, commissioner briefing books, and other related executive leadership documentation required.

xxii. When requested by business owners, project management, BITS, or executive leadership, participate in groups to validate enterprise business function and strategic alignment.

xxiii. At the direction, and under the supervision of the EMPO director, assist and support cross agency projects to increase efficiencies within DSS and other state Health and Human Services Agencies.

xxiv. When requested by business owners, EMPO director, or executive leadership establish the processes, documents, templates, and governance model for Centers of Excellence, Critical Path Management, SMART Goals, Service Level Agreements, Business Outcomes-based Metrics & Measurement, and Key Performance Indicators.

xxv. At the direction, and under the supervision of the EPMO director, assist and support vendor management, knowledge management, and knowledge transfer processes.

xxvi. At the direction, and under the supervision of the EMPO director, or executive leadership establish the processes, templates, and governance for operational cost forecasting, to include cross agency and stakeholder business project management.

xxvii. At the direction, and under the supervision of the EPMO director, W assist and support EPMO knowledge transfer for all EPMO activities, processes, repository, and documentation for new state staff that are onboarded.

xxviii. Maintain an organized repository for all related EPMO, and support the transition to a state storage solution, as requested.

xxix. Prepare, support, and manage the agencies APD, RFQ, MOA creation, and provide updates, and responses where business teams are incorporating details for federal agency submission.

1. Create and lead meetings to gather content, create content, assist with budget tables, manage stakeholders, manage submissions, track submissions, gather feedback and responses, conduct audits, and document process improvement for all federal funding submissions.
2. Assist with federal planning documents: The Contractor shall provide SME to assist with the planning, scoping, writing, and finalizing of documents including APDs, inclusive of implementation Advance Planning Documents ("IAPD"). Specific activities may include, but shall not be limited to:
   - Assistance with drafting of documents;
   - Responding to inquiries and requests for additional information;
   - Preparation and submission of required updates; and
   - Preparation and submission of closeout documents.

B. EMP Portfolio Management Project Resources

To support the EPMO Portfolio Management Project activities identified above, the Department expects the successful respondent to provide, at a minimum, the following project positions:

- Project Manager
- Consultant/Senior Consultant
- Business Analyst

The minimum required experience for each of these positions are provided below.

i. Project Manager

Skills/Experience required:

- Bachelor's degree or higher.
- 8+ years' experience in project management with a minimum of 4 years' experience as project manager for local, state, or federal government.
- Strong oral and written communication skills.
- Must have Portfolio Management Professional and Project Management Professional certifications. Additional project management certifications a plus.
- Experience using project management tools and tracking (Microsoft Project, Monday.com).
- Familiarity with JIRA ticketing system.
- Familiarity with Microsoft ("MS") office suite (PowerPoint ("PPT"), Excel, Word, and usage of macros), Visio.

ii. Consultant/Senior Consultant

Skills/Experience required:

- Bachelor's degree or higher in Computer Science, Computer Engineering, or related field.
- Minimum 8 years of experience working on or consulting for health and human services related initiatives.
- Strong oral and written communication skills.
- Familiarity with Microsoft ("MS") office suite (PowerPoint ("PPT"), Excel, Word, and usage of macros), Visio.

iii. Business Analyst

Skills/Experience required:

- Minimum of 4 years' experience with state eligibility systems and programs. E.g. Cash, Medicaid, and Supplemental Nutrition Assistance Program ("SNAP").
- Strong functional experience in all aspects of health and human services eligibility, to include eligibility systems, benefit delivery methods, and customer and user experience.
- Experience in federal/state projects.
- Able to interact with diverse groups to understand the business, regulatory and reporting requirements from multiple stakeholders.
- Able to identify, diagnose and solve complex problems.

iv. Other Areas

Additional support should be included in the proposal's submission:

In addition to proposing resources for the roles identified above, respondents must include a blended hourly rate for additional resource needs that may come up during the term. The blended rate shall be inclusive of any resource type identified in this RFQ.

3. Response Format

a. Prospective respondents should include, at a minimum, the following information in their responses:

- Proposal submission.
- Proposed staff to fill the role and experience with resumes.
- Corporate experience with similar projects
- Cost Proposal (rates should be inclusive of all costs).
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Proposals must be responsive to all positions identified, and pricing must be broken out by resource. Proposals that do not include all the specific resources identified above shall not be considered.

b. Proposed Schedule:

The Department may amend the following schedule, as needed. Any change shall be made by means of an addendum to this RFQ and shall be notified via email to the vendor participating in this procedure, and through the Department of Social Services' RFP Web Page at http://www.ct.gov/dss/rfp .

Milestones	Due Dates
RFQ Released	October 18, 2024 EST (Friday)
Vendor Questions Due	October 21, 2024; 5:00 PM EST
Answers to Vendors Questions Due*	October 23, 2024; 5:00 PM EST
Response submission Due	October 25, 2024; 5:00 PM EST (Friday)
(*) Scope of Work Awarded	October 30, 2024
(*) Start of Statement of Work ("SOW")	Upon approval from Federal Partners

(*) target dates only.

The response must be submitted electronically to DSS.Procurement@ct.gov on or before 3:00 PM Eastern Standard Time ("EST") on Friday, October 25, 2024.

The subject line of the email must read: **RFQ 10.18.2024: EPMO Staff Augmentation.**

The Department bears no responsibility for the cost of preparing a response to this Request for Quote.

4. Key Information

- **Term:** The total project duration is estimated to last 24 months from the execution of the resulting SOW.
- **Work Schedule:** All work shall be performed between the hours of 7:30 AM and 5:00 PM EST, Monday to Friday, excluding State holidays. Number of hours per week per resource may fluctuate, as needed, to meet the needs of the Department.
- **Location:** Contractor resources are expected to be available to be physically present on-site at DSS's Central Office, located at 55 Farmington Ave, Hartford, CT. Contracted rates under the MSA are for local, Connecticut-based resources. Proposals that include full or partial remote staff residing out of state must identify a discounted rate for such resource(s).
- **Equipment:** The Department shall provide the resource(s) the necessary VPN access, and other IT resource access necessary to complete the work.
- **Deliverables:** The descriptions under "Scope of Work" form a guide to the anticipated work, as it is currently envisioned. These tasks may be adjusted, reduced, or expanded as the

project progresses through various phases. The consultant(s) are expected to maintain and provide written documentation on any work performed in conjunction with this engagement.

- **State Resources and Oversight:** The State shall provide support and guidance to the consultant(s) selected for this project. A manager shall be responsible for coordination of resources and services with consultant.
- **Background Checks:** All respondent resources must undergo a criminal background check at the respondent 's expense, and proposals must identify (1) date and status of last criminal background check, and (2) e-Verify status.
- **Security/Privacy Considerations:** Information accessible by the consultant(s) may be sensitive, confidential, or subject to the Privacy Act and/or HIPAA. The consultant(s) must be familiar with and comply with the provisions of appropriate regulations and/or instructions. Signing of a confidentiality agreement and taking the mandatory DSS security and compliance online training shall be required. The display of an access badge shall be always required when the consultant(s) is/are present in the facility.
- **Performance Expectations:** Any resources provided through this RFQ shall be subject to the Departments review and evaluation at any time throughout the term. Resources that fail to perform as expected shall be replaced at the Departments request, and the Department may reject payment for the resource's billable hours from when the issue was first identified.

5. Notices

The Department has designated the individual below as the Official Contact ("OC") for purposes of this Request for Quotes ("RFQ"). The Official Contact is the only authorized contact for this procedure and, as such, handles all related communications on behalf of the Department. All communication must be in writing and addressed via email to the OC.

NAME: Anila Ceka
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