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| **Date of Issuance:** |  3/20/2023 | **Solicitation No.** | 5150000013 |
| **Requisition No.** | 5150000218 | **Amendment No.** |  **2** |
| Hour and date specified for receipt of offers is changed: | [ ]  No  | [ ]  Yes, to: |       |          CST |
| Pursuant to OAC 260:115-7-30(d), this document shall serve as official notice of amendment to the solicitation identified above. Such notice is being provided to all suppliers to which the original solicitation was sent. Suppliers submitting bids or quotations shall acknowledge receipt of this solicitation amendment prior to the hour and date specified in the solicitation as follows:(1) Sign and return a copy of this amendment with the solicitation response being submitted; or,(2) If the supplier has already submitted a response, this acknowledgement must be signed and returned prior to the solicitation deadline. All amendment acknowledgements submitted separately shall have the solicitation number and bid opening date printed clearly on the front of the envelope. |
| **RETURN TO:** |
|  | Darlene Saltzman |  |
|  | Contracting Officer |  |
|  | (405) 694-7016 |  |
|  | Phone Number |  |
|  | Darlene.saltzman@omes.ok.gov |  |
|  | E-Mail Address |  |
| **Description of Amendment:** |
| a. This is to incorporate the following: |
| On behalf of the State of Oklahoma, the Office of Management and Enterprise Services (OMES) gives notice of the following questions concerning this solicitation, received during the Q&A period, which closed on **03/10/2023**. All questions and procurement/agency responses are detailed below:**Set 1:**Document : Bidder InstructionsSection: 8.1-H Business References Page: 5**Question 1:** By “implementation experience,” do you mean experience performing a comparable scope of services as required by this RFP, including services identified in Attachment A, 2. Mandatory Requirements? Or, are you looking for business references from pension and defined contribution system implementation projects? We are looking for references from entities of similar size and scope to our own where the vendor provided similar consultation services for a modernization or digital transformation project or initiative. The required implementation experience does not have to be related to a new pension or defined contribution system specifically.**Question 2:** By “implementation experience,” do you mean experience performing a comparable scope of services as required by this RFP, including services identified in Attachment A, 2. Mandatory Requirements? Or, are you looking for business references from pension system implementation projects? We are looking for references from entities of similar size and scope to our own where the vendor provided similar consultation services for a modernization or digital transformation project or initiative. The required implementation experience does not have to be related to a new pension or defined contribution system specifically.**Question 3:** Would the successful bidder of this RFP also be eligible to provide a technology solution(s) or implementation services for the pension and defined contribution and related systems implementation? The successful bidder will serve as an advisor on future purchasing processes that result from this engagement, such as RFP development, vendor selection, and assistance in negotiation. As a result they would not be eligible to provide technology solutions or implementation services for those technology solutions.Document: Attachment ASection: 2. Mandatory Requirements, Services Included, item vii. Page: 2**Question 4:** The project management and advisory services to be provided during the assessment and procurement phases:1. Are you seeking the bidder to provide project management services on behalf of the state during the implementation phase?

The agency will utilize an in-house project manager for any projects that result from this consultation engagement. The successful bidder will provide project management expertise based on their experience with similar projects. This would include but not be limited to project prioritization and scoring, establishing appropriate scope, deliverables, and milestones, and budget and resource planning.1. Are you seeking the bidder to provide procurement support services during the assessment phase (such as requirements definition, RFP development, vendor selection management, and negotiation assistance?)

Yes, procurement support would be a component of the ongoing consultation services. **Question 5:** What is the expected budget to support the work under this RFP for year one and also for the five option years? The budget related to this RFP will be determined by the Board of Trustees and will be based on the price and cost determined after successful negotiation with the successful bidder.Document : Attachment BSection: 16.5 Limitation of Liability Page: 21**Question 6:** Is the state agreeable to a supplier’s limitation of liability equal to the value of the contracts?This would need to be taken as an exception and placed on the exceptions table, which is located in the Bidder Instructions document, last page.**Question 7:** What exemptions from liability of Supplier exist with respect to this potential award? Please refer to Attachment B State General TermsDocument : Bidder InstructionsSection : 8.1-G Page : 5**Question 8:** Where the Vendor is not a publicly held company and bidder financial statements are not published, what alternatives forms of information are acceptable in place of audited financial statements?There is no acceptable substitute for audited financials, however bidders may follow the instructions in 8.2.C to request a portion of the bid be held confidential.Document : Bidder Instructions**Question 9:** Given the short window of time between answers to questions to be provided and the bid due date, can the state extend this bid due date?Please refer to Amendment #1. The bid has been extended until March 31, 2023**Question 10:** Is the state open to using other contract vehicles as the basis for this work, such as GSA or state-based cooperative purchasing agreements?This RFP was competively bid and the agency is planning to award to the successful bidder based on the requirements of the posted solicitation.**Set 2:*** Does the scope include pension administration and investment operations? (Clarification on “Services include” from Attachment A)

Services include but are not limited to assessment of the existing pension administration system and general recommendation for replacement (off the shelf, custom build, modernization of existing system, etc.). Investment operations are not included as part of this RFP.* Please provide further detail for the key activities you are looking for the vendor to assess OPERS’ data integrity and security. Is there an expectation to conduct a detailed data quality review? (Clarification on “Services include” iv from Attachment A)

We undergo regular risk assessments and IT audits to ensure the integrity and security of our data. We would like for the successful bidder to identify opportunities to enhance our security based on their experience working with other retirement systems and similar governmental entities.* Can you provide more background on the need for this gap analysis and strategic road map development? (Clarification on “Purpose” and “Background” from Attachment A)

Our legacy pension administration is built on a design structure that is decades old and does not easily allow for the addition of new functionality or updates to business processes and member services. Other critical systems are loosely linked or completely separate from each other and our primary system. We are utilizing rudimentary technology solutions in many of our processes. Many of our most critical processes are still largely manual in nature. Rather than trying to resolve each of these challenges separately we are seeking a holistic road map that will allow us to enhance the services we provide in the most efficient way possible, leveraging industry standard technology and business practices. Some high level goals we hope to achieve through the development and execution of this strategic roadmap include modernization of core systems, deep integration between systems and applications, digitization of forms and workflows, enhanced service offerings to members, expansion of service delivery channels, with a focus on member self-service, and redesign, simplification, and increased automation of business processes for greater efficiency.* Can you elaborate on the services you are looking for the vendor to provide in the implementation state? (Clarification on “Key deliverables include” iii from Attachment A)

Upon completion and approval of the gap analysis and strategic roadmap the successful bidder will provide continued consultation and expert support during implementation of the roadmap. This would entail procurement support, including identifying and assessing appropriate systems, applications, tools, and services, development of RFPs, assessment of vendor responses, and assistance in contract negotiation. The successful bidder will also provide project management expertise based on their experience consulting on and implementing modernization and digital transformation projects. This would include but not be limited to project prioritization and scoring, establishing appropriate scope, deliverables, and milestones, and budget and resource planning.* Has there been spend allocated to the budget of this project and are you able to elaborate on fee expectations? (Clarification on 8.1.E from Bidder Instructions)

The budget related to this RFP will be determined by the Board of Trustees and will be based on the price and cost determined after successful negotiation with the successful bidder.* Is there an expected date you require the assessment stage to be completed by? (Clarification on 8.1.E.i from Bidder instructions)

No fixed timeline has been established, however for planning purposes we have estimated that the assessment stage will last approximately 6-9 months.* Can you please confirm that the vendor will not have to access customer data and OPERS systems? (Clarification on 8.1.I.xii from Bidder Instructions)

The successful bidder will not have access to OPERS data or systems.* Is there an expectation to perform any portion of the services on site? (Clarification on 9.7 from Bidder instructions)

We are a hybrid organization, with some employees working fully remote, some working fully on-site, and some working a mix of the two. As a result we are comfortable conducting much of our business and project-related work virtually. However, because of the nature of this initiative, and the complex scope and extended length, it is preferred that some portion of the engagement be conducted on site, though no specific expectation has been set. We would seek a recommendation from the vendor as to an appropriate amount of time to engage virtually vs. on site, based on their experience with previous similar projects.**Set 3:*** Can the agency provide the number of processes involved in this scope of work?

There are approximately 70-80 business processes though some are duplicated (identical processes handled separately by different departments).* Is High Availability and Disaster Recovery within the scope?

No, high availability and disaster recovery are not within the scope of this consultation engagement.* What regulatory agencies (fed/state) overseeing them, specifically to their statement “…OPERS to adhere to laws, policies and plan rules”?
	+ Gramm-Leach-Bliley Act?
	+ Employee Retirement Income Security Act?
	+ Oklahoma Identity Theft Protection Act?
	+ Oklahoma Computer Crimes Act?
	+ Oklahoma Open Records Act?

The OPERS plan documents include our [statutes and administrative rules.](https://www.opers.ok.gov/statutes-administrative-rules/)OPERS is subject to other statutes including the Opens Records and Meetings Act and generally all state statutes affecting state agencies from which we are not specifically exempted including those related to cyber security.OPERS is not subject to ERISA but does recognize it as best practice in the industry. OPERS is a qualified plan under the Internal Revenue Code and incorporates IRC rules and DOL regulations in our plan documents. Otherwise, we are not governed by federal regulatory agencies.* What is the scope of data security? Is it confined to only to the platform (e.g., database) and software layers?  Or would it also include:
	+ The infrastructure/network layer; network monitoring/intrusion detection
	+ Threat modeling
	+ Incidence response
	+ Red Teaming or Penetration testing
	+ Compliance
	+ Software vulnerability testing
	+ Employee Training

None of these things would be included as part of this consultation engagement. We undergo regular risk assessments and IT audits to ensure the integrity and security of our data. We would like for the successful bidder to identify opportunities to enhance our security based on their experience working with other retirement systems and similar governmental entities. That is the extent of the required data security component of this engagement.* Does the agency have an idea of the budget being considered for this project

The budget related to this RFP will be determined by the Board of Trustees and will be based on the price and cost determined after successful negotiation with the successful bidder.**Set 4:****Project timeline and engagement** * In reference to subsection 8.1.C of Bidder Instructions - “Provide a Timeline for performance of required services and creation of required deliverables” - what should we assume is the ideal start date for this engagement?

It is our plan to begin the engagement as soon as possible after successful negotiations with the preferred bidder have been completed.* In reference to Attachment A vii of Services, when is the desired implementation phase start date?

The start date for the implementation phase will be dependent on the recommendations proposed in the deliverables and available resources but our goal is to move into the implementation phase after board approval of the proposed roadmap.* In reference to Attachment A iii of Key deliverables, will supplier selection, project management, consulting and advisory services be required for full duration of implementation phase or is it intended to taper off?

The level of involvement during the implementation phase is not yet known. It should be consistent overall, however there may be periods of inactivity or lighter activity, based on the operational needs of the agency and other agency-impacting events (resource constraints, changes in legislation requiring unrelated project work, coordination with external partners and service-providers, etc.).* Are there any dates we should be aware of that might significantly affect the productivity of the project? (E.g., major holidays, release cycles, code freeze periods, large volume digital traffic days)

This engagement is the highest strategic priority for the agency however there are two projects currently in implementation phase that could minimally impact the pace of this engagement at times. Operationally, the period immediately preceding and following the start of a new fiscal year (July 1st) could impact productivity, as could the period immediately preceding and following the start of a new calendar year. Most of our member-related business processes occur on a monthly cycle and some days within each month would need to be dedicated to operational work. Here is the link to the official [Oklahoma State Holidays](https://oklahoma.gov/omes/services/human-capital-management/state-holidays.html).**Background** * Where is the relevant data for this project sitting for this project? What is the plan to provide access to data for vendors?

Relevant data resides in multiple systems within the agency. Access to this data will be provided in a manner that protects PII and other confidential member data. This may include reports, screenshots, or access to relevant programs and systems with masked or dummy data.* Have the right stakeholders been identified and have expectations been set on their involvement?

Yes.* What are the channels of customer intake when they register to policy?

We do not understand this question. Please provide clarification.Question withdrawn by bidder.**Deliverables** * Do you include infrastructure assessment as part of this initiative?

An exhaustive assessment of our current infrastructure is not within the scope of this engagement. An overview of the current infrastructure that would be necessary to make meaningful recommendations on whether to utilize existing systems or replacement systems will be provided.* In reference to subsection 8.1.D “a multi-year plan/roadmap”, what should we assume is the ideal number of years?

The overall timeframe for this initiative is difficult to estimate at point in the process. The initial implementation phase has been set for five years but this could vary depending on the overall scope, cost, and the availability of resources.* In reference to Attachment A iii of Key deliverables, what is the expected level of support desired in the procurement process (i.e., selection only? Or contracting and negotiations support too?)

The successful bidder will serve as an advisor on future purchasing processes that result from this engagement, such as RFP development, vendor selection, and assistance in negotiation. * In refence to Attachment A Key Deliverables ii,  please elaborate on the definition of a “formal” multi-year roadmap. What are the components implied by a formal roadmap?

The roadmap is considered formal because it will be approved by our governing Board of Trustees and will serve as a workplan for the agency. It should include, at a minimum, recommendations for vendor and software agnostic solutions linked to the strategic goals of the agency based on established industry standards and prior implementation experience, related projects with associated timelines and milestones, and high-level time and cost estimates.**Pricing** * In reference to pricing under point IV, it’s noted: “The bid should contain an annual fee amount for consultation services during implementation of the recommended plan for the first full fiscal year (contract period of July 1, 2023 through June 30, 2024) as well as annual fee amounts for each of the optional renewal years starting on July 1 of each year.” Related, Attachment Aiiii of Key deliverables notes that the State would require support in (1) supplier selection, (2) project management, and (3) advisory services during implementation. What should we assume is the level of support needed during implementation (I.e., spectrum of advisory to staffing augmentation)?

The successful bidder will provide project management expertise based on their experience with similar projects. This would include but not be limited to project prioritization and scoring, establishing appropriate scope, deliverables, and milestones, and budget and resource planning. The successful bidder will also serve as an advisor on future purchasing processes that result from this engagement, such as RFP development, vendor selection, and assistance in negotiation. Advisory services would encompass both of these as well as general guidance in effectively implementing the plan. Staff augmentation would not be included.**Response submission logistics** * Please clarify format preference for the RFP response (e.g., Microsoft word document, PDF, PowerPoint deck, zip file with multiple attachments) as well as any requirements on the font size and font type.

Unless otherwise specified in the Bidder Instructions, please leave all documents in their original format. There is not a required font size and type.* Is there a page limit we should be aware of for this RFP response?

Although there is no size limitation on what can be received, any send limitation would be dependent on the bidder’s size limitation if any. * May we include diagrams and images in the response (e.g., to represent workplans and timelines)?

Yes.**Set 5:*** Questions regarding **Attachment A – general**
	+ Please confirm or correct the following interpretation of Attachment A.  We interpret Attachment A as a mandatory requirement that the selected service provider will conduct a thorough end-to-end review of OPERS including:
		- Entire business model and processes
		- Mapping of applications to the business functions
		- Understanding and reviewing the underlying technology supporting each application including:
			* Hosting environment
			* Compute
			* Storage
			* Network
			* Application to infrastructure integration
			* Application to application integration
		- OPERS’s IT organization’s service delivery and support processes
		- Assessing this information with OPERS’s business strategy and compliance with local, state, and federal regulations, internal policies, and individual plan rules including:
		- Identifying practices that differentiate OPERS from other pension administration organizations similar in size and scope
		- Assessing data integrity and security

This is an accurate interpretation of the mandatory requirements of the RFP. Regarding “assessing data integrity and security,” we undergo regular risk assessments and IT audits to ensure the integrity and security of our data and are not looking to duplicate that effort here. Rather, the focus for this engagement would be on identifying opportunities to enhance our security based on their experience working with other retirement systems and similar governmental entities.* Questions regarding **Attachment A – general**
	+ How many offices, users, endpoints, servers, etc. does OPERS own/manage?

OPERS has a single office location and a hybrid remote environment. We have approximately 60 employees and utilize two external service providers to augment IT staff. In addition to our staff we have approximately 300 employers encompassed within the various retirement systems and have designated service partners in each one. We have approximately 80 endpoints and 5 servers related to systems, applications, and programs related to this engagement.* + If you have a business capability model mapped to current processes, will it be available?

Our business capability model maps are limited. Any that we have will be available. A goal for this engagement is to develop and maintain more robust maps in the future.* + Do you have a mapping of your application portfolio to your business processes and a mapping of your applications to supporting infrastructure (Application portfolio and configuration management database)?

Our application to business processes mapping is limited. Any that we have will be available. We have no configuration management database. A goal for this engagement is to develop and maintain more robust maps in the future.* + Please elaborate on what applications are included in this portfolio.
		- For each application, please identify whether the application is used only internally or do pension recipients interact with the system?
		- For each application, please identify if it is a vendor application or home grown, and if vendor please specify the vendor if possible.
		- If hosted on-premises, how many servers and what is the nature of the servers (virtual or physical) hosting these applications?
1. **Pension Administration System** – used internally and by employer service partners, home grown built in an Oracle DB environment and utilizing various related Oracle middleware products, managed in coordination with an IT service provider, on-premise (2 physical servers).
2. **Employer Payroll and HR Reporting System** – used internally and by employer service partners, home grown built in an Oracle DB environment and utilizing various related Oracle middleware products, managed in coordination with an IT service provider, cloud-hosted (3 virtual servers).
3. **Document Management System** – used internally, vendor application (Laserfiche), hosted by a service provider in a managed cloud environment (2 virtual servers).
4. **Public Forms** – used internally and externally, vendor application (Laserfiche Forms), hosted by a service provider in a managed cloud environment (1 virtual server).
5. **Public Portal** – used internally and externally, vendor application (Laserfiche), hosted by a service provider in a managed cloud environment (not fully deployed; 1 virtual server).
6. **CRM/Ticketing System** – used internally, vendor application (Microsoft Dynamics CRM), cloud-hosted, managed in coordination with the state’s central IT group (OMES ISD)(not fully deployed).
7. **Telephony System** – vendor application (GoTo Connect), cloud-hosted.
8. **Accounting System** – used internally, vendor application (Microsoft Dynamics GP), on-premise (1 physical server)
9. **Surveying Platform** – used internally and externally, vendor application (Qualtrics, cloud hosted)
10. **Stand-Alone Worksheets** – used internally, vendor application (Excel, Macro-enabled and with Visual Basic coding), on-premise.
11. **Secure FTP –** used internally and externally by staff and employer service partners to transfer documents and reports containing PII.
12. **Electronic Fax Service** – vendor application (xMedius) used internally by staff to securely receive faxes from employer service partners and members.
13. **Mass E-Mail –** used internally and externally by staff, members and service partners, vendor application (GovDelivery).
14. **Public Website –** used internally and externally by staff, members and service partners, vendor application (WordPress CMS).
15. **Internal Website (Intranet)** – used internally, vendor application (Microsoft SharePoint), cloud-hosted, managed in coordination with the state’s central IT group (OMES ISD).
16. **DC Recordkeeper Administrative Portal** – used internally, vendor application
17. **DC Recordkeeper Participant Website** – used internally and externally, vendor applications
18. **DC Document Upload Portal** – used internally and externally, vendor application

**These are the primary systems and not an exhaustive list.*** + What is your service management platform and maturity level?

Our service management platform is Oracle Database Standard Edition and other associated Oracle programs. Our maturity level is low.* + Are there manual processes or excel spreadsheets that support this system?

Yes* + What outcomes are you looking to achieve?

Our legacy pension administration is built on a design structure that is decades old and does not easily allow for the addition of new functionality or updates to business processes and member services. Other critical systems are loosely linked or completely separate from each other and our primary system. We are utilizing rudimentary technology solutions in many of our processes. Many of our most critical processes are still largely manual in nature. Rather than trying to resolve each of these challenges separately we are seeking a holistic road map that will allow us to enhance the services we provide in the most efficient way possible, leveraging industry standard technology and business practices. Some high-level goals we hope to achieve through the development and execution of this strategic roadmap include modernization of core systems, deep integration between systems and applications, digitization of forms and workflows, enhanced service offerings to members, expansion of service delivery channels, with a focus on member self-service, and redesign, simplification, and increased automation of business processes for greater efficiency.* + How will OPERS quantify the outcomes they hope to achieve?

We will quantify outcomes such as time savings through increased efficiency, elimination of redundant processes, simplification of processes, greater access to services for members including increased self-service options, cost savings, better integration of systems, and fewer disparate tools.* + Does OPERS have a request system?

We do not understand the question. Please provide clarification.Can OPERS clarify whether they have an IT request system in place? For example, ServiceNow.OPERS uses Spiceworks to for internal IT request management.* + What is driving OPERS’s needs or objectives related to this RFP (state regulation, privacy-driven conversation, security, or audit finding)?

Adoption of industry best-practices, future proof approach to technology and services, the changing needs of our members, and the overall statewide strategic goal of modernizing government and making it more efficient and transparent.* Question regarding **Attachment A Section 2.i, “Services include”**
	+ Can you please elaborate on what policies and/or laws you need to adhere to? Example: NIST Framework, PCI

The OPERS plan documents include our [statutes and administrative rules](https://www.opers.ok.gov/statutes-administrative-rules/).OPERS is subject to other statutes including the Opens Records and Meetings Act and generally all state statutes affecting state agencies from which we are not specifically exempted including those related to cyber security.OPERS is not subject to ERISA but does recognize it as best practice in the industry. OPERS is a qualified plan under the Internal Revenue Code and incorporates IRC rules and DOL regulations in our plan documents. Otherwise, we are not governed by federal regulatory agencies.We are audited annually based on the NIST framework, as required by [62 O.S. § 34.32](https://www.oscn.net/applications/oscn/DeliverDocument.asp?CiteID=457495).We are required to undergo a financial audit annually, as required by 74 O.S. §907 – “The Office of the State Auditor and Inspector shall make an annual audit of the accounts of the System. The audit shall be filed in accordance with the requirements for financial statement audits in Section 212A of Title 74 which states:  Except as otherwise provided by law, all government entities, as defined by the Governmental Accounting Standards Board, shall have an audit conducted in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards. All government entities receiving public funds that are included in the reporting entity of the State of Oklahoma shall file a copy of the audit required by this paragraph with the Director of the Office of Management and Enterprise Services no later than four (4) months after the end of the fiscal year of the government entity.”* Question regarding **Attachment A Section 2.ii-iv, “Services include”**
	+ Please clarify whether the below services are for documentation management or for OPERS as a whole:
		- ii. Assess alignment of current business processes and rules with the agency’s strategic objectives
		- iii. Identify practices that differentiate OPERS from other pension administration organizations similar in size and scope
		- iv. Assess data integrity and security

This would apply to the agency as a whole, as it relates to providing service to the members of our various retirement systems. It does not include administrative functions such as HR, Finance, Investments, etc.* Question regarding **Attachment A Section 2.iii, “Services include”**
	+ For the below service, does this have to be a pension reserve? And at what level (federal, state, etc.)?
		- Identify practices that differentiate OPERS from other pension administration organizations similar in size and scope

We do not understand the question. Please provide clarification.Are there specific pain points OPERS is hoping to relieve with this solution?Our goal is to achieve time savings through increased efficiency, elimination of redundant processes, simplification of processes, greater access to services for members including increased self-service options, cost savings, better integration of systems, and fewer disparate tools.* Questions regarding **Attachment A Section 2.ii, “Key Deliverables include”**
	+ Please define long-term business needs.

Some high-level goals we hope to achieve through the development and execution of this strategic roadmap include modernization of core systems, deep integration between systems and applications, digitization of forms and workflows, enhanced service offerings to members, expansion of service delivery channels, with a focus on member self-service, and redesign, simplification, and increased automation of business processes for greater efficiency.* + Are you seeking 1-year, 3-year, 5-year, etc.?

The overall timeframe for this initiative is difficult to estimate at this point in the process. The initial implementation phase has been set for five years but this could vary depending on the overall scope, cost, and the availability of resources.* Question regarding **Attachment A Section 2.iv, “Services include”**
	+ Please clarify whether OPERS is requesting a Penetration Test/Technical testing as part of this assessment?

We undergo regular risk assessments, IT audits, and penetration testing to ensure the integrity and security of our data. We would like the successful bidder to identify opportunities to enhance our security based on their experience working with other retirement systems and similar governmental entities.* Question regarding **Attachment A** **Section 2.i, “Key Deliverables include”**
	+ Does this request pertain to the documentation system solely or for the organization as a whole aligned to security practices?

This would apply to the agency as a whole, as it relates to providing service to the members of our various retirement systems. It does not include administrative functions such as HR, Finance, Investments, etc.* Question regarding **Attachment A Section 2.iii, “Key Deliverables include”**
	+ What is the expected length of time for the implementation process for engagement?

The overall timeframe for this initiative is difficult to estimate at point in the process. The initial implementation phase has been set for five years but this could vary depending on the overall scope, cost, and the availability of resources.* Question regarding **Bidder Instructions, 8.2.L, Section Twelve: Business References**
	+ Is it permissible to use similar agencies in the State as references, or do all references have to be from public pension plans? **question needs revision**

In providing background information demonstrating your experience and success in similar engagements you may reference other similar state government entities. However, the requirement for references, as stated in Bidder Instructions, 8.1.H are: “three (3) business references from public sector retirement plans are required to establish that a Bidder has successful implementation experience. Experience should include record of successful past performance with engagement of similar scope and complexity.”* Question regarding **Bidder Instructions, 8.1.I.vii-viii**
	+ For the number of research employees requested, please clarify whether this request pertains to the bidder’s organization as a whole, or if this request pertains to the number of employees who would be assigned to the project.

This would apply to the organization as a whole.* + For the number of support employees requested, please clarify whether this request pertains to the bidder’s organization as a whole, or if this request pertains to the number of employees who would be assigned to the project.

This would apply to the organization as a whole.**Set 6:**1. **Attachment A, SOLICITATION NO. 5150000013. mentions that there is a budgeted staff of 61 employees within the agency divisions.**
	1. **What is the breakdown of the 61-employee count for each division?**

Information Technology and Records Management – 12 employeesFinance – 7 employeesBenefit Administration – 23 employeesMember Experience – 11 employeesAdministration – 7 employees1. **Attachment A, SOLICITATION NO. 5150000013. mentions that the Services Include:**

*i: Thoroughly assess the current OPERS Pension Administration System, the OPERS document management system, and additional programs required to perform the full scope of business operations and identify unique features or functionality required for OPERS to adhere to laws, policies, and plan rules.* * 1. **Have the current OPERS Administration and Document Management Systems been built in-house as custom solutions, or have they been licensed by vendors?**

The system used to manage defined benefit and defined contributions data and processes is a custom solution that was developed in-house. The document management solution is an off-the-shelf product licensed by a vendor.* 1. **Are they located on premise/private cloud or cloud-hosted by the vendor?**

The primary system is hosted and managed by the agency, in conjunction with a contracted database administration service provider. Some components are housed in a local data center and some components are housed in the cloud. The document management system is a cloud-hosted virtual “on-prem” solution managed by a contracted service provider.1. **Do all 4 retirement plans mentioned in the Background of Attachment A, SOLICITATION NO. 5150000013., utilize both the OPERS Administration and Document Management Systems?**

All of four retirement plans utilize the primary administration system. Three of the four systems utilize the document management system. The document management system also encompasses business processes that impact or are related to all four plans.**Set 7:**1. Attachment A – Purpose and Background – Both sections make mention of the Defined Contribution Plans.
	1. Are these managed in-house using internally managed software or is this managed through a relationship with one or more third party administrators?

The DC Plan processes are split between in-house management and management by the plan recordkeeper. DC uses a mixture of solutions including in-house PAS, third-party software, and standalone worksheets.* 1. Are you requesting that we look at this technology separately, if it is managed by a TPA?

The technology that is managed in-house would be included as part of this engagement. There may also be some elements of these plans that are managed by the third-party administrator that could be better accomplished in-house and we are open to a review of those as well.1. Vendor Security Assessment / Excel File – We did not see any reference to this attachment in the RFP/Instructions.  Is this something we will be required to complete after we have been selected? Furthermore, is this required if we are just providing consulting services and not software or data hosting services?

It is referenced in the Bidder Instructions section 8.1D. It is required to be completed and submitted with your bid response.1. Cost Proposal – Based upon the Deliverables in Attachment A and the text in 8.1 of the Instructions, we would appreciate clarity on how the cost proposal should be broken down.  Would you consider a cost proposal for the following Deliverables:
* Evaluation of the Current System
* A Multi-Year Roadmap
* A Request for Proposal for a new Pension System (Note: This could be optional, in the event the Evaluation determines a different, viable path)
* Annual Cost to support the Implementation of the Roadmap

We are looking for a total one-time cost that encompasses the evaluation and development of the roadmap. Additionally, we are looking for an annual recurring cost (per year, for five years) for support in implementing the roadmap. Assistance in development of an RFP for a new pension system, should that be part of the developed roadmap, would be part of the implementation cost component.**Set 8:**1. Under Section 8.H, there is a requirement to have 3 business references from public sector retirement plans to establish that the bidder has successful implementation experience. Experience should include record of successful past performance with engagement of similar scope and complexity. Is it acceptable to use large commercial corporate clients as references in lieu of public sector clients?In providing background information demonstrating your experience and success in similar engagements you may reference other similar state government entities. However, the requirement for references, as stated in Bidder Instructions, 8.1.H are: “three (3) business references from public sector retirement plans are required to establish that a Bidder has successful implementation experience. Experience should include record of successful past performance with engagement of similar scope and complexity.”2. In Section 8.H.iii, the RFP states that “If an information technology Security Certification Assessment is required (Required if offering a Hosted Solution), the completed Assessment shall be inserted in this section at a Bid Packet page referencing the Security Accreditation Assessment.” However, in Section 8.1.D, it seems to state that a security assessment is required for this bid. We offer file sharing solutions as part of our service to move away from email and we retain in our files copies of what is sent. Based on those two use cases, do we need to complete the Security Assessment?The Security Assessment is required to be completed and submitted with your bid.General Question:Does being awarded the work defined under this RFP create a conflict of interest for the Bidder to participate in any future implementation work resulting from and/or defined by this solicitation?The successful bidder will serve as an advisor on future purchasing processes that result from this engagement, such as RFP development, vendor selection, and assistance in negotiation. As a result they would not be eligible to provide technology solutions or implementation services for those technology solutions.**Set 9:**1. Security Assessment, Tab 2 (Service Specific) – Please confirm that this does not apply to the scope of services since bidders are not proposing to implement new information technology systems.

Please answer yes, no, or N/A. Security will determine whether they have any follow-up questions during their review.1. Security Assessment, Tab 3 (Governance) – Question G3 “Are any of the following IT services outsourced by your organization to a third-party vendor? (Please describe in the comments section to the right.)” does not list the IT services. Should there be a list of IT services that apply to this question?

I believe it is speaking of the IT services that the supplier will be providing. 1. Security Assessment, Risk Matrix tab – What information is the respondent supposed to populate on this tab and how do we go about determining it?

There is nothing on this tab for the supplier to complete. It is for OMES IS Cybercommand. 1. Bidder Instructions, 8.1.E.iv. - What should be the scope of work that annual fee would be based upon?  The solicitation states: “The bid should contain an annual fee amount for consultation services during implementation of the recommended plan for the first full fiscal year (contract period of July 1, 2023 through June 30, 2024) as well as annual fee amounts for each of the optional renewal years starting on July 1 of each year."

Upon completion and approval of the gap analysis and strategic roadmap the successful bidder will provide continued consultation and expert support during implementation of the roadmap. This would entail procurement support, including identifying and assessing appropriate systems, applications, tools, and services, development of RFPs, assessment of vendor responses, and assistance in contract negotiation. The successful bidder will also provide project management expertise based on their experience consulting on and implementing modernization and digital transformation projects. This would include but not be limited to project prioritization and scoring, establishing appropriate scope, deliverables, and milestones, and budget and resource planning.1. Bidder Instructions, 8.1.E, Can OPERS confirm that the pricing should include a firm fixed price for the deliverable i and deliverable ii, broken into a price for base year (May 1 – June 30, 2023) and a price for option year 1 (July 1, 2023 – June 30, 2024).

Pricing for deliverables i and ii from Attachment A should be deliverable-based pricing with proposed milestones and associated payments, as outlined in section 8.1.E.i of the Bidder Instructions.1. The solicitation documents include Attachments A, B, & D - Please confirm if there is an Attachment C?

Attachment C is intended to provide agency-specific contract terms. There are no agency-specific contract terms for this engagement so no Attachment C is included.1. Attachment A states, “This Solicitation is a Contract Document and is a request for proposal in connection with the Contract awarded by the Office of Management and Enterprise Services as more particularly described below. Any defined term used herein but not defined herein shall have the meaning ascribed in the General Terms or other Contract Document.” Will OPERS be leveraging a statewide MSA (i.e., 1033 or 1050) for this contract? If not, please state the contract which was awarded by the Office of Management and Enterprise Services.

This RFP has no connection to SW1033 or SW1050. The contract referred to in Attachment A will be the contract resulting from this solicitation award.1. Attachment A provides a general overview of the Purpose of the solicitation, services, and deliverables. Would OPERS please provide more detail on the business need/procurement purpose of the solicitation? Is the intent of the roadmap to help with procurement strategy for future system(s)?

Our legacy pension administration is built on a design structure that is decades old and does not easily allow for the addition of new functionality or updates to business processes and member services. Other critical systems are loosely linked or completely separate from each other and our primary system. We are utilizing rudimentary technology solutions in many of our processes. Many of our most critical processes are still largely manual in nature. Rather than trying to resolve each of these challenges separately we are seeking a holistic road map that will allow us to enhance the services we provide in the most efficient way possible, leveraging industry standard technology and business practices.Some high level goals we hope to achieve through the development and execution of this strategic roadmap include modernization of core systems, deep integration between systems and applications, digitization of forms and workflows, enhanced service offerings to members, expansion of service delivery channels, with a focus on member self-service, and redesign, simplification, and increased automation of business processes for greater efficiency.Procurement strategy for future systems, applications, and services are all potential outcomes of this engagement.1. For Attachment A, Services, Can OPERS provide the strategic objectives to which the assessment needs to align?

Some high level goals we hope to achieve through the development and execution of this strategic roadmap include modernization of core systems, deep integration between systems and applications, digitization of forms and workflows, enhanced service offerings to members, expansion of service delivery channels with a focus on member self-service, and redesign, simplification, and increased automation of business processes for greater efficiency.1. For Attachment A, Deliverables (i), What is the required due date(s) for the functional and technical evaluation deliverable and the roadmap deliverable?

No specific timelines or due dates have been set however we expect the evaluation and development of the roadmap to take six to nine months.1. For Attachment A, Deliverables (iii) (ongoing consultation and evaluation services during implementation of the plan), is it sufficient to provide a rate card for pricing? If not and OPERS is seeking an estimate for this deliverable, can OPERS characterize how much support OPERS anticipates so that industry can respond similarly with pricing?

A rate card for pricing would be appropriate. Without knowing the outcome of the evaluation phase and development of the roadmap it would be difficult to estimate a comprehensive estimate of support for the advisement and consultation components of Deliverables iii.  |

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| b. All other terms and conditions remain unchanged. |
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| Supplier Company Name (**PRINT**) |  | Date |
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| Authorized Representative Name (**PRINT**) |  | Title |  | Authorized Representative Signature |