Michigan Department of Health and Human Services

BIC Program

**Project Management Resources**

Request for Proposals

Issued By

Michigan Public Health Institute



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# Introduction

## General Information

### The Michigan Public Health Institute (MPHI) is soliciting competitive, responsive proposals from experienced and financially sound organizations to provide project management staffing augmentation in support of the Michigan Department of Health and Human Services (MDHHS) Business Integration Center (BIC) to support the Child Support Program Management Office (PMO). The Child Support PMO provides project management support to the Office of Child Support (OCS), including their primary data system, Michigan Child Support Enforcement System (MiCSES).

### General solicitation information, timelines, and proposal submission requirements are available in Appendix A, Administrative Information. To be considered responsive, a Bidder must comply with all of the requirements and timelines contained in Appendix A.

# Background Information

## Institute and Department

### MPHI is a Michigan non-profit 501(c)(3) Corporation authorized under Public Act 264 of 1989 as a cooperative venture of the State of Michigan Department of Health and Human Services, University of Michigan, Michigan State University, and Wayne State University to plan, promote, and coordinate all facets of health and human services.

### MDHHS is a principal department of the State of Michigan, headquartered in Lansing, which provides public assistance, child and family welfare services, and oversees health policy and management. For more information about MDHHS, visit <http://www.michigan.gov/mdhhs>.

### BIC is an administration within MDHHS that provides an enterprise-wide approach to identify, prioritize, and successfully execute a portfolio of initiatives and projects that are aligned with MDHHS strategic goals and vision.

### OCS is an office within MDHHS. OCS administers Michigan’s child support program. It uses both administrative and judicial processes to establish paternity of children born to unmarried couples; locate absent parents; establish, enforce, and modify child support and medical support obligations; and collect and disburse child support payments.

## Project Background

### The purpose of this request for proposal is to solicit bids for a contractor to provide project management staff resources to augment the MDHHS BIC Child Support PMO.

### The Child Support PMO provides portfolio management, project management, and delivery services for the ongoing business and technology maintenance and enhancement needs of the Child Support Program. The Child Support PMO promotes delivery of business and technology projects in support of the Child Support Program’s vision of engaging parents to improve children’s lives.

### MiCSES is one of the State’s largest and most complex information technology systems. MiCSES maintains case records and account information on more than 850,000active cases. The Michigan State Disbursement Unit (MiSDU) disburses more than $1.3 billion dollars in child support payments via MiCSES. Collections provide assistance with child-rearing expenses for over 880,000Michigan children. Over 2,000 state and county employees use MiCSES to perform their duties, including: child support staff with the MDHHS Office of Child Support, county Prosecuting Attorney offices, county Friend of the Court offices, and the State Attorney General’s office.

# Statement of Work

## Program Specific Requirements

### The selected contractor will provide Key Personnel of one (1) program manager and up to four (4) project managers with the option to add or reduce staff resources as needed by MDHHS to support MiCSES and its related systems. These staffing resources will work through the Child Support PMO and with the MiCSES maintenance and development contractor, Accenture, to deliver timely, high-quality program management and related services for MDHHS and their program partners. While working with Accenture, MDHHS, and other partners, the staff resources will offer an independent, unbiased analysis of project scope, status, and resource allocation under the guidance of the Child Support PMO.

### The following are high level requirements for contractual staff working within the Child Support Project Management PMO:

#### Meet the business needs identified by the child support program.

#### Maintain federal certification compliance.

#### Provide child support program workers with efficient, flexible, and effective technology tools for the establishment, management, enforcement, and collection of child support.

#### Provide child support managers and workers with data and metrics for reasoned decision making.

#### Provide predictable and consistent high-quality project management support while striving to minimize operational costs.

#### Provide low risk entry into new technologies and services.

#### Maintain project management and technical support operations at Capability Maturity Model Integration (CMMI) Level 3 or higher.

#### Drive project planning, execution, decision making, and continuous improvement through quantifiable metrics.

### Under the direction of the Child Support PMO, and using methodologies already in practice, Key Personnel will perform:

#### Release Planning and Management

##### Apply knowledge, skills, tools, and techniques to project activities to meet project requirements in terms of time, cost, and scope and at an acceptable level of quality.

##### Coordinate the process for overall decision making, project governance, and deliverable review and approval to ensure that the systems achieve their intended purposes.

#### Scope Management

##### Package units of work into meaningful implementations (releases) of value to the stakeholders, and effectively evaluate, manage, and control changes to those planned releases as the State and/or application maintenance/development contractors propose changes to the agreed upon plans.

##### Work closely with the application maintenance/development contractors to achieve an iterative development and deployment approach for the project delivery.

#### Schedule Management

##### Schedule, plan, and monitor the work of the application maintenance/development contractors, Department of Technology, Management & Budget (DTMB), MDHHS, and OCS.

##### Identify problems as early as possible so that corrective action plans can be put in place quickly to keep the projects on track.

#### Workflow Coordination

##### Coordinate work assessment and prioritization processes in conjunction with DTMB, MDHHS, the application maintenance/development contractors, various child support program user representatives, and the Child Support PMO Manager.

## Program Manager Requirements

### The Contractor will provide Key Personnel of one (1) Program Manager. The Program Manager has overarching responsibility and accountability for the activities of specific program(s) within the Child Support PMO. The Program Manager works directly with the Project Managers, Operational Leaders, and other Program Management Teams to adjust workloads of the projects. The Program Manager also communicates project status to customers and management, working closely in alignment with PMO Leadership. The Program Manager’s responsibilities include:

#### Guide, lead, and mentor project managers.

#### Ensure positive team dynamics and accountability of the project managers and operational leadership team.

#### Plan and assist with the transition to each successive PMO release (e.g., resource plans, communication with customer).

#### Perform quality assurance reviews of every Project charter.

#### Establish and enforce the use of the Program’s governance processes and standards.

#### Function as the project quality engineer responsible for coaching and guiding the project team in the proper execution of quantitative management processes. For projects that are quantitatively managed, assist the project team to quantitatively plan and control the project using metrics data.

#### Facilitate the program ownership status meetings and provide program and project status updates.

#### Resolve all program- and project-level issues in a timely manner.

#### Be accountable for and own the program-level project schedule.

#### Serve as key contributor to Statement of Work creation and procurement coordination.

#### Monitor team dynamics and team accountability related to delivery commitments.

#### Identify risk management actions that need to be included in the project schedule.

#### Work with the PMO Manager to coordinate and direct project resources.

#### Provide an executive presence and attend executive committee meetings when required.

### Project management experience in a city/state/federal government environment.

### Program management experience preferred.

### Five years of experience managing large system development projects with project budgets greater than $2 million.

### Five years of experience using formal project management tools and techniques.

### Five years of project management experience with one or more structured development methodologies.

### Strong understanding of CMMI and experience implementing CMMI Level 3.

### Professional certification in Project Management, such as Project Management Professional (PMP) certification from the Project Management Institute.

### Experience with the State of Michigan State Unified Information Technology Environment (SUITE) methodologies and practices.

### Experience in defining, implementing, and analyzing metrics relevant to project management.

### Excellent oral and written communication and presentation skills.

### Experienced large group meeting facilitator.

### Proficiency in the following tools: Microsoft Project, Microsoft Word, Microsoft Excel, Microsoft PowerPoint, and other project management tracking tools for tracking change, issues, and risks.

## Project Manager Requirements

### The Contractor will provide Key Personnel of up to four (4) Project Managers. The Project Manager has overarching responsibility for their assigned projects. All project managers work directly with the Program Manager. The Project Manager defines, schedules, controls, and adjusts all tasks and workloads of the projects. They are responsible for guiding and ensuring their teams are adhering to the disciplines of the Program’s governance processes and standards. Project manager responsibilities include:

#### Hold teams and partners accountable to the project schedule.

#### Be responsible for the project vendor relationship and to hold the vendor teams accountable to the project schedule.

#### Produce project initiation and planning documentation and conduct reviews of associated materials.

#### Overall responsibility for the project activities, including managing project scope, risk, issues, deliverables, and the scheduling of tasks.

#### Work with the Program Manager to communicate project status across the organization.

#### Assign project tasks and coordinate resources, including the review of issues and resolving or escalating issues, as necessary.

#### Track all identified risks to closure and communicate the status to the Program Manager.

#### Conduct project walkthroughs and the overall quality of project deliverables.

#### Establish and maintain required project metrics.

### The project managers will have the following experience and skills:

#### Project management experience in a City/State/Federal government environment.

#### Three years of experience managing system development projects with a project budget of at least $250k.

#### Three years of experience using formal project management tools and techniques.

#### Three years of experience with one or more structured development methodologies.

#### Understanding of CMMI and experience working in a CMMI Level 3 environment.

#### Professional certification in Project Management, such as PMP certification from the Project Management Institute is preferred.

#### Experience with State of Michigan SUITE methodology and process is preferred.

#### Experience in defining, implementing, and analyzing metrics relevant to project management.

#### Excellent oral and written communication and presentation skills.

#### Experienced meeting facilitator.

#### Proficiency in the following tools: Microsoft Project, Microsoft Word, Microsoft Excel, Microsoft PowerPoint, and project management tracking tools for tracking change, issues, and risks.

## Bidder’s Qualifications

### At least 5 years of experience in providing staff augmentation services.

### At least 5 years of experience working in a project environment supporting state or federal government.

### At least 5 years of experience and ability supplying Project Management Support Personnel to clients in the Lansing or similar market.

### Have a documented process to validate and verify candidates’ technical qualifications.

### Have a documented model to monitor and improve resource performance.

## Contractor’s General Requirements

### The Institute will contract with only one (1) organization, the Contractor, and will work solely with that organization with respect to all tasks and deliverables to be completed, services to be rendered and performance standards to be met.

### The Contractor may not subcontract to complete any portion of the work.

### The Contractor may be privy to internal policy discussions, contractual issues, price negotiations, Department financial information, SOM technology specifications, financial data, and advance knowledge of legislation. The Contractor will consider and treat any such information as confidential and will not disclose it to any third party without the written consent of the Department.

### The Contractor will work cooperatively with key Institute and Department staff and, if applicable, the staff of other contractors in the course of the Contract period to ensure the success of the work. The Institute may, in its sole discretion, use other contractors to perform activities related to the work that are not contained in the Contract.

### The Contractor will maintain complete and detailed records of all meetings, system development life cycle documents, presentations, project artifacts, and any other interactions or deliverables related to the project described in the Contract. The Contractor will make such records available to the Institute and Department upon request, throughout the term of the Contract.

## Project Personnel

### Personnel General Requirements

#### The Contractor will provide all qualified Key Personnel to perform the work. The Contractor will provide the Institute with a final list of individuals assigned to the Contract within five (5) business days of the contract start date.

#### The Contractor will be required to conduct background checks as required by the Department and according to Department standards prior to being accepted to perform the work. The Department reserves the right to make a determination that a proposed Key Personnel is unsuitable for the work based upon the results of the background check. It is the responsibility of the Contractor to supply Key Personnel for the project that can successfully pass the background check. The Contractor will pay for all costs associated with ensuring Key Personnel meet all applicable background checks and suitability.

#### The Contractor must comply with all federal laws, state laws, State of Michigan policies, and MDHHS policies, standards, and procedures.

#### The Department reserves the right to remove and/or replace any Key Personnel at its discretion.

#### The Contractor will obtain written approval from the Institute for individuals proposed for assignment to Key Personnel positions.

#### The Contractor will not change individuals in Key Personnel positions without prior written approval of the Institute and MDHHS. The Contractor will supply the Institute with the name(s), resume and references for any proposed replacement whenever there is a change to Key Personnel at least two weeks prior to any change or replacement. Any individual replacing Key Personnel will have qualifications that are equivalent to or exceed the stated qualifications for the position, unless otherwise approved, in writing by the Department.

#### The Department reserves the right to interview any proposed replacements to Key Personnel in person prior to their assignment to OCS. The Department reserves the right to find a proposed replacement by the Contractor unfit based on the criteria in 3.2 or 3.3 of this RFP.

#### The Contractor’s personnel assigned to the Contract will perform all of their work and responsibilities on this project in the Lansing metropolitan area, unless the Department grants permission otherwise in writing.

#### The Contractor will maintain the required staffing levels throughout the term of the Contract.

#### All Key Personnel assigned under this contract must be 100% dedicated at all times to the work and responsibilities of OCS. At no time may a Key Personnel be assigned to support another contract or entity.

### Personnel Availability

#### The Contractor will ensure Key Personnel assigned to the Contract are available on site in a designated Lansing, Michigan location during regular business hours as agreed upon in writing by MDHHS unless an exception is made by the Department in writing. The Contractor will not be reimbursed for any travel costs, including mileage, for Key Personnel.

#### The Contractor’s Key Personnel will be available for all regularly scheduled meetings between the Contractor and the Department, unless the Department has granted prior, written approval otherwise.

#### The Contractor will ensure that the staff attending all meetings between the Department and the Contractor have the authority to represent and commit the Contractor regarding work planning, problem resolution, and program development.

#### All of the Contractor’s personnel that attend any meeting with the Department or other Department stakeholders will be physically present at the location of the meeting, unless the Department gives prior, written permission to attend by telephone or video conference. In the event that the Contractor has any personnel attend by telephone or video conference, the Contractor will be responsible for providing the conference line or virtual meeting place.

## Deliverables

### All deliverables will meet Department-approved format and content requirements. Deliverables will be completed in the timeframes and manner specified by the Child Support PMO Leadership.

### The Contractor will employ an internal quality control process to ensure that all deliverables, documents, and calculations are complete, accurate, easy to understand, and of high quality. The Contractor will provide deliverables that, at a minimum, are responsive to the specific requirements, organized into a logical order, contain no spelling or grammatical errors, are formatted uniformly, and contain accurate information and correct calculations. The Contractor will retain all draft and marked-up documents and checklists utilized in reviewing documents for reference through the duration of the project and project acceptance.

### The Contractor will document, in writing, and deliver to the Department its responses to the Department’s comments and requests for revisions or clarification of deliverable contents.

### At the Department’s request, the Contractor will be required to conduct a walk-through of Department-selected deliverables to facilitate the Department's review and approval process. The walk-through will consist of an overview of the deliverable, explanation of the organization of the deliverable, presentation of critical issues related to the deliverable, and other information as requested by the Department. It is anticipated that the content of the walk-through may vary with the deliverable presented.

### In the event that any due date for a deliverable falls on a day that is not a Business Day, then the due date will be automatically extended to the next Business Day, unless otherwise directed by the Department.

### All due dates or timelines that reference a period of days will be measured in calendar days, months, and quarters unless specifically stated as Business Days or otherwise. All times stated in the Contract will be considered to be in Eastern Time, adjusted for Daylight Saving Time as appropriate, unless specifically stated otherwise.

### No deliverable, report, data, procedure, or system created by the Contractor for the Department that is necessary to fulfilling the Contractor's responsibilities under the Contract, as determined by the Department, will be considered proprietary.

## Hardware Requirements

### The Contractor will be required to provide all Key Personnel with laptops and mobile phones. The computers must meet Department standards. Specifications for computers will be provided to the selected Contractor. The Department will provide and load the software necessary to perform the work.

## Communication Requirements

### Communication with the Department

#### The Contractor will enable all Contractor staff to exchange documents and electronic files with the Department staff in compatible formats.

#### All email communication must be through State of Michigan email accounts. These accounts will be provided by the Department.

### Communication with Clients, Providers, and Other Entities

#### The Contractor will not engage in any non-routine communication with any Client, any Provider, the media, any other Department contractor, or the public without the prior written consent of the Department.

## Intellectual Property Ownership

### The Contractor will be held to intellectual property, ownership, and use as defined in the Contract. See Appendix B.

## Performance Reviews

### The Department may conduct performance reviews or evaluations of the Contractor in relation to the work performed under the Contract.

### The Department may work with the Contractor in the completion of any performance reviews or evaluations, or the Department may complete any or all performance reviews or evaluations independently, at the Department's sole discretion.

### The Contractor will provide all information necessary for the Department to complete all performance reviews or evaluations, as determined by the Department, upon the Department's request. The Contractor will provide this information regardless of whether the Department decides to work with the Contractor on any aspect of the performance review or evaluation.

### The Department may conduct these performance reviews or evaluations at any point during the term of the Contract, or after termination of the Contract for any reason.

### The Department may make the results of any performance reviews or evaluations available to the public, or may publicly post the results of any performance reviews or evaluations.

## Conflict of Interest

### The Contractor will be held to the conflict of interest clause of the Contract. See Appendix B.

## Reporting Requirements

### The Contractor will provide the reports listed in this section in the format directed by the Department and containing the information requested by the Department.

### The contractor will provide weekly status reports by using the suite of PMO tracking tools made available. The contractor will generate graphical metrics reports and will produce scorecards driven by empirical evaluation. The contractor will collate the scorecards with the issues reports and status reports provided by each team lead. These status reports will be furnished weekly to the State and the Child Support PMO Manager.

### The contractor will produce and/or provide appropriate inputs for weekly status reports for all scheduled work and work in progress. Weekly status reports will include work accomplished, work scheduled for the next week, and identification of issues requiring management attention. In addition, the following reports are required:

#### Incident reports for unscheduled system unavailability.

#### Regular staffing reports as required by the Child Support PMO.

#### Incident reports describing unanticipated problems, actions taken to address the problem, and outcomes.

#### Ad hoc reports as requested by the State.

## Document Control

### Key Personnel will be required to store all project work output, including, but not limited to, documents, reports, data, and spreadsheets, to designated drives and physical locations as directed by the Department. Failure to store work output as directed may result in termination of the Contract.

# Compensation and Invoicing

## Compensation

### The Contractor will invoice the Institute on a monthly basis as described in the Appendix B, MPHI Sample Contract.

### The invoice will contain all of the following for the month which the invoice covers:

#### The cost for each Key Personnel, billed for hours worked at fixed hourly rates, not to exceed 1984 hours per person per year. Key Personnel may not work overtime without written authorization from the Department.

### Payment of Invoices

#### The Institute will remit payment to the Contractor as described in Appendix B, MPHI Sample Contract.

## Project Duration

### The project duration will be five years and six months from the Start Date in fiscal year increments beginning October 1 through September 30. MDHHS reserves the right to continue these services for an additional three option years based on the selected contractor’s satisfactory performance.

# Evaluation Methodology

## Evaluation Process

### The evaluation of proposals will result in a recommendation for award of the Contract. The award will be made to the Bidder whose proposal, conforming to the solicitation, will be most advantageous to the State of Michigan, price and other factors considered.

### The Evaluation Committee under the facilitation of the Institute will conduct a comprehensive and impartial evaluation of each proposal received.

## Evaluation Committee

### An Evaluation Committee will be established using measures to ensure the integrity of the evaluation process. These measures include the following:

#### Selecting committee members who do not have a conflict of interest regarding this solicitation.

#### Facilitating the independent review of proposals.

#### Ensuring the fair and impartial treatment of all Bidders.

### The objective of the Evaluation Committee is to conduct reviews of the proposals that have been submitted, to hold frank and detailed discussions among themselves, and to recommend a Bidder for award.

### The Evaluation Committee will evaluate proposals to determine if each Bidder met all mandatory experience and/or qualification requirements. The mandatory experience and/or qualification requirements are scored on a Met/Not Met basis and only those proposals found by the Evaluation Committee to meet all mandatory requirements can be considered for a Contract resulting from this solicitation.

### Proposals will then be evaluated by the Evaluation Committee using the evaluation criteria in Section 5.4. Evaluation criteria may be weighted in order to reflect the relative importance of the criterion. The number of points given for each criterion will be based on the evaluator’s assessment of the response including whether all critical elements described in the solicitation have been addressed, the capabilities of the Bidder, the quality of the approach and/or solution proposed, and any other aspect determined relevant by the Department. Scores for all evaluators will be multiplied by the weighting, if specified, to determine the number of points.

### The Evaluation Committee may, if it deems necessary, request clarifications, conduct discussions or oral presentations, or request best and final offers. The Evaluation Committee may adjust its scoring based on the results of such activities. However, proposals may be reviewed and determinations made without such activities. Bidders should be aware that the opportunity for further explanation might not exist; therefore, it is important that proposal submissions are complete.

## Compliance

### It is the Bidder’s responsibility to assure that Bidder’s proposal is complete in accordance with the direction provided within all solicitation documents. Failure of a Bidder to provide any required information and/or failure to follow the response format set forth in Appendix A, Administrative Information, may result in the disqualification of the proposal.

## Evaluation Criteria

### The evaluation criteria to be used in evaluating proposals and recommending an award from this solicitation are as follows:

|  |  |
| --- | --- |
| **Mandatory Minimum Requirements** | **Met / Not Met** |
| Minimum of five years of experience providing staff augmentation services. | **Met /**  **Not Met** |
| **Response** | **Weighting** |
| Bidder’s submission of qualified Program Manager to complete the work described in this solicitation. | 50 |
| Bidder’s submission of qualified Project Manages to complete the work described in this solicitation. | 50 |

### Cost proposals of the highest scoring bidders will be evaluated by the Selection Committee to determine best value to the Department.

# Terminology

## Acronyms, Abbreviations, and Other Terminology

### Acronyms, abbreviations and other terminology are defined at their first occurrence in this Request for Proposals (RFP). The following list is provided to assist the reader in understanding acronyms, abbreviations and terminology used throughout this document.

#### BIC – Business Integration Center.

#### Bidder – Any individual or entity that submits a proposal, or intends to submit a proposal, in response to this solicitation.

#### Business Day – Any day in which the Department is open and conducting business, but will not include weekend days or any day on which one of the Department’s holidays are observed. The Department observes the following holidays:

##### New Year’s Day, January 1.

##### Martin Luther King Jr. Day, third Monday in January.

##### President’s Day, third Monday in February.

##### Memorial Day, last Monday in May.

##### Independence Day, July 4.

##### Labor Day, First Monday in September.

##### General Election Day, first Tuesday in November, even numbered years.

##### Veteran’s Day, November 11.

##### Thanksgiving Day, fourth Thursday in November.

##### Day After Thanksgiving Day

##### Christmas Eve, December 24.

##### Christmas Day, December 25.

##### New Year’s Eve, December 31.

#### CMMI – Capability Maturity Model Integration

#### Contract – The agreement that is entered into as a result of this solicitation.

#### Contractor – The individual or entity selected as a result of this solicitation to complete the work contained in the contract.

#### Department – The Michigan Department of Health and Human Services, a department of the government of the State of Michigan.

#### DTMB – Department of Technology, Management & Budget.

#### Institute – Michigan Public Health Institute

#### Key Personnel – The position or positions that are specifically designated as such in the Contract.

#### MDHHS – Michigan Department of Health and Human Services.

#### MiCSES – Michigan Child Support Enforcement System.

#### MiSDU – Michigan State Disbursement Unit

#### MPHI – Michigan Public Health Institute.

#### OCS – Office of Child Support.

#### PMO – Program Management Office.

#### PMP – Project Management Professional.

#### Start Date – The date the Department authorizes the Contractor to begin fulfilling its obligations under the Contract.

#### SUITE - State Unified Information Technology Environment.