

RFP #HRI EO – 2018-02
Questions and Answers

Q1. Whether companies from Outside USA can apply for this? (like, from India or Canada)

A1. Yes

Q2. Whether we need to come over there for meetings?

A2. Yes

Q3. Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)

A3. No

Q4. Can we submit the proposals via email?

A.4 Yes and one hard copy should be mailed.

Q5. My question is since we have both ANFP and healthcare practice, which seems to be the more significant focus for this effort – the chosen partners' familiarity with similarly missioned non-profits, research organizations, etc.? or the chosen partners' familiarity with health information, health informatics, healthcare metrics, etc.?

A5. Not-for-Profit

Q6. Will there be any opportunity to speak with or even visit with the organization prior to submitting our bid?

A6. No

Q7. Is there an incumbent or current IT strategy advisory firm that is participating in this process?

A7. No

Q8. What is the estimated time period for Phase 1?

A8. This should be part of your proposal.

Q9. What is the estimated time period for Phase 2?

A9. This should be part of your proposal.

Q10. Is all work to be done on-site in Menands, NY?

A10. Not necessarily but consultant will be required to gain an understanding of the IT unit and the technological needs of the organization.

Q11. Has budget been approved for Phase 1 and Phase 2?

A11. Yes, the project is approved.

Q12. Will you only accept IT Consultants that are US Citizens for this project?

A12. HRI will not pay visa fees or complete paperwork for visas; if consultants are approved to work in the US then they will be considered.

Q13. What is the total number of IT people currently in the organization?

A13. See organization chart on last page of RFP.

Q14. Can you provide a list of current Software applications and number of users by June 1, 2018?

A14. There are about 100 core corporate users of internal systems and about 3,500 users of our external facing applications.

Approximately 10 to 15 off-the-shelf applications.

Approximately 15 to 20 custom built applications and interfaces.

Approximately 8 cloud based applications.

Q15. Are candidate resumes required to be sent with the proposal due June 15?

A15. Candidate background is required but resumes will be accepted.

Q16. Can you provide a list of current workload or projects needing completed in short term? Le next 6-12 months?

A16. - We are currently working with a service provider to implement a network carve-out for our entire production network, including our Internet applications. The new network will be managed by a service provider. This project will be completed later this year.

Q17. What is the breakdown of IT people in Albany and Roswell Park locations?

A17. See organization chart on last page of RFP.

Q18. When do you estimate Phase 1 starting?

A18. As soon as possible.

Q19. Develop an understanding of HRI's current systems (what is your expectation? At what level you want the consultant to be familiar with? The overall role and features of the system or more than that?)

A19. Whatever is needed to develop a strategic plan for the organization. We have numerous needs for the organization from a technology perspective. We need assistance in determine how we can implement with the staff we have, or to what extent we may need outside assistance and what kind of cost that would represent for the organization.

Q20. Analyze skill level staffing and current workload: Is your expectation here for workforce analysis to determine the current skillset and gap analysis, comparing against demand?

A20. Yes. See A19.

Q21. How many systems are expected to be evaluated?

A21. That depends on the needs of the various Departments. The current project list is between 15 and 20 projects.

Q22. Can we present an hourly rate for the consulting assignment, as we do not know the number of systems and processes involved?

A22. Yes as well as an estimated number of hours.

Q23. What is your approach to onsite/offsite project approach? Any particular expectation for onsite presence?

A23. Meeting face to face with IT staff and directors and their staff is necessary to ensure adequate communication of needs and understanding.

Q24. Do you expect proposal for Phase 1 only now?

A24. Looking for Phase 1 and Phase 2 but you can respond to only one if you choose.

Q25. Is there an official budget for this project?

A25. No.

Q26. Can you tell me what the intended budget for this project is?

A26. No

Q27. Can you please share the allocated budget range for this project? This information will help us determine the on-site versus remote resources required so that we can submit a competitive proposal.

A27. No

Q28. How many department directors will need to be interviewed?

A28. 7 - 9

Q29. Will the interviews be required at the Albany and Roswell Park locations?

A29. Required for Albany but will be able to conduct Buffalo interviews via video conference.

Q30. Will Health Research, Inc. accept a fixed price proposal for Phase I and an hourly rate for Phase II? It would be difficult to give an accurate fixed price proposal for Phase II (e.g. required resources, time allocation, etc.) prior to the completion of the assessment.

A30. Yes.

Q31. With respect to the evaluation of security of systems referred to on Page 4 of the RFP, can you please provide a more detailed scope of what you are expecting as part of this RFP (e.g. penetration testing of internal and external servers, review of policies and procedures etc. or a full security audit by AQSA including such items as HIPAA compliancy)?

A31. RFP revised to remove this requirement.

Q31a. Can you please provide a list of security compliance to be assessed (e.g. HIPAA, etc.)?

A31a. RFP revised to remove this requirement.

Q32. Can we execute the project from offsite except during discussion phase?

A32. Yes.

Q33. For Phase II, the timeline for implementing strategic plan and evaluating software / vendor will depend on output from Phase I and time to complete this phase may vary depending on technology, software, vendor that will be finalized. Are you expecting our consultant to work with you throughout phase II and if so do you expect the consultant to work with you for full time or part time?

A33. No, time needed depends on what is necessary to ensure successful implementation.

Q34. Based on above question, do you expect us to come-up with expected indicative timeline for completion for phase II?

A34. Yes.

Q35. In the RFP it calls for electronic (email) and hard copy submission. Do you have a number for the hard copies you want?

A35. One hard copy in addition to the email

Q36. Can you provide a list of Information System currently used by HRI at both the Albany Division and Roswell Park Division? For Example;

- a. Servers
- b. Desktops
- c. Routers
- d. Switches
- e. Applications
- f. Operating systems
- g. Etc.

A36. No. See A14

Q37. Are the information systems and applications cloud based or on-prem? If on-prem, is it within HRI facility or in a third-party Data Centers?

A37. Mix of cloud and on-prem. See A14. All on-prem applications are at an HRI facility.

Q38. Do you have redundant systems and applications for Business Continuity and Disaster Recovery purpose?

A38. Not currently. Will be completed with the completion of the network separation project later this year.

Q39. Do you have any legacy systems or applications?

A39. Arguable. Our Powerbuilder applications might be considered legacy.

Q40. Do you have any of your support services outsourced to third parties?

A40. Support of cloud systems and off-the-shelf systems is third party.

Q41. Are you required to have an industry certification or compliance with any laws and/or regulations?

A41. No.

Q42. Are any international laws and/or regulations applicable to your organization, such as GDPR or Privacy Shield?

A42. No.

Q43. Do you provide any e-commerce solutions or remote portals for customers?

A43. No.

Q44. Do you allow mobile devices or “BYOD” in your environment?

A44. No BYOD. Only corporate owned devices are allowed.

Q45. Have you conducted an IT security assessment?

A45. No. No formal assessment has been conducted.

Q46. For the IS Organizational chart provided, is it a fair assumption that each box represents an individual staff member? e.g. under “Application Development”, is the team count six(6). Using that assumption, can you confirm that the total IS staff count thirteen (13)? Are all IT staff and IT resources located at the Albany Division office?

A46. Yes, 11 IT staff in Albany and 2 in Buffalo.

Q47. Will the primary activities be conducted at the Albany Division office or is the consultant required to visit the Roswell Park Division as well. In essence, when meeting with HRI’s various stakeholders, can all the meetings occur at the Albany Division office?

A47. See A29.

Q48. Has HRI conducted any Stakeholder / End User satisfaction surveys to gauge their satisfaction with IS/IT services? If yes, when was the survey conducted and will those results be made available to the awarded vendor?

A48. No

Q49. Will the awarded consultant have an opportunity to meet with HRI’s Management / Leadership team to review HRI’s strategic plans and objectives?

A49. Yes

Q50. (Section III/Project Scope/Phase 1/bullet point 3) – Would only a meeting with each department Director required or do you envision a need to meet with the Director and some of the key users in their department?

A50. Expectation is for meeting with each Director and key staff at each Director's discretion.

Q51. (Section III/Project Scope/Phase 1/bullet point 4) – Regarding evaluation of Security Systems, can you confirm that you are requesting a review of your network security architecture (firewalls, IDS/IPS, etc.)?

A51. RFP revised to remove this requirement.

Q52. (Section III/Project Scope/Phase 1/bullet point 4) - Your RFP requests pricing for Phase 1 and Phase 2 as well. Can we provide pricing for Phase 1 only since the nature of projects that may be undertaken in Phase 2 will not be known until completion of Phase 1? We can provide our work approach (narrative) of activities for Phase 2 and if desired a rate schedule that can be used to identify the Phase 2 cost upon completion of Phase 1 – would that be an acceptable approach?

A52. Yes

Q53. (Section III/Application) – In reference to your request for Employee Background, can you confirm that you are requesting the resume of the staff that will be assigned to this project?

A53. See A15.

Q54. Is there a timeline for this project i.e. expected start date and completion date?

A54. Phase 1 – part of your proposal, Phase 2 depending on final strategic planning document.

Q55. What is the primary driver for this project and who is the project sponsor?

A55. The Executive Director is the project sponsor. The ED has requested an independent assessment and development of a strategic plan to ensure those projects that are of the highest priority are completed in a timely manner and to ensure a consistent message to the organization of reasonable expectations and to meet the strategic plans of the organization. The strategic plan should also ensure appropriate allocation of staff to projects so IT can be as efficient and effective as possible in meeting the technology demands of the organization.

Q56. Will the selected consultant have access to both HRI and Roswell Park Cancer Institutes' strategic business plans and initiatives?

A56. Yes

Q57. Will the selected consultant have access to the results of any IT reviews/audits, such as HIPAA, HITRUST and/or SOC?

A57. Yes

Q58. Should we interview application owners or end users? If so, please provide a list of key stakeholder job titles and approximate number of anticipated interviews?

A58. Application owners only – see A50 and organizational chart included for each department and the Buffalo Division.

Q59. Pertaining to the cost benefit analysis in Phase 1, can you further clarify the expectations for the scope and level of detail necessary in this analysis?

A59. If additional resources are determined to be needed to complete a specific initiative, the cost of those resources should be included/estimated. HRI needs to be able to determine what budget will be needed to carry out any identified initiative and its cost in determining if we can move forward or for assessing where it would be best to place in the timing of the strategic plan.

Q60. Pertaining to understanding HRI's current systems in Phase 1, can further details be provided regarding the systems in scope (e.g., applications, technical infrastructure, end user devices)?

A60. See A14

Q61. Does HRI have a formalized IT governance model? If yes, what other participants (aside from the Executive Director) are engaged in the governance and decision making process?

A61. HRI Information Technology follows the COBIT governance model.

Q62. The scope of work to be addressed in this engagement appears to be very broad. Are there any areas of the IT function that are excluded from consideration under this engagement (e.g. network infrastructure)? Is it possible to provide more information about current applications in use at HRI?

A62. The project includes evaluating the total IT workload vs the available staff. There are no IT functions that would be excluded. See A14 for a description of current applications.

Q63. Can HRI provide any specifics on the current size and state of their IT environment?

A63. As stated elsewhere in this document, there are 12 to 13 staff members, a budget of over \$2.5 million. There are about 100 core corporate users of internal systems and about 3,500 users of our external facing applications:

Approximately 10 to 15 off-the-shelf applications.

Approximately 15 to 20 custom built applications and interfaces.

Approximately 8 cloud based applications.

Our Active Directory has 100 user accounts. Our LDAP has 3,500 user accounts.

Q64. What IT services are outsourced versus Insourced?

A64. Currently all in house.

Q65. In section F, there is reference to necessary training, licenses and permits. Can HRI elaborate on the types of training and licenses that are needed? Are there specific software tools that HRI is expecting the bidder to have?

A65. This is standard RFP language and is in reference to having all the proper licenses, etc. to do business in NYS.

Q66. Can HRI elaborate on what you are looking for in the “Evaluate security of systems” task? Would this effort include a risk assessment, vulnerability scanning, penetration testing etc.?

A66. RFP revised to remove this requirement.

Q67. Is the existing IT infrastructure capable of supporting the current number of users, or is the system(s) at capacity and in need of upgrading?

A67. Existing infrastructure is sufficient. Evaluating the IT infrastructure is not a part of this project.

Q68. How many HRI employees (or outsourced resources) have administrative access to IT systems/servers?

A68. Each system has its own admin functions. There is no easy answer to this question.

Q69. Does each department maintain its own IT resource/staff? If so, how many per department?

A69. No

Q70. Does the current network security audit plan (i.e. annual penetration tests) account for internal systems such as:

- a. server farm(s)
- b. LAN
- c. WLAN
- d. WAN
- e. On-premise applications
- f. Hosted applications

A70. RFP revised to remove this requirement.

Q71. Will cloud-based applications be in the scope of this project?

A71. There is significant administrative overhead required for some cloud based applications. (like Office365) Since this affects staffing requirements and workload, cloud-based applications are in scope.

Q72. Will in-house resources ever be expected to absorb responsibilities current under managed services contracts?

A72. We have no managed service contracts.

Q73. Is the cost-benefit analysis expected to account for in-sourcing of currently outsourced services?

A73. All costs to implement the strategic plan.

Q74. Does HRI anticipate adding new systems/applications in the immediate future that may impact the software acquisition recommendation?

A74. No. We have not selected any new systems or applications. We are hoping to potentially identify some as a result of the strategic plan in Phase II. For example, a scanning solution.

Q75. In section IV D you mention that "all applications received and evaluate competitively each application based on defined review criteria." Can you share with us the defined review criteria?

A75. No

Q76. HRI seeks services for:

Phase I:

Analyze the skill level, staffing and current workload of the IS department.

Develop understanding of HRI's current systems.

Meet with each department director to determine technology needs.

Develop cost benefit analysis of the IS needs.

Evaluate security of systems.

Prioritize needs against priorities of HRI corporate office.

Identify any roadblocks or concerns.

Clearly articulate and present the results of the project to HRI's Executive Director.

Develop 3-5 year strategic plan for IS needs.

Phase II:

Provide support to HRI to implement strategic plan.

Evaluate & identify technologies and/or software for HRI to purchase.

You are asking for quotes for each of the above. Can you address how we can provide implementation estimates for the Strategic Plan implementation and software in Phase II since it won't be developed until Phase I?

A76. Providing information for Phase II is not required. Only if you wish to apply for Phase II.

Q77. You are asking for us to review your IT department and current systems. Can you provide a high level review of your IT department and systems? Are your systems hosted internally or externally? Supported internally or externally?

A77. HRI has 12 or 13 staff involved in all IT functions from system administration to application development to network security. There is a varied group of systems, some hosted and supported internally, some hosted and supported externally.

Q78. Who is the Executive Sponsor(s) of this project at HRI?

A78. The Executive Director.

Q79. What are HRI's key drivers for seeking external assistance with these services?

- a. What are the primary goals of this effort?
- b. What are your challenges?

A79. See A55.

Q80. What is HRI's desired timeframe for this project?

- c. Do you have specific start and end dates in mind?
- d. Are there any specific milestones that need to be considered?

A80. This should be part of the proposal. See RFP for project scope for milestones.

Q81. Has HRI established a strategic planning team to work with the selected consultant? If yes, who is on HRI's strategic planning team (by job role)?

A81. Executive Director and Unit Directors.

Q82. Do you have any specific questions or concerns that that you want this project to help you address? If yes, please describe.

A82. See A55.

Q83. Does the Information Services department currently employ any particular standards or practices? For example: PMBOK, ITIL, COBIT, ISO, other. If yes, please describe.

A83. The Information Systems unit follows COBIT.

Q84. Is this HRI's first Information Systems strategic plan, or is has one been created previously? If an Information Systems strategic plan has been created previously:

- e. Did HRI hire an external vendor to create the strategic plan? If an external vendor was used, who was the vendor?
- f. When was the plan developed?

- g. What was the dollar value of the most recent contract for an Information Systems strategic plan?
- h. Can the prior Information Systems strategic plan be made available to bidders?

A84. This is the first Information Systems Strategic plan

Q85. Does HRI expect the consultant to conduct an IT assessment as part of their IT strategic planning approach? If yes, please provide more information regarding your expectations for this assessment, including how extensive the review should be, the stakeholders to be included, etc.

A85. An IT assessment is needed only as it pertains to building a strategic plan

Q86. The RFP mentions that HRI assists the following organizations:

- i. NYS Department of Health
- j. Roswell Park Cancer Institute Corporation
- k. Other partners

What role will these organizations have in this project, if any? Who are the other partners?

A86. Those organizations will have little or no involvement with the project. It is focused on internal customers.

Q87. To what extent are the NYS Department of Health, Roswell Park Cancer Institute Corporation, and/or other HRI partners involved in HRI's Information Services? Please describe.

A87. Minimal involvement.

Q88. Regarding RFP Section IV.D. (Page 5 of the RFP): Has HRI established the proposal selection committee yet? If yes, who is on HRI's proposal evaluation committee (by job role)?

A88. No.

Q89. Regarding RFP Section IV.F. (page 6 of the RFP): Item #1 references a "Proposal Form" to be signed. I do not see the Proposal Form in the RFP. Can HRI provide bidders with the Proposal Form?

A89. RFP revised to remove this requirement.

Q90. Regarding RFP Section IV.F. (page 6 of the RFP): For Item #6 (System for Award Management; SAM.gov), can this be a requirement of the winning bidder only?

A90. Yes.

Q91. May we receive answers to all questions submitted by bidders?

A91. Yes.

Q92. Does HRI have a budget estimate or range for this project that you can share? If yes, please provide detail.

A92. No.

Q93. Are there locations besides Albany and Buffalo that need to be considered?

A93. No.

Q94. Can you clarify what is meant by “current systems”?

- a) Is the scope limited to applications or is infrastructure (compute, storage, networking, data centers) included?

A94. The scope is limited to applications. However, support for infrastructure will affect staffing requirements and availability, so it should be included in that analysis.

Q95. Can you clarify what is meant by “understanding”?

- a) Are you looking for a ‘health assessment’ or for the creation of detailed technical documentation?

A95. "Health assessment" is a more accurate term.

Q96. Can you clarify the level of detail expected in the security “evaluation”?

- a) e.g. Is penetration testing expected?

A96. RFP updated to remove this requirement.

Q97. What are the current challenges that are driving this project?

A97. See A55.

Q98. How does the Information Systems division currently support the 9 listed departments (and is this a complete list)?

A98. Limited support is provided to external users of HRI systems. Departments listed in RFP are the complete list.

Q99. What is the plan for departmental involvement (e.g., how many/what level contacts be involved for each department, and are they on board with this project)?

A99. Yes, all departments are on board. 1-2 contacts per department.

Q100. Does the term "technology needs" limit this only to support for current processes or also to include assessments of + proposed changes to those processes and missing processes?

A100. The term refers to current and future processes.

Q101. What constraints are in place (e.g., does this need to be completed by a certain date so they can request funding)?

A101. No current constraints.

Q102. Is there an existing Information Systems strategic plan? Business strategic plan? If there are current plans is there one for all of HRI, for each department and if so are they aligned?

A102. There is no current Information Systems strategic plan.

Q103. As a measure of significance of the work involved, what is the average annual budget for the Information Systems division?

A103. The total Information Systems budget is approximately \$2.5 million.

Q104. Over what period of time is the second phase (implementation of strategic plan support and technology selection) expected to occur?

A104. Based on proposed strategic plan.

Q105. Does HRI have a pre-determined level of effort in mind for this project, such as minimum hours or a budgeted amount of dollars?

A105. No.

Q106. What are the major systems/technologies currently in use at HRI?

A106. The financial system OneSolution from Superior is the most important system. Custom applications are written in JavAor Powerbuilder.

Q107. How many users access these systems?

A107. There are 100 internal users. There are up to 3,500 external clients.

Q108. Expected growth over the 3-5 year timeframe?

A108. Unknown.

Q109. How many people are in the IT organization and to whom does the Director report to at HRI?

A109. See org chart. The Director reports to the Executive Director (CEO)

Q110. Can we get an organization chart for the following business units:

- Executive Administration
- Office of Sponsored Programs
- Human Resources
- Corporate Compliance
- Subcontracts
- Institution Advancement
- Controller's Office
- Technology Transfer
- Roswell Park Division

A110. Attached

Q111. Does the HRI have current state business processes documented?

A111. No

**Health Research, Inc.
Corporate Office
Organizational Chart**

Executive Director

Director, Roswell
Park Division

Corporate Compliance
Director

Internal Auditor

Senior Auditor II

Audit Assistant II

Corporate Controller
Director

Assist Director
Finance / Operations

Payroll Manager

Payroll Admin II

Payroll & Accounting
Assistant II

Accounting Manager

Sr Bus Ops Clerk II
Accounts Payable

Sr Bus Ops Clerk II
Accounts Payable

Sr Accounting Assist

Sr Accounting Assist

Business Operations
Manager

Bus Ops Admin II
Purchasing

Bus Ops Admin I
Purchasing

Sr Bus Ops Clerk II
Travel

Sr Bus Ops Clerk II
Travel

Executive Office
Executive Secretary

Administrative
Aide

Office Assistant I

Human Resources
Corporate Director

Assist Director
Human Resources

Benefits Manager

Human Resources
Admin III

Human Resources
Admin II

Sr Human Resources
Admin

Human Resources
Admin III

Human Resources
Admin II

Human Resources
Admin II

Human Resources
Admin II

Human Resources
Admin III

Information Systems
Corporate Director

Assist Director

Business Sys
Application Admin I

Principle Application
Developer

Assoc Programmer/
Analyst

Assoc Programmer/
Analyst

Assoc Programmer/
Analyst

QA Business System
Tester

Database Warehouse
Specialist

System and Network
Manager II

Computer Systems
Admin II

Institutional
Advancement

Sponsored Programs
Director

Assist Director

Assistant Grant
Administrator

Grants Assistant II

Senior Grants
Manager

Grant Admin II

Grant Admin II

Grant Admin II

Grant Admin II

Technical Writer

Subcontracts
Director

Sr Contract Admin

Contract Admin I

Contract Admin I

Assistant Contract
Administrator

Technology Transfer

Marketing and
Licensing Assoc.

