1. In this RFP are you looking for a Commercial off the Shelf program already or would you consider a design/build/ and install approach?
   Answer: We are looking for a system that will meet the needs of the Department, be it COS or Design Build.

2. Page 2, Reference RFP Due Date – Would the Ministry consider extending, by at least two weeks, the RFP due date to allow vendors adequate time to review and incorporate responses to the Ministry's answers to vendor questions into our final proposal?
   Answer: Yes, please refer to the updated Summary of Key Dates. RFP Submission are due on July 17th, 4 pm.

3. Page 2, Reference Schedule – Would the Ministry be agreeable to schedules that go beyond July 2016? A multi-phased implementation over a longer period could provide less risk and targeted milestones to achieve the system requirements.
   Answer: This can be discussed with the successful vendor and put in the SOW.

4. Page 3, Appendix 2, Case Management Application Requirements (Table yes/no) – Would the Ministry clarify that the government is expecting a yes/no answer to the requirements of this section? In addition to a yes/no response, would the Ministry expand the response sections to allow vendors to elaborate and provide more detail where such would provide a better description of the proposed solution?
   Answer: - it is not a yes or no table. It is an information table explaining what we are looking for in the proposed solution. We will allow a discovery phase for the shortlisted vendor. See Summary of Key Dates.

5. Page 8, Section 6.1 a) Evaluation Matrix (Exhibit 2) – The evaluation is on page 25 of the RFP and is cut off in portrait mode and seems to be missing key information including the weighted scoring. Would the Ministry please publish a revised version?
   Answer: - See New Matrix attached. We have extended the RFP submission date because of this.

6. Page 8, Section 7.1 refers to mandatory requirements. The only location where mandatory requirement is specifically identified is in the Page 23 Certificate of Conformation of Non-collusion. Is that correct?
   Answer: - Yes

7. Page 14, Distribution of users – This section identifies that users will be employees with 80 users and 60 as case workers. Can you provide more detail on what the other user roles might be? Also, will there be any third party users of the solution including community-based organizations. If yes, can you provide some detail on the nature of their role and interaction with the solution?
   Answer:-All Case workers of Child and Family services will have access to this system. Other entities in the Bermuda Government will have access to the system in future phases. The entities include, Department of Health, Ministry of Education, Financial Assistance, Housing Corporation and Court Services. Discovery period for these phases will be arranged using the office of procurement guidelines.

8. Page 12, Section 1 refers to compliance with the Child Family Standards outlined in the Children's Act of 1998 and the Amendment Act of 2000. Would the Ministry please provide clarification to the standards required, as the legislation does not appear to have specific sections regarding these standards and appear to include requirements around other programs (such as Child Support and Day Care).
   Answer: - Compliance under the act refers to investigation of abuse and neglect, foster care and children being placed in care of the director. It is essentially, case management around those requirements.

9. Page 18, requirement 17 - Describes that requirements for notices and forms are included in Appendix C. Would the Ministry please provide a copy of Appendix C and the described new tool for notices? If any other appendices were not included would the Ministry provide these as well?
   Answer:- This was an error.

10. Page 12, Primary Objectives - Describes communication and sharing of data with related systems. Can the systems, volume and type of communication be provided on these related systems?
    Answer: We are hoping that the system in the future will interface with, Department of Health, Ministry of Education, Financial Assistance, Housing Corporation and Court Services. Part B – No, not at this time this will be done in a future phase.

11. Page 20, Phase 2 Requirements – Describes the Phase 2 Requirements such that "These aspects of the system should be considered in the overall design but will not be included in the Phase I scope of work." Would the Ministry clarify that it wishes vendor responses to (a) Scope Phase 1 functionality with the consideration that the solution should be flexible and adaptable to someday expand to address the functionality in Phase 2; or (b) Also include scope to design the Phase 2 functionality but not develop/implement it as part of the scope of this response.
    Answer: – Yes, that is correct.

12. Page 20, Requirement 20 – Would the Ministry provide information on the number of eligibility programs anticipated to be determined and supported in Phase 2.
    Answer:- We are hoping that the system in the future will interface with, Department of Health, Ministry of Education, Financial Assistance, Housing Corporation and Court Services.

13. Page 20, Requirement 21 – Would the Ministry provide information on whether this requirement necessitates the replacement of check writing and document management/production solutions for payment issuance and billing or whether it is expected that the proposed solution would pass the necessary information to existing solutions.
    Answer: It is expected that the proposed solution would pass the necessary information to existing solutions ie, Accountant General E1 application.

14. We would like to request a two-week extension from July 10, 2015, to July 24, 2015.
    Answer: Please refer to the updated Summary of Key Dates. RFP Submissions are due on July 17th, 4 pm.

15. Section "k) Summary of Proposal" contains of bulleted list of items. Please clarify how vendors should respond to this bulleted list of proposal components—or if a response is warranted at all.
    Answer: - This is all the documentation we expect to see in all RFP responses.

16. The proposals will be evaluated against the criteria and weighted scores will be applied as described in the Evaluation Matrix. Some columns of the Evaluation Matrix (Exhibit 2) are not viewable. Can the Department provide a full updated evaluation table.
    Answer: - See New Matrix attached. We have extended the RFP submission due date because of this.

17. Does the Department want a point-by-point response to each requirement in Appendix 1?
    Answer:- Yes, we do so that we can clearly see if your solution will meet our needs.

18. Does the Department want a point-by-point response to each requirement in Appendix 2?
    Answer:- Yes, we do so that we can clearly see if your solution will meet our needs.

19. The "Price Schedule Rates" matrix included does not include columns to provide hourly rates as required by Section G Cost Acquisition. Can the Department provide an updated matrix.
    Answer: - See New Matrix attached. We have extended the RFP submission date because of this.

20. Is the tentative go live date of July 2016 flexible, or is the date constrained/fixed by DCFS? We believe there may be beneficial approaches that would impact the anticipated go-live date.
    Answer: - It is flexible and will be discussed with the successful vendor

21. Does DCFS have an anticipated start date for the project following vendor selection and contract negotiations?
    Answer: - Unfortunately, we are unable to confirm the anticipated start date. Once the successful vendor is selected, there is an internal approval process that has to take place.

22. Section "k) Summary of Proposal" contains of bulleted list of items.
    Please clarify how vendors should respond to this bulleted list of proposal components—or if a response is warranted at all.
    Answer: - This is all the documentation we expect to see in all RFP responses.

23. The proposals will be evaluated against the criteria and weighted scores will be applied as described in the Evaluation Matrix.

Some columns of the Evaluation Matrix (Exhibit 2) are not viewable. Can the Department provide a full updated evaluation table.

Answer: - See New Matrix attached. We have extended the RFP submission date because of this.

24. Appendix 2 between pages appears to be missing business or service areas 2-8. Can DCFS please provide the missing areas?

Answer: - That was an error in the document. What is currently in the appendix is all that is required.

25. Would DCFS consider alternative cost components to those included in the table? Specifically, our proposed approach would likely use an Agile software development methodology that does not readily include Analysis/Design, development, testing, and conversion phases.

Answer: - we are open to all proposed solutions and project management methodologies

26. Does DCFS intend to include maintenance and operational services as a part of the project?

Answer: - Yes, this will be discussed with the successful vendor

27. Regarding the requirement (or strong preference) for a COTS-based Child Welfare Case Management solution. Has the agency evaluated (even partially) any COTS-based Child Welfare Case Management solutions as part of its due diligence for creating the RFP? If so, would the Agency be willing to share its assessment of those solutions (or at least a listing of any products you have looked at)?

Answer: - for the benefit of this RFP we have not looked at any.

28. In our CW deployment experience, although that is a potentially viable schedule, it is somewhat aggressive for completing all of the phases of the project (requirements, configuration, testing, deployment and user training, etc.). Would the Agency consider alternative project schedules (within reason) assuming it was for well documented project planning assumptions?

Answer: - Yes, this will be discussed with the successful vendor

29. Does the Agency currently work with any Systems Integrators and/or Professional Services organizations to supply it with the resources needed to support its current Child Welfare or other IT solutions operations, maintenance, and/or enhancements? If yes, would you be able to provide the names of the companies?

Answer: - At present we have an old Lotus Notes based application that currently has no support.

30. Does the Agency have a preference for the optimum deployment strategy for the project's solution to be either (1) COTS via SaaS, (2) COTS via External Hosting / Managed Services, or (3) COTS via On-Premise Deployment in Bermuda IT Environment?
Answer: - We would prefer a cloud based solution. However, ITO has the infrastructure to house a physical or virtual server for any solution proposed.

31. Does Bermuda want us to create an outbound interface from the new system to a financial system to provide payment instructions to providers?
Answer:- Yes the solution must interface with the E1 application.

32. What forms and notices must the system produce?
Answer: Intake forms, assessment and investigation forms, court reports, application forms, referral forms, reassessment form, service template, court report templates

33. What administrative reports should the system produce?
- External referral form/Child Protection Referral Form
- Internal referral form
- Referral form to external agencies
- THRIC referral form
- THRIC Data collection form
- Booklet – Child Fact sheets
- Client information form
- SDM (Structured Decision Making) screening form
- SDM Safety assessment and plan
- SDM Risk Assessment
- SDM Risk Reassessment form
- SDM Family Strengths and Needs Assessment form
- SDM Family Reunification form
- SDM exemption form
- Comprehensive Bio-psychosocial assessment
- Release of Information – Child
- Release of Information - parent
- File Audit form
- Client Satisfaction Survey
- Case Review
- Statistics form (data collected by workers)
- Closing summary form
- Closure letter to client
- Closure letter to referral source
- Notification of Court Hearing Form
- Court Report template
- Plan of Care template
- Service Plan/Therapeutic Intervention Plan template
- Home Visit form
- Visit observation form
- Contact record/ child profile/ parent profile/ perpetrator profile

- Behavioral contracts
- Family contracts
- Removal letter
- Letter to Education (investigation)
- Memo – template for feedback to Education and internal sections
- Staff Satisfaction Survey
- Stakeholders survey
- Supervision for success template
- Client request for access to files
- Service Provider Contracts
- Reading of family court report
- Consent to record child and adult version
- Evaluation of Service Providers
- Clinical Review form
- Incident Report
- Grievance Report
- Behavioral contract
- Parenting Contract
- Access Contract
- PQI Forms
- DCFS Performance Measures Template
- Food Voucher receipt form
- Client Certificate of Attendance template
- Memorandum of Understanding BHC Client
- Memorandum of Understanding Community non BHC Client
- Memorandum of Understanding Residential Client
- Contact Notes
- CMIT Monthly Payment Schedule
- Income/ Expense Tracker
- Long Range Debt Payment Schedule
- Debt Receipt Logs
- Client Financial Status
- Home Based Program Referral Form
- Home Based Program Statement of Understanding
- Home Based Contract
- Voluntary Termination Form
- Foster Parent Application Form
- Foster Parent Medical Form
- Foster Parent / Police Clearance Check Form
- Foster Parent Release of Information Form
- Foster Parent Placement Contract
- Youth Discharge Survey
- Foster Youth Survey (Primary School)
- Foster Youth Survey (Middle & High School)
- Vendor Form
- Purchase Order Requisition Form
- Permission to Travel Form

- Permission to Travel Form (Medical Letter)
- Notification of Court Hearing Form
- Foster Child Medical Form
- Foster Home Monthly Assessment Form
- Foster Placement History Form
- What management Foster Placement Monthly Questionnaire
- Special Respite Time Sheet Form
- Regular Respite Time Sheet Form

34. What reports should the system produce?
- Monthly, quarterly and year end statistical reports
- Monthly quarterly and year end Structured Decision Making client performance reports
- Annual Plan
- Strategic Plan

35. Does the system only transmit alerts to the Bermuda Courts, or does it receive information too? Is it just alerts?
Answer: - It transmits court reports and receives requests from the courts.

36. Does the system only transmit alerts to the Bermuda Housing Corporation, or does it receive information too? Is it just alerts?
Answer: - Yes, this is in another phase.

37. What is the Initial Statement of Work listed on the pricing schedule?
Answer: - this will be discussed during the presentation with the short listed vendors.

38. Does Bermuda own sufficient SQL Server, WebSphere, and DB2 licenses already, or do we need price these into the proposal?
Answer: - Yes, ITO will be able to provide these.

39. Does Bermuda currently have sufficient hardware capacity to host the solution, or should new servers be included in the bid?
Answer: - We would prefer a cloud based solution. However, ITO has the infrastructure to house a physical or virtual server for any solution proposed.

40. Does Bermuda currently own mobile devices, or should mobile devices be included in the bid?
Answer: - Case workers all have mobile devices already.

41. Is it correct to assume that phase II items should not be priced in this response?
Answer: - Yes, Phase two will be reviewed at a later date, in accordance with the Office of Procurement Guidelines.

42. Are they expecting any data conversion to be in scope?

43. Does the Total Cost of Ownership portion of the price schedule cover the 1 year after implementation or does it also include Total Cost of Acquisition?
Answer: - We are looking for the Total Cost of the Acquisition. Yearly system maintenance should be a separate line item.

44. What does the Security item refer to on the pricing schedule?
Answer: - The system must have audit tracking. Also, management in DCFS must have higher permission levels to authorize case assignments and they must have the ability to see all cases.

45. Which CRC Structures Decision Making Assessments is Bermuda currently using?
Answer: - see 48

46. Have the assessments been configured to reflect any unique needs Bermuda has or are they exactly the same as CRC's source assessments?
Answer: - They have been configured but the scoring is the same and the CRC assessments.

47. On Page 18 of the RFP, #17 Produce program notices and forms in the table under Summary of Future Needs – Appendix C is referenced with draft requirements for notices and forms to be included. Appendix C is not found within this RFP, will DCFS make these accessible?
Answer: - Yes, during the discovery phase.

48. What infrastructure does your organization/department have in place?
Answer: - See 51&52

49. Does organization/department have server or vendor has to host everything?
Answer:
Answer: - We would prefer a cloud based solution. However, ITO has the infrastructure to house a physical or virtual server for any solution proposed.

50. Does organization/department have ample resources to manage the application or website Or COTSYS has to act like IT Department?
Answer: - We will have power user of the system, but all application management will be the responsibility of the vendor. ITO can provide you the infrastructure.

51. Is there a budget range set forth for this you are going to share with the respondents?
Answer: No
52. Please provide screenshots of interfaces user interact with in Lotus Notes.
Answer: - this will be accomplished during the discovery phase, which has been added to the schedule.
53. Please provide details of SDM, if any existing system.

Answer:- SDM, is a structured assessment and protocol that systematically focuses on critical decision points and ensures that critical case characteristics, safety factors and domains of family functioning are assessed at various points to assist in case planning and decision making.

54. Please provide detail of financial assistance and court applications – what all interface mechanism provided by these applications.

Answer: - You will have access to the systems on the discovery phase

55. Will Amazon based hosted offering be accepted?

Answer: - we will review ALL proposed solutions

56. Is on premise is preferable or cloud hosted?

Answer: - Cloud solution is preferable

57. Is the proposed solution required to be integrated with HSS? If yes, pls. provide interface mechanism exposed by HSS.

Answer: - Yes, however that is in a future phase

58. The points mentioned in the table jumps directly to point number 9 from point 1. Kindly clarify this.

Answer: - This was an error. What is in the appendix is all that is required.

59. Please provide the number of maximum concurrent and total users who would be accessing the solution. Concurrency is defined as for every five people who have been registered in the system, only one person is logged in at any given time.

Answer: - One hundred and forty users (140). It is expected that at least 80 persons will be users of the system at the same time.

60. Department is currently using a case management system, is there a requirement to migrate the existing cases into new system? If yes, Please provide clarity on the format of the existing data that need to be migrated from the existing system to the proposed system?

Answer: - Yes. The current data is both paper based and in a Lotus Notes application which is currently unsupported.

61. As majority of the processes mentioned in the RFP will require submission of supporting documents, the presence of an enterprise wide Document Management system becomes central to the proper functioning of the solution therefore we strongly believe that the proposed workflow should have a tight integration with DMS system, with embedded document viewer within the workflow interface to ensure document security. Is our understanding Correct?

Answer: - Yes

62. Please share the specific policies and functions required to be compliant.

Answer: Document will be available to the shortlisted vendors.

63. Please provide the specifications of the current Financial System and if any specific mode for integration is required for this. Kindly confirm.

Answer: Document will be available to the shortlisted vendors.

64. Please provide detail of financial assistance and court applications – what all interface mechanism provided by these applications.

Answer: - This will be in a phase at a later date (Phase 2)

65. Which third party applications are required to be interfaced?

66. Please provide the clarity on the total no of workflows to be automated or these processes are having multiple sub processes which need to be automated as part of current project scope.

    Answers: - We currently have 7 workflows but would like to expand to 10

67. Is department looking for capabilities of graphically modeling the workflows, graphical form designer for quickly designing user interfaces and visual dashboards to monitor progress of workflows. Please confirm. Our recomendation is that BPM solution for Workflow Management should comply to workflow standard such as BPMN, BPEL and WFMC

    Answer: - Yes

68. Where is this information currently being captured? Where will the information be stored and maintained in the future?

    Answer: - This information is currently being captured in Lotus notes and paper based files.

69. Will any current system be replaced as a part of this activity

    Answer: - Yes. Lotus notes

70. What are all the types of requests that come in to the intake triage. Will they follow the same workflow?

    Answer: Abuse, Neglect and assessment. Yes.

71. Please elaborate on the licensing and foster care management process. Is this restricted to an onboarding process for foster care families or does it also include periodic reviews, complaints and others.

    Answer: All prospective Foster parents are interviewed and assessed for suitability. Foster families are reviewed annually for licensure and monitored monthly. It also requires ongoing case management of children in placement.

72. Can you please elaborate on the notices and forms functionality required?

    Answer: - See #33

73. Request you to please provide clarity on the evaluation points vetting methodology.

    Answer: - All requested documentation must be present at the time of submission for your submission to be considered.

74. As the statement states that vendor needs to consider the phase II processes while designing the phase I processes. Kindly confirm how and when phase II will be implemented.

    Answer: - This cannot be determined as phase II will have to follow the guidelines of the Office of Procurement.

75. The tables mentioned on this page is not complete. Kindly share the complete information on these table.

    Answer: - Error in the document.

76. What is the approximate budget of the project?

    Answer: - This information is not being shared at this time.

77. Did the department see any case management related product demos prior to release of the RFP? If so, what are the products you have reviewed?

78. Is there a preferred list of system integrators that the Department works with?
    Answer: - We currently only interface with E1. Future phases will interface with other applications see above.

79. Is Disaster Recovery site also part of the current project scope?. Please clarify.
    Answer: - This can be discussed during the vendor selection presentation with the ITO engineer.

80. Request you to please provide clarity on the uptime of the proposed solution.
    Answer: the system has to be up 24x7, with the exception of scheduled maintenance

81. Request you to please provide the clarity about the number of users to be trained as a part of the current project scope.
    Answer: 109 staff members will be required to be trained.

82. Will the proposed solution is to support Web spehere and also other application server such as Jboss and use MS SQL database. Kindly confirm.
    Answer- Yes

83. In addition to the Lotus Notes Case management systems within the department, which other systems (ERP, HRIS, Payroll, etc) are in place within the Department. Please provide the no and name of the applications.
    Answer: E1 Application

84. As the Foster care provider will increase with time, Is there a need for a public interface for Foster care providers or they will be registered users of the system? Kindly confirm.
    Answer:- that is a function that is currently managed in-house.

85. Which system the data / document required to be converted? In which forma the data / document will be made available for conversion in proposed solution?
    Answer:- currently in the Lotus Notes Database and file form. All data has to be imported into the new application.

86. What all are in Government of Bermuda IT Infrastructure – systems, applications etc. – that are required to be integrated?
    Answer: - just the Lotus Notes case management system and the E1 application.

87. What are related systems?
    Answer: - There are none

88. Please elaborate on centralized intake process – does it include any systems, applications and/or manual activity steps.
    Answer: - this will be done during the discovery phase for the shortlisted vendors.

89. Request you to please provide clarity about the support and maintenance period as part of current project scope.
    Answer: - We are expecting yearly maintenance throughout the life of the system. We expect a period of 6-12 months after implementation for any stabilization and support.

90. "Since scalability is a key issue in a govt scenario, performance of solution is one of the key objectives, so are you looking for architecture in which images/documents are stored in a file server while only the metadata is stored in databases so as to increase the scalability and search performance of the application. Kindly confirm"

91. Please provide the number of maximum concurrent and total users who would be accessing the solution from an internal employee perspective.
92. "Request you to include the following specification to ensure best of breed solution:
The required BPM solution for the Workflow Management system should be BPEL based Service Oriented Architecture. So please ensure that a BPM based system which should complies to workflow standards such as BPMN, BPEL, WFMC is required for automation of workflows."
93. "Understanding the scale of the project and future needs we strongly believe that the desired workflow system should have inbuilt graphical drag and drop based form designer for easier and faster design of business forms.
Is our understanding Correct?"
94. "As majority of the processes mentioned in the RFP will require submission of supporting documents, the presence of an enterprise wide Document Management system becomes central to the proper functioning of the solution therefore we strongly believe that the proposed workflow should have a tight integration with DMS system, with embedded document viewer within the workflow interface to ensure document security. Is our understanding Correct?"
95. From this point, does the department is asking the experience of vendor in Health domain?
96. "As we understand that you require a scalable and standard solution for Workflow , so based on our experience of working with various PSU's and Government department we recommend that following should be included in eligibility criteria :
a. Proposed product should have more than 300 installations
b. Product should have at least one live implementation site with more than 1 crores document archived in document management repository as well as having user base of more than 250 concurrent users.
c. The proposed DMS and Workflow management system should be from same vendor so that applications are seamlessly integrated"