

Connecticut Lottery Corporation (CLC)

Request for Qualifications (RFQ) #CLC202007

For Project Management Services For

Lottery Gaming System Transition Project Management Office

February 2, 2021

Addendum 1

Proposer Questions and CLC Responses

1. Is the role Project Manager or PMO Manager or both? If either of the latter two, are their other project managers reporting into the PMO?

The CLC seeks a manager for its Project Management Office (PMO). The manager will lead the PMO in managing, overseeing, and reporting on the successful and orderly completion of the gaming system transition. The CLC and its gaming system vendor will each have their own respective primary leads and high level decision makers participating in the project. See Appendix B, Paragraph 3.6.2 of the CLC's gaming system RFP posted at <https://www.ctlottery.org/PublicSolicitations> for further information about the PMO.

2. With the project work starting in June 2021, how much time is being allowed to establish PMO?

The CLC anticipates establishing the PMO approximately four (4) weeks after contract award under the RFQ.

3. Does this project include the infrastructure, integrations, disaster recovery and legacy data conversions of system(s)? If so, are these insourced or outsourced and how will they report into PMO/PM?

Yes. These activities will be performed by the CLC and the gaming system vendor using their own personnel and resources with reporting to the PMO through their project leads.

4. Specific to the Lottery Gaming System hardware, will this be cloud based or on-premises?

Both.

5. What is the reporting line for this role?

The chosen respondent will report to the CLC and be a member of the PMO governance body.

6. How will users be trained, change management handled, and communications outside of consultants (user training)?

These areas will be established in the gaming system conversion plan and the PMO Project charter.

7. Will the business case we share with PM/PMO aid the development of the Project Charter?

The question is not completely clear to the CLC. This will be discussed with the chosen respondent.

8. Is there an expected type of project methodology expected (or to be agreed upon with vendors) to be used? Waterfall or Agile/Scrum?

The CLC is relying on the respondent to recommend the appropriate methodology to ensure that the management of the project is collaborative, efficient, and effective.

9. Is there a repository of OPA (Organization Process Assets) for projects and tools such as PlanView, Clarizen, etc... (Please advise if there is a specific tool intended to be used and if cloud based to make communications and project management transparent as needed)

The CLC does not maintain an OPA repository and will rely on the chosen respondent and its gaming system partners to use their knowledge, past project management experiences, and appropriate tools as approved by the CLC.

10. What are the terms of contract role as it pertains to notice period, equipment (phone, laptop, remote access, etc.), etc.?

The terms of engagement will be finalized with the selected respondent after the preliminary notice of contract award is issued. The selected respondent will provide their own equipment and tools, as approved by the CLC. The CLC will accommodate the selected respondent with a workstation and network connection at its Rocky Hill facility, as necessary, for tasks that can be accomplished more effectively on-site.

11. Does the vendor consultant have to work through CLC to get the DCP license application or directly with DCP?

The respondent will work directly with the Connecticut Department of Consumer Protection (DCP) with respect to licensing.

12. What will be the process to shortlist and select the PM/PMO? Provide us with the different steps, rounds of interviews that will be done by CLC, etc.

The CLC will select the Proposal that, all things considered, the CLC determines to be in its best interest. Prior to making its selection, the CLC may request additional information or oral presentations from respondents. The CLC may also conduct discussions with “short-listed” respondents it determines to be the most qualified to provide the requested services and with Proposals within an acceptable competitive range. However, the CLC is under no obligation to request additional information or engage in pre-selection discussions, and may make its final selection without doing so. Therefore, respondents are advised to submit their best Proposals as the CLC may make a contract award based on the content of initial submissions.

13. What will the top 3 key selection criteria to select the PM/PMO candidate?

The CLC will evaluate Proposals based on the totality of their responses and not on any particular elements.

14. What all is involved in the new Lottery Gaming System selected: Software? Hardware & Equipment? Data transfer?

Information concerning the gaming system, its components, and related implementation and transition requirements is provided in the CLC’s gaming system RFP posted at <https://www.ctlottery.org/PublicSolicitations>.

15. Will there be a Subject Matter Expert (SME) identified or a Business Analyst (BA) enlisted by CLC or Lottery Gaming System Vendor?

Yes, the CLC and the gaming system vendor will each have their own project leads and subject matter experts participating in the gaming system transition.

16. Will the selected Lottery Gaming System vendor provide knowledge transfer? Or Train the Trainer?

Yes, the gaming system vendor will be required to provide training to system users.

17. What is the selected Lottery Gaming System vendor doing to prove their system will work at CLC? Will they have a Proof of Concept?

Information concerning the requirements of the gaming system vendor and testing of the system is provided in the CLC's gaming system RFP posted at <https://www.ctlottery.org/PublicSolicitations>.

18. When can our PM/PMO get more details on the selected Lottery Gaming System?

The respondent will receive more details about the selected gaming system after the system vendor is chosen and under contract expected approximately July 2021.

19. Are all of the following Attachments required at the time of proposal submission?

- a. Application for a Class II Occupational License
- b. Informational (Personal, Marital, Family, Military, Employment)

No, only the selected respondent is required to submit the applications found in Appendix B of the RFQ.

20. If we are responding as a company with a specific candidate's resume, are the Financial Attachments designed to reflect the financial position of the Proposed Candidate, or of the responding organization, or both?

The organization.

21. If a company submits a Proposed Candidate who is selected, but for some reason needs to be replaced, does the award winning firm backfill for the candidate, or does it go back out to bid?

Paragraph 4.2.1 of the RFQ addresses the replacement of respondent project staff. The selected respondent must provide qualified and reliable staff for the duration of the project.

22. How long is the contract for, or how long are you expecting the project to take and need the resource?

See Paragraph 2 of the RFQ. Any resultant contract will have a duration equal to the period for the replacement gaming system conversion, currently estimated to be completed in Spring 2023.

23. When will they be expected to start? On or about 04/13/21 was the award date, do you expect the person to start right after that?

The CLC anticipates the selected respondent will begin work by the end of June 2021. The CLC will finalize the commencement date of work with the selected respondent

prior to contract execution.

24. What will the interview process be? How many? With who?

See response to Question 12.

25. What is the expected amount and frequency of travel? To which locations?

The CLC will discuss travel with the chosen respondent at time of contracting and throughout the project, as needed, and in light of any pandemic restrictions. Respondents are invited to propose specific tasks that could be accomplished more effectively at on and off-site locations for the CLC's consideration. Any on-site work will be performed at the CLC's Rocky Hill, Connecticut headquarters.

26. What gaming system do they currently have in place and what would they be converting to?

Information concerning the prospective and legacy gaming systems is provided in the RFP posted at <https://www.ctlottery.org/PublicSolicitations>.

27. It mentions enterprise system conversion experience so is the expectation that this PM comes from an IT or technical background? Does it matter what industry this resource must come from?

Paragraph 1 of the RFQ states, "While the CLC prefers to engage a consultant specialized in implementing lottery gaming systems, it will consider submissions from consultants with proven experience leading and managing large-scale enterprise system conversion and implementation projects for multi-location clients, especially for Connecticut government clients or clients operating in regulated industries." No, respondents are not required to have an IT or technical background in order to respond to the RFQ (although such background may be helpful). Additionally, it does not matter what industry the respondent comes from. The CLC will select the Proposal that, all things considered, the CLC determines to be in its best interest.

28. Confirm the "must haves" from the candidates "Qualifications" i.e. what background must they have, how many years, any certs, etc.?

See Paragraph 2 of the RFQ, as well as the CLC's response to Question 27. The respondent's project lead, preferably the project manager, must be certified as a Project Management Professional (PMP) by the Project Management Institute or hold other recognized project management credentials in addition to relevant project experience.

29. Ballpark bill rate you are hoping/looking to see?

The RFQ is not budget driven. The CLC will evaluate all qualifying Proposals submitted and will select the one that, all things considered, is in its best interest.

30. Who are the “project partners”, are they the store owners where machine is located?

The CLC and the selected gaming system vendor.

31. Will this conversion require replacing hardware at store, or just a software implementation?

Yes, the conversion will require replacing hardware at lottery retail locations. See Appendix B of the CLC’s gaming system RFP posted at <https://www.ctlottery.org/PublicSolicitations> for additional information.

32. Who does this person report to?

The chosen respondent will be contracted by the CLC with direct line reporting to the President & CEO.

33. Does “Consultant” mean my company or a person(s) at my company? Are you looking for one resource or a team of resources?

“Consultant” can mean a single individual project manager or an organization that can provide the required services that may include a project manager and staff supporting that project manager. A project manager with staff support would be favorable. Please refer to the CLC’s gaming system RFP posted at <https://www.ctlottery.org/PublicSolicitations> to determine the scope and scale of the project. The chosen respondent is responsible for providing adequate and sufficient staff.

34. Does every project team member for this contract have to complete the application for a CT Gaming License (Appendix B)? If so, what CT statute requires that a PM resource on a project to complete this information?

Yes, see Paragraph 6.1 of the RFQ. The respondent (organization or individual) and all staff assigned to work on the project must be separately licensed by the DCP in accordance with § 12-815a of the Connecticut General Statutes. A contract award is contingent upon the respondent and its project staff satisfying all requirements identified in the RFQ, including, without limitation, licensing requirements of the DCP.

35. When would the license application have to be completed? Is it after being awarded the work in April?

Yes.

36. Is there a requirement to be on site to perform this work? Where is this location?

See response to Question 25.

37. How many people are currently in the PMO?

There is no existing PMO.

38. How are you ensuring quality and sound financials on this project?

The CLC and the gaming system vendor will arrange budget controls. The CLC will be responsible for paying the chosen respondent pursuant to their contract.

39. Please describe your current or preferred development methodology (e.g. Waterfall, Agile, etc...)?

See response to Question 8.

40. What program management and project management tools are currently in use (if any) (e.g. Jira, Confluence, etc...)?

None. See response to Question 8.

41. Will laptops be provided to the Consultant?

No.

42. What collaboration tools (i.e. MS Teams, SharePoint) does the Connecticut Lottery Corporation (CLC) plan on using?

See response to Question 8.

43. Does the CLC have any business intelligence / visualization (e.g. PowerBI, Tableau) tools that it uses?

No.

44. Will there be a single large project or separate smaller projects for the gaming system conversion? If separate smaller projects, then how many projects does the CLC estimate for the gaming system conversion?

This is undetermined at the present time. Respondents are invited to address this matter as part of their project management methodology.

45. The pricing submission requires an estimated number of weeks on site for each project resource. What are the CLC's expectations about which aspects of the work need to be completed on-site as opposed to remotely?

See response to Question 25. If a respondent proposes on-site work, then it must provide the "Estimated # of weeks needed on-site" in its Fee Proposal for each assigned project staff.

46. We work around the country on this type of work - are we allowed to include a small minority business partner in our response to the RFQ to support us on delivering the requested services?

The selected respondent is not permitted to subcontract services required under Paragraph 3 of the RFQ. Optional services offered by the respondent under Paragraph 4.4 of the RFQ, however, may be subcontracted and the utilization of diverse suppliers is encouraged.

47. Does CLC have a preferred Systems Development Life Cycle approach that it prefers be employed in the management and delivery of this project – e.g. Agile, Waterfall, etc?

See response to Question 8.

48. Understanding the start date for this PM consultant will be when the system vendor is chosen. Is that April 2021 or at a later date? The RFP selection date is mid-April, at the same time as the system vendor selection.

See response to Question 23.

49. Whom is the product owner/main sponsor of this effort? In other words, positionally and budget wise, where does this person sit within the organization and does that person have budget authority for the effort?

See response to Question 32.

50. Due to Covid-19 work place impacts, will all/part of the work be done remotely with meetings done via web conference? How has the work schedule been impacted by COVID? Can you describe the COVID policy currently in force and expected for the duration of this RFP effort?

Due to the continuing and evolving challenges of the pandemic, the CLC will work with the chosen respondent to schedule any on-site services for a time that works best for

both parties and allows for everyone involved to perform the necessary tasks in a safe environment. This is an unprecedented time for everyone, and the CLC will remain fluid in its decision-making as the current environment changes. The chosen respondent's cooperation and flexibility is paramount and appreciated.

- a. If and/or when the work is to be performed on site will the contractor have a dedicated work area? What is the physical address of the main work location?

Yes. The CLC's headquarters is located at 777 Brook Street, Rocky Hill, CT 06067.

51. Are there other top-level initiatives that might impede resource bandwidth for this effort?

No.

52. Has the CT Lottery established any budget, formal or informal, as the cost of this PM effort?

No.

53. Has any of the work included in this work effort started? If yes, please explain.

No.

54. Does the CT Lottery have a preferred project management methodology? If so, what is the CT Lottery's allocated team familiarity with said methods?

See response to Question 8.

55. Has the Lottery identified a Project team dedicated to this work effort with SMEs from each system? If so, what is their expected allocation to the project?

Yes, the CLC and the gaming system vendor will each have their own project leads and subject matter experts and will provide appropriate staffing for the project pursuant to the established gaming system conversion plan and the PMO Project charter.

56. Can you provide the status/appreciation/compensation of current state business process documentation for all in scope areas? Has said business process documentation been maintained as the current lottery system has been updated/enhanced/changed?

See response to Question 9.

57. Is there an existing requirements traceability matrix for the system RFP?

No.

58. Whom at the Lottery is covering all Organizational Change Management (OCM) efforts of the new system replacement?

Organizational Change Management will be handled by all CLC business departments.