

**RESPONSES TO PROPOSER QUESTIONS**

**Question 1:** I assume from the language in the RFP that AOC is interested in a Formal Class A Staged Representation SCAMPI Appraisal comprising all 18 Process Areas in Maturity Level 3 of CMMI-DEV v1.2; is that correct?

**AOC Response:** The proposer is free to suggest which class would best meet the stated needs of the AOC.

**Question 2:** Considering that such an appraisal requires a minimum team size of four (Lead Appraiser plus additional three); whom does AOC intend should provide the additional three resources: AOC, AOC's Vendor from Santa Ana, CA, or the Lead Appraiser's firm?

**AOC Response:** The Lead Appraiser's firm should propose and provide the required resources.

**Question 3:** There is required training to participate on a SCAMPI Appraisal Team, Introduction to CMMI (3 Days) and SCAMPI Appraisal Team Training (2 Days). We will need access to at least a strawman resume of potential appraisal team members to determine their credentials and how much training they might require, if AOC or AOC's Vendor is sourcing them.

**AOC Response:** See response to Question 2.

**Question 4:** RFP Para 6.2.1.1.1 specifically mentions High Maturity SCAMPI experience; is it AOC's intention to only accept proposals from Certified High Maturity SCAMPI Lead Appraisers certified to perform CMMI-DEV High Maturity Appraisals?

**AOC Response:** Yes.

**Question 5:** SCAMPI Appraisals are commonly used for three different purposes: Internal Process Improvement, Source Selection and Process Monitoring. This appraisal is of the third type. These are typically not as collegial as those used for the other purposes as there appears to be some evidence that there are concerns with the vendor's quality. Has AOC secured appropriate commitments from AOC's Vendor such that the Lead Appraiser and their team of resources will have adequate access to the Vendor's staff perform all required SCAMPI activities: Planning and due diligence, Appraisal Preparation and Readiness Review, Opening Briefing and Appraisal Participant's Briefing, Document Reviews, Project Staff Interviews, Preliminary Findings Presentations, Final Findings Presentation?

**AOC Response:** The AOC's development vendor is aware of the CCMS SCAMPI appraisal and is prepared to support the effort.

**Question 6:** Does AOC have an anticipated percentage of time to be spent in San Francisco vs. Santa Ana? This will allow for a more accurate cost proposal as you've stated in RFP 6.2.4.3 that the proposer should include travel expenses in the proposal. This will be especially important for those of us who live near San Francisco or Santa Ana.

**AOC Response:** The time spent in Santa Ana should be anticipated as 80% with the remainder of the time spent in San Francisco.

**Question 7:** Are you accepting bids from out of state, or is this a set aside for California businesses?

**AOC Response:** Out of state bids are acceptable. There are no set asides for California businesses.

**Question 8:** The RFP itself, on Page 3, Section 1.3.2, states that "[t]he AOC would like to conduct a project focused Standard CMMI Appraisal Method for Process Improvement (SCAMPI) appraisal of the CCMS development project." There are three classes of SCAMPI appraisals, Class A, Class B, and Class C. Class A can provide a formal CMMI Maturity Level rating, but it is the longest and most expensive. Classes B and C are respectively less formal, quicker, and less expensive, but they provide less definitive results. If the AOC intends to require a particular class of SCAMPI appraisal, please specify which one. Or, if the intent is to leave the proposer free to suggest which class would best meet the stated needs of the AOC, please so state. Finally, if the proposer is free to propose multiple alternative classes in the proposal, and leave the selection of class to the AOC after the proposal has been submitted, please so state.

**AOC Response:** See response to Question 1.

**Question 9:** The RFP, on Page 7, Section 6.1.1.5, states that the proposer must provide "[a]nnual gross revenue from your most recent audited or reviewed profit and loss statement and balance sheet...The AOC may request a copy of your most recent audited or reviewed profit and loss statement and balance sheet." Please note that this information is generally available only from publicly held corporations. Privately held corporations (including S Corporations), private partnerships, and sole proprietorships typically do not routinely produce audited or reviewed profit and loss statements and balance sheets. If the proposer is not a publicly held corporation, can that proposer be exempted from providing this requested information?

**AOC Response:** No. Proposers must submit profit and loss statements and balance sheets. The financial information of privately held companies will be considered confidential and exempt from disclosure under California Rule of Court 10.500, Public Access to Judicial Administrative Records.

**Question 10:** Can we bid less than 336 hours?

**AOC Response:** Proposers can bid less than 336 hours.

**Question 11:** Summer vacations are looming and the RFP says you'll make award on or about the end of May. We'll have to manage the resources of AOC, AOC's Vendor and our appraisal team members; (a.) Do you have an anticipated completion date for completion of the appraisal, and

**AOC Response:** Our goal is to have the appraisal completed by the end of July 2011.

**Question 12:** (b.) Do you have an anticipated date for delivery of the final report?  
It is quite likely that the appraisal may be distributed over three months, is that acceptable?

**AOC Response:** We prefer to have the SCAMPI appraisal completed in two months. If that is not achievable, please state that in your proposal.

**Question 13:** The RFP, on Page 2, Section 1.3.2.1, states that "[t]he AOC would like a project focused SCAMPI v1.2 appraisal of the CCMS development project." Although SCAMPI v1.3 has been released by the SEI, v1.2 is still valid, so this requirement is clear. However, the SEI has also released CMMI-DEV model v1.3, and during the contemplated time frame of the appraisal, both CMMI-DEV model v1.2 and v1.3 are valid for use.

Does the AOC have a preference as to whether the appraisal is conducted against CMMI v1.2 or v1.3? Alternatively, will the choice of model version be left to the proposer?

**AOC Response:** A model v1.2 appraisal is acceptable to the AOC. However, proposers may propose model v1.3.

**Question 14:** The SCAMPI appraisal method requires that someone act in the role of Appraisal Sponsor. The Sponsor would have, at a minimum, the following roles:

- a) Make decisions on behalf of the AOC regarding the many detailed choices and trade-offs identified during the appraisal planning by the Lead Appraiser.
- b) Direct the CCMS development contractor to support, and to cooperate fully with, the appraisal, and act on instances on non-support by the contractor.
- c) Make decisions on behalf of the AOC regarding actions to be taken in response to the findings and recommendations of the appraisal.

The question is, has the AOC identified who will serve as Sponsor for this appraisal? If so, could you please identify the Sponsor and explain the role that he or she has regarding the CCMS development project.

**AOC Response:** The AOC sponsor has been identified. The name of the sponsor will be communicated at the start of the engagement. The role of the sponsor includes but is not limited to items a, b and c above.

**Question 15:** Please provide the following details about the CCMS development project staff:

a) Approximate size of staff (i.e., number of full-time equivalents)

**AOC Response:** Deloitte has approximately 300+ staff involved in the development of CCMS. This includes developer's business analysts and project managers.

b) Geographic location of staff members, whether one site or multiple sites

**AOC Response:** The CCMS vendor development team is located in Santa Ana, California. The AOC project and oversight staff is located in Burbank, Ca. and San Francisco Ca.

**Question 16:** c) Organization chart showing key managers, group leaders, and senior technical staff, or, alternatively, a list of specific project staff members with direct responsibility for implementation of each of the CMMI-DEV Maturity Level 2 and 3 Process Areas

**AOC Response:** Organization charts will be provided at the start of the engagement.

**Question 17:** d) Person who will serve as Appraisal Site Coordinator, responsible for on-site logistics on behalf of the CCMS development project contractor

**AOC Response:** The appraisal site coordinator has been identified and will be introduced at the start of the appraisal engagement.

**Question 18:** Does the AOC expect the proposer to supply all of the Appraisal Team Members? Alternatively, does the AOC have people who are qualified (i.e., have completed the SEI 3-day Introduction to the CMMI-DEV training course), or who could become qualified, to be Appraisal Team Members, and would the AOC like to include any of its own staff on the team?

**AOC Response:** See Answer to Question 2.

**Question 19:** Is this RFP for a SCAMPI A, or other SCAMPI activity. Is a Maturity Level rating a requirement for this appraisal? You've stated in Attachment 5:

Include a description of the process used to accomplish the independent CMMI L3 verification.

- c) Include a description of appraisal approach, including checklist template and explanation of final assessment metrics to be used
- d) Include a completed appraisal checklists including any identified risks, issues, findings and recommendations for follow-up actions.

For example, If no maturity level is required, this could be performed as an action focused assessment (Class B or SCAMPI B) with CMMI practice risk characterizations.

Also, the SCAMPI A has a minimum team size requirement of four people. A SCAMPI B would require two team members as a minimum.

If a Maturity Level is required, this would need to be done as a SCAMPI A, since it is the only method that provides a rating.

**AOC Response:** See response to Question 1.

**Question 20:** If a SCAMPI A is required, would you require all external resources, since this is referenced as "RFP Independent SCAMPI Appraisal." Where would you expect the resources to come from as far as the assessment team referenced in 1. above? For example, would they all be external to assure independence?

**AOC Response:** See response to Question 2.

**Question 21:** When do you want to start the assessment? When must it be completed by?

**AOC Response:** See response to Questions 11 and 12.

**Question 22:** Can the proposal information be submitted in softcopy or does it have to be hardcopy.

**AOC Response:** The proposal information can be in either softcopy or hardcopy; however, we cannot accept emailed proposals. The softcopy would have to be mailed or hand-delivered.

**Question 23:** Both RFPs reference the following exhibits in Attachment 2 Contract Terms and Conditions, but they are not included:

- Exhibit A: Work to be Performed
- Exhibit B: Payment Provisions
- Exhibit C: Contractor's Key Personnel
- Exhibit D: Standard and Special Provisions
- Exhibit E: Attachments

Is it possible to receive them?

**AOC Response:** The Exhibits only show the general for of the agreement that will be used. Exhibit A, Work to be Performed, will be based on the work described in the RFP as well as data that the AOC may want to copy from a successful firm's proposal. The payment provision, Exhibit B, have some requirements in the modified CMAS terms but the remainder will be based on the pricing and the type of payment/reimbursement proposed. Exhibit C will be based on a firm's proposal if that firm is proposal a specific individual and the AOC is performing its evaluation based on the experience of the individual; we'll note that the individual is considered to be Key Personnel and can't be changed during the term of the agreement without the AOCs prior written approval if the change is within the control of the firm. Exhibit D will be the modified CMAS terms and conditions. Exhibit E could be a deliverable acceptance form, the resume of a Key Personnel, etc. These attachments, if any, will be discussed with the selected vendor during contract negotiations.

**Question 24:** In order to scope that SCAMPI Appraisal, we need the following details:

How many project staff members involved in the development effort, for each phase and how long?

- o From AOC?
- o From Vendor side?

**AOC Response:** See Answers to Question #15 through 17

Was the system developed at vendor site?

**AOC Response:** Yes, in Santa Ana, California.

Will the vendor permit us to interview their staff and review the artifacts? Does your contract cover this?

**AOC Response:** Yes, the AOC's contract does allow the review of artifacts and the interview of staff. However, because of the possible delay to the project (which is still in progress but starting to be completed), and the large financial impact to the AOC of such delay, the AOC requests that work be performed in a fashion as to minimize interviews or other such activities that would impact our development vendor's staff time.

**Question 25:** Section 2, Pricing Conditions makes reference to an Initial Term, First Option Term, and Second Option Term." Please provide the reference in the RFP to the description for the first and second option terms.

**AOC Response:** The reference to both First Option Term and Second Option Term is not applicable and will be deleted.

END