

National Council of Child Support Directors
2018 Annual Meeting & Conference
Child Support: A Safe Harbor for the Future
May 13 – 16, 2018 • Norfolk, Virginia



Smooth Sailing Through the Procurement Process

May 14, 2018 • 10:56 am – 12:15 pm

Cynthia Longest, Indiana IV-D Director
Lyndsy Irwin, Mississippi IV-D Director and Rob Wells, YoungWilliams
Kate Cooper Richardson, Oregon IV-D Director and Brian Shea, MAXIMUS



Session Overview

- Hear about successes on two different procurement types:
 - Mississippi's Legal & Case Management Services project
 - Oregon's Feasibility Study
- Hear about an “out of the box” approach on a system replacement RFP
- Top Ten Procurement “Do’s and Don’ts” from our vendor partners

Mississippi: Legal and Case Management Services

- **Mississippi structure:**
 - State Administered and Operated
 - Judicial
 - Caseload: 273,143
- **Prior to procurement:**
 - 84 local county offices
 - Minimal centralization
 - No specialization
 - Overcoming skepticism from past projects
- **Today in Mississippi:**
 - One vendor statewide
 - Intake, establishment, enforcement, modification, legal and customer service
 - 24 District Offices serving all 82 counties
 - 2 Case Processing Centers
- **How did we get here?**
 - Low funding, need for new systems and for project management experience, improve traditional, inconsistent operations
- **Decision: Change is needed, set big goals, make big plans and do it right!**



Mississippi: Legal and Case Management Services

- **Pilot Contract: January 2015-December 2017**
 - Start with a pilot!
 - Engaged help to draft RFP
 - 17 counties included
 - RFP favored hiring all agency field staff
 - Contract awarded to one vendor
 - Setup a control region
 - Consolidated 17 offices into 5 new district offices



Mississippi: Legal and Case Management Services

What we learned:

- **State Strengths:** Vision, Policy Direction, Goal Setting, Setting Financial Parameters, Making Strategic Decisions
- **Vendor Strengths:** Operational Program Experience, Ability to Architect Solutions, Implementation Skills, Project Management Skills, Operational Infrastructure, Modern Systems
- **Pilot Region vs. Control Region:** Project created healthy competition, but the state could not scale and maintain results of control region statewide.
- **Privatization is a viable option. What next?**

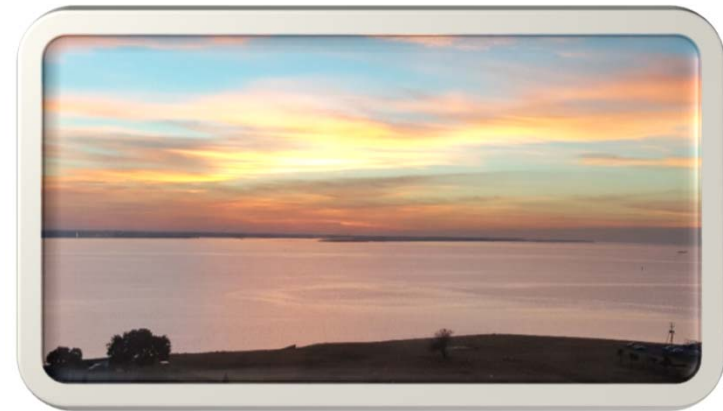
Mississippi: Legal and Case Management Services

- **Statewide:** RFP for remaining 65 counties
 - RFP very similar to Pilot RFP
 - Allowed for more flexibility in determining annual target goals
 - Contract awarded: October 2016-September 2019
 - Goal #1: “Don’t go bang or boom!”
 - Pilot contract and 65 county contract merged August 2017
- **Transition:**
 - Plan, plan, plan!
 - Pull all the details together in ADVANCE
 - Communicate often and early
 - This is a partnership!
 - Extended: 16 months
 - Consolidated offices: 24 District Offices
 - Two case processing centers
 - Outcome: No bang or boom!



Mississippi: Legal and Case Management Services

- Takeaways:
 - Know your own strengths and where you need help
 - Large transitions need detailed well thought out plans
 - But, flexibility is also needed!
 - Focus on what is important
 - Regular communication is key
 - Listen, give and take!
- All on board and sailing towards an improved program!



Feasibility Study – new Oregon system

- Early 2010 – we’re going to scrape together the funds and move forward to build a business case
- OCSE guidance – we just asked
 - Provided a couple examples
 - Gave framework
- Leadership effort
 - IV-D director
 - Program Executive – mainframe oversight
 - DOJ Chief Information Officer
 - Program procurement/contract officer
 - DOJ Business Transactions counsel
 - State Procurement Office



Procurement: RFP and SOW

- Team wrote together
 - Solid template with examples
- Posted Summer 2010
- Open one month
- Pre-proposal conference
- Management, technical proposal requirements
- Cost proposal



Procurement

- Question during proposal period
- MAXIMUS asked whether they could talk to us about our proposed timeline
 - Showed us where we were off – too aggressive
 - Would've had to stop all business and dedicated 100% to do it right
- Amended the RFP, allowed for amended responses from all proposers



RFP objectives

- Experience in tech-based feasibility studies
- Extensive understanding of child support systems
- Experience in business processes, system analysis
- Knows modernization, migration of legacy systems
- Knows large system platforms, future direction
- Familiarity with the federal regulations
- Experience with child support system certification
- Industry-standard project management practices
- Adhere to DOJ schedule; accurate status updates
- Complete deliverables in SOW



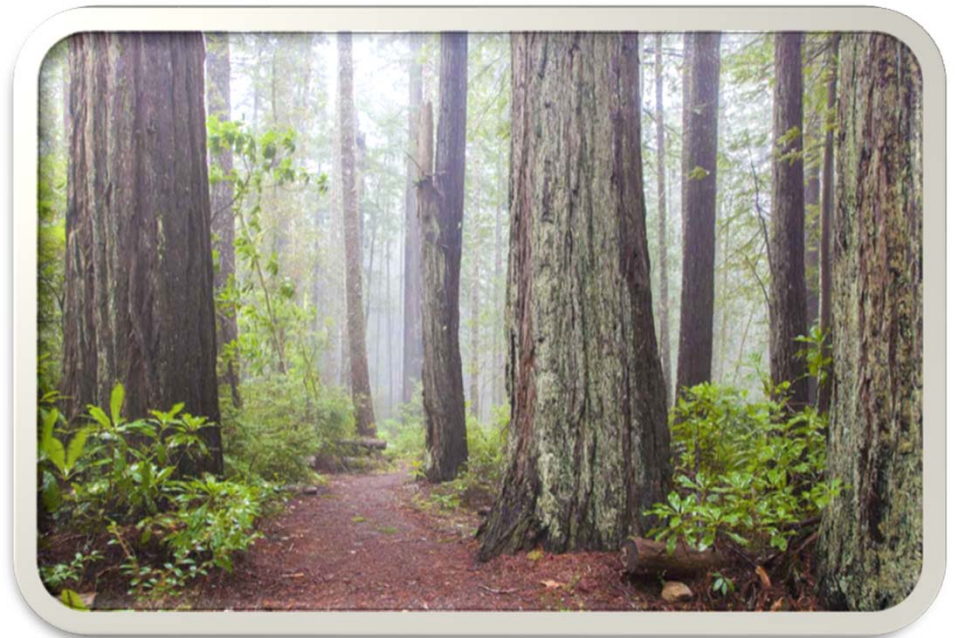
SOW expectations

- Work breakdown structure for tasks, deliverables
- Task descriptions, proposed staffing
- Timeframes for availability on site for staff, percentage of time devoted
- Timeline for each task, deliverable
- Strategy, methodology for completing SOW, including project management, risk mitigation
- Description of methods, process, tools for communication with Agency
- Feasibility study example



Responses

- 2 Proposals submitted
- Review team was original authors of RFP and SOW
 - Added a county DA representative
- Initial evaluation based on scoring proposals
 - Management proposal – 20 pts
 - Technical proposal – 50 pts
 - Cost proposal – 30 pts



Interviews

- Interviews – “orals”
 - In person in Oregon
 - Opportunity to meet team, who would be working with our staff
 - Shared questions in advance
- Added significant value
 - Brought to light the vendors’ knowledge and experience
 - Follow-up questions, responses made it evident those who’d been on the rodeo circuit



Award & Contract Negotiations

- Awarded to MAXIMUS (formerly PSI)
 - 2 months from posting procurement
- Contract negotiations
 - Very short – a few weeks
- No real dickering on the price – good value
- Approach by vendor seemed to be investment in Oregon, longer term view



Execution of contract

- Here we go! Kick off December 2010
- Important to help us understand – building blocks analogy
 - Current state
 - Gap analysis
 - Alternatives analysis
 - Cost-benefit analysis
- Education on the process
- Level of staff commitment during phases



Here we go!

- Following kickoff – foundational plans, including schedule
- That's when business came in
- Started first set of interviews....
-all the way through to traveling to other states
- Finally
 - Feasibility study report
 - IAPD
 - RFP for system project



Why it worked

- MAXIMUS willingness to educate and Oregon willing to be educated
 - Not just a contractor, but also a really good coach
 - Saw themselves as part of the team
 - Conscious it was Oregon's first time with a major contract
 - We were open to being coached
- We didn't have to spend a lot of time "in the contract"
- Straight-shooters, knew what they needed to do to get paid 😊
- Knew working collaboratively essential to get approval from the feds



Why it worked, even in tough times

- Oregon had a good contracting instrument – strong templates
 - We are the Department of Justice, after all
 - Contracting support, collaboration, statements of work
- Open communication, ability to have difficult conversations
- Challenges
 - First ever statistical tie for state systems
 - MAXIMUS first time, had to work together
 - Developed additional criteria to review
 - State took a long time to accept a deliverable
 - State hadn't provided template, lots of re-work
 - Helped us understand the rub



Indiana's System Procurement Approach

Indiana Background



- State Administered, County Operated
- 92 counties, ~265,000 IV-D cases
- All local child support operations under separately elected county officials (Prosecuting Attorneys and Clerks of Court)
- Current system is COBOL, Telon, CICS (Green Screen)
- Only system with distributed database architecture (i.e. counties can see all participant data but not each other's case data)

Indiana's System Procurement Approach

Steps Prior to RFP Releases

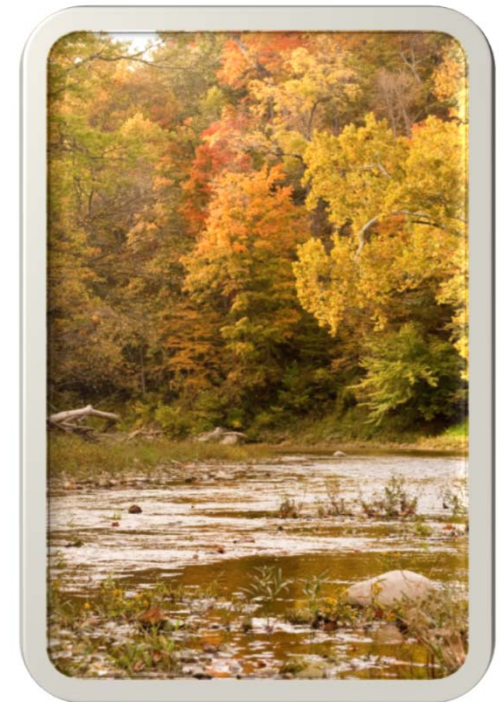
- Technical Assessment 2007-2008 – Vendor Assisted
- Business Process Analysis of Legacy System Pain Points 2009-2010 – Vendor Assisted
- Detailed Business Requirements 2011-2015 – Vendor assisted
- PAPDU 2012 – In house
- Feasibility Study 2012-2014 – Vendor assisted
- IAPD 2015 – In house
- RFP writing (QA, DDI, IV&V) 2014-2016 - In house



Indiana's System Procurement Approach

Procurement Goals

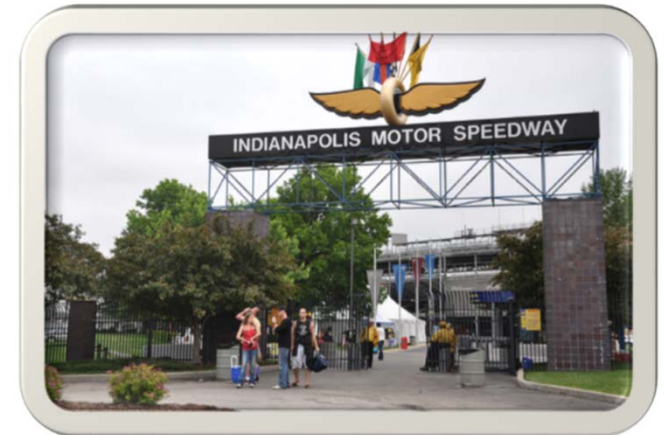
- County partners involved in all steps
- In person conversations with any interested potential vendors prior to official RFP activities
- Vendors have everything needed for informed proposals
- State procurement and technology agencies' support for approach
- Spend more time upfront to avoid surprises once project awarded



Indiana's System Procurement Approach

Procurement Steps

- *Vendor Forums 2013-2015*
 - Divided into categories:
 - Quality Assurance/IV&V
 - Design/Development/Implementation
 - Training/Onsite Support*
 - Three hour in person meetings with any interested vendor
 - Sent vendors standard questionnaire in advance
 - Answers and conversations confidential
 - Key Stakeholder Participants
 - County partners, IDOA, IOT, CSB business and technology staff



Indiana's System Procurement Approach

Procurement Steps, cont.

- *Quality Assurance RFP released first**
 - Took feedback from vendor forums into account with RFP writing
 - Goal to bring QA vendor in advance to assist with finalizing Governance, preparation for DDI vendor

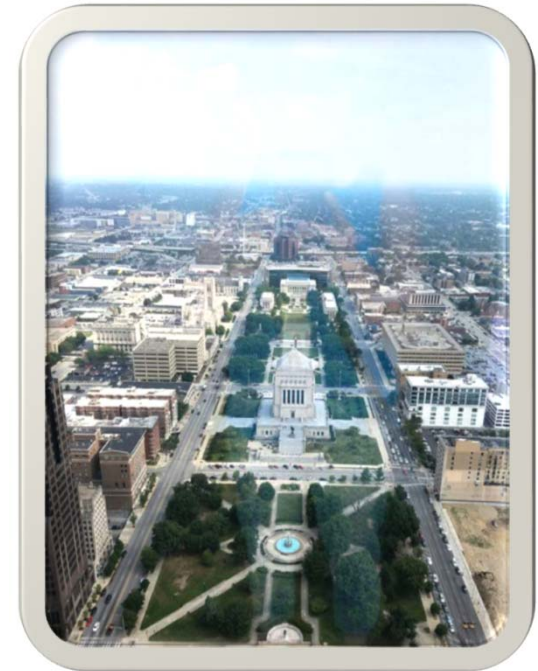


**Project Management Office in house, so no RFP*

Indiana's System Procurement Approach

Procurement Steps cont.

- *DDI procurement -- three-phased approach:*
 - Took feedback from vendor forums into account with RFP writing (e.g. no separate training/onsite support RFP)
 - Vendor Prep Phase: Posted Detailed Business Requirements before rest of RFP



Indiana's System Procurement Approach

Procurement Steps cont.

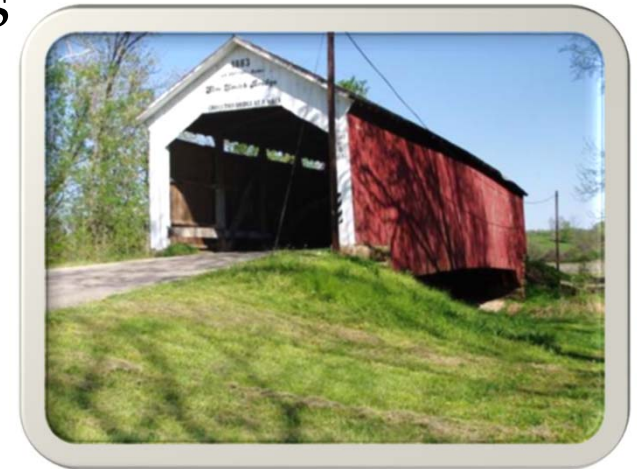
- *DDI procurement -- three-phased approach, cont.*
 - Issued “Phase 1” Draft of RFP
 - Response was not a full proposal
 - Purpose to solicit confidential feedback from potential vendors on:
 - What was confusing (“Indiana speak”)
 - What requirements looked extremely expensive



Indiana's System Procurement Approach

Procurement Steps cont.

- *DDI procurement -- three-phased approach, cont.*
 - Only Respondents to Phase 1 can bid on Phase 2
 - After Phase 1 responses in, held day-long in-person confidential conversations with vendors
 - Edited RFP with feedback obtained
 - Obtained OCSE approval
 - Issue "Phase 2" RFP for full proposal including cost, etc.





10 Dos & Don'ts of Procurement

1. **DO** make sure you have enough staff & time to review the RFPs.
2. **DO** communicate with other states with respect to procurement timeframes.
3. **DO** align the RFP evaluation criteria and weighting with the agency's priorities.
4. **DO** allow sufficient time for the vendors to prepare their responses to your RFP – 45 to 60 days is a minimum.
5. **DO** allow sample plans instead of project-specific plans with the proposal – e.g., Security Plan, Training Plan, Disaster Recovery Plan.



10 Dos & Don'ts of Procurement

6. **DON'T** just copy the RFP from another state – make sure it addresses your agency's needs and expectations.
7. **DON'T** expect a vendor to work for long periods of time with no reimbursement – work out reasonable, mutually agreed milestones.
8. **DON'T** issue the RFP without proofreading it for content errors, grammar, and spelling – your agency's reputation counts, too.
9. **DON'T** require vendors to duplicate information in multiple places within the proposal – and consider saving trees.
10. **DON'T** limit staffing options with mandatory requirements – evaluate on experience and qualifications.



Thank You!