# Exhibit H – Bidder’s Questionnaire

## Purpose

The purpose of this Exhibit is to provide a tool for the Bidder to describe their company, software, project implementation, maintenance and support, security, data protection, change control process, Subcontractors, and so on. Responses to this Bidder’s Questionnaire are a key part of DRS’ evaluation. The Attachments section provides a location for the Bidder to attach required documents, including the proposed workplan and schedule, Company References, Key Personnel resumes, and the like.

The completed Bidder’s Questionnaire will be incorporated as an Attachment to the Contract that will be negotiated with the successful Bidder.

## Instructions

Review and respond to the fields and questions in **Section 3, Questionnaire** of this Exhibit, below by typing directly into the field beneath each question. Please provide complete and concise answers. In the **Attachments** subsection at the end of this document, insert the required documents by dragging and dropping them into the response fields. Multiple files can be inserted in response to a single question, as needed. Attached files should follow the naming convention described in **RFP, Section 2.4.2, Submission Checklist**.

All references to “you” or “your” represent the company submitting the Proposal.

## Questionnaire

See Questionnaire on the next page.

[Company’s] **Questionnaire Response**

|  |
| --- |
| Company Overview |
| 1. Name of Legal Entity
 |
| Full name of the legal entity serving as the Bidder |
| 1. Provide an overview of your company and the history of the organization.
 |
| Click or tap here to enter text. |
| 1. Describe any parent/subsidiary/affiliate relationships. If your pension administration solution (PAS, or the “Solution”) is licensed or owned by another organization, provide details of the arrangement and the name and qualifications of the organization.
 |
| Click or tap here to enter text. |
| 1. Disclose any company restructurings, mergers or acquisitions over the past five (5) years or that are expected to occur between now and the end of this Project.
 |
| Click or tap here to enter text. |
| 1. Describe your internal auditing functions, number of employees, their reporting level within the company, required certifications or licenses, and frequency of audits performed regarding pension administration services.
 |
| Click or tap here to enter text. |
| 1. List all current project implementations that are planned to “Go-Live” within the next three (3) years, including the client’s name, asset size of the client and the scheduled completion dates.
 |
| Click or tap here to enter text. |
| 1. In what way is your customer support superior to other pension administration solutions? What differentiates your customer support from others in your industry?
 |
| Click or tap here to enter text. |
| Proposed Technology Solution |
| In Scope |
| 1. Describe your technology architecture in detail.
 |
| Click or tap here to enter text. |
| 1. Describe your proposed Solution and how it will meet the minimum functionality described in **Exhibit C – Project Expectations, Section 1.5.1, In Scope**. Note any areas that deviate from DRS’ expectations.
 |
| Click or tap here to enter text. |
| 1. Describe the proposed hosting environment, including your recommendation on the number of environments for both the Project and operations. Include your reasoning for these recommendations.
 |
| Click or tap here to enter text. |
| 1. Describe your cloud hosting and infrastructure support approach. Address expectations in **Exhibit D – Operating Expectations, Section 3.3, Provide Cloud Hosting and Infrastructure Support.**
 |
| Click or tap here to enter text. |
| 1. Where will data centers be located within the U.S. to meet DRS’ data location requirements set forth in **Exhibit F3 – Security and Data Protection Controls, Section 8, Offshore Restrictions**?
 |
| Click or tap here to enter text. |
| 1. Describe the improvements to your PAS made in the past two (2) years and those expected to occur in the next three (3) years. Include a description of how ideas and concerns from your product advisory and user groups influenced the roadmap.
 |
| Click or tap here to enter text. |
| Evaluation of Document Management System (Optional Scope) |
| 1. Describe your approach to implementation of the optional scope described in **Exhibit C – Project Expectations, Section 1.5.2, Optional Scope**, including how your PAS could replace DRS’ current Electronic Document Image Management System (EDIMS) in the Project’s scope. Describe your overall Document Management System Solution both functionally and architecturally.
 |
| Click or tap here to enter text. |
| 1. Describe your Solution’s document management features including the records management, records retention and indexing capabilities.
 |
| Click or tap here to enter text. |
| Future Scope Approach |
| Online Account Access (OAA) |
| 1. Describe how your Solution could support a future project to replace the OAA following the initial Project implementation. **See Exhibit E – Future Scope Description, Section 2.1, Customer Interface/Online Account Access (OAA)** for additional information.
 |
| Click or tap here to enter text. |
| 1. Describe in broad terms how you would implement this potential future scope item later, including the level of effort.
 |
| Click or tap here to enter text. |
| 1. Provide the estimated duration for implementation of this potential future scope item.
 |
| Click or tap here to enter text. |
| Employer Reporting Application (ERA) |
| 1. Describe how your Solution could support a future project to replace the ERA following the initial Project implementation. **See Exhibit E – Future Scope Description, Section 2.2, Employer Reporting Application (ERA)** for additional information.
 |
| Click or tap here to enter text. |
| 1. Describe in broad terms how you would implement this potential future scope item later, including the level of effort.
 |
| Click or tap here to enter text. |
| 1. Provide the estimated duration for implementation of this potential future scope item.
 |
| Click or tap here to enter text. |
| Project Approach |
| Project Planning and Management |
| 1. Describe your overall approach to implement the Project’s scope of work as described in **Exhibit C – Project Expectations, Section 1.5.1, In Scope**. Note any areas that deviate from DRS’ expectations.
 |
| Click or tap here to enter text. |
| 1. Describe how you will integrate your *project management* methodology with our expected Project management approach as described in **Exhibit C – Project Expectations, Section 2.1, Project Management Approach**.
 |
| Click or tap here to enter text. |
| 1. Describe how you will integrate your *project governance* methodology with our expected Project governance approach as described in **Exhibit C1 – Governance, Accountability and Oversight Plan**.
 |
| Click or tap here to enter text. |
| 1. Describe how you build strong partnerships with your clients.
 |
| Click or tap here to enter text. |
| 1. Describe how you share staff resources with other clients and how you prioritize if there are conflicts.
 |
| Click or tap here to enter text. |
| Organizational Change Management |
| 1. DRS has a robust Organizational Change Management program designed to ensure that the "people side” of change is fully integrated into the Project. Describe your experience supporting organizational change management activities through the implementation of your product. See **Exhibit C – Project Expectations, Section 3.2, Organizational Change Management** for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe your approach to knowledge transfer and training throughout the Project. How will you assess the skills needed, deliver the training, and evaluate learning to allow DRS to administer the system? See **Exhibit C – Project Expectations, Section 3.2, Organizational Change Management** for DRS expectations.
 |
| Click or tap here to enter text. |
| Solution Architecture and Hosting |
| 1. Describe how you would collaborate with DRS to define comprehensive systems architecture, including how the PAS will integrate with existing DRS systems. See **Exhibit C – Project Expectations, Section 3.3.1, Define System Architecture including Security Design** for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe your approach to security design and your experience conducting security design reviews. See **Exhibit C – Project Expectations, Section 3.3, Solution Architecture and Hosting** for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe how you would incorporate "[Privacy by Design](https://watech.wa.gov/watech.wa.gov/privacydesign)" principles as articulated by the Office of Privacy and Data Protection into the Project. See **Exhibit C – Project Expectations, Section 3.4.1, Define the Configuration Management Approach**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe how you would meet DRS expectations for disaster recovery. See **Exhibit C – Project Expectations,** **Section 3.3, Solution Architecture and Hosting** and **Exhibit F4 – Service Level Agreement, Section 2, Performance Specifications** for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe your approach to testing the hosting environment to include performance, Disaster Recovery (DR) and Penetration Testing. See **Exhibit C – Project Expectations, Section 3.3, Solution Architecture and Hosting** for DRS expectations.
 |
| Click or tap here to enter text. |
| Product Management |
| 1. Describe your proposed configuration management approach. See **Exhibit C – Project Expectations, Section 3.4.1, Define the Configuration Management Approach**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. How do you build iterations into your design process so that enhanced learning occurs, and design, configuration and data migration are revised? See **Exhibit C – Project Expectations, Section 3.4.1, Define the Configuration Management Approach**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. What strategies do you employ to ensure that all DRS business needs are understood?
 |
| Click or tap here to enter text. |
| 1. **Exhibit B – Current Agency Technical Profile, Section 2, Current Applications** contains a description of existing DRS applications, including applications that will exchange data with the PAS. Based on this description, how would you develop a recommendation for the best methods to exchange data?
 |
| Click or tap here to enter text. |
| 1. Describe how you will support the development of future state business processes that take into consideration DRS’ modernization goals described in **Exhibit C – Project Expectations, Section 1.1, Project Goals** and DRS expectations in **Exhibit C – Project Expectations, Section 3.4.4, Develop Future State Business Processes**.
 |
| Click or tap here to enter text. |
| 1. Describe your approach to monitoring and running batch jobs. If applicable, describe areas where DRS could move from batch to real time processing based on your solution. See **Exhibit C – Project Expectations, Section 3.4.6, Administer Batch Jobs**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe the quality controls you have in place to ensure your activities meet your internal quality standards.
 |
| Click or tap here to enter text. |
| 1. Describe the steps you take to ensure that materials and applications are fully compliant with the Americans with Disabilities Act (ADA) before they are provided to customers.
 |
| Click or tap here to enter text. |
| 1. How do you consider usability and accessibility in your design and configuration, including responsive design?
 |
| Click or tap here to enter text. |
| 1. Describe your approach to testing, including system testing, smoke testing, data conversion, regression testing, user acceptance, etc. Include in your approach your test data management strategy. See **Exhibit C – Project Expectations, Section 3.4.10, Develop a Test Strategy**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Do you use automated testing? If so, describe how you work with clients to implement this automation.
 |
| Click or tap here to enter text. |
| 1. Describe how you would manage Bugs as required by **Exhibit C – Project Expectations** and **Exhibit ~~F2~~ F1 – Incident and Problem Management**.
 |
| Click or tap here to enter text. |
| 1. What is your approach to documenting system configuration? See **Exhibit C – Project Expectations, Section 3.4.14, Document System Configuration**,for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. What technical documentation do you typically produce for your customers? See **Exhibit C – Project Expectations, Section 3.4.15, Provide Technical Documentation**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe how roles and permissions are set up in the system to manage access and security.
 |
| Click or tap here to enter text. |
| Data Conversion |
| 1. Describe how you would approach data conversion, including the tools you would use, and why you believe this is the best approach for DRS. See **Exhibit** **C – Project Expectations, Section 3.5, Data Conversion** for DRS expectations. Include your proposed steps for data mapping, migration and validation.
 |
| Click or tap here to enter text. |
| 1. Describe how you would handle gaps in the data and how you will ensure no data is overlooked in the conversion.
 |
| Click or tap here to enter text. |
| 1. Describe how you will ensure the data mapping documents and data dictionary are accurate and published upon completion? See **Exhibit** **C – Project Expectations, Section 3.5, Data Conversion** for DRS expectations.
 |
| Click or tap here to enter text. |
| Deployment |
| 1. Describe your approach for preparing for deployment. See **Exhibit** **C – Project Expectations, Section 3.6, Deployment** for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. During deployment, how long do you anticipate the Solution being unavailable to DRS (sometimes referred to as a blackout or gray out period)?
 |
| Click or tap here to enter text. |
| Post-Implementation Support |
| 1. Describe your approach to post-implementation support (the period from Go-Live to stabilization). See **Exhibit** **C – Project Expectations, Section 3.7, Post-Implementation Support**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. What is the typical duration for your post Go-Live stabilization period? See **Exhibit** **C – Project Expectations, Section 3.7.2, Define the Stabilization Period**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. What are your typical exit criteria for ending the post Go-Live stabilization period?
 |
| Click or tap here to enter text. |
| 1. Describe your approach to transition to operations. Include any handoffs within your company at the time of this transition. See **Exhibit** **C – Project Expectations, Section 3.7.4, Prepare Transition to Operations Plan**, for DRS expectations.
 |
| Click or tap here to enter text. |
| Operating Approach |
| General Information |
| 1. Describe your general approach to maintenance and support. What model works best for your clients and why? What is your value proposition for maintenance and support? See **Exhibit D – Operating Expectations** for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe how you will initiate and coordinate operations support to collaborate with DRS to resolve the work described in **Exhibit D – Operating Expectations, Section 2.1, Operating Scope**.
 |
| Click or tap here to enter text. |
| 1. Describe what DRS can expect an ongoing business relationship with your company to look like. Include how you incorporate client perspectives as you develop new technology and your current product advisory and/or user group structure and participation. See **Exhibit D – Operating Expectations, Section 3, Ongoing Maintenance and Support Services**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe the client service team that will support the ongoing operational needs of the scope of services described in **Exhibit D – Operating Expectations**.
 |
| Click or tap here to enter text. |
| Conforming to Compliance Requirements |
| 1. Describe your approach to Regulatory Compliance. Include in your description the Regulatory Compliance controls you have in place and how they would be maintained throughout the life of the Project, how you will give DRS insight into your compliance, and your process for regular testing of these controls to ensure compliance with any applicable statutory and regulatory requirements. See **Exhibit D – Operating Expectations**, **3.2 Conform to Compliance Requirements**, for DRS expectations.
 |
| Click or tap here to enter text. |
| Release Management |
| 1. Describe in detail how you will adhere to the Release Management Plan that you will be required to produce as part of **Exhibit C – Project Expectations, Section 3.4.13, Conduct Ongoing Release Management**. See **Exhibit D – Operating Expectations, Section 3.5, Release Management**, for DRS expectations.
 |
| Click or tap here to enter text. |
| DRS Enhancements |
| 1. Describe your change control process, including how you typically implement system enhancements and test them with clients, and how enhancement requests are prioritized. See **Exhibit D – Operating Expectations,** **Section 4.1, Support DRS Enhancements**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. On average, how long does it take you to implement small, medium, and large change requests?
 |
| Click or tap here to enter text. |
| Service Desk Support |
| 1. Describe the different levels of support you offer and what is included in each level. See **Exhibit D – Operating Expectations, Section 4.2, Service Desk Support**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. How is after-hours support provided? See **Exhibit D – Operating Expectations, Section 4.2.2, Support Coverage**, for DRS expectations.
 |
| Click or tap here to enter text. |
| 1. Describe how you will train your Service Desk staff, including staff that work during business hours or after hours, on, at minimum, the following topics:
	* DRS’ installation
	* The core applications that DRS deploys

Also describe how you will provide periodic training updates to keep Service Desk staff up to date on these topics. See **Exhibit D – Operating Expectations, Section 4.2.4, Service Desk Staff Training**, for DRS expectations. |
| Click or tap here to enter text. |
| 1. Describe how you would incorporate **Exhibit F1 – Incident and Problem Management** into your incident response structure.
 |
| Click or tap here to enter text. |
| System Monitoring |
| 1. Describe your tools and approach to system performance management, such as monthly hosting/audit reports, to make sure interfaces and batches are running as expected and to help archive data in a timely way. See **Exhibit D – Operating Expectations, Section 4.5, Perform System Monitoring**, for DRS expectations.
 |
| Click or tap here to enter text. |
| Service Level Agreement |
| 1. Describe your approach to measuring and reporting your performance against the Performance Specifications in **Exhibit F4 – Service Level Agreement, Section 2, Performance Specifications**, including identifying any software or performance management tools.
 |
| Click or tap here to enter text. |
| 1. **Exhibit F4 – Service Level Agreement, Section 2, Performance Specifications**, establishes an API Mean Response Time Performance Specification for each in-scope API. Describe your testing and measurement process for API Mean Response Time.
 |
| Click or tap here to enter text. |
| 1. **Exhibit F4 – Service Level Agreement, Section 2, Performance Specifications**, establishes an API Maximum Response Time Performance Specification for each in-scope API. Describe your testing and measurement process for this Performance Specification.
 |
| Click or tap here to enter text. |
| Security and Data Protection Controls |
| 1. Describe your overall security strategy, including your security architecture, as required in **Exhibit F3 – Security and Data Protection Controls**.
 |
| Click or tap here to enter text. |
| 1. Describe how you meet or exceed FedRAMP Public Key Infrastructure (PKI) management requirements.
 |
| Click or tap here to enter text. |
| Staffing Approach |
| Subcontractor Plan |
| 1. Describe your plans for the use of Subcontractors in performing this Contract, as required in this **Request for Proposal, Section 4.8, Prime Contractor and Subcontractors**. If you do not plan to use Subcontractors, please respond with “No Subcontractors”.

Please note, you are also required to provide roles, work location, and estimated percentages of work to be performed by each Subcontractor using **Exhibit K – Joint Resource Plan.** |
| Click or tap here to enter text. |
| 1. Describe how you onboard and train your Subcontractors if any are used.
 |
| Click or tap here to enter text. |
| 1. How will you assure quality service from your Subcontracted companies if any are used?
 |
| Click or tap here to enter text. |
| Subcontractor List |
| 1. List the name, tax identification number (TIN), brief description of the work to be performed, and the city and state of operation for all known Subcontractors on this Project.
 |
| **Legal Name** | **TIN** | **Description of Work to be Performed** | **City** | **State** |
| Legal Name | TIN | Description of work to be performed | City | State |
| Legal Name | TIN | Description of work to be performed | City | State |
| Legal Name | TIN | Description of work to be performed | City | State |
| Legal Name | TIN | Description of work to be performed | City | State |
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| Legal Name | TIN | Description of work to be performed | City | State |
| Legal Name | TIN | Description of work to be performed | City | State |
| Legal Name | TIN | Description of work to be performed | City | State |
| Attachments |
| Product and Project Information |
| 1. Attach a copy of the current roadmap.
 |
| Attach current roadmap |
| 1. Attach a technical reference model (diagram) of the system you use for your PAS.
 |
| Attach technical reference model |
| 1. Attach a high-level work plan and schedule that describes the phases, activities, duration, and critical milestones for delivering the work described in **Exhibit C – Project Expectations, Section 4.3, Table of Activities and Deliverables**, that completes no later than June 30, 2027. Note any expectations of DRS, including turnaround times, staffing, and any other assumptions.
 |
| Attach work plan and schedule |
| 1. Attach a sample of configuration documentation.
 |
| Attach sample configuration documentation |
| 1. Attach a sample data conversion plan for a project of this size and complexity.
 |
| Attach sample data conversion plan |
| 1. Attach copies of your written information security policies, standards, and practices as required by **Exhibit F3 – Security and Data Protection Controls, Section 3.2**.
 |
| Attach security policies, standards and practices |
| Company Financial Statements |
| 1. Provide copies of, or links to, four (4) years of your most recent independently audited company financial statements, as required by this **RFP** in **Section 2.4.2, Submission Checklist**.
 |
| Attach or link to financial statements |
| Project Roles and Responsibilities |
| 1. Attach an organizational chart identifying Key Personnel and leads proposed for the Project. The Project organization chart must identify by name and position the Bidder’s team (that is, down to at least the lead level), including Subcontractors, responsible for the Pension Administration Modernization (PAM) Project.
 |
| Attach Project org chart |
| 1. Attach an additional page below providing a brief description of the responsibilities for each of the roles identified in the organizational chart above.
 |
| Attach Project roles and responsibilities description |
| Resumes |
| 1. Attach resumes for Key Personnel that demonstrate how they meet or exceed the minimum qualifications described in this **RFP, Section 1.8.3, Key Personnel Experience**. Include resumes for the Project Manager, Client Manager, Project Director and/or Engagement Manager, Security Officer and any other Key Personnel.
 |
| Attach resumes |
| References |
| 1. Attach your completed Company References below using **Exhibit H1 – Company References**, as required by this **RFP, Section 1.9.1, Company References**.
 |
| Attach Company References |
| 1. Provide three (3) references for each Key Personnel, including the Project Manager, Client Manager/Project Director/Engagement Manager, Security Officer, and any other Key Personnel, and Subcontractors using **Exhibit H2 – Key Personnel and Subcontractor References**, as required by this **RFP, Section 1.9.2, Key Personnel and Subcontractor References.**
 |
| Attach Key Personnel and Subcontractor References |