1. Sealed Instructions – "All bids will be publicly opened." Can VRS provide a list to bidders of who submitted proposals – rather than bidders having to be present?

ANSWER: Bidders are not required to be present at the RFP opening. A list of respondents will be made available upon request, following the bid opening.

2. What is the desired start date or time frame for initiating the implementation of new packaged automated retirement administration system?

ANSWER: The desired start date for implementation of the automated retirement system is the fourth quarter of 2005, with a two-to-three-year implementation possible. The actual start and completion dates will be dependent upon the consultant's recommendations.

3. Is it possible that the Company responding to the RFP may suggest one lead consultant for this role along with other resources, who could work collectively to perform the following activities simultaneously?

   1. Detailed need assessment.
   2. Assessment of early implementation of imaging system, and
   3. Development of the RFP.

ANSWER: Yes. We would support any comprehensive approach regarding management of the project, provided all areas of the RFP are addressed and satisfied.

4. Can a vendor who is responding to this RFP be a prime or subcontractor for the RFP responses for proposing a solution for Pension System Administration, Document Imaging or any systems or services related to the upcoming RFPs?

ANSWER: Pursuant to item 1.5, page 6, "The independent consultant assisting with RFP development and evaluations would consequently be disqualified from competing for the purchase of all software, hardware, and professional services required to install and implement the chosen systems. A consultant contracted by a pre-implementation RFP may, however, bid on various quality assurance and project support, assessment, and oversight consulting projects associated with the Office of the State Treasurer's ongoing supervision of the system implementation."

5. If we provide consulting service are we precluded from providing continued implementation products services?

ANSWER: See answer to question 4.

6. Is the Treasurer willing to waive the requirement stated in the RFP that the consultant have previously completed the procurement of at least one retirement system? We have done dozens of public-sector procurements but none specifically for Retirement. Indeed, we are aware of only two or three firms in the entire United States who have this specific experience. This, then, would preclude our (and likely others) participating in this engagement if not waived.

ANSWER: The Treasurer has no plans to waive or modify this requirement.

7. Could the winner of this RFP, based upon the functional analysis, recommend a combination of modernization of the existing system and addition of an up-front imaging and workflow system? This would be in lieu of the 'packaged automated retirement administration system' requirement.

ANSWER: No.

8. Does the State require the winning vendor to setup/staff a full-time program office at the State Treasurer's Office in Montpelier through the RFP bid(s) & award(s) process?

ANSWER: The State Treasurer's Office has no set requirements in this area. It is expected that the bidder will provide a work plan that will address staffing and on-site presence the bidder believes necessary to complete the project and satisfy the requirements of the RFP.

9. If awarded the work, is there an expectation of time or a percentage of time that the consultant will be required to be onsite at the Treasurer's office?

ANSWER: See answer to question 8.

10. Page 7 – Section 1.6: The State requests a list of all public section engagements over the past 3 years. This list will be very lengthy. Will a list of public pension and/or retirement systems suffice?

ANSWER: We have amended section 1.6 to read: "The contractor must have demonstrated experience in a similar application of equivalent size and scope and must have completed *services in support of* at least one successful implementation of a public sector retirement re-engineering project." Please provide a list (including contact information, including telephone number) of all such applications completed over the last three years.

11. Section 1.6: Minimum Qualifications (pg. 7): The RFP states, "The contractor must provide a list of public sector engagements over the past three years, including all additions and terminations." Our list could include literally hundreds of engagements. Is it acceptable to the State that we provide a list of all public sector engagements with regard to public employee retirement systems?

ANSWER: See answer to question 10.

12. Page 8 – Section 2.1: Paragraph 3 discusses the State's procurement process for projects exceeding $150,000 and $500,000... If a project undergoes an independent review, the final decision on a contract award rests with the Secretary of Administration."

a. Does this apply to this RFP or has the funding for this project already been approved through the process described?

ANSWER: The independent review process has no bearing on funding. Its purpose is for the CIO to review the winning proposal and associated documents, to assess risk and return on investment.

b. Has the work to be completed under this RFP been approved by the entities described above?

ANSWER: This RFP was developed through joint planning by the Office of the State Treasurer and the Department of Information and Innovation. The project as a whole has been incorporated in the State's five-year information technology plan and has been reviewed by the Retirement Boards, the Governor's Budget Office, and the Legislature.

The specifics of this component will be presented to the independent review board as noted in part "a" of this question.

c. Will the successful offer to this effort have any role to play in seeking approval for the overall project with those referenced entities?

ANSWER: No.

13. Will the Office of the Treasurer (Retirement), the Office of the CIO or both organizations be involved in

a)selecting the Consultant (this RFP)

ANSWER: Both.

b)selecting the packaged automation retirement administration system, the imaging system and the workflow systems

ANSWER: Both.

c)implementing/customizing/integrating the three systems in 'b' above

ANSWER: Both.

14. Page 8 – Section 2.1: Paragraph 3 mentions the cost/benefit analysis and independent review requirements for IT projects of certain sizes. Have these studies/reviews been done and if not, what is the expected impact on this project, i.e., delay in certain phases, etc?

ANSWER: Studies have been done in the past on similar projects. The analysis would take place after finalists' presentations and before contract negotiations. The impact might be that the start date could be delayed.

15. Page 8 – Section 2.1: Paragraph 5 discusses financial penalties for lack of performance. Can the State provide a sample Service Level Agreement and/or tracking mechanism used in the past?

ANSWER: See answer to question 16.

16. Page 9 – Section 2.1: The final paragraphs discuss how failure to deliver will be handled. However the State doesn't specify how changes in scope that may arise will be handled. Will the State define procedures for changes in scope?

ANSWER: Yes, during contract negotiations.

17. Section 3.2.1.1: Technical Evaluation of Proposals (pg. 10): Under General Qualifications of the Firm, the RFP implies that references of the proposed staff are required but this is not mentioned in either *7.4: Corporate Background and Experience* or *Section 7.5: References*. How many references should we include for each proposed staff member?

ANSWER: The references requested in 7.4 are with respect to your corporation and client experience. The references requested in 7.5 are associated with proposed staff the bidder would employ during this relationship.

18. Page 10 – Section 4 – Who prepared the information, listed in Attachment A – Section 10.3? Internal staff? IT? Users? Contractor? If so, who?

ANSWER: Internal staff.

19. Page 11 – Section 5 – In order to provide a truly level playing field to all potential offerors, can a complete copy of the referenced report (Page 26 - Section 11 - Attachment B) be provided?

ANSWER: Attachment B was intended to provide an overview of the prior project and relevant information regarding the Retirement Division's present and future business/organizational structure. The report is a public document and is available for inspection at the Office of the State Treasurer. A copy can be obtained by written request subject to the official fee schedule for copying public records, established by the Secretary of State, which is available at http://www.vermont-archives.org/records/access/fees.html.

20. We request that the opportunity to clarify or take exception to RFP terms and conditions be extended to the contract negotiation phase.

ANSWER: No.

21. Page 12 – Cover Letter Points - Point 6 states the bidder acknowledges and accepts all terms and conditions included in the RFP. Will the State entertain any changes to the contractual language provided?

Specifically ---
- Attachment C, paragraph 5, can the indemnification be limited to negligent or willful acts only?
- Will the State agree to any contractual limit on liability for errors and omissions?

ANSWER: No. The standard contract language provides that contractors will indemnify the State for "liability and any claims, suits, judgments, and damages arising as a result of the Contractor's acts and/or omissions in the performance of this contract." This language refers to liability that might be imposed on the State as a result of the Contractor's negligent or willful acts or omissions in the performance of a contract. The purpose of this language is to protect the State against liability for contractor omissions as well as contractor actions. The State will not agree to exempt contractors for liability arising from contractor omissions. The standard contract requires contractors to provide certificates of insurance to show that they have certain minimum amounts of coverage in place. The State will not agree to limit -- and in effect "insure" -- the contractor's liability for errors or omissions above the minimum amounts.

- Will the State agree to bidder's standard conflicts language?

ANSWER: Any proposed language must be provided as part of the RFP submission and can be reviewed/negotiated.

22. Section 7.4: Corporate Background and Experience and Section 7.5: References (pg. 13): Section 7.4 states "Bidders must provide a minimum of three references and a description of the bidder's experience in completing a similar application of equivalent size…including a description of at least one successful implementation of a public sector retirement reengineering project." Section 7.5 states "All responses must submit at least two names and contact information (names, phone, email) of customers for whom you have successfully completed a project with tasks similar to this one, including at least one public sector engagement."

a. Do these sections request the same information?
b. Does the State prefer two or three references?
c. Does the State have a preference for which section this information should be provided in?

ANSWER: See answer to question 17.

23. Page 16 - 3rd paragraph - mention is made that the VSRS state employees, VMERS municipal employees and SDIA are all administered by third parties. Is it anticipated that this will continue and that these plans will not be a part of the proposed new system and thus will require no analysis of business practices for the administration of these plans?

ANSWER: Paragraph 3 refers to the Deferred Compensation (457) Plans and SDIA third-party administration, which will continue under the current design.

24. Page 16 – Section 10.1 – Will the scope of this effort include any part of the two 457 programs? If so, could this functionality be briefly described?

ANSWER: The scope will not include any part of the two 457 programs.

25. Pages 16 – 17 – Section 10.1 and 10.2 - We note that VRS has a staff of 12; further the organization chart (Section 15 – Attachment F) identifies a Retirement Technical Specialist and a Retirement Project Manager as well as a Technology Services organization.

a. Will the Retirement Technical Specialist continue to participate in the project? What percent of time?

ANSWER: The Retirement Technical Specialist is responsible for coordination of the procurement process and contract administration. Assistance during any RFP processes will also be provided.

b. With respect to the Retirement Project Manager, when will that position be filled? Will it be full time? Will it be dedicated to this project? Will its filling affect any other staffing within VRS or the Treasurer's organization?

ANSWERS: The Project Manager position is expected to be filled before the end of December. This position will be full-time, through the implementation of this project. Yes, the position is dedicated to the project. No, it will not affect any other staffing.

c. With respect to the 3 individuals identified in Technology Services, how much of their time has historically been dedicated to VRS? In the future, what is the expectation for their time allocation?

ANSWER: Historically, approximately 75% of the IT Director's time, and approximately 50% of one of the technical staff, has been dedicated to the VRS. The remaining position maintains the PC network for which the retirement system is included, but no specific percentage is available. Future allocation expectations will depend on this project and recommendations for tech staff to support the new system.

26. Will there be a dedicated State of Vermont project manager assigned to the project?

ANSWER: Yes, see answer to question 25 b.

27. Page 19 – Section 10.3 (and elsewhere) – A 'fit gap analysis' is described several places in the RFP. Such analysis means different things to different clients and vendors – all having different scoping implications. Could VRS elaborate a bit on their expectations herein so all vendors have a common understanding of the process and product?

ANSWER: See answer to question 46.

28. Page 22 - Benefit calculations - is the estimate of benefit presently automated? To what degree does current data integrity or completeness hamper the calculations of benefits and benefit estimates?

ANSWER: The benefit calculations are automated only to the level of spreadsheet calculations. The values to be calculated are manually entered into the spreadsheet, and include the name of member, date and type of retirement, birth dates of member

and beneficiary, highest three years of earnings, breakdown of service credit, account balance, and actuarial factors to be used in the calculation of benefits. The database contains all necessary information for automation of benefit calculations with the exception of the date of retirement, beneficiary's birth date, and actuarial factors. Computing average final salary for part-time members is difficult using the existing database. The breakdown of service credit when a purchase has occurred is also incomplete, and must be manually corrected.

29. Page 23 - Actuarial Reporting - can we assume that this is an extract of data for each plan for delivery to that plan's actuaries, or is there more computation than this?

ANSWER: Yes, the actuarial valuation and benefit statement data are straight extracts from the databases with minimal additional calculation.

30. Page 23 - The investment account SDIA is mentioned in several places. Can you define more fully the expected interface to this system?

ANSWER: With regard to SDIA, only a code indicating participation is presently on the database. A name and address file of all active and retired SDIA participants is sent quarterly to the third-party administrator.

31. Page 24 - Health Insurance deductions - you mention two carriers, Teachers Blue Cross and CIGNA that must be reported to. How many carriers are there in total? Also, is the health insurance functions provided by the Retirement Division limited to collection and payment of premium and reconciliation of carrier statements or are there other functions?

ANSWER: There are two (2) carriers. CIGNA largely serves the State Employee retired population, and Blue Cross largely serves the Teachers' Retirement retired population. Health insurance functions are limited to collection, payment, and reconciliation of carrier statements.

32. Page 24 - What are VRSEA and SECCA?

ANSWER: VRSEA is the Vermont Retired State Employees' Association, the retired arm of the State's union. This refers to a pension deduction for insurance services provided by VRSEA, administered by R. J. Tongue. SECCA is the State Employee Combined Charitable Appeal program, to which retirees would like to pledge donations. However, our current system is unable to administer such requests.

33. Page 26 – Maximus Study: What recommendations of Maximus' study have been implemented already or are being contemplated for implementation?

ANSWER: The proposed service model has been adopted, as have some other recommendations. Please refer to the RFP's attachment B for details.

34. Referenced throughout the RFP is the change in service delivery status. Could you expand on this and share with the potential offerors how much (and what) has been implemented to date? And what is the schedule for implementing the rest?

ANSWER: The recommended service model described in Attachment B has been adopted. The broad recommendations relative to imaging and reengineering have been incorporated into this RFP effort. Other recommendations relative to phone systems, training, and personnel are not specifically linked to this project but are in various phases of implementation.

35. Page 26 – Section 11 – The objective of the effort included the statement "Conduct workflow analysis". Can all of the workflow analysis be provided to offerors to clarify as-is and to-be workflow status and expectations?

ANSWER: See answer to question 19.

36. How is this different from the work for which Maximus was previously engaged?

ANSWER: The Maximus study was performed as a procedural and organizational tool for the best use of Retirement staff and management, using the current system. This RFP will provide consultant assistance in the design and procurement of a new automated solution.

37. Why is Maximus not being continued to do this procurement?

ANSWER: This is a separate RFP with a different scope. See answer to question 36.

38. Page 27 and Page 32 – Section 11.1 – Reference is made at the bottom of the page (and elsewhere) to an IVR system. Is the IVR included in scope as part of the new system project?

ANSWER: No.

39. Page 28 – Section 11.1 – Does VRS envision any bar coding as part of the new systems capabilities?

ANSWER: Bar coding is not specifically indicated, but is certainly a possibility.

40. Page 30 – Section 11.1 – The RFP states "The "to be" maps provided in this section are for illustrative purposes only and are presented at a high-level. There are additional steps and processes that have not been included in the maps at this time because additional process reviews will be completed *by the vendor, in concert with Treasury staff, selected through this RFP process*." We have a number of questions herein:

a. With respect to the italic section above, is the reference to "the vendor" to the successful vendor of this RFP and procurement process or to the vendor who completed the predecessor effort?

ANSWER: The statement refers to the successful vendor of this RFP.

b. May we see all of the steps, processes, and maps completed to date?

ANSWER: See answer to question 19.

c. With respect to question a. above, if the effort is to be completed by the successful vendor for this effort, can VRS provide us with an estimate of how many more steps, processes, and maps will have to be completed?

ANSWER: As part of its submission, we would anticipate the bidder will estimate all proposed steps, processes, and maps, and incorporate them into the work plan based on prior experience with retirement systems, the service model presented in Appendix B, and the balance of the RFP document.

41. Page 38 – Section 11.1 – At the end of this section there is the statement "While the proposed organizational changes and corresponding "to be" process maps are vital to the future service enhancements of VRS, there are additional process-related improvements that will also be needed. *The following sections outline the remaining process recommendations."* With respect to the yellow highlighted section, can all of those recommendations be provided for review by offerors?

ANSWER: See answer to questions 19 and 33 through 36.

42. Please clarify the statement on p. 40 of the RFP, "The Vermont Office of the State Treasurer is soliciting proposals for consulting services to design and procure for its Retirement Division a new packaged automated retirement administration system with integrated imaging and workflow components." Specifically clarify that the State does not want to engage a partner to write a custom automated administration system but rather is seeking to implement an existing packaged system, providing custom integration as necessary.

ANSWER: Yes. The state is seeking to implement an existing packaged system, providing custom integration as necessary. See answer to question 46.

43. Page 41 – Section 12 – The RFP refers to "Ability to interact with existing Retirement web site." We have visited that site, but do not have access to all functionality (i.e., employer related activities). Can a description of this and/or screen shots be provided so we can scope the efforts related to this topic?

ANSWER: Yes, upon request and pursuant to the conditions noted in question 19.

44. Also, how many employers currently report via the current web-site? What percent of active members does this represent?

ANSWER: VSTRS – DB plan 308 entities 11,563 members
We expect 100% compliance by the end of the reporting period, October 15, 2004.

VMERS – DC plan 93 entities 1,928 members

We are approaching 100% compliance.

45. Page 42 - In Section “12.1 Exhibit C.A- Summary Flowchart of Expected Tasks”, Step # 8 suggests an “Implementation Plan”. Is this a preliminary suggestion of an implementation plan for the vendor of packaged software, and the State of Vermont, or is an actual plan which the vendors of package solution for pension administration must adhere to, in order to complete their solution implementation for the State of Vermont?

ANSWER: We believe the question is simultaneously referencing the implementation tasks #8 and #13.

Task #8 refers to an implementation plan to be incorporated in the product RFPs (i.e., software & imaging).

Task #13 refers to a preliminary plan for implementation of the selected software implementation vendor.

46. Page 42 – Scope of Work: We are confused as to the scope of services requested in this RFP. On page 45, section 12.2.1, Task 1, the last bullet on the page says “Make a package recommendation (one or two packages) and possibly make a separate imaging recommendation” followed by steps to develop implementation plans. On your flowchart on page 42 you refer to “write RFP#2 for package implementation….”. Could the State clarify what the purpose of RFP#2 is? Does the State intend to make a software selection based upon the outcome of the flowchart step 8 tasks (further described as task 1 deliverable 4), i.e., solely upon the recommendation of the consultant performing the services requested by the State under this RFP, or will RFP#2 actually be for the procurement of a system?

ANSWER: A fit gap analysis is requested to compare our requirements against the capabilities of packaged software systems or other baselines. The purpose is to determine how closely the various options fit and what customizations and risks are involved.

Therefore, please remove the following bullet:

- **Make a package recommendation (one or two packages), and possibly make a separate imaging recommendation (see Task 2).**
- **Also remove Step C.A.8 (Best Fit Recommendation) from the flowchart and chart explanation.**

In 12.2.1, change:

- **Compare our Requirements with the capabilities of the reviewed retirement system packages (fitgap analysis). The objective is to determine best fit, feature set, and amount of customization required.**

to read as follows:

- **Compare our Requirements with the capabilities of several potential system packages or other baselines (fitgap analysis). The objective is to compare market feature sets against our requirements and determine potential for customization and implementation risk.**

RFP #2, therefore, will be an open bid, without any preselection of product.

Could the state please reconcile how it expects a vendor to select a 'best fit recommendation' package and still provide for an open and fair RFP process in Task 4 if a vendor or two vendors have been pre-chosen?

ANSWER: No, the state will not make a software selection based on the outcome of step 8. See answer above.

47. Page 45 - Section 12.2.1 - You state that the successful vendor will make a retirement solution package recommendation of two packages. This seems to be an early point in the process to narrow the field. Do you intend to send the retirement solution RFP to only two vendors? Would you please discuss your strategy in narrowing the field to only two entrants so early in the process?

ANSWER: The scope has been revised. The bidding process will remain open. No choice of software vendor will be made until bids are assessed. See answer to question 46.

48. Page 45 - What is the anticipated completion date for each of the tasks identified in the Tasks & Deliverables Section 12.2 of the RFP?

ANSWER: We expect the bidder to provide this information in the requested work plan, based on prior experience and the bidder's understanding of the RFP.

49. Page 45 and 48 - Section 12.2.1 - #13 and 12.2.7 (last bullet) - In a number of places there are statements as to when the current effort is considered completed. Can you please clarify as to is it when the contract with the new vendor is executed and a kick off meeting is conducted (i.e., soon after contract signing)? Or is it when software and hardware are in place and approved; this may be months after the kick off meeting. Given VRS' desired scenario, there may be two different answers – one for imaging and one for backfile.

ANSWER: Completion is considered when the contract with the new vendor is executed and a kick-off meeting is conducted (i.e., soon after contract signing).

50. Page 46 and 47 – Section 12.2.3 – How firm is the September 2005 move date?

ANSWER: It is possible that it will be pushed back, but there is no expectation of that.

51. Section 12.2.7 and Section 12.2.8 – Task 4 Lead the RFP Bid, Award and Kickoff Processes (pg 48): Sections 12.2.7 and 12.2.8 outline the tasks and deliverables requested by the State and these are labeled "Post RFP Support …." These bulleted tasks appear to end with after holding the Implementation Vendor Kickoff meeting. However on page 45 in the description of Icon 13 the State writes "Your tasks are complete once the Implementation Vendor Kickoff meeting is accomplished and these plans, and all approved software and hardware are in **place and approved**."

Software and hardware are not normally approved until all implementation and testing of the software and hardware is complete at the end of the implementation project. In other words, approval is the very last step of the overall initiative. Please clarify whether the services being requested by this RFP terminate at the conclusion of the Implementation Vendor Kickoff or when all systems are fully installed, implemented, tested, and approved.

ANSWER: See answer to question 49.

52. Page 55 – Cost Proposal Format: "Cost proposal will include… Staff rates per hour and estimated hours for each person assigned to the engagement" Will the State accept hours per role, as opposed to identified individuals?

ANSWER: Yes.

53. Page 55 – Cost Proposal Format: What resources will the State provide for this project? Will there be a full time project manager assigned and/or Subject Matter Experts? Also, what percentage of their time will be devoted to this project?

ANSWER: There will be a full-time project manager. We expect the successful vendor of this RFP to provide other information in the requested work plan, based on prior experience and the bidder's understanding of the RFP.

54. Cost Proposal Format - you indicate a category of estimated state employee hours. Are we to estimate the amount of these efforts?

ANSWER: Yes, in terms of hours only.

55. How much time will the current staff allocate for working with the consultant during the comprehensive needs assessment task?

ANSWER: We expect the successful vendor of this RFP to provide this information in the requested work plan, based on prior experience and the bidder's understanding of the RFP.

56. Are there any limitations or predispositions that the search consultant should be aware of prior to beginning the project (i.e. is outsourcing an option, or any limitations on other recommendations)?

ANSWER: Outsourcing is not an option. Proposals of other options would be discussed as part of the successful vendor's recommendations.

57. What is the final decision making process in accepting the consultant's recommendations?

ANSWER: An oversight committee composed of the State Treasurer, Deputy Treasurer, Project Manager (Office of the State Treasurer) CIO, and PMO from the Department of Information and Innovation, and other business partners.

58. How will cross departmental recommendations be handled if changes are needed in areas outside the immediate reporting structure?

ANSWER: All key business partners will be included on the oversight committee.

59. What are the priorities in working on the design of the administrative processes: cost, accuracy, turnaround times, self service, integration, etc.?

ANSWER: We expect the successful vendor of this RFP to provide this information in the requested needs assessment product, based on prior experience and the bidder's understanding of the RFP.

60. What are the top five current issues with administration, as it exists in today's environment?

ANSWER: Please refer to the RFP's Attachment B.

61. Are there any internal system constraints that would prevent or limit changes to the current administrative process?

ANSWER: See answer to question 59.

62. Can you describe the type of participant data contained in the 45,000 member files that need to be imaged?

ANSWER: Please refer to Attachment B, section 11.2, Imaging.

63. What is the overall budget allocated for implementing new packaged automated retirement administration system and imaging system?

ANSWER: Expected to total in the millions of dollars. No further estimates are available at this time.

64. Does this budget include the costs associated to the services and goods expected as part of this RFP? If not, what is the budget for the same, separately?

ANSWER: Yes.

65. Is there an existing preference of Technology including, however, not limiting to, Architecture, Platform, Operating System, Databases, Service Channels, Programming Language, Server technologies, Process and Methodologies related to the Design, Implementation, Support, Administration, Integration of the Pension Administration and Document Imaging System?

ANSWER: The automated solutions will be hosted on the local network of the Office of the State Treasurer. It is currently Windows-based, but also utilizes Linux servers.

The office PCs run either Windows 2000 or Windows XP. Therefore the client interfaces must run on Windows PCs, and if web-based, be optimized for Internet Explorer. Client-server or Web interfaces will be equally considered. The database must be robust and scalable, such as Oracle or SQL Server, but others would be considered. The technologies and methodologies of the software solutions will be considered more critical than that of the hardware.

66. Has there been a study or evaluations completed to list the Business, Technical, User and Organizational requirements as they relate to the expectations from Pension System Administration and Document Imaging System?

ANSWER: Aside from the information included or referred to in the RFP, there have been no other studies. The rest will be accomplished with the assistance of the consultant.

67. Is it necessary for the system to provide a Web based Interface for using the intended Pension Administration and Document Imaging System?

ANSWER: The answer to this question will be determined by the fit gap analysis as described in the answer to question 46.

68. What is the expected life of the desire Pension Administration Solution, with integrated or standalone Document Imaging System?

ANSWER: There is no way to say at this point, beyond long-term.

69. Like many other Public Retirement Systems in the country today, is it State's concern that some of the package systems vendors may not be able to provide their solutions for Public Pension and Retirement Systems, which comply with the latest standards of technology, architecture, system design, integration and/or administration? If true, how is the State prepared to lead the implementation of the desired solution for compliance, long term scalability, extensibility, ease of maintenance, integration, and consistency of performance, throughout the life of this solution?

ANSWER: The State is concerned with finding the software with the best fit for its needs, realizing that no one solution is likely to provide all of them, without some customization. The consultant's job, working jointly with staff, is to define issues and solutions.

70. Standard Contract is written as a 'not to exceed' contract while cost proposal format states a 'fixed fee'. Can we assume fixed fee is correct?

ANSWER: Yes, fixed fee is correct.

71. Payment is predicated upon acceptance of work product. However, there is nothing that provides for timely review and acceptance or rejection by the state. The state retirement department does not have very many employees to review work product. Thus acceptable work

product could sit for months waiting on state approval. Will the state consider accepting a clause that provides a time frame for review of work product and acceptance or rejection? (i.e. within 30 days of delivery.)

ANSWER: Yes, within 30 days of delivery.