Grants Finance Modernization RFQ - Vendors' Questions and NYSED Answers

#	Questions	Finalized Answers
1	Can an OGS Manufacturer prime a response to this RFP as well as having their Authorized Resellers respond offering a different product/implementation partner service?	The RFQ is open to all Manufacturers and Authorized Resellers capable of providing the required products/services under the Manufacturer Umbrella Contract. There is no limit on Manufacturers and their Authorized Resellers both submitting bids.
2	Can an OGS Manufacturer have multiple Authorized Resellers prime a response to this RFP offering different product sets and implementation partners services?	The RFQ is open to all Manufacturers and Authorized Resellers capable of providing the required products/services under the Manufacturer Umbrella Contract. There is no limit on multiple Authorized Resellers of the same Manufacturer submitting bids.
3	Can an OGS Manufacturer or Authorized Reseller offer a joint response for products/services on both Lot 3 and Lot 4?	The OGS Umbrella contract is not set up to handle joint ventures
4	**A.** Users: How many internal users? **B.** Please provide the number named internal users the new system will support. **C.** Users: How many external users? **D.** Please provide the number of named external users (applicants/grantees) the new system will support. **E.** How many internal/external users do you expect using this system? **F.** Please provide historical statistics on how frequently a typical grantee access the system or if there are patterns/seasonality.	Estimates: **A & B.** 200 (Internal). **C & D.** 3150 (External) **E.** 200 Internal / 3150 External **F. This is unknown at this time**

5	We are a case management platform and not a COTS. We have deployed systems that are like grant management applications and our templates are easily configured to manage grants and grants repayment processing. You noted the interest in COTS. Does this disqualify us.	NYSED is looking for a Commercial-Off-The-Shelf (COTS) solution and software as a service (SAAS) with minimal customization, that can deliver on our published scope and requirements.
6	**A.** Do you have an anticipated budget for this project? **B.** If so, will you share the budget amount?	**A.** Yes. **B.** No. **Note**: This is an internal (**Non-Public**) Information. Please structure your cost proposal based on the deliverables that will be provided. Also, importantly, take note of relevant (**Technical evaluation, Cost Evaluation, & Composit score**) section of published **RFQ - Page 35.** Bidders are encouraged to submit budgets that are cost effective.
7	How much grant funding is typically managed by the state in a given fiscal year?	The Grants Finance (GF) office, within NYSED, is responsible for the financial management of over $3.5 billion dollars annually.
8	**A.** How many grant programs are currently being managed by the county that will also be managed in the new system? **B.** Do you anticipate adding other grant programs this year, and if so, how many?	**A.** NYSED administers approximately 75-100 grant initiatives annually. This results in approximately 12,000 State and federal grant projects to subrecipients annually. **B.** Additional grant programs are unknown; however, grant project awards are made on a rolling basis with new year projects generally beginning 7/1/XX or 9/1/XX.

9	**A.** Is the county currently using another system and/ or vendor to manage grants? **B.** If so, what is the system/vendor? **C.** If not, how are grants currently being managed by the county?	**A.** The RFQ is to replace the legacy mainframe system used by the **New York State** Education Department to administer grants statewide. This is **not** for county administration of grants. **B.** This was built internally on Unisys platform using COBOL. There are currently no vendors. **C.** N/A. Current system is maintained by NYSED. **Note:** * See **RFQ - Page 8, 9, & 10,** which cover **Project background**, and **As-Is Technical Environment.** * Also note that **this is for the entire state** (Not County).
10	**A.** Please elaborate on the data that is to be migrated from the existing mainframe. **B.** Please describe the data, the number and type of records, the total size of the files, etc.	**A.** Data pertaining to Grants Management lifecycle - Grant initiative reference information, expenditure budget by category, key approval/entry dates, expenditure level accounting, performance tracking and expiration/closeout. **B.** Please refer to the RFQ 'Technical Environment' section and SED responses to questions 7 & 8. **Note:** Also see **RFQ - Page 9 & 10**, which cover **As-Is Technical Environment**.
11	**A.** Do the systems you wish this solution to interface with have APIs available? **B.** If so, are they available for review? **C.** If not, please describe integration capabilities.	**A.** Yes, some of them have API capabilities. **B.** No. This will be part of the requirements gathering during the project. **C.** NYSED uses multiple data integration tools. During the initiation, planning and requirements gathering phases, the right tools will be determined.

12	**A.** Are there any Security needs required to maintain the data? **B.** I.e., FEDRAMP and Audit requirements? **C.** If so, please describe.	**A. Yes. See answer to C below.** **B.** NYSED does require a FedRAMP compliant cloud solution. **C. Please also see RFQ associated Documents & references below:** **1.** Appendix M - Future State-To-Be RTM.xlsx (Functional and Non-Functional requirements), and especially its annotated **'Security Category'.** **2.** Appendix T - Cloud Security Implementation-v1 **3.** Appendix R - NYSED Data Privacy Addendum (DPA).docx **4.** All vendors that are selected are required to comply with NYS Security Policies and Standards available on the Office of Information Technology Services Policies websites: **https://its.ny.gov/policies?f%5B0%5D=filter_term%3A106** **https://atwork.nysed.gov/iso/policies/**
13	**A.** Does the agency hold licenses for an electronic signature tool you would like to use as part of this solution? **B.** If so, please provide the name. If not, do you have a preferred tool or would you like this to be included in the proposal?	**A.** Yes. **B.** We prefer Adobe Sign, but are open to other options.
14	Please elaborate on the agency's preference for future systems maintenance. Does the agency prefer future support and maintenance is done by the selected partner, internal team or a combination of both?	NYSED is open to have future support and maintenance done by combination of both (Selected partner & internal team) with clearly mapped out scope of responsibilities for all stakeholders in the first couple of years, and will make more informed decisions around continued support and maintenance in the future.

15	Is the vendor required to be on site for any portion of the contract term?	Work can be accomplished remotely within continental United States; however, vendor is required to be onsite for project kickoff meetings and may need to be on-site during critical milestones/decision points throughout the project.
16	**A.** Have you seen demonstrations of any grant management systems prior to issuing this RFP? **B.** If so, will you share which systems?	**A.** Yes. **B.** During another phase of this project, NYSED saw demonstrations from GovGrants, Wizehive, Calytera, Appian, & Salesforce.
17	**A.** HIGH PRIORITY: Would the NYSED be willing to extend the due date of June 7, 2023? We would like to request an additional 2 weeks. **B.** Answers come back just before the Memorial Day holiday. Would SED consider a 1-week extension to the due date? **C.** Please consider extending the due date by two weeks from 6/7/23 to 6/21/23	**A,B,C:** As of publishing of this RFQ Q&A response, the schedule has been revised/updated with some new tentative timeline. **Please see revised tentative schedule below:** RFQ Release Date - **May 3, 2023** Vendors Questions Due - **May 17, 2023 (5PM Eastern)** NYSED Answers Due - **May 31, 2023 (5PM Eastern)** Vendor Bid Submission/response Due - **June 21, 2023 (5PM Eastern)** NYSED Evaluation - **July 20, 2023** NYSED Contract Award Communication - **July 27, 2023** Project Kickoff - **October 2, 2023**
18	**A.** Will training be delivered independently by the vendor or in conjunction with/integrated into an learning management system? **B.** If the latter, what are the requirements for eLearning development tools to successfully integrate into the system (e.g., SCORM e-learning standard compliant)?	**A.** NYSED is open to any number or combination of approaches. **B.** N/A. We anticipate that the integration with the NYS learning management system (SLMS) is now required.

19	In Section A, the RFP asks vendors to provide "COTS and SAAS solution implementation, hosting, and maintenance by vendor." But in Section B-1.8.8., the RFP requires "Training NYSED ITS development team and administrators on the solution developed and how to manage and support it." Would NYSED please clarify the roles of the vendor and State in regard to post-deployment administration and support of the system?	Vendor is going to implement, host and manage the solution. However, identified SED ITS staff will need to be trained for minor enhancements, resolving commonly surfacing prod issues, general upkeep of the system from a client perspective, and would liaison with vendor for major issues.
20	The RFP states "If any further training needs are identified, those should also be met by the vendor." Would NYSED please provide more information as to the type, volume, and frequency or further training needs that it anticipates?	This is to be determined, pending any discoveries as part of requirement gathering and project execution.
21	Would NYSED confirm the key staff for which it seeks resumes for evaluation?	**Key Staff may include:** * Project Management staff * Technical, Solutions, and/or Network Architect * Business Analysis staff * Development Staff * Data Analyst * Testers * Subject Matter Experts
22	Would NYSED confirm that approval of replacement staff applies only to staff designated as key?	This can be agreed upon after a vendor has been selected.
23	How many train the trainer participants and total end users does NYSED estimate requiring training support?	Currently undetermined.

24	**A.** IS NYSED looking for both virtual and in-person training sessions? **B.** If in-person, what is the estimated number of sessions sought?	**A.** NYSED is open to both approaches. **B.** Currently undetermined.
25	**A.** Have you had any assistance in preparing this RFP? **B.** If so, from whom?	**A.** RFP was prepared internally. **B.** N/A NYSED internal resources.
26	**A.** Has a budget been approved for this project? **B.** If so, for how much?	**A.** Yes. **B.** This is internal (**Non-Public**) Information. Please structure your cost proposal based on the deliverables that will be provided. Also importantly take note of relevant (**Technical evaluation, Cost Evaluation, & Composit score**) section of published **RFQ - Page 35.**
27	Are local businesses scored favorably for this RFP?	Bidder's location is not factored into the scoring criteria.
28	Can you please provide NYSED's number of unique sub-recipient organizations?	There are approximately 1500 subrecipients.
29	**A.** Have you had demonstrations and/or conversations with grants management vendors? **B.** Were any POCs or Demos previously conducted for the requested solution? **C.** If so, what was the solution and who was the vendor? **D.** If so, with whom?	**A.** Yes **B.** For Demos, Yes. For POCs, No. **C ~ D.** During another phase of this project, NYSED received demonstrations from GovGrants, Wizehive, Calytera, Appian, & Salesforce.
30	**A.** Please provide a list of systems currently housing on-going/historical grant information. **B.** and for each please provide the data schemas and approximate number of records to be extracted, transformed, and loaded into the system.	**A.** Please see **RFQ - Pg 9 & 10. (Technical environment)** **B.** Due to sensitivity this will be shared once a vendor has been onboarded.

31	Would NYSED be willing to accept a bid and contract with two separate OGS SKUs from two different contract holders in a single bid?	The OGS Umbrella contract is not set up to handle joint ventures
32	SCOPE/MANDATORY REQUIREMENTS explicitly states that NYSED's intent is "to procure a Commercial-Off-The-Shelf (COTS) solution and software as a service (SAAS)… to leverage an industry standard model with minimal customization." However, there appear to be conflicting references to requirements in the RFQ that are not consistent with a COTS, SaaS solution, such as: (i), developing a future-state architecture by leveraging industry best practices for the new Grants Finance system; (ii) source code validation of the new system; and (iii) set up of a NYSED development environment. **A.** Can NYSED please clarify if its desire is for a configurable COTS, SaaS solution or **B.** if the intent is for a vendor to provide a separately hosted, web-based solution that is uniquely customized and, where specified by NYSED, developed to NYSED's requirements?	**A.** Yes, a configurable COTS is mandatory. **B.** NYSED does not need a heavily customized solution.
33	Please elaborate on the requirement for the vendor to "Back-up and eventual sunset of the CAFE (existing legacy system)". Is NYSED requesting that the vendor create and/or assume management of an existing back-up of the CAFÉ system until it is sunset by migration to the new solution?	No. SED will plan the backups and sunset of the CAFÉ system, based on the project progress and inputs from the vendor.
34	**A.** Is time entry needed for Grants System? **B.** Where will that data be coming from?	**A.** Yes **B.** Driven by manual entries, automated workflows and data flowing from other current and future systems.

35	A. Is Expense data needed for the Grants System? B. Where will that data be coming from?	A. Yes, please refer to the RTM. B. The subrecipient's approved Expenditure based budget will be the basis for the approved expenditures incurred and reported in the new system.
36	Any preferred technology for integrations?	NYSED is open to recommendations.
37	A. Will IV&V or PM/QA services be procured for this project in addition to the SI/solutions provider? B. If so, will the IV&V or PM/QA RFP be procured to align with the SI/solutions provider starting?	A. NYSED intends to procure IV&V, and also has in-house resources (PM/QA) that will oversee the work of the selected vendor. B. NYSED intends to procure IV&V, and also has in-house resources (PM/QA) that will oversee the work of the selected vendor.
38	Is NYSED seeking only a COTS solution or will customized solutions be considered?	NYSED's need is for a COTS solution with minimal customization (no heavy customization).
39	A. Did a vendor assist NYSED in writing this RFP? B. If so, is that vendor eligible to submit a proposal to this RFP?	A. No, the RFP was developed internally. B. N/A. The RFP was developed internally.
40	Can NYSED divulge what the approved budget for this project is?	No. Please structure your cost proposal based on the deliverables that will be provided. Also importantly take note of relevant (Technical evaluation, Cost Evaluation, & Composit score) section of published RFQ - Page 35. Bidders are encouraged to submit budgets that are cost effective.

41	**A.** Can consultants work be done remotely or is onsite presence required? **B.** If onsite presence is required, can it be done on a hybrid basis of combined remote and onsite?	Work can be accomplished remotely within the continental United States.
42	**A.** Are the Administrative Forms referenced in this section, the Exhibits in Appendix R, the reference form, Appendix L and Appendix M, or **B.** Are there other Administrative forms we need to provide?	**A.** Appendix L, M, R, & U needs to be filled out according to instruction from the published RFQ. **B.** Appendix L, M, R, & U needs to be filled out according to instruction from the published RFQ.
43	**A.** Do you want all of the appendices that need responses to appear at the end the response? **B.** If not, can you clarify where they should appear?	**A.** Yes. The appendices L,M,R, & U, can be included at the end. **B.** N/A
44	Where should the Cloud Security Implementation response appear and does it need to be in any particular format?	It does not matter. It can be integrated into the varying phases of the project or within any part of the technical proposal response.
45	Should key staff resumes appear after profiles within the response in Tab 3?	Yes, it should be part of #3 (Experience & Staffing)
46	Are they seeking end to end change management (Strategy, Communications, Training, Change Impacts) etc.?	NYSED has standard operating procedures. However, we are open for better solutions to bring in more efficiency. This includes change management as well.
47	How have they administered training in the past and what has been successful?	NYSED has utilized various training methods based on stakeholder needs and resources available. We anticipate that the comprehensive training plan will be detailed and agreed upon when the vendor is onboarded as part of Deliverable # 1.8.8.
48	**A.** What type of training are they seeking for their organization (Instructor Led, LMS System, Train the Trainer) and if a mix of training at what percentage? Example 30% LMS 60% Train the Trainer	Training needs and format percentage will be established based on the requirement analysis, solution design and identified changes to the current system.

49	How big is the training population that will be affected by the change?	See response to question #4. "Estimates: **A.** 200 (Internal). **B.** 3150 (External) "
50	Is there a supplier/vendor training component that will be needed for external users?	Yes
51	Are there any existing tools that have been used in the past to survey users and gauge adoption?	No
52	**A.** What is the state level support for OCM? **B.** Will there be 1:1 resource?	**A.** State staff will be working closely with the vendor in establishing the OCM plan. **B.** This can be determined during the respective phase.
53	Are there any restrictions to offshore resources?	Yes, resources should reside in the continental United States.
54	What is the anticipated timeline for training of all users, rollout, and tool?	This is to be determined, pending any discoveries as part of requirement gathering and project execution.
55	**A.** How does NYSED plan to fund this project? **B.** Is it part of the operating budget or capital budget?	**A.** This is an internal (Non-Public) Information. **B.** This is an internal (Non-Public) Information.
56	**A.** Did NYSED utilize any vendor / SME consultants in defining the sought-after functionality and/or scope of work enumerated in the RFP? **B.** If yes, please provide the name of the vendor/consultant.	**A**. Yes, NYSED hired a contractor to conduct "As is, To be". **B.** N/A

57	Do the business processes (application, pre-award, award, etc.) and associated forms vary with each type of grant program, or are all processes and forms standardized?	**A.** Forms and processes are standardized based on grant type. Process flows have been mapped in the "As is" environment and are expected to be re-engineered in the "To be" environment.
58	When does each of the programs' application periods begin in a given fiscal year?	**A.** The majority of the grant projects awarded by NYSED begin on 7/1/XX or 9/1/XX since most grants are funded on a school year basis.
59	Please provide the current modules that are implemented within the financial management system.	The current system is not module-based.
60	The contract period is for "no more than 18 months." Since the need is for a COTS product, licenses need to be renewed annually. Will there be a separate contract for licenses?	Yes
61	Please provide the following breakdown: **A.** How many NYSED staff will access/log into the grants management system more than 40 hours a month? **B.** How many NYSED staff will access/log into the grants management system less than 40 hours a month? **C.** How many Grantee/Recipient users will need access to the grants management system?	**A.** Approximately 50 core users in NYSED are expected to access/log into the system more than 40 hrs/month. **B.** Approximately 100-150 NYSED users will access the system less than 40 hrs a month. **C.** Approximately 3500 grantees will need to access the system.
62	Are resumes included in the 50-page limitation for the Technical Proposal?	No. They should be included as an appendix. Please limit resumes to relevant experiences.
63	If the COTS comes with its own reporting solution, is NYSED open to using that instead of Cognos Reports?	Yes

64	**A.** What type of data needs to be migrated (e.g., applications, awards, etc.)? **B.** Does all data from the existing legacy system need to be migrated or only data associated with active grants?	**A.** Data pertaining to Grants Management lifecycle - grant program reference information, expenditure budget by category, key approval/entry dates, expenditure level accounting, performance tracking and expiration/closeout. **B.** No, not all of the data from the legacy system needs to be migrated, however there is a need to migrate multiple years of data.
65	Does NYSED have a timeline / anticipated go-live date for the new system?	Fall 2024
66	**A.** The RFQ mentions "planned releases." Does NYSED have an order for the modules to be released? **B.** Has the NYSED considered onboarding different grant programs?	**A.** No. To be determined during Phase 1.8.1 - Initiation & Planning **B.** The implementation strategy can be discussed and agreed upon once the vendor is selected, as we are open to a variety of options that delivers on our established scope.
67	Please clarify the difference between the OF (Oracle Financial) System and the SFS (Statewide Financial System).	Grants Finance system sends 3 types of payments (vouchers, journal vouchers and refund of appropriation) to the Oracle Finance System. Oracle Finance (OF) system, as the gateway between NYSED and State Financial System (SFS) formats the payments and sends this information to the SFS for processing. Then SFS, sends various reconciliation files back to the Oracle Finance system and this information is sent back to the Grants Finance system. Please see **RFQ - Acronyms & Terms** (Page 3, 4, & 5)
68	Besides the OF, SEDREF, and SFS, please list other integrations that will be needed.	These (OF, SEDREF, and SFS) are the known integrations, but the system should be scalable.

69	How should vendors present costs for licenses, implementation, training, etc. in the pricing sheet?	Using Appendix L - RFQ Deliverable-Based Financial Response document, all implementation costs should be accompanied with their corresponding Manufacturer Part Number (SKU), Net NYS Contract Price and other details.
70	NYSED requests pricing by deliverable (project plan, communication, etc.), which is not part of a COTS licensing solution. How should vendors include this pricing (e.g., SKU numbers and labor numbers)?	Under each deliverable section in the Appendix L - RFQ Deliverable-Based Financial Response document, separate rows could be added with prorated resource and labor costs, based on licensing SKU numbers, Net NYS Contract Price and labor numbers. The bids need to be consistent with the contract pricelists.
71	Should vendors provide screenshots as an attachment in the Technical File or as a separately submitted file?	This should be included as an Appendix.
72	Will NYSED handle the actual process to sunset and decommission any hardware/software related to the legacy system?	Yes, NYSED.
73	How many paper-based processes must be digitized besides FS-10, FS-10A, FS-10F, and FS-25?	Approximately 20.

74	**A.** How many stakeholders are within the scope of training? **B.** And what is their breakdown?	**A.** There are approximately 200 internal users and 3,150 external users. We anticipate that the training plan will incorporate the train-the-trainer approach to minimize the initial training load on NYSED and the Vendor. NYSED welcomes the recommendations for training plan development so that all users (internal & external) are trained effectively, efficiently, and economically. **B:** We are anticipating 3150 Grantees, 200 Internal staff (about 75 Fiscal staff, about 115 Program office staff, and about 10 executive staff). More may be determined during discovery phase.
75	**A.** In the current state, is the data in the mainframe backed up? **B.** If yes, what format/database is the data backed up in? **C.** Can the backed-up data be used for data migration?	**A.** Yes. **B.** DMS II **C.** Production tier data should be used.
76	Will Government consider another exporting tool or platform comparable to Cognos to provide EZSpec reports?	Yes
77	**A.** Who is responsible for the backup of existing legacy application? **B.** Vendor or SED?	**A.** NYSED **B.** NYSED
78	**A.** How many grant programs are associated with the 20-25,000 projects processed annually? **B.** How many unique grantees receive the grants?	**A.** NYSED administers approximately 75-100 grant initiatives annually. This results in approximately 12,000 State and federal grant projects to subrecipients annually which typically results in approximately 25,000 vouchers (i.e. payments) annually. **B.** Approximately 1500

79	**A.** Is the government open to reviewing and consolidating/deprecating its existing 144 reports? **B.** Has the government finalized the new reports it plans to develop in the new Grants Management solution?	**A.** Yes. **B.** No
80	Will the government consider a phased approach with a pilot implemented in 18 months?	No
81	Does the government have in-house tools for solution development and implementation, or is the government expecting the vendor to provide a recommendation for the following: Integration platform, ETL, Code Repository (CI/CD), Static Code Analysis (e.g., SonarQube), Identity Management (for external users and Staff), user provisioning, Data Backup and Recovery, Accessibility testing, Automation Testing, Document Management, and Digital Signature.	NYSED has some tools based on the NYS OGS Umbrella contract, and is open to recommendations.
82	**A.** Has SED engaged in business process re-engineering, and **B.** can government share those artifacts with the vendor now?	**A.** No **B.** No
83	Can SED provide its expectations for the deliverable/artifact/acceptance criteria "Publish preliminary High-level Service Level Agreement (SLA) document." under section 1.8.2?	Sample Service level Agreement to be provided with the winning vendor during section 1.8.2 (Requirements Gathering). We will work with the selected vendor on establishing the particulars of the SLA based on industry best practices.

84	The effort and duration for requirements definition can vary greatly depending on the stakeholder environment: the number of key stakeholders, the availability of critical resources for the project, the existence of a shared vision and ability to achieve consensus, the quality and extent of documentation of business rules and other factors, all beyond the control of the vendor. This, in turn, can define the duration of the entire program. Is SED able to provide some insight into any constraints the vendor may encounter or able to limit the extent of the requirements definition exercise?	This is a priority project for the department. All the necessary resources and insights will be made available for delivering the project in the stipulated time. Vendor team would partner with the NYSED business and project management staff to deliver the proposed solution.
85	**A.** Do functional and non-functional requirements (Appendix M), Fund Accounting (MS Excel), Reconciliation (MS Excel), and FS 10 Regular Grants, Grants Contract, and Allocations process flows - form the basis for the new application? **B.** Or is the vendor required to extract additional requirements from the mainframe system source code, data, reports, Grants Finance system interfaces and business processes, context diagrams, etc.?	**A.** Yes, in the future state, NYSED would like to create efficiencies around these requirements by engaging in Business Process Re-engineering/LEAN exercises. **B.** This could be a collaborative effort between NYSED and the vendor.
86	Can SED provide existing documentation for integration between the mainframe and OF, SFS, and SEDREF systems? E.g., Integration diagrams, Patterns, Payloads, authentication methods, etc.	NYSED has initiated this analysis and expects to continue this work along with the selected vendor when onboarded.
87	Please confirm that the systems (OF, SFS, and SEDREF systems) marked for integration with the new Grants Management application can communicate with either a REST API or Webservice API.	NYSED will work with its existing capabilities and with the selected vendor to determine the best path to integration with third-party systems.

88	Please provide your expectations on Knowledge Transfer.	NYSED users must be trained on the new systems and processes. Please see **RFQ - Page 50 (1.8.2, and 1.8.8)**
89	Will the SED Team have dedicated testing resources who are not UAT testers?	Yes
90	Is the SED open to extracting and cleansing the data from the mainframe instead of the vendor performing this activity?	NYSED wants this effort to be collaborative, with corrective measures mostly led by the vendor, with guidance by NYSED resources where needed.
91	**A.** Is SED open to providing trainers to support end-user training? **B.** Or is the expectation for vendors to provide staff to support 100% of end-user training?	**A.** The NYSED is open to provide Trainers to be trained by the selected vendor to support end-user training in a Train-The-Trainer approach so that the number of users trained initially could train other cohorts of users. **B.** SED welcomes the recommendations for training plan development and a variety of approaches so that all users (internal & external) are trained effectively, efficiently and economically.
92	Is the vendor or SED responsible for writing UAT test cases/scripts?	The Vendor is responsible.

93	Can you elaborate on the non-functional requirement - "System must handle unlimited concurrent user sessions." **A.** What peak concurrent sessions are SED expecting to handle on the new Grants Management solution? B. How many concurrent users do you expect using the system?	**A ~ B.** Based on the estimated number of users and expected usage, NYSED estimates approximately 1500 peak concurrent sessions. This is subject to change based on requirements gathering discussions with the selected vendor.
94	Is it required for us to submit Appendix M (Future State – To-Be RTM -- Functional and Non-functional) worksheet with our responses annotated in column G and column H within the Functional & Non-Functional worksheets as a part of our response?	Yes.

95	**A.** You mention low code as well as COTS. Are you looking for a cloud-based solution custom-built on a low code platform based on the to-be requirements? **B.** Or are you looking for an OOTB COTS solution?	**A.** Our primary interest is to procure a Commercial-Off-The-Shelf (COTS) solution and software as a service (SAAS) that can deliver on our published scope and requirements. **B.** COTS solution with minimal customization. **Please see:** 1. A. Scope/Mandatory requirements section - **RFQ - Page 8.** 2. Appendix M - Future State-To-Be RTM.xlsx **(RFQ - Associated Document).** 3. Appendix O - Grants Finance - Deliverables Expectations **(RFQ - Associated Document).** 4. Please structure your cost proposal based on the deliverables that will be provided. Also importantly take note of relevant (Technical evaluation, Cost Evaluation, & Composit score) section of published **RFQ - Page 35.**
96	Does the Solution have to come from the manufacturer list of with lot (1,3, and 4), or just come thru that contract.	Bidders must either have an award for these Lots or be able to provide the required services under another Lot.
97	What are the different personas of users that you expect using the system?	We are anticipating 3150 Grantees, 200 Internal staff (about 75 Fiscal staff, about 115 Program office staff, and about 10 executive staff). More may be determined during discovery phase.
98	Will there be a VPN available to connect the Cloud-based system to internal data sources?	NYSED is the process now of establishing a VPN for third-party Cloud applications.
99	How important is it for NYSED to own the IP of the new Grant system built on the PaaS/SaaS?	NYSED would want to own the IP address.
100	Will there be a need to access via mobile device/ tablet?	Web application needs to adhere to New York State Web Accessibility Guidelines

101	Are you looking for a standalone mobile application (native mobile or progressive web)?	No
102	How important is complete isolation of NYSED's tenant(data/traffic) of the Cloud-based solution? (dedicated isolated tenant vs multi-tenant cloud structure)	An isolated tenant.
103	**A.** When you say maintenance of the SaaS/COTS solution, are you looking for more of a MSP relationship or will NYSED employees be tasked once the solution is deployed to handle maintenance? **B.** Please elaborate on what you mean by "Vendors must ensure all necessary documents will be kept up to date for the changes made in all environments"	**A.** MSP with executed SLAs. **B.** During all deliverable phases, there could be various artifacts that must be kept up-to-date and submitted to the NYSED, at the end of the deliverable based on the changes made to the requirements, tiers, architecture, design, etc.
104	**A.** Are there existing APIs available for any of the systems/data sources that need to be integrated? **B.** If so, can we get a copy?	**A.** Yes. **B.** This will be shared with the selected vendor.
105	How important is the UI/UX of the Grant solution?	The user interface and user experience are an important part of the final product. We need to also take into consideration WCAG (**RFQ Page 3**). NYSED is open to recommendations such as angular frameworks for building UI/UX.

106	**A.** Is there flexibility around Fixed Pricing? **B.** There is language around "Project Deliverables [possibly being] revisited based on the initiation and planning phase discussions." There is also mention of establishing scope as a core activity of Deliverable 1.8.1 Initiation & Planning. Given the scope is undefined and you are looking for flexibility in defining it moving forward, we need to understand the expectations around delivering a fixed price proposal and what type of flexibility there would be. **C.** Will we be able to update cost of project based on the results of the As-Is/To-Be deliverable? If so, will there be a cap (e.g. a change order cannot exceed 10% of the originally agreed upon figure)? **D.** There is language around "Project Deliverables [possibly being] revisited based on the initiation and planning phase discussions." Given you are looking for a fixed price proposal, we need to understand what type of flexibility there would be.	**A,B,C,D:** Bidders must provide pricing for each deliverable that is an all-inclusive not-to-exceed maximum price. However, as noted in the RFQ Deliverable-Based Financial Response (**Appendix L**), unanticipated enhancements to the services may be approved during the project term, up to a maximum of 20% cumulatively. Such changes would be subject to State approval and require a formal amendment to the Authorized User Agreement.
107	Please specify if there are any restrictions on the location of Contractor staff.	Work can be accomplished remotely within continental United States. Vendor can operate remotely through a secured channel such as VPN, Citrix, etc.

108	**A.** Is there a compelling event related to the August 15, 2023 start date or the 18 month end date? **B.** There is mention of an estimated contract term being no more than 18 months. Please clarify on where this duration comes from. Is this just your goal, or was there some analysis conducted to arrive at this number? **C.** How did you estimate the amount of development/implementation time of this project?	**A.** Yes **B.** This is based on several different factors including our desire to decrease the demand on the mainframe system, retire old outdated technology, and create efficiencies. **C.** This is based on research conducted in the "As is, To be" phase of the project.
109	Under the mandatory requirements, you write that you're looking for a COTS solutions with minimal customization. Is this actually a mandatory requirement or are you open to customized software via a low code tool?	Yes, a COTS solution is mandatory
110	**A.** You mention that you're looking for the solution to be delivered in planned releases. Are you looking to actually bring certain modules to production (and to end users) in a phased approach? **B.** Or just that you're trying to follow a standard agile methodology.	**A:** NYSED is open to a phased approach according to Agile best practices where demonstratable code is shared with the NYSED according to phases determined with the selected vendor. **B:** N/A
111	Is there flexibility to doing the As-Is/To Be analysis and BPR/BPI as a separate engagement to get more clarity around the requirements (so that we are able to provide a more accurate estimate in terms of implementation costs)?	No.

112	Please provide more detail around expectations for data clean-up. Will this be a joint effort with NYSED/SED who have more familiarity with the data/data structures?	This would be a shared responsibility with major tasks completed by NYSED, based on vendor recommendations.
113	A. Please provide more detail around Data Migration. Is it in fact only 15 tables representing 4gb of data? B. If so, please elaborate on the data structure (# of columns, # of entities, etc.).	A. Yes, 15 Tables (Datasets), Database size 4GB. B. 420 total columns (variables/attributes) from all tables (entities).
114	A. Please provide more detail on the type of training you are looking for. Are you open to a train-the-trainer model? B. Are you looking for development of custom training materials/artifacts? C. Can training documentation be limited to slide shows or are you looking for video recordings, animations, etc.	A. Yes, NYSED is planning on using the train-the-trainer model but is open to other suggestions from the vendor when onboarded. B. Yes, the vendor must create training materials that can be used by internal/external staff. C. Training documentation are not limited to slide shows.
115	There is mention to "Establishment and execution of KPIs & performance improvement plan." Please elaborate on what you mean by "performance improvement plan." What are the expectations from the vendor for developing/delivering this?	Vendor must include the steps that would be taken to 'Right the ship' and measure performance, in case there are deliverables and milestones that are not being met due to inadequate vendor performance.
116	Please elaborate on expectations for the vendor around sunsetting the existing legacy system (CAFE). Once the new system is running and validated, NYSED IT would be responsible for decommissioning any legacy applications, correct?	NYSED will be responsible for CAFÉ legacy system sunset. Vendor recommendations are welcome for this purpose.

117	Please provide more detail on the current mainframe system:
	1. Operating system
	2. Online interface (assuming IBM mainframe then CICS or IMS)
	3. Database(s) in use
	4. Languages in use
	5. Some approximate quantification by language:
	    * Number of lines of source code
	    * Number of batch programs
	    * Number of online programs
	    * Number of batch transactions
	    * Number of online transactions
	Note that we are interested in order of magnitude responses, not precise numbers (e.g., 50 programs vs 500 vs 5,000 vs 5,000,000)
		1. MCP 19.0 operating system - Unisys Mainframe L4380
		2. Unisys COMS Utility (Communication Management System – Transactions server for Clear Path) for Online programs – uses ALGOL code.
		3. Unisys DMSII DB 60.0
		4. Unisys COBOL74
		5a. Source code lines Approx. Total - 220296 lines of code.
		5b. 130 Batch Programs - Approx. 133366 lines of code.
		5c. 8 Online programs (65 screens)- Approx. 86930 lines of code.
		5d. Batch Transactions - 11 million I/O Mainframe Transactions Monthly (not data transactions). These transations are largely an approximate.
		5e. Online Transactions/operations - 105,000 I/O Mainframe Transactions Monthly (not data transactions). 2000 per day of adding or changing pieces of data on the DMSII DB. These transactions are largely an approximate.

118	Please provide detail on the calculations that will need to be built into the system (# of calculations, complexity of calculations, etc.)	A. There are numerous calculations that will be incorporated into the new system. Most calculations are basic addition and subtraction.
119	**A.** There is mention of the platform "[needing to] reduce processing time within the Department." Are there specific proof points (or general expectations) around the reduction of time for processing? **B.** What are the current processing times and what is the goal?	**A.** During the business process re-engineering (BPR) effort, it will be determined how to save on processing times. Just by virtue of modernization, moving from the outdated system and paper processing, we expect that efficiencies will be realized Additionally, migrating from keyed entry into a mainframe to electronic data will also improve processing times. **B.** Processing of fiscal documents may take weeks or months based on the influx of documents received and other variables. Goals are yet to be established based on the BPR effort.

120	Please elaborate on what pieces of the current process are paper-based versus residing in the legacy mainframe system.	The current process is paper based. The data residing in the legacy mainframe system is manually keyed into the system by a NYSED employee as the result of a paper submission or other supporting documentation.
121	Are you looking for a built-in telecommunications capability within the new solution (e.g. Zoom)?	We do not currently anticipate the need for this functionality.
122	Please elaborate on expectations related to "securely [hosting] and [managing] by the vendor." What is the duration of the maintenance period and what are the overall expectations?	We want to follow a subscription-based model so that vendor could support the application on a continuous basis. MSP needs to be executed with clear SLAs.
123	There is mention of "the new system should be significantly more automated, transact paperless, ease review, save time, standardize compliance, transact real-time data, etc." Please elaborate on expectations related to real-time data transactions. Do they need to be real-time or is near-real-time acceptable?	Real time is ideal but we are not excluding near-real-time solutions.

124	There is mention of "advanced reporting and analytics capabilities helpful for optimal decision making." Please elaborate. **A.** Reporting- What type of reports? **B.** Reporting- How many reports? **C.** Reporting- Is there an expectation around being able to create reports on an ad hoc basis within the platform? **D.** Analytics- What type of analytics? **E.** Analytics- Is there an expectation around being able to do advanced analytics on an ad hoc basis within the platform? **F.** Analytics- Is there a need for advanced data visualizations?	**A.** Same as our programs and EZSPEC reports, displaying of data from the system in an organized fashion. Fields: Header, Columns, Totals. **B.** Please refer to RFQ page (9 ~ 10) technical environment. If the new system can query and display more data to the screens, then the number of reports needed will be less. **C.** Yes. Either within the system or a tool that connects to the system **D.** Displaying data for review, basic calculations, and/or extracting data, etc. **E.** This is to be determined during the requirements phase. **F.** Yes, we believe so, and this is to be determined during the requirements phase.
125	**A.** There is mention of "user-specific dashboards to manage the day-to-day operations in a more organized and insightful manner, with simple and powerful navigation functionalities." Please elaborate on what you mean by user specific dashboards." Does this mean that each user can configure/customize their own dashboards on an ad hoc basis? **B.** Or are you looking to present a standardized dashboard but "customize" the specific data that is included in each dashboard based on user's permissions, role, etc.? **C.** Overall how many dashboards are you thinking about? **D.** Are you expecting data visualizations and, if so, do you have a desire to integrate with a specific third party tool like Power BI or Tableau to provide these?	**A.** User and user group dashboards creation is a functional requirement. Each user and user group should have a dashboard that displays things like the activities they are working on, tasks that are assigned to them, high-level view of the volumes handled so they dig deeper if needed, easy access to favorites, recent files, etc. **B.** Yes. **C.** Depends upon the roles and user groups finalized during the initiation and requirement gathering phase. So this is to be determined. **D.** Yes. Integration with 3rd party tools can be determined when a vendor is selected.

126	There is mention of 135 Total Programs. Please clarify what you mean by this. What is your definition of a program?	There are 8 'Online' COBOL Programs that control 65 Bridge Screens. There are 135 batch/COBOL programs that do data processing or creates reports or both.
127	Please elaborate on how you came up with 65 total screens. Are there any mockups, wireframes, process flows, etc. that you can share that illustrate where this number came from?	There are 8 'Online' COBOL Programs that control 65 bridge Screens currently in use mockups, flows, etc., are available. These screens are in use and not future state screen with mockups, flows, etc.
128	**A.** Please provide more detail on the (approximately) 144 reports that you say exist. What is the structure of these reports? **B.** Are they tables, data visualizations, slides?	**A.** There are 135 Cobol (batch) programs that do data processing or creates reports or both. There are 9 automated EZSPEC reports, 120 ad hoc EZSPEC reports. EZSPEC tool is to create data extracts and for creating reports of a Unisys DMSII DB. **B.** Data viewed on paper or PDF (Data Fields: columns, headers, totals), or Excel format.
129	In the General Assumptions section, there is language around "Business teams [being] available during the project tenure for requirements gathering, testing, UAT, and other necessary clarifications." **A.** Are you referring to your own internal business teams, or **B.** Is this referring to vendor staffed resources?	**A.** NYSED Business team

130	There is language around "Project Deliverables [possibly being] revisited based on the initiation and planning phase discussions." Given you are looking for a fixed price proposal, we need to understand what type of flexibility there would be.	Bidders must provide pricing for each deliverable that is an all-inclusive not-to-exceed maximum price. However, as noted in the RFQ Deliverable-Based Financial Response (**Appendix L**), unanticipated enhancements to the services may be approved during the project term, up to a maximum of 20% cumulatively. Such changes would be subject to State approval and require a formal amendment to the Authorized User Agreement.
131	Regarding the language "Please Note: Each of the respective phases following this section "General/Common Deliverables / Artifacts / Acceptance Criteria", may still have additional deliverables exclusive to the respective phase." Does this mean that there are additional requirements/deliverables that are not explicitly captured in this document?	Yes, the selected vendor is expected to develop High level, Low level Architectural design documents, UI/UX design, Process flows and Training documents.

132	Regarding the language "Post-Production Checks and Balances Document including high-level actions / checks for all stakeholders – GF PO	CAU	LEA	ITS	Treasury	SFS	OF, etc. including validations for end-to-end grants workflow, Prod Reports and their data outputs, user groups permissions and access, checking record counts and sums, range/format checks, consistency checks, data integrity checks, data presence and length checks, MS Excel-based checks, checks on user dashboards, linkages between GF system and other systems in all tiers, ensuring APIs are working as expected, etc. This deliverable applies to Phases 1.8.11 and 1.8.12." **A.** Please clarify what you mean by "checking record counts and sums." **B.** Please clarify what you mean by "range/format checks." **C.** Please clarify what you mean by "data presence and length checks." **D.** Please clarify what you mean by "MS Excel-based checks." **E.** Please clarify what you mean by "checks on user dashboards." **F.** Please clarify what you mean by "linkages between GF system and other systems in all tiers."	**A.** Ensure every record is migrated accurately into the new database, using different validation checks including record counts. **B.** Every record is migrated with the same attributes, format, etc. to the new database. **C.** All the intended data is migrated with the same attributes of characters, length, etc. to the new database. **D.** In addition to the database driven checks, migrated data should be checked and validated using the different excel functions. **E.** Comparison and validation of database numbers and numbers displayed on the user dashboards in the new system and database. **F.** Grants Finance system linkage with other SED and external systems.

133	There is mention of publishing a "Stakeholder Register & Communications Management Plan." Please provide more detail on expectations for this deliverable. If possible, please include a sample of what you are looking for.	The vendor is expected to leverage the existing NYSED stakeholder register and uncover any gaps, and develop it routinely through the course of the project. The vendor is expected to develop and routinely publish The Communication management plan, which should include identification of all stakeholders, plan for communicating with stakeholders & distribution of information, plan for managing stakeholder expectations, and plan for performance reporting.
134	There is mention of publishing a "Monthly Project Team Calendar." Please provide more detail on expectations for this deliverable. If possible, please include a sample of what you are looking for.	It is a tracker to list the project team members and their availability for the project, including their vacation time.
135	There is mention of publishing a "Vendor's Personnel Specific Role and Responsibilities Document." Please provide more detail on expectations for this deliverable. If possible, please include a sample of what you are looking for.	This document should contain the specific roles and responsibilities of the vendor's staff that are involved in the Grants Finance modernization project (EX. RACI, etc.).
136	There is mention of publishing a "Vendor Fallback Plan Document." Please provide more detail on expectations for this deliverable. If possible, please include a sample of what you are looking for.	This is a documentation of an action plan to be executed if the current remediating actions fails.

137	There is mention of publishing a "Future Development Document." Please provide more detail on expectations for this deliverable. If possible, please include a sample of what you are looking for.	**A.** This is for items that are needed to be developed in the future but are outside the scope of this current engagement.
138	There is mention of "[updating] training toolkits and help guides if any changes need to be made to the previous submissions." **A.** For what period of time is this deliverable applicable? **B.** What is the long-term expectation (from internal stakeholders and the vendor) related to this deliverable?	**A.** For the duration of the project and any contracted time frame. **B.** Internal stake holders need to be fully trained to use, administer, and adapt to the new system & enhancements. The vendor is responsible for providing this training.
139	Please elaborate on expectations related to "Establishing provisions for enterprise virus scanning of all documents uploaded into any of the data collection applications."	All the different formats of documents that may be uploaded in the new system by the users must be virus scanned before upload by the system. Note: Please follow Appendix R, T, & M, and published RFQ for all security requirements to conform to.
140	There is mention of " Extracting requirements from the mainframe system source code, data, reports, Grants Finance system interfaces and business processes, context diagrams, etc." Please elaborate on what you mean by this. **A.** Is there an expectation that vendor resource(s) would be responsible for discerning business requirements simply from looking at the underlying code from the mainframe? **B.** If so, what type of assistance will NYSED/SED, etc. provide to facilitate this process.	**A.** The expectation is that the Vendor will analyze as-is source codes and reports and develop new requirements as part of CAFÉ modernization. This would be a shared responsibility between the vendor and NYSED **B.** NYSED would make available the business and technical subject matter experts to work with the vendor team.

141	There is language around "Continuing or enhancing the current directional data flow processes for new environment." Are the current directional data flow processes provided anywhere?	No. A CAFÉ System Context Diagram and Data Flow does exist, and will be shared with the selected vendor. In the current process, the Grants Management mainframe system named CAFE interacts with other NYSED mainframe systems such as FI, SEDREF, etc. and through schedule jobs / manual runs exchange financial data with the non-mainframe systems such as Oracle Finance (OF) and the NY State Financial System (SFS). **RFQ - Page 8.**
142	There is mention around "Establishing & executing OCM plan and requirements." Is the expectation that this will be handled internally or that the vendor is responsible for this deliverable?	The expectation is that the Vendor is responsible for completing this deliverable.
143	Please elaborate on what you mean by "Validating the existing system model that contains the source code, tables, and reports, etc. so that necessary changes are identified and implemented before transition into the new environment."	If there are any changes that are to be made to the DMS II database schema, data, tables, structures, those need to be identified and updated before migrating them to the new DB.
144	A: Please elaborate on what you mean by "Establishing requirements for digitizing the paper forms and allowing LEAs and Program Offices to enter data into online forms. Determining and capturing record retention requirements." B: Does this mean that you are expecting the vendor to come up with these requirements (as these would typically be driven by the business side rather than a vendor).	**A:** The selected Vendor is expected to review the current as-is process (end-to-end), and come up with the requirements/plan for its enhancement. **B:** NYSED has already completed the "As is, To be" analysis; although, additional discovery may be identified during the requirements gathering phase.

145	Please elaborate on what you mean by "Establishing requirements for improving collaboration, communication, and workflow within the grant contract process." Again, these requirements would typically be driven by the business side (i.e. your team/stakeholders).	The selected Vendor is expected to review the current as-is process (end-to-end), and come up with requirements/plan for its enhancement.
146	There is mention of "Establishing linkages with the other SED systems" and that these interfaces [include but are not limited to OF (Oracle Financial) system, SEDREF system, and SFS system]. **A.** Please provide an exhaustive list of all of the integrations needed for this implementation. **B.** and denote if there are readily available REST/SOAP/other APIs.	**A.** As of now OF/SFS/SEDREF systems are in scope for this CAFE Modernization project. **B.** Yes, API for SEDREF system is available. OF/SFS API need to be developed as a part of CAFE Modernization.
147	**A.** Can a pricing structure be utilized that is not listed in our existing contract with NY State purchase agreement? **B.** Meaning can we offer different pricing packages that may work better for this application?	All items in the bid response must be on the contractor's approved Appendix E pricelist. The price for each SKU must be equal or lower than the Appendix E price.
148	If applicable, please provide details of external users other than applicants/grantees.	Unknown at this time.
149	Do the systems referenced provide open APIs?	There are some capabilities but more analysis is required.
150	Does ITS have a standard integration toolset that must be leveraged?	NYSED uses a variety of integration tools. We welcome vendor recommendations in this regard.
151	**A.** If a vendor on Lot 4 requires cloud services on Lot 3 from a different vendor to meet NYSED's requirements can these two firms provide a joint response? **B.** If so, does NYSED have a preference as to which vendor is the prime respondent?"	**A.** The OGS Umbrella contract is not set up to handle joint ventures **B.** The OGS Umbrella contract is not set up to handle joint ventures

152	What are the number of users expected by role: Creator Role: (Creates Dashboards, Reports, Data Sources), Explorer Role: (Interacts and can edit dashboards), Viewer Role: (Consumers that interact with reports, Dashboards?	This is to be determined.
153	Will the application have public facing users for the dashboard, reporting content? (i.e. non-authenticated users)	No
154	Are there any additional back end integrations to databases (vendor/technology name) that will be required for reporting other than the main applications' data source or warehouse?	Yes
155	Can you provide a complete inventory of all required reports, dashboards and KPIs with samples (needed to estimate work effort in delivery)?	Yes, there are approximately 144 reports. **See RFQ Page 10.** There are currently no existing dashboards or KPIs.
156	Can you provide the application name(E-business Suite, PSFT) and version?	The existing 40+ year old system was built internally on Unisys platform using COBOL.
157	What is the underlying database used for SEDREF?	DMS II file
158	Describe volume and frequency of following interfaces: 1. OF (Oracle Financial) System 2. SEDREF 3. SFS System	**1.** Daily files sent to and received from State Financial System, goes through OF system (Once a day). **2.** SEDREF system has data(file) that is in constant use throughout the day and night. **3.** Data/files that are sent to NYSED OF system is sent once a day, and once a day OF sends and recieves data/files from SFS system.
159	A. Is there a need to directly interface with CAFE system post migration? B. What is the version of the CICS interface?	**A**. No. CAFÉ system will be decommissioned after the new system is operational and stabilized. **B.** It is a Unisys mainframe, and CICS is a IBM product not in use at NYSED. See page 9 section 1.5 Technical Environment in the RFQ # MM-GF-2023-10: Grants Finance CAFE Modernization document.

160	Is there a need to integrate with SAMS?	Not Required as SAMS data will be available in SEDREF system Data tables.
161	Does NYSED have an existing licensing for a marketing automation tool?	It is anticipated that NYSED will utilize email and AV meetings in the Communication Plan, once a vendor is onboarded.
162	Will NYSED be using multi-channel (email, SMS/text, WhatsApp, Social, Website) in the Communications Plan?	It is anticipated that NYSED will utilize email and AV meetings in the Communication Plan, once a vendor is onboarded.
163	What will be the frequency of email, SMS/text, WhatsApp, Social, and Website communications?	Will be determined during the initiation, planning and requirement gathering phases.
164	Will NYSED have a need to send Paper Mail?	It is NYSED's goal to eliminate the need for mailing documents to subrecipients.
165	What communication improvements are requirements within the grant contract process?	Will be determined during the initiation, planning and requirement gathering phases.
166	What is the frequency and preferred channel or channels (e.g. email, SMS, WhatsApp) of notifications/alerts/reminders where respective downstream departments will be notified of moving forms, action being taken/pending, and when a step is reaching its threshold?	Current mainframe system does not have these capabilities. These will be determined during the initiation, planning and requirement gathering phases.
167	What are the key communication and implementation milestones that should be included in the communication plan?	See page 33 section 4 Project Schedule and Staffing Plan in the RFQ # MM-GF-2023-10: Grants Finance CAFE Modernization document.
168	Who are the internal and external stakeholders who will be communicated to?	This includes but is not limited to the project team, Internal SED staff, LEAs, and all internal and external Users using the new system.
169	How many total contacts will be communicated to?	Will be determined during the initiation, planning and requirement gathering phases.

170	From a communications perspective, how many groups at NYSED will want to operate independently of each other?	Will be determined during the initiation, planning and requirement gathering phases.
171	From a communications perspective, how many groups at NYSED will want to operate together? (messaging to same contacts, using the same templates, and sharing of information)	Will be determined during the initiation, planning and requirement gathering phases.
172	What is the frequency of results communicated via email for successful testing of modules, reports, dashboards, data migration, etc.	Will be determined during the initiation, planning and requirement gathering phases.
173	What is the frequency of communicating the list of interdependencies that need to be addressed before migration?	Will be determined during the initiation, planning and requirement gathering phases.
174	What is the mode of communicating the list of interdependencies that need to be addressed before migration? (e.g. email, SMS, WhatsApp)	Will be determined during the initiation, planning and requirement gathering phases.
175	What is the frequency of communicating a list of interdependencies that need to be addressed before migration?	Will be determined during the initiation, planning and requirement gathering phases.
176	What is the mode of communicating a list of interdependencies that need to be addressed before migration? (e.g. email, SMS, WhatsApp)	Will be determined during the initiation, planning and requirement gathering phases.
177	What is the frequency of email confirmations?	Will be determined during the initiation, planning and requirement gathering phases.
178	What is the frequency of email confirmations?	Will be determined during the initiation, planning and requirement gathering phases.
179	**A.** What is the frequency of communication with grant applicants? **B.** Should they receive status updates throughout the application process?	**A.** Will be determined during the initiation, planning and requirement gathering phases. **B.** Yes.

| 180 | **A.** What is the mode of communication with grant applicants?
B. Email, SMS, WhatsApp, physical mail? | **A.** Phone, email and physical mail.
B. Phone, email and physical mail. |