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The Goal



The Frequent Reality



Combined system and operations bids are common for many reasons

- Simplified procurement process
- One prime contractor to deal with
- Perceived as best way to achieve best value
- Perceived as lowest oversight cost

Challenges in the procurement process

- Due to complexity focus tends to be on system
- Page counts mean technical proposal dominates and less detail for operations
- Response review teams either need to be duplicated or may lack expertise in either area
- Best scoring models may differ between technical and operations
- More consultant hours may be required

Challenges in the procurement process *(cont)*

- Prime adds markup – that carries on long after system delivery
- Less detail in RFP and response can result in over pricing
- If system vendor is prime – majority of their work is done in 18 to 24 months then operator is principal contact for balance of contract

Challenges in the procurement process *(cont)*

- Fewer bidders limits competition
 - Exclusive partnerships may eliminate Best in Class
- Highest risk –all eggs in one basket

Advantages of debundling

- Eliminates prime markup - that carries on long after system delivery
- More detail in each RFP and response prevents bad pricing (fewer change orders)
- Separate contracts can increase innovation and provide opportunities for price reductions due to found efficiencies

Advantages of debundling cont.

- More competition – more bidders – better chance of getting ‘best in class’ for each service
- Greater visibility – mutual oversight
- Mitigation of risk - distributed

A quick recommendation on separating services...

- Identify System vs Service
 - Is an IVR a System or a Service?
 - Is telephony a System or a Service?
 - Is website a System or a Service?

Challenges of debundling

- Additional oversight required from agency
- Multiple RFPs required
- Avoiding finger pointing

Difficulties in separation – avoiding blame

Item	SYS Prime	IT Sub	CSC Sub		
CBO Software				R	Responsible
MDTA BO Business Analysis and Architecture	C	R, A	C	A	Accountable
MDTA Requirements Ownership	C	R, A	C	C	Consult
CBO SW Core and Customizations	R	A	I	I	Informed
Operations Reporting (ACD, CSC Operations KPIs)		A	R		
SW Interfaces (IVR, Website, DMV, Printer, etc.)	R	A	C,I		
CBO Software Deployment					
Primary and DR Server Setup	C	R,A	I		
Client Machine Installations	C	A	R		
Training Material	C	A	R		
Train the Trainer Session	C	A,R			
CSR Training	I	C	R		
Stop-In Center Training (BOS)	I	A,R	R		
Documentation					
Documentation - Detailed SW Design		R, A	C		
Documentation - Operations		C	R, A		
Call Center Buildout					
Call Center Facility, walk in, and CAPEX (IT, Phone, Space, Furniture, Network, Printers)		A	R		
DR Site - CBO	C	R, A	C		

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CSR Training	I	C	R		
Stop-In Center Training (BOS)	I	A,R	R		
Documentation					
Documentation - Detailed SW Design		R, A	C		
Documentation - Operations		C	R, A		

The Best Case

