

INPRS
RFP 23-04 Cloud Assessment
Questions & Answers

#	Topic	Question	Answer
1	General Strategy	Will the firms who are selected for the strategy work be precluded from implementation work in the future?	A firm selected for the strategy work will not be precluded from the implementation work in the future.
2	General Strategy	Does the cost analysis include total cost of ownership including software licensing, hardware, services for implementation, and managing the platform?	Yes, we need a complete cost analysis including but not limited to licensing, transition and implementation costs, platform costs, and overall total cost of ownership. We need to compare this to our current cost structure that has been in place for approximately ten-plus years. Costs should be broken down per fiscal year for budgeting purposes.
3	General Strategy	Can you provide additional details or context related to your desire for sustainable organizational and staffing solutions (including potential outsourcing of LCM activities)?	We recognize that any cloud or variation thereof will require us to upskill our current staff. We currently have identified each skill required per job within our IT department. We need to understand in any new environment what new skills would be required for us to maintain our future state internally and or with the assistance of a management service provider, or the like. One of our objectives is to explore the options to have a 3rd party (e.g., cloud service provider, managed service providers) take the responsibility to keep our entire environment patched and current (i.e., LCM), so we can allocate internal resources into two groups 1) making sure LCM updates do not break any integrations, etc., and 2) having staff focus on value-added development. We also want to understand what departmental organizational structures we might want to explore to accommodate any recommended future-state technology environment.
4	General Strategy	What are your performance metrics you are looking to achieve today? User concurrency? User provisioning? API calls per second?	We will work with the team of the firm selected to break down each performance metric and or SLA we have today. In general, we do not want to have any degradation of current metrics that would adversely impact our business.
5	General Strategy	Do you have documented policies, procedures, standards that are expected to be followed for all system integrations, changes, data retention, etc.?	INPRS does have established policies, procedures and standards. Each of these are open for consideration during this consulting engagement.
6	General Strategy	Does INPRS have a security framework or benchmark target (NIST-800-53, CIS benchmarks, etc.) for the cloud platform and hosted applications?	Yes, where appropriate and applicable we are using NIST Security Framework, and CIS benchmarks.
7	General Strategy	Are there any regulatory compliance requirements in-scope for the transformation plan?	Yes, we follow Indiana State regulatory laws as mandated for INPRS to follow.
8	General Strategy	What specific outcomes or improvements are expected from the migration?	Our current technology and applications are a decade-plus old. We are looking to modernize our applications and or platforms to ensure our organization is in the best position to provide solutions based on our current future strategic needs. We want to shift our LCM and platform support to outside resources allowing us to reallocate current staff to focus on value-added work to deliver faster on our business strategies.
9	General Strategy	Can you describe service frameworks INPRS follows, and how will change management be handled during the migration?	We closely align to ITIL practices as implemented through ServiceNow and that this RFP is not an implementation or migration this change management is not impacted for this engagement.
10	General Strategy	How is the overall user experience considered in the INPRS IAM strategy?	As we move towards a customer experience service model, we need to account for all aspects of user experience. As it relates to IAM, the user experience takes on multiple elements. We need an IAM solution that provides all users with the least friction to administer (internally) and use (externally) without sacrificing security. Moreover, customer experience is not just about directly interacting with the solution; it also must instill confidence that the solution is protecting their information. Although some elements will not be seen or touched by the user(s), the process, administration, and security are no less critical as they will roll up to the overall experience.

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11	General Strategy	Are there specific goals in mind when leveraging AI to enhance INPRS applications?	We are open to the various AI options that would be available. However, we need a comprehensive AI plan addressing each element of our entire IT operations through to customer experience. Although we recognize there are different products and or services that can provide AI value-added solutions – we want to explore a comprehensive AI end-to-end solution.
12	General Strategy	How is data managed and governed within the organization?	We have a Data Governance Council that oversees our MDM strategy and data quality.
13	General Strategy	Describe the level of appetite/tolerance INPRS has for newer, evolving technologies?	Proven newer technology could be considered if the business value is there.
14	General Strategy	We would like to clarify that the scope of this RFP is strategy and recommendation and does not include implementation. Is this correct?	Yes.
15	Cloud	What are the current core tools you utilize today in your infrastructure (monitoring, logging, backup, DB management, automation etc.)?	We do leverage these tools. Should a vendor progress to the finalist stage, INPRS would answer at that time.
16	Cloud	What is your current IT Service Management tool(s)?	INPRS uses Service Now for IT Service Management.
17	Cloud	We understand from the pre-bid conference that 25 applications are in scope - Could you provide inventory of the 25 applications with breakdown of the applications tech stack in scope (java, .net, oracle)? How many servers are in scope and what are the associated operating systems?	An application inventory already exists, therefore a discovery effort will not be required. While INPRS maintains an application inventory of greater than 25 software products, our focus is on the 5-7 core applications within our portfolio. These core applications represent custom, COTS, desktop and SaaS applications.
18	Cloud	Does a portfolio/inventory of applications already exist, or will discovery of the digital estate be included in scope?	See answer to question 17.
19	Cloud	Does the portfolio of applications have stakeholders, criticality, SLAs and other requirements already defined or is the discovery of each app part of the scope?	See answer to question 17.
20	Cloud	How many applications are there?	See answer to question 17.
21	Cloud	Approximately how many applications does INPRS currently have today?	See answer to question 17.
22	Cloud	Where are these 25 applications currently hosted (INPRS owned DCs or Colo)?	A third party data center provider hosts the majority of our applications including COTS and Custom. SaaS applications are hosted by the software provider.
23	Cloud	Can you describe the enterprise network architecture and note pervasive OEMs?	Should a vendor progress to the finalist stage, INPRS would answer at that time.
24	Cloud	Approximately how many workloads are there in each application? Total?	If by workloads you mean APIs, batch jobs, web services, etc. then our number is between 100 and 200 across the Core Applications.
25	Cloud	What is the technology stack used within INPRS?	Linux O/S, Enterprise DB, COTS, custom Java, Enterprise Service Bus
26	Cloud	How many Datacenter locations are in scope including existing Public Cloud environments? - If more than one, are all locations connected and reachable from a single central location? - If not, how many independent sites will be in scope that are not connected?	INPRS has multiple data centers. Should a vendor progress to the finalist stage, INPRS would answer at that time.
27	Cloud	How many total servers (physical and virtual) are in scope?	We have 89 virtual servers consisting of a blend of Windows and Linux. All hosted and all in scope. Should a vendor progress to the finalist stage, INPRS would answer at that time.
28	Cloud	What operating systems are in scope for discovery beyond Microsoft Windows, Linux, and/or Unix?	None.
29	Cloud	What hypervisors are in scope for discovery (VMware and Hyper-V)?	Not applicable to this assessment.
30	Cloud	Are IBM zOS Mainframes and/or IBM iSeries in scope for discovery including version?	No IBM.
31	Cloud	Are there any container platforms in scope for discovery (Standalone K8's and/or Docker)?	Yes, INPRS does have some workloads running in containers. Should a vendor progress to the finalist stage, INPRS would answer at that time.

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32	Cloud	If storage devices are in scope, how many total devices including make and model?	Devices are in scope. Should a vendor progress to the finalist stage, INPRS would answer at that time.
33	Cloud	If load balancers are in scope, how many are in scope including make and model?	A review and assessment of our network infrastructure is in scope as part of ZTNA. Should a vendor progress to the finalist stage, INPRS would answer at that time.
34	Cloud	If database discovery is in scope, what are the platforms including versions and quantity of databases for each platform? - Oracle, MSSQL, DB2, PostgreSQL	Database discovery is not in scope since information is known.
35	Cloud	How many total business applications including a count of COTS versus Custom-Developed applications?	Of the 5-7 Core Applications, 2 are custom and the remainder are COTS.
36	Cloud	For Custom-Developed applications, does the client have access to all source code?	Yes, INPRS uses a source code repository for custom code.
37	Cloud	What are the associated environments or service levels across the application portfolio?	INPRS utilizes 4 environments with our applications. DEV, System Integration, User Acceptance, and Production. Service levels have not been formalized, but expectations do exist with respect to uptime, etc.
38	Cloud	Can the client provide the business application name associated with each discovered asset? - If not, what percentage of the total environment is known?	INPRS knows the business application associated with each asset and can provide that information to the finalist upon contract award.
39	Cloud	Is there an expectation to compare Cloud Service Providers (e.g. AWS, Azure, GCP, Oracle) to assist with CSP selection?	Yes. We need to understand not only the costs associated with each cloud service provider but also the advantages and disadvantages of each to ensure we have a full understanding of our options and ultimate recommendations.
40	Cloud	We understand from the pre-bid conference that INPRS currently does not leverage public cloud. Do you have preferred CSPs for the scope of this digital transformation?	The security and the protection of our data is non-negotiable. We lean toward FedRamp cloud service providers; however, are open to discussing other options.
41	Cloud	Is there an expectation to design modernization solutions for the applications in scope in addition to recommendations? (i.e., target state designs for proposed modern solutions)	There is no expectation to design modernized application solutions, however INPRS remains open to having these discussions should the vendor wish to present their thoughts.
42	Cloud	Is the Managed Cloud Services in perspective of CSP managed services (e.g., CloudSQL is a managed service in GCP) or are you referring to services to manage the future state cloud platforms after migration?	INPRS assumes this question is related to page 12 item i of the RFP, we are seeking a vendor that can provide PROs and CONs of various Cloud Service Providers with respect to the items in question.
43	Cloud	How many end points does the agency currently manage?	INPRS does not directly manage any network endpoints. Should a vendor progress to the finalist stage, INPRS would discuss further details at that time.
44	Cloud	Are there any cloud service providers already in place (i.e., AWS, Azure, Oracle)?	No, we look forward to discussing the pros and cons of each.
45	Cloud	How many data centers comprise the legacy application portfolio, where are they located?	INPRS has multiple datacenters. Should a vendor progress to the finalist stage, INPRS would answer at that time.
46	Cloud	Is there non-x86 architecture in the legacy portfolio? If so, what approximate % of the portfolio is non-x86?	100% is x86 architecture.
47	Cloud	Are there mainframes in use today and will those need to be modernized/transitioned to the cloud?	There are no mainframes to be transitioned.
48	Cloud	Does INPRS currently have any VPN, CASB, SWG, FWaaS solutions in place? If so, can they specify the solutions?	Yes, we have some of these services in place. Should a vendor progress to the finalist stage, INPRS would answer at that time.
49	IAM	What is your user volume and user types today?	User volumes will be decided based on strategic business decisions still to be determined. Once these decisions that apply to the assessment are made, we can share them with the finalist and/or the firm awarded the contract at that time.
50	IAM	What is your expected user growth in 5 years? 10 years?	While we anticipate growth; we need to establish a solid program initially. The IAM program should be able to scale with the future and user base. The program should also be adaptable to future and changing technologies.

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51	IAM	Does the retirement system utilize Identity and Access Management? Is it a combination of manual and automated processes, and what types of tools are employed?	INPRS currently utilizes a portion of IAM tools. It's a blend of both manual and automated processes.
52	IAM	Is your current IAM system a COTS product or a custom developed solution? Mix of both?	A mix of both. INPRS has custom developed applications with authentication built within the application and COTS applications that utilize our current IAM system.
53	IAM	Is the IAM strategy targeted specifically at the cloud platform, or comprehensive to include both cloud and on-premises systems?	The IAM strategy should be comprehensive to include both cloud and on-premise systems.
54	IAM	Is there a need or desire to implement identity federation to enable access across different domains/organizations?	Yes. Please refer to Answer 51.
55	Zero Trust	Which network security/management vendor products are deployed at present?	Should a vendor progress to the finalist stage, INPRS would answer at that time.
56	Zero Trust	Zero Trust strategy typically includes devices, data, and application/workload in addition to Identity and Network. Scope of Zero Trust assessment does not highlight devices, data, and application/workload. Is it safe to exclude devices, data, and application/workload from scope of Zero Trust assessment?	INPRS would like the Zero Trust Assessment to include devices, data, and application/workloads.
57	Zero Trust	For SASE/ZTNA, how many internal and external users access the system?	Please see response to #50.
58	Zero Trust	Do they have a mapping of applications with sensitivity levels to be used for strategic planning? If not, that should probably be factored into the ZTNA strategy	Yes, the mapping of applications and sensitivity levels should be factored into Zero Trust and the Identity and Access Management Assessment.
Questions and Responses - Pre-proposal Call			
59	Cloud	Do you have any cloud strategy in place based on your goals? Have you already drafted a strategy as part of this RFP to look at that strategy and provide recommendations?	We have a tentative strategic plan thought out, but it's important that we provide to our Board of Trustees the options from soliciting a third party to help come in, validate into what we've done or we need to take a different approach or something thereabouts.
60	Cloud	The RFP states respondents must not present their cloud or technical solution(s) since the intent of the RFP is for an independent and non-conflicting assessment. If we provide the consulting services the RFP requests, will we be excluded from future implementation that may come out of this assessment work?	Our concern was having a solution provider provide us with their solution at this stage of the engagement, which would be somewhat problematic to present to our Board of Trustees. However, if there's consulting engagement as we're asking for, and then ultimately we go down the road that we need an implementation provider, we would not exclude that same organization from bidding for that service.
61	General Strategy	Have you done any sort of disposition analysis already and do you have a strategy based on that?	We have done a high-level assessment and have outlined a potential strategic plan with regards to our future environment. It's important that we engage with the consulting firm to help continue down that assessment as well as look at all the options that would be available.
62	General Strategy	So from an overall perspective, you're first looking at both a digital transformation for opportunities to move things to the cloud and second looking at your identity and access management framework in terms of strategies for improving the overall management of identity and we assume that's going to incorporate all identity forms, including your employees or people working for the organization as well as your membership and customers that use the information. Is that a correct assumption on that scope of strategy?	Yes.

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63	General Strategy	In terms of scale of the effort, do you have an idea of how many systems and environments we're going to actually be including in this strategy? Do you have an application count or anything like that of things we would need to assess?	From a digital transformation perspective, we have what we would consider four core business applications, for our core retirement processing, plus several ancillary supporting applications, including job scheduling, one deck, Jenkins, and code migration tools. There would be about 25 applications in total that would be in scope because all of them together work as a single ecosystem to deliver everything.
64	General Strategy	Is it acceptable to deliver the services using a combination of US-based and offshore resources or does it have to be US-based resources only?	The nature of our business really restricts us to keep it onshore. Keeping it onshore provides a level of security that we feel is necessary as a fiduciary duty to our members.
65	General Strategy	Regarding the requirement for using only US-based resources, often Canada is considered acceptable from the US, so would that be acceptable to you or would Canada also be excluded as a geography?	We consider Canada-based resources to be offshore.
66	General Strategy	In terms of just overview of a strategy, it sounds like you are also looking for a SaaS environment evaluation process where you know the pros and cons of each of the different SaaS frameworks and hosted providers could be evaluated. It sounds like you almost want a cost benefit analysis there as well. Is that true? Is that within scope?	Yes. We are looking at SaaS, platform, infrastructure. It's all on the table. 10 years ago, we modernized as noted, this is our second modernization and we want to go back with a comprehensive recommendation to our Board of Trustees as whatever we do. It's going to be around for another probably 10 years. So we want to be sure that we looked at all of our options where our applications are hosted. It would hit the platform, infrastructure, SaaS locations themselves. Everything is fair game. The key being reaching the strategic goals for our member and employer experience objectives. Some of this also will be reviewing those to make sure what's the right plan to get a 10 year shelf life out of this engagement if we go through it right. So we have to look at what may be projected and what may be emerging tech that we need to be ready and start to build the baseline. We might not turn it on day one, but we're building and growing into it.
67	General Strategy	So as part of this strategy are you also expecting the migration aspect like what will be the complexity or estimate of migration from the current state to the target state? Or, is it primarily the target state from the strategy perspective you are looking at?	Yes, it's all on the table. Take a look at what we've got, what makes sense, what doesn't make sense and then it will be costed pros and cons to all of it.
68	IAM	Centrify is called out in some of the RFP. Are you leveraging an on-premise identity management framework today?	We use the Centrify solution primarily for privileged access management. It's a pretty narrow focus.
69	IAM	Would there be additional applications from an identity and access management perspective, that cloud and SaaS apps that are already running? Would the scope creep into just connecting and doing single sign on and MFA and things like that, but no actual major migration?	Yes.
70	IAM	Is most of your identity management and provisioning either homegrown or in-house development?	That is correct.
71	Zero Trust	Have you done any work or have any zero trust policies in place today?	We've done some preliminary work, but we don't have a straight-out policy for zero trust network access.
72	Zero Trust	Is the intent to stay focused around SASE and how would it be applied or is there a need to expand to a broader zero trust review?	It would incorporate both. Our perspective is that zero trust is more of a strategy or philosophy and secure access service edge is more of an infrastructure and there are components to that.
73	Zero Trust	We will be looking at SASE through the zero trust lens but am wondering if there was a need to expand to other areas which could definitely grow the scope quite a bit.	Yes, with SASE there are some other core technologies that kind of are part of that.
74	Zero Trust	Are you looking at truly full SASE, or is the focus primarily on the Security Service edge side of SASE? We do see SD WAN listed, so we're assuming it's more of the broader full SASE scope.	Yes. As part of this estimate, that would naturally fall into play.

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75	Zero Trust	<p>Under the SASE section you've got an ask for including cost analysis. You know when we're looking at SASE providers, it can vary greatly from provider to provider. So is part of this looking at once the requirements are understood, use cases are understood that a recommended vendor is identified? Are we looking to get into that level of detail or staying at the "here's what you should be doing with a SASE platform" and then generalizing those costs across the different vendor models?</p>	<p>As part of the SASE analysis, we look for the pros and cons of the various SASE providers, including but not limited to cost. We want to understand what and how we should deploy a SASE solution in the current and potential future state environment and what each provider may offer considering cost, functionality, and interoperability, ensuring we meet our tactical and strategic needs. Once we have a complete picture of our potential future environment, we can discuss end-to-end recommendations for all aspects, including a SASE solution.</p>