

Question Number	Vendor Inquiry Number	Verbatim Question	LED Response
Q1	A1	Section 1.3 states LED's IT infrastructure will be transitioned and operationally ready by the end of July 2026, while Section 1.6 shows contract execution on or about July 27, 2026. Should proposers disregard the July 2026 readiness language, or will LED issue an addendum correcting the project schedule and target go-live date?	The OTS-to-LED IT infrastructure transition and data center migration referenced in the RFQ are not intended to be Salesforce implementation deliverables under this solicitation. The Salesforce implementation Contractor should coordinate with LED on any dependencies identified during discovery.
Q2	A2	Should proposed cost include Salesforce subscriptions, MuleSoft, AI capabilities, DocuSign or equivalent e- signature, document management tools, and other third-party licenses, or only implementation services? If licenses are included, please confirm whether LED prefers pass-through, resold, or proposer-procured licensing.	Proposers should provide the total cost for all services required to perform the scope of work as described in the RFQ, including any travel and project-related expenses. For technologies, add-ons, integrations, and third-party solutions that are recommended as part of the proposer's proposed solution, the proposer should identify all associated licensing, support, and cost considerations within its response. LED has not prescribed a specific licensing procurement model. Proposers should clearly identify whether recommended licenses are assumed to be procured by LED, provided through the proposer, or acquired through another mechanism, and should include any associated assumptions in their Cost Statement of Qualification. Final decisions regarding architecture, tools, configurations, integrations, licensing strategy, and procurement approach will be made by LED based on vendor recommendations and subsequent contract negotiations.
Q3	A3	If proposers should include Salesforce subscriptions in cost, how many internal LED users are anticipated by role (administrator, program manager, reviewer, executive, read-only, etc.), and how many external applicants, partners, or public users are expected at go-live and at projected steady state?	At this time, LED has not established final user counts, user roles, licensing quantities, or external user volumes. As outlined in the RFQ, the selected Contractor will be responsible for conducting discovery and requirements analysis, including an inventory of current business processes, user roles, workflows, reporting needs, and future-state requirements. User populations, licensing requirements, role definitions, and any external applicant, partner, or public-facing access requirements will be identified and validated during the discovery phase and finalized with LED approval. For proposal purposes, Proposers should clearly state any assumptions used in developing their licensing, staffing, and cost estimates. Any recommended licensing strategy, including assumptions regarding internal users, administrators, approvers, reviewers, executives, external applicants, partners, or public users, should be documented within the proposal and may be refined during discovery.
Q4	A4	Is Salesforce Experience Cloud required for external applicants, partners, or public users at initial go-live, or is the first release internal-facing only with external portals planned for a subsequent phase?	No specific Salesforce add-on, including Salesforce Experience Cloud, has been mandated by LED for the initial implementation. As stated in the RFQ, the Contractor is expected to assess, recommend, and, if approved by LED, implement Salesforce add-ons and integrations such as Experience Cloud, OmniStudio, Flow and automation tools, DocuSign or equivalent solutions, document management solutions, and other supporting technologies.  The scope and sequencing of integrations, add-ons, external user access requirements, and portal functionality will be evaluated during discovery and finalized with LED approval. Proposers may recommend the use of Experience Cloud or other portal technologies if they believe such functionality would support LED's business objectives; however, LED has not predetermined whether external applicant, partner, or public-facing portals will be included in the initial release or a subsequent phase.
Q5	A5	Which identity provider must be used for SSO and MFA (e.g., Entra ID, Okta, state-managed IdP), and are all user groups — including external applicants and partner users — subject to MFA?	LED has not prescribed a specific identity provider for this implementation. As stated in the RFQ, the Contractor shall recommend the most appropriate Salesforce environment and implement identity and access management controls, including single sign-on (SSO), multi-factor authentication (MFA), and role-based access controls aligned with LED and State standards.  The selected Contractor will be expected to evaluate current-state identity management requirements during discovery and recommend an appropriate approach for authentication, SSO, MFA, and external user access. Requirements for internal users, external applicants, partners, and other user groups, including whether MFA will be required, will be determined during discovery and finalized in accordance with LED requirements, State standards, applicable security policies, and the approved solution design.
Q6	A6	What data classifications, PII categories, retention rules, and Louisiana public records requirements apply to grants, incentives, contracts, and correspondence records? Please identify any record series with specific retention schedules or redaction requirements.	The selected Contractor shall support data classification, retention, audit logging, and public records compliance requirements applicable to LED operations and the final solution design. As stated in the RFQ, all personnel, software, services, integrations, and environments used to support the implementation must comply with the Louisiana Information Security Policy and all applicable state and federal security, privacy, and data governance requirements. The Contractor shall also support data classification, retention, and public records compliance requirements as applicable to LED operations.  LED has not completed a comprehensive records classification, retention schedule mapping, or data inventory for all grants, incentives, contracts, correspondence, and related operational records that may be included within the scope of this implementation. The selected Contractor will be expected to identify and document applicable data classifications, retention considerations, public records requirements, and governance requirements during discovery and requirements analysis in coordination with LED stakeholders.  Proposers should assume that records maintained within the solution may be subject to the Louisiana Public Records Act and other applicable state and federal requirements. Any specific retention schedules, redaction requirements, or record-series-specific requirements will be identified and validated during discovery and solution design.
Q7	A7	To aid in scoping data migration, can LED provide expected legacy systems in scope, the tables or objects involved, approximate record counts, document counts, storage volume, and known data quality issues? Are FastLane Next Generation and monday.com sources of historical records to be migrated, referenced via integration, or out of scope?	LED has not identified any specific integration as mandatory for initial go-live at this time. As stated in the RFQ, integrations will be prioritized during discovery and finalized with LED approval. The RFQ identifies examples of potential target systems, including LaGov ERP, accounting and grants disbursement systems, workforce and talent development systems, federal reporting systems, document management platforms, data warehouses or business intelligence platforms, external partner or applicant systems, and legacy LED databases; however, these examples should not be interpreted as a final list of integrations required at initial go-live.  The selected Contractor will be expected to define the integration architecture during discovery, including systems of record, data ownership, data mappings, synchronization rules, logging, monitoring, error handling, and operational support procedures. Integration patterns, including whether integrations should be synchronous, near-real-time, batch, file exchange, event-driven, or manual import/export, will be determined during discovery based on LED's approved priorities, technical constraints, security requirements, and operational needs.  Proposers should include their recommended integration approach, assumptions, sequencing, and cost considerations in their Statements of Qualification. Final decisions regarding integrations, tools, configurations, and sequencing will be made by LED based on vendor recommendations.
Q8	A8	Which integrations are mandatory for initial go-live, and for each, what integration pattern is expected — synchronous API, batch, file exchange, event-driven, or manual import/export? Please confirm whether LaGov (SAP ERP), Microsoft 365, SharePoint, Outlook, Tableau, Power BI, and MuleSoft are all required at go-live or phased.	LED has not identified specific integrations as mandatory for initial go-live. As stated in the RFQ, integration scope, sequencing, and priorities will be defined during discovery and finalized with LED approval. Proposers should assume that systems such as LaGov (SAP ERP), Microsoft 365, SharePoint, Outlook, Tableau, Power BI, MuleSoft, and other identified platforms may be considered for integration; however, the final list and implementation phases have not yet been determined. Proposers should include their recommended integration approach and any associated assumptions within their Statement of Qualification.
Q9	A9	Does LED have an existing enterprise content management system (e.g., SharePoint, OpenText, or other) that the Salesforce solution should interface with for document storage, or is document management to be implemented entirely within Salesforce and its native or add-on capabilities?	LED currently utilizes document management and collaboration tools, including SharePoint; however, the final document management strategy has not been determined. The selected Contractor will be expected to assess current-state capabilities and recommend the most appropriate approach for document storage, management, version control, approvals, audit history, and integration with the proposed Salesforce solution. Proposers may recommend leveraging existing platforms, Salesforce-native capabilities, or approved add-on solutions as part of their proposed approach. Final decisions regarding document management architecture will be made by LED based on vendor recommendations and discovery findings.

Q10	A10	Approximately how many reports and dashboards must be migrated or newly created at go-live? Are there specific federal or state reporting formats (e.g., grant compliance reports, legislative reports, federal pass-through reporting) that must be supported in the initial release?	LED has not established a final inventory or quantity of reports and dashboards that will be migrated or created as part of the initial implementation. The selected Contractor will be expected to identify reporting requirements, existing reports, dashboards, performance metrics, and compliance reporting needs during discovery and requirements analysis. Proposers should assume that reporting may include operational, executive, grants, incentives, contracts, compliance, and other business-related reporting requirements. Any federal, state, legislative, audit, or program-specific reporting requirements will be identified, validated, and prioritized during discovery and finalized with LED approval.
Q11	A11	Which Salesforce AI use cases should be included in Phase 1 versus deferred to later phases? Please identify the State of Louisiana or LED AI policies, executive orders, or governance frameworks that govern model training, data retention, human-in-the-loop review, and external data sharing for this engagement.	LED has not predetermined which Salesforce AI use cases must be included in Phase 1 versus later phases. Proposers should identify and recommend appropriate AI capabilities, including any assumptions regarding phasing, controls, limitations, and implementation approach. Any approved AI functionality must include human-in-the-loop controls and comply with applicable State of Louisiana and/or LED AI policies, security, privacy, and data-governance requirements. Final AI use cases, restrictions, model-training limitations, data retention requirements, and external data-sharing controls will be determined during discovery and finalized with LED approval.
Q12	A12	What post-implementation support model, support hours, SLA targets, backlog management process, and enhancement budget should proposers assume for the operations and maintenance period within the 36-month contract term?	LED has not established a specific post-implementation support model, support hours, service level agreements (SLAs), backlog management process, or enhancement budget at this time. As stated in the RFQ, the Contractor shall provide post-implementation support and maintenance options, including system enhancements, optimization, and backlog management for future improvements, as requested by LED. Proposers should include their recommended support approach, assumptions, service offerings, and any optional maintenance or enhancement services within their response. Final support requirements and any ongoing operational support arrangements will be determined during implementation and contract negotiations.
Q13	A13	Is there a maximum email attachment size for submissions to LEDRFQ-RFP@la.gov? If a submission exceeds the limit, what alternative delivery method (e.g., secure file transfer link) does LED prefer?	The RFQ does not establish a specific maximum email attachment size. Proposers are responsible for ensuring that their Statements of Qualification are successfully delivered to LEDRFQ-RFP@la.gov prior to the submission deadline. If a proposer anticipates file size limitations or delivery issues, the proposer should contact LEDRFQ-RFP@la.gov sufficiently in advance of the submission deadline to discuss available options. Any approved alternative submission instructions will be provided by LED on a case-by-case basis.
Q14	A14	Will LED provide written confirmation of receipt of an emailed Statement of Qualification? If not, may proposers request a read receipt or reply confirmation prior to the submission deadline?	LED will make reasonable efforts to acknowledge receipt of Statements of Qualification; however, proposers remain solely responsible for ensuring successful delivery of their submissions prior to the deadline. As stated in the RFQ, the State assumes no liability for assuring accurate or complete email delivery. Proposers may request a read receipt or delivery confirmation through their own email system, but such requests do not constitute official confirmation from LED. If a proposer has concerns regarding successful delivery, they are encouraged to submit well in advance of the deadline and may contact LEDRFQ-RFP@la.gov for assistance.
Q15	A15	Please confirm the submission deadline time of day and applicable time zone (Central Time) for the June 15, 2026 deadline, as Section 1.6 lists only the date.	The deadline for receipt of Statements of Qualification is Monday, June 15, 2026, at 11:59 PM Central Time (CT). Statements of Qualification must be successfully received at LEDRFQ-RFP@la.gov by the stated deadline to be considered responsive. Proposers are encouraged to submit their responses well in advance of the deadline to allow sufficient time to address any potential delivery or file transmission issues.
Q16	A16	Are there page limits, font, margin, or spacing requirements for the Technical Statement of Qualification? Are appendices, resumes, and SOC 2 reports included in any applicable page count?	The RFQ does not establish page limits, font requirements, margin requirements, spacing requirements, or maximum attachment lengths for the Technical Statement of Qualification. Proposers should provide responses that are clear, concise, and sufficiently detailed to demonstrate their understanding of the project and ability to meet the RFQ requirements. Resumes, SOC 2 reports, OTS Third-Party Information Security Questionnaires, references, and other supporting documentation may be included as part of the submission and are not subject to a specified page limitation. Proposers are encouraged to organize their responses in accordance with the RFQ response format outlined in Section 1.9.
Q17	A17	May the cover letter and Certification Statement (Attachment I) be signed by a delegated officer with authority to bind under a corporate Power of Attorney, in lieu of a board resolution, for a publicly traded corporation?	Yes. The cover letter and Certification Statement may be signed by an individual who has the legal authority to bind the organization. As stated in Section 1.10 of the RFQ, a certified copy of a board resolution granting such authority should be submitted if the proposer is a corporation. However, LED will also accept other legally sufficient documentation demonstrating signatory authority, such as a corporate Power of Attorney or equivalent delegation of authority, provided it clearly establishes the individual's authority to execute documents on behalf of the organization. Documentation supporting such authority should be included with the submission.
Q18	A18	Does LED have a required cost template or schedule? If not, please confirm the preferred cost breakdown structure (e.g., by phase, by role, fixed-fee versus T&M, optional services itemized separately) for the Cost Statement of Qualification.	LED has not provided a required cost template. As stated in Section 1.9.8, proposers shall provide the total cost for all services described in the RFQ, including travel and project-related expenses, and should provide the total estimated hours by job classification, billing rates by classification, hourly rates or unit costs, and the estimated percentage of effort to be completed by subcontractors, if applicable. Proposers may use the format they believe best represents their proposed solution; however, LED encourages a clear breakdown of costs by project phase, role, and any optional services or assumptions to facilitate evaluation and comparison of responses.
Q19	A19	Section 1.9.3 directs proposers to review the Sample Contract in Attachment II and note exceptions. The RFQ Table of Contents lists Attachment II as Electronic Vendor Payment Solution, and no Sample Contract appears in the issued package. Will LED post the Sample Contract via addendum so proposers can identify exceptions in their Executive Summary?	The reference to a Sample Contract in the original RFQ was removed by addendum and should be disregarded. LED will not be issuing a Sample Contract as part of this solicitation. As stated in the revised RFQ, the selected Proposer will be expected to enter into a contract drafted by the State, and proposers may identify any requested contractual exceptions or deviations within their Statement of Qualification for consideration during contract negotiations.
Q20	A20	Section 1.3 references a transition of LED IT infrastructure from OTS management and migration to a new data center. Is this in scope for this engagement, a parallel LED-led activity, or a dependency the Salesforce implementation must coordinate with? If a dependency, what is the targeted completion date?	The IT infrastructure transition referenced in Section 1.3 is a separate LED initiative and is not within the scope of work for this RFQ. However, proposers should be aware that the Salesforce implementation may need to coordinate with this effort as appropriate to ensure compatibility, continuity of operations, and successful deployment. Proposers should identify any assumptions, dependencies, or risks related to this coordination within their proposed approach.
Q21	A21	Is there an incumbent vendor or existing Salesforce instance at LED today? If so, please describe the current state of any deployed Salesforce orgs, licenses, managed packages, or in-flight configuration that the selected contractor will inherit or replace.	LED currently utilizes Salesforce in a limited CRM capacity within certain business functions and leveraging 59 user licenses; however, this RFQ is intended to support assessment, discovery, and implementation of an enterprise Salesforce-based solution for grants, incentives, contracts, correspondence, and related operations. Proposers should not assume that any existing Salesforce configuration, licenses, managed packages, workflows, or integrations will satisfy the requirements of the future-state solution. The selected Contractor will be expected to assess the current environment during discovery and make recommendations regarding reuse, modification, replacement, or expansion of existing capabilities. Any existing Salesforce assets determined to be relevant will be made available to the selected Contractor during project initiation and discovery.
Q22	A22	Approximately how many distinct grant and incentive programs must be supported in the initial release, and at steady state? Please identify any programs with materially different intake, scoring, or compliance models so proposers can scope configuration effort appropriately.	LED has not established a final inventory of grant programs, incentive programs, or related operational functions that will be included in the initial release or future phases; however, it can be reasonably assumed there could be approximately twenty (20)+ various program and/or grant types. The selected Contractor will be expected to conduct discovery and business process reviews to identify program requirements, workflows, intake processes, scoring methodologies, approval structures, compliance requirements, and reporting needs. Proposers should assume that multiple programs with varying levels of complexity may be included and should describe their approach to supporting configurable business processes and phased implementation. Final scope, prioritization, and sequencing will be determined during discovery and approved by LED.
Q23	A23	What is the estimated annual volume of applications, awards, amendments, payments, and compliance touchpoints across programs? Are there seasonal peaks that drive concurrency or capacity considerations?	LED receives approximately 300 to 500+ applications annually. LED has not completed a detailed inventory of annual awards, amendments, payments, compliance activities, or transaction volumes across all programs. One of the objectives of the discovery phase is to identify current-state business processes, operational volumes, reporting requirements, and future-state scalability needs. Proposers should assume that the solution must support multiple programs and be designed for scalability, performance, and future growth. Any concurrency, seasonal workload patterns, and capacity requirements will be identified and validated during discovery and solution design.
Q24	A24	Does LED have a preference or constraint between Salesforce Government Cloud, Government Cloud Plus, and commercial Sales/Service Cloud? Are there state or federal data residency, FedRAMP, IRS Pub 1075, or CJIS requirements that would mandate a specific edition?	LED has not selected a specific Salesforce cloud offering and has intentionally structured the RFQ to allow proposers to recommend the most appropriate Salesforce environment. As stated in the RFQ, the selected Contractor shall recommend the most appropriate Salesforce environment, including Government Cloud, Government Cloud Plus, or commercial cloud, based on LED's security, compliance, data governance, integration, and operational requirements. Proposers should identify their recommended approach and any associated assumptions within their response. Any applicable state or federal compliance requirements will be further evaluated and validated during discovery and solution design.

Q25	A25	If a proposer submits the OTS Third Party Information Security Questionnaire in lieu of a SOC 2 Type II report, will that submission be evaluated equivalently for scoring purposes, or is SOC 2 Type II preferred?	Yes. As stated in Section 1.8.1, proposers may submit either a current SOC 2 Type II report or a completed OTS Third-Party Information Security Questionnaire to satisfy the information security requirement. LED Procurement and IT Staff will review and assess whichever option is submitted to determine compliance with the RFQ's information security requirements. Neither submission method is assigned additional evaluation points; however, failure to meet the information security requirements may result in the proposal not proceeding to evaluation.
Q26	A26	Is on-site presence required for the dedicated Project Manager and key project staff at LED's Baton Rouge offices? If so, what is the expected cadence (e.g., full-time on-site, hybrid, key milestones only)? Are remote- first delivery models acceptable for non-PM roles?	The RFQ does not establish a mandatory on-site staffing requirement or minimum on-site cadence. Proposers are asked to identify the anticipated on-site availability of proposed personnel and should describe their recommended delivery model, including any on-site, hybrid, or remote components. The Project Manager must be fully dedicated to project management duties while serving in that role; however, LED will evaluate the proposer's overall approach, staffing plan, communication strategy, and ability to successfully support the project. Proposers should include any assumptions regarding on-site participation within their Statement of Qualification.
Q27	A27	Does LED have a target implementation duration or phased go-live sequence in mind for the initial implementation, separate from the 36-month maximum contract term? Is a phased multi-release approach acceptable, or is a single big-bang go-live preferred?	LED has not established a required implementation duration, release sequence, or go-live methodology beyond the overall contract term and project objectives described in the RFQ. As stated in the RFQ, the Contractor shall support phased implementation, deployment, and stabilization activities in accordance with the approved project plan. Proposers are encouraged to recommend an implementation approach that best supports successful project delivery, risk mitigation, and operational continuity. Both phased and multi-release approaches are acceptable, provided the proposer clearly describes the methodology, assumptions, timeline, and rationale within its Statement of Qualification.
Q28	A28	Section 2.3 requires each phase to be completed, documented, and formally approved by LED prior to progression and invoicing. What is LED's target turnaround for deliverable review and approval, and is there an escalation path if approvals exceed that target?	Per RFQ Section 1.35, Payments are predicated upon successful completion of each project phase and written approval by the State of the described tasks and deliverables as provided in Sections 2.3 Deliverable and 2.4 Technical requirements (as applicable). Payments will be made to the Contractor after the State approves in writing the work performed and the submitted invoice. Payment will be made only after the LED Contract Monitor approves the invoice for payment. The State will make every reasonable effort to make payments within thirty (30) calendar days of an approved invoice that falls under a valid contract.
Q29	A29	Section 3 reserves 10 points for Oral Discussions and Presentation, while Section 1.25 indicates oral presentations are at the State's sole discretion. Will all responsive proposers receive an oral presentation opportunity, or only those identified as reasonably susceptible of award? If the latter, how are the 10 points handled for proposers who are not invited to present?	Oral presentations are at the sole discretion of the State. If oral presentations are conducted, only those proposers determined by the State to be reasonably susceptible of being selected for award may be invited to participate. The oral presentation score will be applied only if the State elects to conduct oral presentations as part of the evaluation process. Consistent with Section 1.25, the State reserves the right to adjust evaluation scores based on information received during oral presentations using the established evaluation criteria.
Q30	A30	Will the Cost Evaluation formula apply to total proposed cost including any optional or post-implementation support pricing, or only to the implementation services through go-live? Please clarify the cost scope used in the CCS formula.	The Cost Evaluation formula will be applied using the total proposed cost submitted in the Cost Statement of Qualification. As stated in Section 1.9.8, proposers shall provide the total cost for providing all services described in the RFQ, including travel and project expenses. If proposers include optional services, assumptions, or post-implementation support offerings, those items should be clearly identified and separately itemized. For evaluation purposes, LED will use the total proposed cost associated with the proposer's proposed solution and required RFQ services as submitted in the Cost Statement of Qualification.
Q31	A31	The Cyber Liability requirement of \$1,000,000 per occurrence is below industry norms for projects of this data sensitivity. Will LED accept proposer's standard cyber liability limits (e.g., \$5M or \$10M) in lieu of the stated minimum, or is the stated minimum a firm ceiling for purposes of compliance?	The insurance limits identified in Section 1.32.2 establish the minimum required coverage levels for this solicitation. Proposers may maintain or provide higher coverage limits than those specified in the RFQ; however, the minimum requirements must be met at a minimum. Providing coverage in excess of the stated requirements will not result in additional evaluation points. Any insurance-related exceptions or requested modifications should be identified within the proposer's Statement of Qualification for consideration during contract negotiations.
Q32	A32	Section 1.34.5 caps direct damages at two times the maximum contract amount. Will LED consider negotiating a lower cap (e.g., one times contract value) during contract negotiations, particularly for non-data-breach claims, consistent with industry practice for Salesforce implementations?	The liability provisions contained in the RFQ reflect the State's current contractual requirements and should be assumed to apply as written for proposal purposes. Proposers may identify any requested exceptions, deviations, or proposed modifications within their Statement of Qualification. The State reserves the right to consider such requests during contract negotiations with the selected proposer; however, submission of a requested modification does not imply acceptance by the State.
Q33	A33	For purposes of awarding reserved points under Section 3.2(B)(iii), is the 'net percentage of contract work' calculated on labor hours, total subcontract dollar value, or another basis? Please confirm the calculation methodology so proposers can structure subcontracting plans appropriately.	For purposes of Section 3.2(B)(iii), the net percentage of contract work will be calculated based on the anticipated dollar value of the subcontracted work as a percentage of the total proposed contract value. As required by the RFQ, proposers should identify each certified Veteran Initiative and/or Hudson Initiative subcontractor, provide a description of the work to be performed, and identify the anticipated dollar value of each subcontract. LED may request supporting documentation to validate the proposed subcontracting relationship and participation percentages. Proposers should structure their subcontracting plans accordingly.
Q34	A34	Will LED make available any existing process documentation, current-state workflow diagrams, business requirements documents, or prior Salesforce assessments to support Approach and Methodology responses, or should proposers assume all current-state discovery is greenfield?	Proposers should assume that current-state discovery is a required component of this engagement. Existing documentation, process artifacts, workflow diagrams, reports, and other relevant materials may be made available to the selected Contractor to the extent they exist and are determined to be relevant to the project. However, LED has not conducted a comprehensive inventory of all current-state processes, systems, or documentation. The selected Contractor will be responsible for conducting discovery and validating current-state requirements, workflows, and business processes as part of the project scope.
Q35	A35	To what extent does LED expect grants, incentives, contracts, and operations workflows to be standardized across programs, and what statutory, regulatory, federal, board/committee, or program-specific requirements would require unique workflows, forms, approvals, rules, reporting, or configurations?	LED anticipates that standardization opportunities will exist across grants, incentives, contracts, correspondence, and related operational processes; however, the extent of standardization has not yet been determined. The selected Contractor will be expected to evaluate current-state processes during discovery and recommend where workflows, forms, approvals, reporting, and controls can be standardized or streamlined. Proposers should assume that certain programs may require unique configurations due to statutory, regulatory, compliance, business, or operational requirements. Final decisions regarding standardization and program-specific exceptions will be made by LED based on discovery findings and vendor recommendations.
Q36	A36	Should the vendor assume that deviations from approved standard Salesforce PSS patterns will be handled through formal change control process?	Yes. Proposers should assume that any material deviations from the approved solution design, architecture, requirements, scope, or implementation approach will be subject to the project's change control process. As stated in the RFQ, the Contractor shall establish and maintain change control processes as part of project governance and solution delivery. Proposers should describe their recommended approach for managing changes, evaluating impacts, obtaining approvals, and documenting decisions throughout the project lifecycle.
Q37	A37	Will LED accept Salesforce PSS-native user experience, screen, form, and correspondence patterns where appropriate, or are there existing layouts and formats that must be replicated exactly?	LED will consider Salesforce Public Sector Solutions (PSS) native capabilities and patterns where appropriate. The selected Contractor will be expected to evaluate current business processes and recommend the most effective solution design during discovery. LED has not identified a requirement to replicate existing layouts, forms, or correspondence formats exactly. Final design decisions will be made by LED based on vendor recommendations and business requirements identified during discovery.
Q38	A38	How many distinct grant programs, incentive programs, contract types, and operational workflows are expected to be included in the initial implementation?	LED has not established a final inventory of grant programs, incentive programs, contract types, or operational workflows to be included in the initial implementation. The selected Contractor will be expected to conduct discovery and business process reviews to identify and document current-state and future-state requirements. Final scope, prioritization, and implementation sequencing will be determined during discovery and approved by LED.
Q39	A39	Can LED provide an inventory of current forms, applications, reports, templates, approval workflows, data sources, and document types by program?	LED has not compiled a comprehensive inventory of forms, applications, reports, templates, workflows, data sources, and document types for purposes of this solicitation. The selected Contractor will be responsible for conducting discovery and documenting current-state business processes and supporting artifacts. Relevant information and documentation will be made available to the selected Contractor to the extent it exists and is determined to be applicable to the project.
Q40	A40	What are LED's acceptance criteria for each phase and for final go-live?	Acceptance criteria are defined at a high level through the deliverables identified in Section 2.3 of the RFQ. Each phase must be completed, documented, and formally approved by LED prior to progression to the next phase and submission of associated invoices. Detailed acceptance criteria, validation requirements, and success measures will be refined during project planning and discovery and documented as part of the approved project plan.
Q41	A41	What legacy systems, databases, spreadsheets, SharePoint libraries, file shares, or FastLane repositories contain data to be migrated?	LED has not finalized the inventory of systems or repositories that may be included in the data migration scope. The selected Contractor will be expected to assess legacy data sources and develop a migration strategy during discovery. Potential sources may include systems, databases, document repositories, and applications currently supporting LED operations, as identified and approved during the discovery process.

Q42	A42	How much historical data must be migrated by program, and what data may be archived instead of converted?	LED has not established historical data migration requirements by program. The selected Contractor will be responsible for assessing legacy data sources and recommending an appropriate migration, archival, retention, and validation strategy. Final decisions regarding historical data conversion, retention, and archival requirements will be made by LED based on discovery findings and vendor recommendations.
Q43	A43	Who will own data cleansing decisions, duplicate resolution, retention decisions, and validation signoff?	LED will retain final decision-making authority regarding business rules, data retention requirements, validation approvals, and acceptance of migrated data. The selected Contractor will be responsible for assessing data quality, identifying issues, making recommendations, and supporting validation activities. Data governance responsibilities and approval processes will be further defined during discovery and project planning.
Q44	A44	How many different document types (e.g. templates) must be generated by Salesforce?	LED has not established a final inventory or quantity of document types and templates that will be generated by the solution. The selected Contractor will be expected to identify document generation requirements during discovery, including contracts, grant agreements, correspondence, supporting documentation, and related records. Final requirements will be prioritized and approved by LED as part of the solution design process.
Q45	A45	Does LED require eSignature integration, and if so, is DocuSign or another tool preferred or already licensed?	Yes. LED specifically utilizes the AdobeSign e-signature platform. Final decisions regarding e-signature functionality and platform selection will be made by LED during discovery and solution design.
Q46	A46	Which AI use cases does LED expect in the initial release versus future phases?	LED has not predetermined which AI use cases must be included in the initial release or future phases. Proposers should recommend appropriate AI capabilities and identify any assumptions regarding implementation sequencing. Final AI functionality, use cases, controls, and deployment timing will be determined during discovery and approved by LED in accordance with applicable State and LED AI policies and governance requirements.
Q47	A47	What accessibility standard applies, and does LED expect formal accessibility testing and documented exceptions?	Any user-facing components implemented as part of the solution should support applicable accessibility requirements and industry-standard accessibility practices.
Q48	A48	If actual discovery identifies materially higher complexity than RFQ assumptions, will LED allow scope, schedule, or cost adjustment through change control?	The RFQ requires the Contractor to establish and maintain a change control process as part of project governance. Any requested changes to scope, schedule, or other project elements will be evaluated in accordance with the approved change control process and applicable State contracting requirements. Approval of any change is at the sole discretion of LED and subject to required approvals.
Q49	B1	We work to provide solutions that accomplish strategic goals while adhering to budget guidelines as much as possible. To better inform our approach, will you please share what the budget allotted for this work is and for which fiscal year?	LED is not disclosing a project budget as part of this solicitation. Proposers should submit their most competitive and responsive solution based on the requirements of the RFQ. Cost proposals will be evaluated in accordance with the criteria identified in the solicitation.
Q50	B2	Has funding already been approved and set aside for this project or will it need any additional approvals before award? If so, what is that approval process?	The State is issuing this solicitation in accordance with applicable procurement requirements. Any resulting contract remains subject to appropriation of funds and required approvals as stated in the RFQ. Additional funding details will not be provided.
Q51	B3	The link provided on page 10 of the RFQ for the Office of Technology Services (OTS) Third-Party Information Security Questionnaire does not work. Can the state provide an updated link or release the document in a future amendment?	This has previously been updated in an addendum to the RFQ. For reference, the revised link is also attached here: <a href="https://www.doa.la.gov/media/yloaqayx/isp-thirdparty_infoquestionnaire.xlsx">https://www.doa.la.gov/media/yloaqayx/isp-thirdparty_infoquestionnaire.xlsx</a> As stated in the RFQ, proposers may submit either a current SOC 2 Type II report or a completed OTS Third-Party Information Security Questionnaire to satisfy the information security requirement.
Q52	B4	Can you please clarify whether participation on NASPO or GSA schedules is a mandatory requirement for vendor eligibility under this RFQ?	No. Participation on NASPO, GSA, or any other cooperative purchasing vehicle is not a requirement for eligibility under this RFQ. Proposers must meet the qualifications and requirements identified in the solicitation.
Q53	B5	Please confirm the primary business objectives and success metrics for this initiative once completed. In other words, what does good look like from your stakeholder perspective?	The primary objectives are identified in Section 1.3 of the RFQ and include implementing a centralized Salesforce-based solution, improving compliance tracking, reporting, operational visibility, efficiency, and establishing a scalable foundation for future growth. Detailed success measures will be refined during discovery and project planning.
Q54	B6	In the current state environment, are there any goals or outcomes that are considered "must have" versus nice to have"?	The RFQ requirements represent the State's current objectives and desired outcomes. The selected Contractor will be expected to conduct discovery and provide recommendations regarding prioritization, sequencing, and implementation approach. Final priorities will be established by LED during project planning.
Q55	B7	Are there any components of the scope you expect to be phased or deferred?	LED has not predetermined which components, if any, will be phased or deferred. Proposers may recommend a phased implementation approach where appropriate. Final sequencing and prioritization will be determined during discovery and approved by LED.
Q56	B8	Does LED or the State of Louisiana already have a deployment tool this project will utilize? If yes, please name the tool(s). (Such as Flosum or Copado.)	LED has not mandated the use of a specific Salesforce deployment or release management tool. Proposers may recommend appropriate tools and methodologies as part of their proposed solution. Final decisions will be made by LED based on vendor recommendations.
Q57	B9	Approximately how many grant applications are processed annually?	LED has not completed a comprehensive inventory of application volumes across all programs. The selected Contractor will be expected to assess operational volumes and scalability requirements during discovery. Proposers should assume the solution must support multiple programs and future growth.
Q58	B10	Can you provide a list of the current tools used today to support contract assembly, document generation, official correspondence, supporting documentation, version control, approvals, and audit history?	LED utilizes a variety of tools and processes across different business functions. A comprehensive inventory has not been compiled for purposes of this RFQ. Relevant systems, tools, and processes will be identified and reviewed during discovery.
Q59	B11	Will external third-party users, consultants or Board/Committee members, be participating in the evaluation and scoring of applications? If so, will they require direct access to the system to submit their evaluations?	The participation of external users, reviewers, committees, boards, or other stakeholders has not been finalized. The selected Contractor should assume the solution may need to support multiple user types and approval workflows. Detailed requirements will be identified during discovery.
Q60	B12	Do any programs require LED staff to conduct physical, onsite verification or compliance audits?	Certain programs may involve monitoring, compliance, verification, or audit-related activities. Detailed program requirements will be identified during discovery and business process reviews. The selected Contractor should be prepared to support configurable compliance and monitoring processes.
Q61	B13	How many LED employees or internal users will have access to the new system?	LED currently has approximately 220 employees. LED has not established final user counts or licensing requirements. Internal user populations, roles, and access requirements will be identified and validated during discovery. Proposers should clearly document any assumptions used in developing their proposals.
Q62	B14	How many applicants, board/committee members or external users will access the system?	LED has not established final external user counts or portal requirements. External user populations and access needs will be evaluated during discovery and solution design. Proposers should identify any assumptions used in estimating licensing and implementation costs.
Q63	B15	To improve our solution design response, please provide an overview of the current systems, tools, and data sources involved in the impacted processes. Several tools and systems were noted, including Microsoft 365, monday.com, FastLane Next Generation, Outlook, SharePoint, Tableau, Power BI, MuleSoft, and the SAP Enterprise Resource Planning system (LaGov).	Examples of current systems and technologies are identified in the RFQ and include Microsoft 365, monday.com, FastLane Next Generation, Outlook, SharePoint, Tableau, Power BI, MuleSoft, and LaGov. Additional systems and data sources will be identified and assessed during discovery.
Q64	B15A	Is there an external system for LMI, Sites and Buildings, ZoomInfo, Dun & Bradstreet, etc?	LED utilizes a variety of systems and data sources across its operations. The State has not identified a definitive list of external systems for integration at this time. Potential integrations will be evaluated and prioritized during discovery.
Q65	B15B	In addition to integrating with the state financial system, are there integrations with the Dept. of Revenue, the Secretary of State or other state agencies?	The final integration inventory has not been established. Proposers should assume that integrations with state agencies, external partners, and other systems may be considered as part of discovery. Final integration scope will be determined and approved by LED.
Q66	B15C	Is API documentation available for all required interfacing systems?	LED cannot guarantee that API documentation exists or is available for all systems that may ultimately be included in scope. Availability of interface documentation will vary by system and will be assessed during discovery. The selected Contractor will be expected to evaluate integration feasibility and requirements.
Q67	B16	Are there any security requirements the solution will be subject to?	Yes. The solution must comply with the Louisiana Information Security Policy and applicable state and federal security, privacy, and data governance requirements. Additional requirements include identity and access management controls, audit logging, data governance controls, and any applicable Salesforce platform and ATO-related requirements identified by LED.
Q68	B17	Do you hold licenses for an electronic signature tool you would like to use as part of this solution? 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?	LED has not identified a required electronic signature platform for this project. The RFQ references DocuSign or equivalent solutions as examples of potential integrations. Proposers may recommend an appropriate e-signature solution and should identify any associated licensing, implementation, and support considerations within their proposal.
Q69	B18	Do any of LED's incentive or grant programs require an application processing fee? If so, is that expected to be via check or online payment? Is there a preferred tool for payment processing?	LED has not identified application fee collection requirements as part of this RFQ. Any payment processing, fee collection, or related requirements will be evaluated during discovery if determined to be applicable. Proposers may describe relevant capabilities and assumptions within their proposed solution.
Q70	B19	Can you describe the current state of data quality and any known cleanup or normalization needs?	LED has not completed a comprehensive assessment of data quality across all systems and programs. The selected Contractor will be expected to assess data quality, identify cleansing and normalization requirements, and recommend appropriate remediation activities during discovery. Data quality findings will help inform the migration strategy and future-state design.

Q71	B20	How many historical years of data require migration?	LED has not established historical data migration requirements. The selected Contractor will be expected to assess legacy data sources and recommend an appropriate migration and retention strategy. Final migration requirements will be determined during discovery and approved by LED.
Q72	B21	Do you currently have a data lake or lakehouse environment?	Yes, for some applications. LED utilizes various data storage methods based on the application used to collect applicable data. Existing reporting, analytics, and data management capabilities will be evaluated during discovery. Proposers should identify any assumptions regarding data architecture within their response.
Q73	B21A	If yes, what platform or technology is it built on (e.g., Snowflake, AWS, Azure, GCP)?	Relevant applications utilize GCP and AWS.
Q74	B21B	Which systems currently send data to the data lake, and how is that data ingested?	Existing systems, interfaces, and data flows will be identified and evaluated during discovery. The selected Contractor will be expected to document current-state architecture and make recommendations for future-state integration needs.
Q75	B21C	Who is responsible for managing and maintaining the data lake today?	The RFQ does not identify a data lake management function as part of the current project scope. Existing operational responsibilities and ownership of data management components will be reviewed during discovery as applicable. Final governance requirements will be determined by LED.
Q76	B21D	What analytics, reporting, or downstream systems rely on the data in your data lake?	LED has not provided a comprehensive inventory of analytics, reporting, or downstream systems for purposes of this solicitation. Reporting and analytics requirements will be identified and validated during discovery. Proposers should assume that existing reporting platforms and business intelligence tools may be evaluated as part of the future-state solution.
Q77	B22	What infrastructure or tools does the organization currently have available for data staging and transformation (e.g., SQL Server, SSIS, or other ETL platforms)?	The RFQ identifies examples of technologies currently utilized by LED but does not establish a definitive inventory of data staging or transformation tools. Existing infrastructure, integration platforms, and data management capabilities will be assessed during discovery. Proposers may recommend appropriate tools and approaches as part of their proposed solution.
Q78	B23	Who are the executive sponsors, decision makers, and key SMEs?	Specific project sponsors, decision makers, and subject matter experts have not been identified for purposes of this solicitation. The selected Contractor will work with LED to establish project governance and stakeholder participation during project initiation. Appropriate business, technical, and operational representatives will be identified as needed throughout the engagement.
Q79	B24	Please describe any review and governance processes this project and the solution design may be subject to.	The Contractor will be required to establish project governance, communications, issue escalation, risk management, and change control processes. Solution designs, deliverables, and project decisions will be subject to LED review and approval. Additional governance requirements may be established during project initiation.
Q80	B25	Describe availability for business stakeholders for workshops, reviews, and testing?	LED will coordinate access to business stakeholders, subject matter experts, and reviewers as necessary to support project activities. The Contractor is expected to coordinate with LED to obtain timely decisions, approvals, and participation. Specific availability and schedules will be established during project planning.
Q81	B26	Is there a required go-live date for this project? o Do you have required deadlines or events that impact the timeline or dictate the go-live? (e.g., fiscal year, peak seasons)? o On page 7 of the RFQ amendment, you mention operational readiness by the end of July 2026. Please clarify whether this is the expected timeline or a mistake in the document.	The July 2026 date referenced in Section 1.3 pertains to LED's separate IT infrastructure transition initiative and is not a required Salesforce go-live date. The RFQ does not establish a mandatory implementation completion date for the Salesforce solution. Proposers should recommend an appropriate implementation timeline as part of their proposed approach.
Q82	B27	Are there other initiatives that overlap or could affect timing or internal resource availability?	LED may have other ongoing business and technology initiatives occurring during the project period. The selected Contractor will be expected to coordinate with LED stakeholders and accommodate operational requirements as appropriate. Relevant dependencies will be identified during project planning and discovery.
Q83	B28	Are there preferred working arrangements (remote, hybrid, onsite) for this engagement?	The RFQ does not establish a required onsite, hybrid, or remote delivery model. Proposers should describe their recommended staffing and delivery approach, including anticipated onsite participation. LED will evaluate the overall effectiveness of the proposed methodology and staffing plan.
Q84	B29	What is the readiness level of your user base for adopting new systems?	LED has not conducted a formal user readiness assessment for purposes of this solicitation. The selected Contractor will be expected to support user adoption, change management, training, and knowledge transfer activities. User readiness considerations will be further evaluated during discovery.
Q85	B30	Are there groups that require customized training or communication plans?	Specific training audiences and communication requirements have not yet been defined. The RFQ requires role-based training materials and training for administrators and end users. Additional training and communication needs will be identified during discovery and implementation planning.
Q86	B31	What level of hypercare or stabilization support do you expect after launch?	The RFQ requires support for production deployment, go-live, stabilization activities, and post-implementation support options. LED has not prescribed a specific hypercare duration or support model. Proposers should describe their recommended approach within their response.
Q87	B32	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? What are your expectations for ongoing operational costs after go-live?	LED has not established a preferred long-term support model. Proposers should identify available support and maintenance options, including enhancement and optimization services. Final operational support arrangements will be determined based on LED needs and contract negotiations.
Q88	C1	The RFQ references operational readiness by the end of July 2026 and completion of services, final report, and post-service recommendations by August 31, 2026. Given the contract execution date is listed as on or about July 27, 2026, can LED clarify the expected implementation timeline, key milestone dates, and whether the July/August dates remain applicable to this Salesforce implementation?	The July 2026 date referenced in Section 1.3 pertains to LED's separate IT infrastructure transition initiative and is not a required Salesforce go-live date. The RFQ does not establish a mandatory implementation completion date for the Salesforce solution. Proposers should recommend an appropriate implementation timeline as part of their proposed approach.
Q89	C2	Does LED expect the selected Contractor to complete a full production deployment by a specific date that coincides with a compelling event (new fiscal year, new program kickoff, etc.), or should proposers recommend a phased implementation timeline based on discovery findings?	No specific production deployment date has been established within the RFQ. Proposers should recommend an implementation schedule that supports successful delivery of the project objectives. Final deployment timing will be determined during planning and discovery.
Q90	C3	Are there any immovable external deadlines, legislative reporting dates, funding deadlines, program launch dates, or OTS/data center transition dependencies that must be reflected in the project plan?	The RFQ does not identify specific immovable program deadlines for the Salesforce implementation. The selected Contractor should identify risks, assumptions, and dependencies as part of project planning. Relevant constraints will be evaluated and incorporated into the approved project plan.
Q91	C4	How many distinct grants, incentives, contracts, and related operational programs are expected to be included in the initial implementation, and should proposers assume all lifecycle processes listed in the RFQ apply to each program?	LED has not established a final inventory of programs to be included in the initial implementation. Program scope, prioritization, and sequencing will be determined during discovery and approved by LED. Proposers should assume multiple programs may be included.
Q92	C5	Can LED identify which programs, business units, or operational functions are highest priority for the first release?	The RFQ identifies grants, incentives, contracts, correspondence, and related operations management as the primary focus areas. Specific release priorities have not yet been determined. Final prioritization will occur during discovery and project planning.
Q93	C6	Are there existing documented business processes, forms, scoring models, eligibility rules, approval matrices, or compliance workflows that will be provided to the Contractor during discovery?	Existing documentation and process artifacts may be made available to the selected Contractor to the extent they exist and are relevant. However, the Contractor is expected to perform discovery and validate current-state requirements. Proposers should assume discovery is a core project activity.
Q94	C7	For grants and incentives lifecycle management, should proposers assume applicant-facing intake is in scope for the initial release, or only internal LED staff workflows?	The RFQ supports end-to-end grants and incentives lifecycle management but does not prescribe whether applicant-facing functionality must be included in the initial release. Proposers may recommend an appropriate implementation approach. Final scope and sequencing will be determined during discovery.
Q95	C8	What are the expected document types, template counts, approval workflows, versioning requirements, e-signature requirements, and public records or retention requirements for contracts, grant agreements, correspondence, and supporting documentation?	LED has not established a final inventory of document types, workflows, or retention requirements for purposes of this solicitation. These requirements will be identified and validated during discovery. The selected Contractor will be expected to recommend appropriate document management capabilities.
Q96	C9	Does LED have a preferred document generation, e-signature, or document management platform, or should proposers recommend options?	No specific platform has been mandated. The RFQ identifies DocuSign or equivalent solutions and document management tools as examples of technologies that may be considered. Proposers should recommend appropriate solutions as part of their response.
Q97	C10	Should official correspondence generation include only template-based document creation, or also email generation, routing, approvals, and retention tracking?	The RFQ contemplates support for official correspondence, approvals, supporting documentation, audit history, and related business processes. Detailed correspondence requirements will be identified during discovery. Proposers should describe their recommended approach for supporting these functions.
Q98	C11	Can LED provide any applicable State of Louisiana and/or LED AI policies, governance requirements, prohibited uses, approval processes, and expectations for AI functionality in the initial release versus future phases?	Any approved AI functionality must comply with applicable State of Louisiana and/or LED AI policies, executive orders, security requirements, privacy requirements, and governance requirements. Specific AI use cases and controls will be finalized during discovery. Proposers should identify assumptions and recommendations within their response.
Q99	C12	Should proposers include implementation of approved AI capabilities in the base scope, or provide AI use cases and implementation options for LED approval after discovery?	The RFQ requires proposers to identify and recommend appropriate AI capabilities and implementation approaches. Proposers should include any recommended AI functionality, assumptions, and associated considerations within their proposed solution. Final AI capabilities will be approved by LED.

Q100	C13	Are there specific data types, programs, or user roles for which AI capabilities should be excluded or restricted?	LED has not established program-specific AI restrictions at this time. The selected Contractor will be expected to recommend controls that allow AI functionality to be enabled, disabled, or phased by program or user role. Final restrictions and governance requirements will be determined during discovery and approval processes.
Q101	C14	Can LED identify which systems are expected to be in scope for the initial implementation versus future phases, including expected integration direction, frequency, data domains, and whether MuleSoft is already licensed or must be included in proposer pricing?	The final implementation scope, sequencing, and integration priorities will be determined during discovery and approved by LED. The RFQ identifies potential systems and technologies that may be evaluated; however, no definitive list of initial-release integrations has been established. Proposers should identify assumptions and recommendations within their response.
Q102	C15	For LaGov/SAP ERP integrations, can LED clarify the expected business processes, data objects, interface methods, security constraints, and availability of technical documentation or APIs?	Detailed business processes, interface requirements, data mappings, security constraints, and technical documentation requirements have not been finalized. The selected Contractor will be expected to assess and define integration requirements during discovery. Final integration scope and design will be approved by LED.
Q103	C16	Are integrations with Microsoft 365, Outlook, SharePoint, Tableau, Power BI, monday.com, FastLane Next Generation, and other listed systems expected in the initial release, or are they examples of potential future integrations?	The systems identified in the RFQ represent examples of current technologies that may be considered for integration. LED has not established a final list of integrations required for the initial release. Integration scope and sequencing will be determined during discovery and approved by LED.
Q104	C17	Are any third-party vendors, state agencies, or external partners required to participate in integration design, testing, approval, or production deployment?	Third-party vendors, state agencies, external partners, or other stakeholders may be involved where necessary to support approved integrations. Specific participation requirements have not been determined. Relevant parties will be identified during discovery and project planning.
Q105	C18	Can LED provide the known legacy data sources, estimated data volumes, record types, data quality concerns, historical migration expectations, and retention requirements for the data migration scope?	LED has not completed a comprehensive inventory of data sources, volumes, record types, or migration requirements. The selected Contractor will be responsible for assessing legacy systems and recommending an appropriate migration strategy during discovery. Final migration scope will be approved by LED.
Q106	C19	Does LED expect all historical records to be migrated into Salesforce, or should proposers assume a subset of active/open records plus selected historical data?	LED has not determined whether all historical records or only selected records will be migrated. The selected Contractor will be expected to assess available data and recommend an appropriate migration, retention, and archival strategy. Final decisions will be made by LED based on discovery findings.
Q107	C20	Who will be responsible for source data extraction, data cleansing decisions, business validation, and final approval of migrated data?	The selected Contractor will be responsible for assessing source data, supporting migration activities, and providing recommendations regarding data quality and validation. LED will retain final authority for business decisions, validation approvals, and acceptance of migrated data. Roles and responsibilities will be finalized during project planning.
Q108	C21	Does LED currently own any Salesforce, MuleSoft, Experience Cloud, OmniStudio, Tableau, Power BI, DocuSign, or related licenses, or should proposers include licensing assumptions and costs in the Cost Statement of Qualification?	Proposers should identify any licensing assumptions associated with their proposed solution. The RFQ requires proposers to provide licensing, cost, and support considerations for recommended technologies, add-ons, and integrations. Final licensing and procurement decisions will be made by LED.
Q109	C22	Does LED have a preferred Salesforce cloud environment, or should proposers recommend Government Cloud, Government Cloud Plus, or commercial cloud based on discovery and security requirements?	LED has not selected a specific Salesforce cloud offering. The selected Contractor will be expected to recommend the most appropriate Salesforce environment based on security, compliance, operational, and business requirements. Final selection will be approved by LED.
Q110	C23	How many internal users, external users, administrators, approvers, reviewers, and reporting users should proposers assume for the initial implementation?	LED has not established final user counts, licensing quantities, or role definitions. User populations and access requirements will be identified during discovery. Proposers should clearly document any assumptions used in developing their proposals.
Q111	C24	Are there specific performance, availability, disaster recovery, or business continuity requirements that proposers should address beyond the general requirement for performance, availability, and scalability?	The solution must support performance, availability, scalability, security, and operational requirements appropriate for LED operations. Specific performance and continuity requirements will be further defined during discovery and solution design. Proposers may recommend appropriate approaches and assumptions.
Q112	C25	Can LED clarify whether an Authority to Operate or equivalent security documentation is required before go-live, and what specific security review process, artifacts, approvers, and timing should be assumed?	The RFQ requires support for Authority to Operate (ATO) or equivalent documentation requirements if identified by LED. Specific review processes, artifacts, approvers, and timelines have not been established. Applicable requirements will be defined during discovery and project planning.
Q113	C26	Are there specific state or federal data classifications, privacy regulations, grant compliance requirements, or public records requirements that apply to the Salesforce solution?	The solution must comply with the Louisiana Information Security Policy and applicable state and federal security, privacy, data governance, retention, and public records requirements. Additional requirements will be identified during discovery. Proposers should account for compliance considerations within their solution approach.
Q114	C27	Will LED require the Contractor to access State government IT assets, and if so, what onboarding, cybersecurity training, VPN, device, background check, or access requirements should be assumed?	Access requirements will depend on the approved implementation approach and assigned responsibilities. Contractors with access to State IT assets may be required to comply with applicable onboarding, security, and cybersecurity training requirements identified in the RFQ. Additional requirements will be communicated as needed.
Q115	C28	Can LED clarify expectations for on-site versus remote participation, required meeting cadence beyond weekly updates, availability of LED subject matter experts, and expected LED decision/approval turnaround times?	The RFQ does not prescribe a required onsite participation model or specific meeting cadence. Proposers should describe their recommended delivery approach and staffing model. LED will coordinate access to stakeholders and subject matter experts as necessary to support the project.
Q116	C29	The RFQ states that the Contractor Project Manager must be fully dedicated to the duty of project management and not perform other job duties when acting in that role. Does LED require a full-time dedicated Project Manager for the entire engagement, or only that the individual not perform other duties during project management activities?	The RFQ requires that the individual serving in the Project Manager role be fully dedicated to project management duties while acting in that capacity. The Project Manager may not perform other project roles while serving as Project Manager. Proposers should identify their staffing approach accordingly.
Q117	C30	Are there any required state project governance frameworks, reporting tools, or steering committee structures that the Contractor must align with?	The Contractor will be expected to establish project governance, communications, reporting, risk management, and change control processes. Additional governance structures may be established during project initiation. Specific steering committees or frameworks have not been prescribed.
Q118	C31	Should the Cost Statement of Qualification be based on a fixed total cost for all RFQ services, a phased implementation estimate, a time-and-materials estimate with role/hour detail, or another pricing structure preferred by LED?	The RFQ does not prescribe a specific pricing format. Proposers shall provide the total cost for all services described in the RFQ and should include estimated hours, rates, and subcontractor participation information as outlined in Section 1.9.8. Proposers may use a format that clearly communicates their pricing approach.
Q119	C32	Are travel and on-site expenses expected to be included in the total cost as fixed costs, reimbursable expenses, or estimated not-to-exceed expenses?	As stated in Section 1.9.8, proposers shall provide the total cost for all services described in the RFQ, including travel and project-related expenses. Proposers should clearly identify any assumptions used in developing their pricing. LED expects all costs to be reflected within the Cost Statement of Qualification.
Q120	C33	What level and duration of post-implementation stabilization, maintenance, enhancement support, and backlog management should proposers include in the base response versus optional pricing?	The RFQ requires support for deployment, stabilization, post-implementation support options, enhancements, optimization, and backlog management. LED has not established specific support durations or service levels. Proposers should describe their recommended support approach.
Q121	C34	What LED roles or teams are expected to assume ongoing Salesforce administration, reporting, integration monitoring, and enhancement backlog ownership after transition?	The Contractor will be expected to provide knowledge transfer sufficient to support transition of ongoing administration and operations to LED staff. Long-term ownership responsibilities have not been finalized. Final operational support arrangements will be determined by LED.
Q122	D1	Please confirm the initial base contract term and the renewal/option-year structure. Is the 36 months continuous, or broken into a base + option years?	The RFQ provides for a contract term of up to thirty-six (36) months, subject to required approvals and funding availability. The contract may begin following award and execution. Additional details will be addressed during contract negotiations.
Q123	D2	Should the cost SoQ include third-party software/license costs (Salesforce licenses, MuleSoft licenses, add-ons such as DocuSign), or only Proposer professional services? Will LED procure software licenses separately?	Proposers should identify licensing assumptions and associated costs for any recommended technologies, add-ons, integrations, or third-party solutions. Final licensing procurement decisions will be made by LED. Proposers should clearly document assumptions within their Cost Statement of Qualification.
Q124	D3	Approximately how many contracts/agreements are managed annually? What is the average complexity (clauses, signatories, riders), and how many document templates exist today?	LED has not completed a comprehensive inventory of contract volumes, complexity, or template counts for purposes of this solicitation. The selected Contractor will be expected to assess current-state processes and requirements during discovery. Final scope and requirements will be identified and validated during the project.
Q125	D4	Are there specific AI use cases LED is most interested in (e.g., application triage, document summarization, fraud/eligibility prediction)?	LED has not predetermined specific AI use cases for implementation. The RFQ requests that proposers identify and recommend appropriate AI capabilities that support grants, incentives, contracts, correspondence, and related operations. Final AI use cases and implementation decisions will be approved by LED.
Q126	D5	For each named system, please indicate (a) integration pattern (real-time, near-real-time, batch), (b) data direction (inbound, outbound, bidirectional), (c) whether documented APIs exist, and (d) which systems are in-scope for Phase 1 vs. later.	LED has not established system-specific integration patterns, sequencing, or release phases. The selected Contractor will be expected to assess integration requirements, define appropriate patterns, and recommend implementation sequencing during discovery. Final integration scope and architecture will be approved by LED.
Q127	D6	Is a public-facing applicant/grantee portal in scope? If so, what is the expected number of external users (applicants, grantees, partners, proxies), and what authentication model is preferred (self-registration, La.gov SSO)?	The RFQ contemplates solutions that may include applicant-facing and external user functionality; however, LED has not determined whether a public-facing portal will be included in the initial implementation. User volumes, authentication requirements, and portal functionality will be evaluated during discovery and solution design.
Q128	D7	How many legacy source systems hold data to be migrated? Approximate data volume per system (records/GB), data quality state, and how many years of historical data should be migrated vs. archived?	LED has not completed a comprehensive inventory of source systems, data volumes, data quality conditions, or migration requirements. The selected Contractor will be expected to assess legacy systems and recommend a migration strategy during discovery. Final migration scope will be approved by LED.

Q129	D8	Does LED have a target duration for each phase (e.g., months) and a target go-live date or compelling event? Is phasing/sequencing negotiable based on the Proposer's recommended approach?	The RFQ does not establish a required implementation duration or go-live date. Proposers should recommend an implementation timeline and sequencing approach that supports successful project delivery. Final schedules will be established during project planning and approved by LED.
Q130	D9	What is LED's preferred integration pattern for high-volume data (e.g., MuleSoft, Salesforce Data Cloud, ETL via Informatica/Boomi)? Are there approved integration platforms on the State enterprise architecture standard?	The RFQ identifies MuleSoft or an equivalent Salesforce-approved integration platform as acceptable options. The selected Contractor should recommend an integration approach that best meets LED's business, technical, security, and operational requirements. Final decisions will be made by LED.
Q131	D10	Is integration with LaGov SAP read-only (data pull) or bidirectional (e.g., invoice/payment posting, vendor master sync)? What SAP modules are in scope, and are SAP APIs/Docs/ODATA services available?	Detailed SAP integration requirements have not been established. The selected Contractor will be expected to assess business processes, data requirements, interface methods, and technical constraints during discovery. Final integration scope and architecture will be approved by LED.
Q132	D11	Please list specific federal reporting systems (e.g., USASpending.gov, FFATA, Treasury reporting) and required report types/cadence. Are there ETL connections to the State's enterprise data warehouse?	LED has not established a final inventory of federal reporting systems or reporting interfaces. Reporting requirements will be identified and validated during discovery. Any required integrations or reporting processes will be prioritized and approved by LED.
Q133	D12	How many LED SMEs will be allocated to the project (full-time vs. part-time)? What is the expected percentage of LED SME time committed during discovery vs. configuration vs. UAT?	LED has not established specific SME allocations or percentage commitments. The selected Contractor will coordinate with LED to identify required stakeholders and participation levels. Resource commitments will be refined during project planning.
Q134	D13	Approximately how many distinct business processes, user roles, forms, workflows, and reports are anticipated to be in scope for discovery and design?	LED has not completed a comprehensive inventory of business processes, roles, forms, workflows, or reporting requirements. Discovery is a core component of the project scope and will be used to define and validate these requirements. Final scope will be approved by LED.
Q135	D14	What is the required retention period for audit logs? Are there specific log forwarding requirements (e.g., SIEM integration with State Security Operations Center)?	Specific audit log retention periods and security monitoring requirements have not been established for purposes of this solicitation. The solution must support applicable security, audit, compliance, and governance requirements. Detailed requirements will be identified during discovery and design.
Q136	D15	Will any of the named systems (e.g., monday.com, custom apps) be decommissioned post go-live, or will all be retained with integration? What is the transition plan for in-flight grants/cases during go-live?	LED has not determined which systems, if any, may be retired, replaced, or retained following implementation. The selected Contractor may recommend future-state architecture and transition approaches. Final decisions will be made by LED.
Q137	D16	Will LED publish specific KPIs/SLAs that Contractor performance will be measured against (e.g., on-time deliverables %, defect density, UAT pass rate)?	The RFQ identifies deliverables, reporting requirements, and performance expectations but does not prescribe specific KPIs or SLAs for implementation activities. Proposers may recommend appropriate measures as part of their project management approach. Final performance measures will be determined by LED.
Q138	D17	The RFQ references 'Sample Contract, Attachment II' but the document includes Attachment I (Certification Statement) and Attachment II (Electronic Vendor Payment Solution). Please share the Sample Contract referenced for compliance review.	The reference to a Sample Contract in the original RFQ was removed by addendum and should be disregarded. The selected Proposer will be expected to enter into a contract drafted by the State. Proposers may identify requested contractual exceptions within their Statement of Qualification.
Q139	D18	How many distinct grants/grant programs and incentive programs need to be configured in the new system during the development?	LED has not established a final inventory of programs to be included in the implementation. Program scope, prioritization, and sequencing will be determined during discovery. Proposers should assume multiple programs may be included.
Q140	D19	Are there any existing application intake portals currently used by applicants or partners?	LED utilizes various systems and processes to support its operations. A comprehensive inventory of intake solutions has not been provided as part of this solicitation. Relevant systems and processes will be reviewed during discovery.
Q141	D20	How many grant applications are processed annually?	LED has not completed a comprehensive assessment of application volumes across all programs. Operational volumes and scalability requirements will be identified during discovery. Proposers should assume the solution must support future growth.
Q142	D21	What are the grant types that will be managed by the new Grants Management System?	Specific grant types and program requirements will be identified during discovery and business process reviews. The RFQ contemplates support for grants, incentives, contracts, correspondence, and related operations. Final scope will be approved by LED.
Q143	D22	How are the payments currently disbursed? Is this different by Grant type? Do the applicants submit invoices or are the grants pre-funded and allocated the budget?	Current-state payment processes and program-specific requirements will be assessed during discovery. The selected Contractor will be expected to document existing processes and recommend future-state approaches where appropriate. Final requirements will be approved by LED.
Q144	D23	How many different user personas must exist (i.e. reviewer, approver, supervisor, administrator, executive) requiring access to the system and the total number of staff by persona type?	LED has not established final user counts, role definitions, or licensing requirements. These requirements will be identified and validated during discovery. Proposers should clearly document assumptions used in developing their proposals.
Q145	D24	What is the total expected number of internal users who will need access to the system?	LED has not established final user counts for the proposed solution. User populations and licensing requirements will be determined during discovery and solution design. Proposers should identify assumptions within their response.
Q146	D25	Are there any restrictions on where implementation team members must be located - onsite/remote US based?	The RFQ does not establish geographic restrictions for implementation personnel. Proposers should describe their staffing model and delivery approach. All personnel must comply with applicable security, confidentiality, and contractual requirements.
Q147	D26	Can LED clarify whether any existing enterprise licenses or subscriptions can be leveraged as part of this implementation, including but not limited to: - Salesforce licenses/products - MuleSoft licenses - DocuSign or e-signature solutions - Tableau - Power BI - Existing document management platforms - Existing AI capabilities/tools	The selected Contractor will be expected to assess existing technologies and recommend an appropriate solution architecture. Existing licenses and capabilities may be considered where appropriate; however, LED has not committed to leveraging any specific products or subscriptions. Proposers should identify assumptions regarding licensing within their response.
Q148	D27	Are there any geographic, residency, citizenship, or offshore staffing restrictions applicable to contractor or subcontractor personnel supporting this engagement, including any requirements for CONUS-based resources or restrictions related to data or environment access?	The RFQ does not establish specific residency, citizenship, or offshore staffing restrictions. However, all personnel must comply with applicable security, confidentiality, access, and contractual requirements. Additional requirements may be identified based on the approved solution and access needs.
Q149	D28	Does LED anticipate any preference or operational advantage for Louisiana-based or Baton Rouge-area project personnel?	The RFQ does not provide evaluation preference for personnel based on geographic location. Proposers will be evaluated in accordance with the criteria identified in the solicitation. Proposers should describe how their staffing model supports successful project delivery.
Q150	D29	Will contractor personnel be permitted to use contractor-managed devices, or will LED require use of state-managed equipment for certain project roles or system access levels?	Device and access requirements will depend on the approved implementation approach and the level of access required. Contractors may be required to comply with applicable State security requirements when accessing State systems or assets. Specific requirements will be communicated as needed.
Q151	E1	Will LED provide a current-state application architecture diagram and/or inventory of systems currently supporting grants, incentives, contracts, correspondence, and operational workflows?	LED has not developed a comprehensive current-state architecture diagram for purposes of this solicitation. Existing systems and technologies are identified at a high level within the RFQ. The selected Contractor will be expected to perform discovery and document the current-state environment.
Q152	E2	2. Will LED provide estimated: • user counts, • concurrent users, • external users/applicants, • transaction volumes, • annual grant/incentive application volumes, • and anticipated document storage volumes? 3. What Salesforce products and licenses, if any, are already owned or under consideration by LED? Please clarify whether LED has already selected or prefers: • Government Cloud, • Government Cloud Plus, • Sales Cloud, • Service Cloud, • Experience Cloud, • OmniStudio, • MuleSoft, • Einstein/AI licensing, • or other Salesforce products.	LED has not established final user counts, transaction volumes, application volumes, or storage requirements. These requirements will be identified and validated during discovery. Proposers should clearly document any assumptions used in developing their responses.
Q153	E3	4. Will LED clarify whether this procurement is intended primarily for: • a phased implementation roadmap, • a minimum viable implementation, • or a full enterprise deployment across all identified business functions by August 2026?	LED has not selected or committed to a specific Salesforce cloud offering, product suite, or licensing model for this implementation. The selected Contractor will be expected to recommend the most appropriate solution based on discovery findings and business requirements. Final decisions will be made by LED.
Q154	E4		The purpose of this RFQ is to obtain services for planning, discovery, design, implementation, deployment, and support of a Salesforce-based solution. LED has not prescribed a specific implementation methodology such as MVP or full enterprise deployment. Proposers should recommend an approach they believe best meets the project objectives.

Q155	E5	5. Which business functions are considered highest priority for initial deployment? For example: • grants management, • incentives management, • contract management, • correspondence management, • reporting, • integrations, • or AI functionality.	The RFQ identifies grants, incentives, contracts, correspondence, and related operations management as primary focus areas. Specific implementation priorities have not yet been established. Final prioritization will be determined during discovery and approved by LED.
Q156	E6	6. Does LED anticipate a phased go-live strategy by program area/business capability, or a single enterprise-wide production deployment? Integration and Data	LED has not established a required deployment methodology. Proposers may recommend a phased implementation or other deployment approach they believe best supports successful project delivery. Final sequencing and deployment strategy will be approved by LED.
Q157	E7	7. Will LED identify the systems expected to be in scope for initial integrations during Phase 1 implementation? Please indicate which systems are: • mandatory, • preferred, • or future-state considerations.	LED has not established a final inventory of Phase 1 integrations. Integration scope, priorities, and sequencing will be determined during discovery. Proposers should identify assumptions and recommendations within their responses.
Q158	E8	8. Will LED provide additional detail regarding: • existing APIs, • middleware, • integration standards, • authentication methods, • and current MuleSoft usage (if any)?	Detailed integration standards, middleware inventories, API documentation, and MuleSoft usage have not been compiled for purposes of this solicitation. These items will be evaluated during discovery. The selected Contractor will be expected to assess and document integration requirements.
Q159	E9	9. Are there existing enterprise data governance standards, master data management standards, or systems-of-record definitions that the selected contractor must align with?	The solution must comply with applicable State of Louisiana information security, privacy, data governance, retention, and public records requirements. Additional governance requirements will be identified during discovery. Proposers should describe how they will support data governance activities.
Q160	E10	10. What legacy systems and data repositories are expected to serve as migration sources, and what is the estimated volume/quality of historical data anticipated for migration?	LED has not completed a comprehensive inventory of migration sources, historical data volumes, or data quality conditions. Discovery includes assessment of legacy systems and migration requirements. Final migration scope will be approved by LED.
Q161	E11	11. Will LED provide any current State of Louisiana or LED-specific AI governance policies, standards, or restrictions that proposers should consider in solution design?	Any approved AI functionality must comply with applicable State of Louisiana and/or LED AI policies, executive orders, governance requirements, privacy requirements, and security requirements. Specific AI controls and requirements will be identified during discovery. Proposers should identify assumptions and recommendations in their responses.
Q162	E12	12. Does LED anticipate AI functionality being enabled in the initial deployment scope, or evaluated as part of a future implementation phase?	LED has not predetermined whether AI functionality will be included in the initial deployment or subsequent phases. Proposers should recommend an appropriate implementation approach. Final decisions regarding AI functionality and timing will be made by LED.
Q163	E13	13. Does LED currently require or anticipate requiring: • CJIS, • IRS Pub 1075, • FedRAMP High, • HIPAA, • or other regulatory/security frameworks for the Salesforce environment or integrated systems?	LED has not identified specific compliance frameworks beyond those referenced in the RFQ. The selected Contractor will be expected to recommend the appropriate Salesforce environment and support compliance with applicable security, privacy, and governance requirements. Additional requirements will be identified as necessary.
Q164	E14	14. Will LED clarify whether an Authority to Operate (ATO) process already exists for Salesforce-related environments, or whether the selected contractor is expected to establish supporting	The RFQ requires support for Authority to Operate (ATO) or equivalent documentation requirements if identified by LED. Specific review processes, artifacts, and timelines have not been established. Applicable requirements will be communicated during project planning.
Q165	E15	15. Will LED provide enterprise identity services (SSO/MFA), or is the contractor expected to configure and integrate identity providers as part of the implementation?	The selected Contractor will be expected to implement identity and access management controls, including SSO and MFA, aligned with LED and State standards. Existing identity services and integration requirements will be evaluated during discovery. Final design decisions will be approved by LED.
Q166	E16	16. Will LED clarify expected availability and commitment levels of: • business SMEs, • technical SMEs, • IT resources, • and executive sponsors throughout the implementation lifecycle?	LED will coordinate access to business stakeholders, technical resources, and decision makers as necessary to support project activities. Specific participation levels have not been established. Resource commitments will be refined during project planning.
Q167	E17	17. Will LED provide a dedicated internal project manager and/or PMO support for coordination, decision-making, and dependency management?	The RFQ does not establish a dedicated internal project manager requirement. LED will identify appropriate project participants and points of contact to support the engagement. Governance and coordination structures will be finalized during project initiation.
Q168	E18	18. Will LED clarify whether third-party IV&V oversight is anticipated for this engagement?	The RFQ does not require third-party IV&V services for the project. However, proposers are asked to provide information regarding quality assurance, independent reviews, audits, or related quality control processes. LED reserves the right to implement additional oversight measures if deemed necessary.
Q169	E19	19. Will LED provide an estimated budget range or not-to-exceed funding allocation anticipated for this procurement?	LED is not disclosing a project budget as part of this solicitation. Proposers should submit their most competitive and responsive solution based on the requirements of the RFQ. Cost proposals will be evaluated in accordance with the published evaluation criteria.
Q170	E20	20. Will LED clarify whether software licensing costs (e.g., Salesforce, MuleSoft, Experience Cloud, DocuSign, AI licensing) should be included within the proposer's cost response, or whether licenses will be procured directly by LED?	Proposers should identify licensing assumptions and associated costs for recommended technologies, products, add-ons, and integrations. The RFQ requires proposers to provide licensing, cost, and support considerations for proposed solutions. Final licensing decisions will be made by LED.
Q171	E21	21. Will travel costs be reimbursable, or should all travel expenses be included within fixed-price proposal costs?	As stated in Section 1.9.8, proposers shall provide the total cost for all services described in the RFQ, including travel and project expenses. Proposers should include all associated costs within their Cost Statement of Qualification. Any assumptions should be clearly documented.
Q172	E22	22. Will oral presentations include scripted demonstrations, workshops, or scenario-based exercises as part of the evaluation process?	If oral presentations are conducted, the format and requirements will be communicated to invited proposers at that time. The State reserves the right to conduct oral presentations at its sole discretion. No specific presentation format has been established.
Q173	E23	23. Will LED provide additional detail regarding the evaluation approach for: • technical methodology, • staffing, • and oral presentation scoring?	Evaluation criteria and scoring methodology are identified in Part 3 of the RFQ. Proposers should respond fully to all required sections of the solicitation. No additional evaluation criteria are anticipated.
Q174	E24	24. Does LED anticipate conducting Best and Final Offers (BAFO), or should proposers assume award may be made based on initial submissions?	The State reserves the right to conduct Best and Final Offers (BAFO) as described in the RFQ. Proposers should not assume that BAFO will occur and should submit their best response with their initial submission.
Q175	E25	25. Will LED clarify whether there are target participation percentages or strategic preferences related to: • Louisiana-based staffing, • Hudson Initiative partners, • or Veteran Initiative subcontractor participation?	The RFQ does not establish mandatory participation percentages for Louisiana-based firms, Hudson Initiative participants, or Veteran Initiative participants. Evaluation points will be awarded in accordance with the Hudson and Veteran Initiative provisions described in the RFQ. Proposers should provide the required information if seeking consideration under those programs.
Q176	E26	26. In several sections, the RFQ mentions "Sample Contract, Attachment II." However, Attachment II in the RFQ is "Electronic Vendor Payment Solutions," which in RFQ § 1.35.1 is called Attachment III. Will LED provide the appropriate attachments for us to analyze and work with?	The reference to a Sample Contract in the original RFQ was removed by addendum and should be disregarded. LED will not be issuing a Sample Contract as part of this solicitation. As stated in the revised RFQ, the selected Proposer will be expected to enter into a contract drafted by the State, and proposers may identify any requested contractual exceptions or deviations within their Statement of Qualification for consideration during contract negotiations.
Q177	E27	27. Attachment I (Certification Statement) is called out in RFQ § 1.9.9 and is to be submitted as part of our response. Are Attachment II (Sample Contract) and Attachment III (Electronic Vendor Payment Solution) supposed to be included in our response, as well?	Attachment I (Certification Statement) and Attachment II (Electronic Vendor Payment Solution) should be included in the Statement of Qualification. The reference to Attachment II Sample Contract in the original RFQ was removed by addendum and should be disregarded. LED will not be issuing a Sample Contract as part of this solicitation. As stated in the revised RFQ, the selected Proposer will be expected to enter into a contract drafted by the State, and proposers may identify any requested contractual exceptions or deviations within their Statement of Qualification for consideration during contract negotiations.
Q178	E28	28. In RFQ § 1.13, we are told to mark pages with trade secrets or proprietary information "Confidential." Are we to mark the unredacted version with "Confidential" and then provide a redacted copy, or are we to only mark the redacted copy with "Confidential" where appropriate?	Mark both the redacted and unredacted version with "Confidential" where appropriate.
Q179	E29	29. Does LED have an estimated on-site expectation?	The RFQ does not establish a mandatory on-site staffing requirement or minimum on-site cadence. Proposers are asked to identify the anticipated on-site availability of proposed personnel and should describe their recommended delivery model, including any on-site, hybrid, or remote components. The Project Manager must be fully dedicated to project management duties while serving in that role; however, LED will evaluate the proposer's overall approach, staffing plan, communication strategy, and ability to successfully support the project. Proposers should include any assumptions regarding on-site participation within their Statement of Qualification.

Q180	E30	30. Does LED have a preferred cost template?	LED has not provided a required cost template. As stated in Section 1.9.8, proposers shall provide the total cost for all services described in the RFQ, including travel and project-related expenses, and should provide the total estimated hours by job classification, billing rates by classification, hourly rates or unit costs, and the estimated percentage of effort to be completed by subcontractors, if applicable. Proposers may use the format they believe best represents their proposed solution; however, LED encourages a clear breakdown of costs by project phase, role, and any optional services or assumptions to facilitate evaluation and comparison of responses.
Q181	F1	Is our team strictly responsible for the Salesforce platform, or are we also expected to oversee parts of the OTS- to-LED IT infrastructure and data center migration?	This RFQ is intended to support planning, discovery, design, implementation, deployment, and support of a Salesforce-based solution. The separate OTS-to-LED infrastructure transition is not within the scope of work for this engagement. Coordination with other LED initiatives may be required as appropriate.
Q182	F2	Section 1.6 schedules Contract Execution around July 27, 2026, while Section 1.9.5 references work beginning March 1, 2026. Can LED clarify the correct implementation timeline and whether March 1 is a typographical error?	The reference to March 1, 2026 in the original RFQ was removed by addendum and should be disregarded. Proposers should rely on the current RFQ and addenda. The implementation timeline should be proposed by the Contractor as part of its response.
Q183	F3	Section 1.3 targets operational readiness by the end of July 2026, which appears very close to the expected contract execution date. Is this milestone intended for a phased delivery, infrastructure readiness only, or should it actually reference July 2027?	The July 2026 date referenced in Section 1.3 pertains to LED's separate IT infrastructure transition initiative and is not a required Salesforce go-live date. The RFQ does not establish a mandatory implementation completion date for the Salesforce solution. Proposers should recommend an appropriate implementation timeline as part of their proposed approach.
Q184	F4	Is LED open to a phased implementation approach (Discovery → Core Platform → Integrations → Reporting → Enhancements) to reduce delivery risk?	Yes. The RFQ does not prescribe a specific deployment methodology. Proposers may recommend a phased implementation approach they believe best supports successful project delivery and risk mitigation.
Q185	F5	What are the expected project milestones, governance checkpoints, and acceptance gates?	High-level project phases and deliverables are identified in Section 2.3 of the RFQ. Each phase must be completed, documented, and approved by LED prior to progression and invoicing. Detailed milestones and acceptance criteria will be established during project planning.
Q186	F6	Is this a completely greenfield Salesforce implementation, or does LED already have an active Salesforce org with existing configurations, technical debt, or integrations?	LED currently utilizes Salesforce in a limited capacity within certain business functions. However, the selected Contractor will be expected to assess the current environment and recommend the future-state solution during discovery. Existing assets should not be assumed to satisfy future-state requirements.
Q187	F7	Has LED already procured Salesforce Public Sector Solutions (PSS), Government Cloud, or Grants Management licenses?	LED has not committed to a specific Salesforce cloud offering, product suite, or licensing model for this implementation. The selected Contractor will be expected to recommend the most appropriate solution based on discovery findings and business requirements.
Q188	F8	What Salesforce products and licenses are already available today?	LED has not provided a comprehensive inventory of Salesforce products or licenses for purposes of this solicitation. Existing assets, capabilities, and licensing considerations will be evaluated during discovery. Proposers should identify assumptions within their response.
Q189	F9	Does LED prefer a declarative/low-code architecture leveraging OmniStudio, or is custom Apex/LWC development acceptable where required?	The RFQ does not prescribe a required development methodology. Proposers should recommend the most appropriate solution architecture and implementation approach. Final design decisions will be made by LED based on vendor recommendations.
Q190	F10	Are there existing enterprise architecture standards, naming conventions, or development governance policies vendors must follow?	Applicable State security, privacy, governance, and compliance requirements must be followed. Additional standards, conventions, and governance requirements will be identified during discovery and project planning. The selected Contractor should support alignment with approved standards.
Q191	F11	Since LED is transitioning infrastructure from OTS management to direct LED control and a new data center, how dependent is the Salesforce implementation timeline on this migration?	The Salesforce implementation is separate from the OTS-to-LED infrastructure transition. However, coordination with other LED initiatives may be necessary to support successful project delivery. Relevant dependencies will be identified during project planning.
Q192	F12	What contingency or risk mitigation plans exist if the data center transition is delayed?	The selected Contractor will be expected to maintain a risk register and identify mitigation strategies for project risks and dependencies. Any impacts associated with related initiatives will be evaluated as part of project governance. Specific contingency plans will be developed as appropriate.
Q193	F13	Will Salesforce sandbox and development environments initially operate within current OTS network boundaries or immediately under the new LED-managed infrastructure?	Environment architecture and hosting requirements will be determined as part of the solution design process. The selected Contractor will be expected to recommend the appropriate Salesforce environment and supporting architecture. Final decisions will be approved by LED.
Q194	F14	Are there networking, VPN, firewall, or IP whitelisting requirements vendors should account for during implementation?	Specific network and access requirements have not been established for purposes of this solicitation. Contractors may be required to comply with applicable State security requirements when accessing State systems or assets. Additional requirements will be communicated as needed.
Q195	F15	Are full API specifications and integration documentation available for systems such as FastLane Next Generation, LaGov (SAP ERP), SharePoint, and other external platforms?	LED cannot guarantee that API documentation exists or is available for all systems that may ultimately be included in scope. Availability of technical documentation will vary by system and will be assessed during discovery. The selected Contractor will be expected to evaluate integration feasibility and requirements.
Q196	F16	Will the selected vendor receive sandbox or non-production access to LaGov, FastLane, MuleSoft, and partner systems during the discovery phase?	Access requirements will depend on the approved implementation approach and applicable security requirements. LED will coordinate access to systems, stakeholders, and information as necessary to support project activities. Specific access arrangements will be determined during project initiation.
Q197	F17	Which integrations are mandatory for Phase 1 go-live versus future phases?	LED has not established a final inventory of mandatory Phase 1 integrations. Integration scope, priorities, and sequencing will be determined during discovery and approved by LED. Proposers should identify assumptions and recommendations within their response.
Q198	F18	Does LED already have an active MuleSoft Anypoint Platform subscription and runtime infrastructure, or is the vendor expected to provide middleware architecture and deployment?	LED has not provided a definitive inventory of MuleSoft subscriptions, infrastructure, or related assets for purposes of this solicitation. Existing technologies and capabilities will be evaluated during discovery. Proposers should identify assumptions regarding integration architecture and licensing.
Q199	F19	What integrations require real-time synchronization versus batch processing?	LED has not established system-specific synchronization requirements. Integration patterns will be determined during discovery based on business, operational, security, and technical requirements. The selected Contractor will be expected to recommend an appropriate approach.
Q200	F20	Are there preferred authentication/security protocols for integrations (OAuth, SSO, SAML, certificates, etc.)?	Specific authentication and security protocols have not been prescribed. The selected Contractor will be expected to implement identity and access controls aligned with LED and State standards. Final requirements will be determined during solution design.
Q201	F21	Can LED provide estimated data volumes, storage size, record counts, and legacy data formats (SQL databases, flat files, PDFs, scanned documents, etc.)?	LED has not completed a comprehensive inventory of data volumes, storage requirements, record counts, or file formats. These requirements will be identified and assessed during discovery. Proposers should document any assumptions used in developing their proposals.
Q202	F22	How many historical fiscal years of grants, audits, contracts, and correspondence data must be migrated into Salesforce?	LED has not established historical data migration requirements. The selected Contractor will be expected to assess available data and recommend an appropriate migration, retention, and archival strategy. Final decisions will be approved by LED.
Q203	F23	What data should remain archived outside Salesforce?	LED has not determined archival requirements for historical records. The selected Contractor will be expected to recommend an appropriate retention and archival strategy during discovery. Final decisions will be made by LED.
Q204	F24	Are there existing data quality issues, duplicate records, or document inconsistencies vendors should plan for?	LED has not completed a comprehensive assessment of data quality across all systems and programs. The selected Contractor will be expected to assess data quality and recommend appropriate cleansing and normalization activities during discovery. Findings will inform the migration strategy.
Q205	F25	Is OCR or intelligent document processing expected for legacy unstructured documents?	The RFQ does not require OCR or intelligent document processing capabilities. Proposers may recommend such capabilities if they believe they would provide value to the solution. Final functionality decisions will be made by LED based on vendor recommendations and project requirements.
Q206	F26	Does LED require FedRAMP High / Government Cloud Plus compliance, or is standard Government Cloud sufficient?	LED has not selected a specific Salesforce cloud offering. The selected Contractor will be expected to recommend the most appropriate Salesforce environment based on security, compliance, operational, and business requirements. Final decisions will be made by LED.
Q207	F27	Can LED provide baseline security assessment criteria, compliance checklists, and governance frameworks that vendors must satisfy?	The solution must comply with the Louisiana Information Security Policy and applicable state and federal security, privacy, and data governance requirements. Additional requirements will be identified during discovery and solution design. Proposers should describe how their solution supports these requirements.
Q208	F28	What are the required cybersecurity controls for MFA?	The RFQ requires implementation of identity and access management controls, including multi-factor authentication (MFA), aligned with LED and State standards. Specific MFA requirements will be determined during discovery and solution design. The selected Contractor will be expected to recommend an appropriate approach.
Q209	F29	What are the required cybersecurity controls for Encryption?	The solution must comply with applicable State security and data governance requirements. Specific encryption requirements will be determined during discovery and solution design based on the selected architecture and applicable standards. Proposers should describe how their solution supports data protection requirements.

Q210	F30	What are the required cybersecurity controls for Audit logging?	The RFQ requires implementation of audit logging and governance capabilities necessary to support security, compliance, and operational requirements. Detailed logging requirements will be identified during discovery. The selected Contractor should recommend an appropriate audit and monitoring approach.
Q211	F31	What are the required cybersecurity controls for Role-based access?	The RFQ requires implementation of role-based access controls aligned with LED business processes and State standards. Detailed access requirements will be identified during discovery and solution design. Final configurations will be approved by LED.
Q212	F32	What are the required cybersecurity controls for Data retention?	The selected Contractor will be expected to support data classification, retention, and public records compliance requirements applicable to LED operations. Detailed retention requirements will be identified during discovery. Final retention policies will be approved by LED.
Q213	F33	What are the required cybersecurity controls for Disaster recovery?	The solution must support performance, availability, security, and operational requirements appropriate for LED operations. Specific disaster recovery and business continuity requirements will be defined during discovery and solution design. Proposers may recommend appropriate approaches.
Q214	F34	Will vendors be required to undergo penetration testing, vulnerability assessments, or third-party security reviews?	LED reserves the right to conduct security assessments as described in the RFQ. Additional testing, assessments, or reviews may be required based on the proposed solution and applicable security requirements. Specific requirements will be communicated as appropriate.
Q215	F35	Are there state-specific compliance standards beyond SOC 2 Type II that vendors must support?	In addition to the SOC 2 Type II report or OTS Third-Party Information Security Questionnaire, the solution must comply with the Louisiana Information Security Policy and applicable state and federal security, privacy, and governance requirements. Additional requirements may be identified during discovery.
Q216	F36	Can LED provide any current AI governance policies, executive directives, or restrictions related to AI/LLM usage?	Any approved AI functionality must comply with applicable State of Louisiana and/or LED AI policies, executive orders, governance requirements, privacy requirements, and security requirements. Specific policies and controls will be applied as appropriate. Additional requirements will be identified during discovery.
Q217	F37	Are there planned AI use cases already identified (drafting letters, case summaries, recommendation engines, compliance review, etc.)?	LED has not predetermined specific AI use cases for implementation. The RFQ requests that proposers identify and recommend appropriate AI capabilities. Final AI use cases and implementation decisions will be approved by LED.
Q218	F38	Does LED want vendors to proactively propose AI-enabled capabilities within the solution architecture?	Yes. The RFQ requests that proposers identify and recommend appropriate Salesforce AI capabilities applicable to LED operations. Any proposed AI functionality must comply with applicable governance, security, privacy, and policy requirements.
Q219	F39	Will applicants, partners, or external organizations access the system through Salesforce Experience Cloud?	LED has not determined whether Salesforce Experience Cloud or another portal solution will be utilized. External user requirements, access models, and portal functionality will be evaluated during discovery and solution design. Final decisions will be approved by LED.
Q220	F40	If yes, what is the anticipated concurrent external user volume?	LED has not established external user counts, concurrency requirements, or portal usage volumes. These requirements will be identified and validated during discovery. Proposers should document any assumptions used in developing their responses.
Q221	F41	Are self-service portals, application tracking, or external document uploads expected?	The RFQ contemplates support for grants, incentives, contracts, correspondence, and related operations; however, specific portal functionality has not been prescribed. Requirements for self-service capabilities, application tracking, and document uploads will be evaluated during discovery.
Q222	F42	Does LED currently use enterprise document generation or e-signature platforms such as Conga or DocuSign that must be retained?	LED has not mandated retention of any specific document generation or e-signature platform. The RFQ references DocuSign or equivalent solutions as examples of technologies that may be considered. Proposers should recommend appropriate solutions as part of their response.
Q223	F43	Will SharePoint remain the long-term document repository, or should Salesforce become the system of record for documents?	LED has not established a final document management strategy. The selected Contractor will be expected to assess existing capabilities and recommend an appropriate approach for document storage, management, version control, approvals, and audit history. Final decisions will be made by LED.
Q224	F44	What types of contracts, correspondence, notices, or compliance documents must be generated automatically?	LED has not established a final inventory of document types or automation requirements. The selected Contractor will be expected to identify document generation needs during discovery, including contracts, grant agreements, correspondence, and supporting documentation. Final requirements will be approved by LED.
Q225	F45	Is LED expecting the Project Manager, Solution Architect, or technical leads to remain physically onsite in Baton Rouge full-time, or is a hybrid delivery model acceptable?	The RFQ does not establish mandatory onsite staffing requirements. Proposers should describe their recommended staffing model, including any onsite, hybrid, or remote participation. LED will evaluate the overall effectiveness of the proposed delivery approach.
Q226	F46	What level of onsite presence is expected during discovery, UAT, training, and go-live?	The RFQ does not prescribe a required onsite presence model. Proposers should describe their recommended approach for onsite, hybrid, and remote participation. Final onsite requirements will be determined during project planning.
Q227	F47	Who are the primary business stakeholders and decision-makers for approvals and prioritization?	Specific stakeholders and decision-makers have not been identified for purposes of this solicitation. The selected Contractor will work with LED to establish project governance and stakeholder participation during project initiation.
Q228	F48	What are the expectations for post-go-live support, hypercare, and knowledge transfer?	The RFQ requires support for deployment, stabilization, knowledge transfer, and post-implementation support options. Proposers should describe their recommended support and hypercare approach. Final support requirements will be determined by LED.
Q229	F49	Is there a contract vehicle you anticipate leveraging?	Any resulting contract will be awarded through this RFQ process and executed in accordance with applicable State procurement requirements. Additional contracting details will be addressed during contract negotiations.
Q230	G1	Section 1.9.3 instructs Proposers to review the Sample Contract referenced as Attachment II and submit any exceptions or contract modifications as part of the Statement of Qualifications. However, Attachment II included in the published RFQ package is the Electronic Vendor Payment Solution form, not a Sample Contract. Could LED please provide the Sample Contract referenced in Section 1.9.3 so that Proposers may review contract terms and submit any required exceptions or deviations as instructed?	The Sample Contract reference was removed by addendum and should be disregarded. The selected Proposer will enter into a contract drafted by the State and may identify requested contractual exceptions within its Statement of Qualification.
Q231	G2	Section 1.9.5, Item 7 instructs Proposers to outline how work will begin by March 1, 2026, and be completed by August 31, 2026. However, the RFQ was issued on May 18, 2026, with contract execution anticipated on or about July 27, 2026, per the Schedule of Events. The March 1, 2026, start date predates both the RFQ issuance and anticipated contract execution. Could LED please confirm the intended project start date and target completion deadline that Proposers should use when developing their proposed project work plans and schedules?	The March 1, 2026 reference was removed by addendum and should be disregarded. Proposers should propose an implementation timeline based on their recommended approach and the current RFQ requirements.
Q232	G3	The scope of work references multiple Salesforce platform environments and third-party tools, including Salesforce Government Cloud or Government Cloud Plus, MuleSoft, Experience Cloud, OmniStudio, DocuSign or equivalent e-signature, and document management solutions. Could LED please clarify the following regarding platform licensing: a) Is the Contractor expected to procure and include the cost of Salesforce platform licenses, MuleSoft licenses, and applicable third-party tool licenses in the cost proposal? b) Alternatively, will LED procure platform licenses separately and make them available to the Contractor for implementation purposes? c) Does the State of Louisiana or LED currently hold an Enterprise Agreement or existing contract vehicle with Salesforce that would govern licensing terms for this engagement?	LED has not committed to a specific licensing procurement model. Proposers should identify licensing assumptions, costs, and support considerations associated with their proposed solution. Final licensing decisions will be made by LED.
Q233	G4	The scope of work includes discovery, systems integration, and data migration activities. Accurate scoping of these workflows requires knowledge of LED's current-state technology environment. Could LED please provide, or make available upon award, a current-state systems inventory identifying the existing systems, databases, tools, and data sources currently used by LED for grants, incentives, contracts, correspondence, and related operations? Additionally, could LED confirm whether subject matter experts will be made available to Proposers during the proposal period for scoping purposes, or whether all discovery is expected to occur post-award?	LED has not compiled a comprehensive inventory for purposes of this solicitation. The selected Contractor will be expected to conduct discovery and document current-state systems, processes, and data sources.
Q234	G5	The RFQ references FastLane Next Generation as one of the target systems for integration with the Salesforce solution. Could LED please provide the following regarding FastLane Next Generation: a) Is FastLane Next Generation a state-managed system or a third-party vendor-managed application? b) Does FastLane Next Generation currently expose APIs or data exchange capabilities that support integration, and if so, what formats or protocols are supported? c) Is the FastLane Next Generation vendor aware of and engaged in this integration effort? Will the Contractor have access to FastLane Next Generation documentation, sandbox environments, or vendor support during integration development?	Detailed technical information regarding FastLane Next Generation has not been compiled for this solicitation. Relevant system information and integration requirements will be evaluated during discovery.

Q235	G6	<p>The RFQ references LaGov, LED's SAP Enterprise Resource Planning system, as a target integration system. MuleSoft-based SAP integrations vary significantly in complexity depending on the LaGov modules in scope and the environment access available to the Contractor.</p> <p>Could LED please confirm:</p> <p>a) Which LaGov modules are anticipated to be in scope for integration (e.g., Financial Management, Materials Management, Human Resources, Grants Management)?</p>	Specific LaGov modules and integration requirements have not been established. The selected Contractor will be expected to assess and recommend integration requirements during discovery.
Q236	G7	<p>The RFQ references LaGov, LED's SAP Enterprise Resource Planning system, as a target integration system. MuleSoft-based SAP integrations vary significantly in complexity depending on the LaGov modules in scope and the environment access available to the Contractor.</p> <p>Could LED please confirm:</p> <p>b) Is the LaGov environment managed by OTS or a third-party vendor, and will the Contractor have access to LaGov sandbox or non-production environments for integration development and testing?</p>	The operational management model for LaGov is outside the scope of this RFQ. Any required coordination with system owners or support organizations will be identified during discovery.
Q237	G8	<p>The RFQ references LaGov, LED's SAP Enterprise Resource Planning system, as a target integration system. MuleSoft-based SAP integrations vary significantly in complexity depending on the LaGov modules in scope and the environment access available to the Contractor.</p> <p>Could LED please confirm:</p> <p>c) Are there existing integration patterns, APIs, or middleware currently connecting LED systems to LaGov that the Contractor should be aware of?</p>	Existing integration architecture and interface requirements will be assessed during discovery. The selected Contractor will be expected to document current-state integrations and recommend future-state approaches.
Q238	G9	<p>The scope of work includes data migration from legacy data sources. Without baseline information on data volumes and sources, Proposers cannot accurately scope or price migration activities.</p> <p>Could LED please provide a high-level inventory of legacy data sources subject to migration, including:</p> <p>a) The systems or databases from which historical data will be migrated?</p> <p>b) Approximate record volumes or data size where known?</p> <p>c) Data formats in use (structured database records, documents, spreadsheets, or unstructured files)?</p> <p>d) The approximate number of years of historical data LED expects to migrate into the Salesforce solution?</p>	LED has not completed a comprehensive inventory of migration sources, formats, or historical data requirements. Discovery includes assessment of legacy systems and migration scope. Final migration requirements will be approved by LED.
Q239	G10	<p>Salesforce user counts directly affect platform licensing, environment configuration, training scope, and cost proposal structure.</p> <p>Could LED please confirm:</p> <p>a) The estimated total number of internal LED staff users anticipated at go-live?</p> <p>b) Whether external portal users (e.g., applicants, grantees, or partners) are anticipated at go-live, and if so, the estimated number of external users?</p>	LED has not established final user counts, role definitions, or licensing quantities. These requirements will be identified and validated during discovery. Proposers should document any assumptions used.
Q240	G11	<p>The RFQ references Salesforce Experience Cloud as a potential add-on and integration. Experience Cloud external portal implementation is a distinct workstream that affects architecture, licensing, data model design, and security configuration.</p> <p>Could LED please clarify:</p> <p>a) Is Salesforce Experience Cloud a confirmed requirement for this implementation, or is it being considered as a future-phase addition?</p> <p>b) If confirmed, what is the intended use case for the portal (e.g., grant application intake, grantee reporting, public-facing information)?</p> <p>c) What is the estimated number of external Experience Cloud users, if known?</p>	LED has not determined whether Experience Cloud will be included in the initial implementation. Portal and external user requirements will be evaluated during discovery and solution design.
Q241	G12	<p>The RFQ requires the Contractor to propose staff qualifications and indicate on-site availability. Section 2.5 also requires that the Contractor's Project Manager be fully dedicated to the project management role without performing other duties.</p> <p>Could LED please clarify:</p> <p>a) What is the expected on-site presence requirement for proposed Contractor staff? Is LED expecting full-time on-site presence in Baton Rouge, periodic scheduled on-site visits, or primarily remote engagement with on-site presence as needed?</p>	The RFQ does not establish mandatory onsite staffing requirements. Proposers should describe their recommended delivery model and onsite availability for key personnel.
Q242	G13	<p>The RFQ requires the Contractor to propose staff qualifications and indicate on-site availability. Section 2.5 also requires that the Contractor's Project Manager be fully dedicated to the project management role without performing other duties.</p> <p>Could LED please clarify:</p> <p>b) Will LED require Contractor personnel to complete state background checks or obtain security clearances prior to on-site access or access to state systems?</p>	Specific background check or clearance requirements have not been established for this solicitation. Contractors may be required to comply with applicable State security and access requirements based on assigned responsibilities.
Q243	G14	<p>The RFQ requires the Contractor to propose staff qualifications and indicate on-site availability. Section 2.5 also requires that the Contractor's Project Manager be fully dedicated to the project management role without performing other duties.</p> <p>Could LED please clarify:</p> <p>c) Does the fully dedicated Project Manager requirement apply for the full duration of the contract term, including post-implementation support phases, or only during active implementation phases?</p>	The individual serving as Project Manager must be fully dedicated to project management duties while acting in that role. Proposers should describe their staffing approach and planned duration of Project Manager involvement.
Q244	G15	<p>Section 1.3 references an IT infrastructure transition from OTS to LED management and a migration to a new data center as part of the project objectives. The Salesforce implementation timeline and dependencies may be materially affected by this infrastructure transition.</p> <p>Could LED please clarify:</p> <p>a) Is the OTS-to-LED IT infrastructure transition and data center migration within the scope of this RFQ, or is it a separate parallel project?</p> <p>b) If it is a separate project, are there known dependencies or sequencing requirements between the infrastructure transition and the Salesforce implementation that Proposers should account for in their project plans?</p>	The OTS-to-LED infrastructure transition is a separate initiative and is not within the scope of this RFQ. However, coordination with related initiatives may be required where appropriate.
Q245	G16	<p>The RFQ references support for Authority to Operate (ATO) or equivalent security documentation as a contractor responsibility.</p> <p>Could LED please clarify:</p> <p>a) What specific ATO framework or security standard applies to this engagement (e.g., FedRAMP, StateRAMP, NIST 800-53, Louisiana Information Security Policy)?</p> <p>b) Has LED previously obtained an ATO for any Salesforce environment, or will this be a first-time authorization process?</p> <p>c) Will OTS or LED IT Staff lead the ATO process with Contractor support, or is the Contractor expected to own and drive the ATO documentation effort?</p>	The RFQ requires support for Authority to Operate (ATO) or equivalent documentation requirements identified by LED. Specific requirements, responsibilities, and approval processes will be determined during project planning and solution design.
Q246	G17	<p>Section 1.9.8 requires Proposers to provide total project cost inclusive of all services, travel, and expenses. Without visibility into LED's funding parameters, Proposers may structure proposals that are misaligned with available appropriations.</p> <p>Could LED please confirm whether a budget ceiling or not-to-exceed amount has been established for this engagement? If so, could LED provide that figure to assist Proposers in right-sizing their staffing plans, phasing approach, and cost proposals accordingly?</p>	LED has not established or disclosed a budget ceiling, not-to-exceed amount, or funding allocation for this solicitation. Proposers should submit their most competitive and responsive solution based on the requirements outlined in the RFQ and provide pricing in accordance with Section 1.9.8. The amount allocated to the selected Contractor will be determined during contract negotiations, and any resulting contract will reflect a maximum amount payable. Proposers are encouraged to clearly identify assumptions, staffing models, implementation approaches, and optional services within their Cost Statement of Qualification.
Q247	H1	<p>Third-Party Information Security Questionnaire.</p> <p>The provided link appears to be non-functional. Please confirm if an updated link will be shared.</p>	This has previously been updated in an addendum to the RFQ. For reference, the revised link is also attached here: <a href="https://www.doa.la.gov/media/19aaagxy/isp-thirdparty_infoquestionnaire.xlsx">https://www.doa.la.gov/media/19aaagxy/isp-thirdparty_infoquestionnaire.xlsx</a> As stated in the RFQ, proposers may submit either a current SOC 2 Type II report or a completed OTS Third-Party Information Security Questionnaire to satisfy the information security requirement.
Q248	H2	<p>Veteran Initiative and Hudson Initiative Certifications:</p> <p>o Are these certifications mandatory for prime contractors or subcontractors?</p> <p>o Or are they evaluation-based criteria that contribute to scoring but are not required for eligibility?</p>	Veteran Initiative and Hudson Initiative certifications are not required for contractors nor subcontractors. They are evaluation-based criteria that contribute to scoring only.
Q249	H3	<p>State-Specific Requirements:</p> <p>o Are there any State of Louisiana-specific authorization, registration, or certification requirements that an Offeror must hold to submit a compliant proposal (beyond the initiatives referenced above)?</p>	All required criteria is outlined within the LED Salesforce Implementation for Grants, Incentives & Operations Management RFQ. If a requirement is not specified within the RFQ, it is not required.

Q250	I1	Please confirm whether LED will procure Salesforce licenses separately or expects the implementation vendor to resell and manage licensing costs within our proposal.	The RFQ does not mandate a specific Salesforce cloud environment or fixed licensing model. The Contractor shall recommend the most appropriate Salesforce environment and related products, including justification based on LED's security, compliance, data governance, integration, operational, licensing, cost, and support requirements. Proposers should clearly state licensing assumptions and identify any third-party tools, add-ons, or subscriptions included in the proposed cost. LED will either procure the Salesforce licenses separately or they can be included in the vendor proposal via resell. LED will act on the option most beneficial to the agency.
Q251	I2	Can LED provide a definitive list of external systems (FastLane NG, SAP LaGov modules, Tableau, etc.) that must be integrated at go-live versus deferred to post-implementation backlog?	Proposers should recommend a realistic implementation schedule, including phased delivery if appropriate, as part of the Project Work Plan. Final milestones, acceptance gates, and sequencing will be established through the approved project plan after award and contract execution. Applications currently used to support Grants, Incentives, Operation and Legal tasks (FastLane, Tableau, AdobeSign) must be included in phase 1 if multiple phases are proposed.
Q252	I3	What is the estimated data volume (records, file storage) and source formats requiring migration into Salesforce for grants and incentives history?	The RFQ requires the Contractor to identify systems of record, define data ownership and governance rules, assess legacy data sources, develop a data migration strategy, perform mapping, cleansing, transformation, migration of approved historical data, and validate migrated data with LED stakeholders. Exact legacy sources, volumes, retention decisions, archival decisions, and data quality issues will be confirmed during discovery and approved by LED.
Q253	I4	How many internal and external user roles are anticipated (staff, reviewers, applicants) and will any require public-facing Community Cloud/Experience Cloud sites?	Initially, there will be approximately 220 internal users. Salesforce Experience Cloud or other external portal functionality is listed as a potential add-on or integration, not as a fixed confirmed initial-release requirement. Proposers should recommend whether and when external applicant, partner, or grantee portal functionality should be implemented. Final scope, user counts, authentication model, and phasing will be determined during discovery and approved by LED.