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Q & A #2
TO
REQUEST FOR PROPOSALS (RFP)
GOVERNMENT EFFICIENCY AND MANAGEMENT SOLUTIONS
SOLICITATION NUMBER 050B7400006
JANUARY 5, 2017

Ladies and Gentlemen:

This List of Questions and Answers #1, questions #20 through #27, is being issued to clarify certain information contained in the above named RFP. The numerical sequencing begins with question #20 as questions #1 through #19 were answered in Q&A #1, issued on December 30, 2016.

In most instances the Department's response to the submitted questions merely serves to clarify the existing requirements of the RFP. Sometimes, however, in submitting questions potential Offerors may make statements or express interpretations of contract requirements that may be inconsistent with the Department's intent. To the extent that the Department recognizes such an incorrect interpretation, the provided answer will note that the interpretation is erroneous and either state that the question is moot once the correct interpretation is explained or provide the answer based upon the correct interpretation.

No provided answer to a question may in and of itself change any requirement of the RFP. If it is determined that any portion of the RFP should be changed based upon a submitted question, the actual change may only be implemented via a formal amendment to the RFP. In this situation the answer provided will reference the amendment containing the RFP change.

20. Question: For the 8 focus areas (and agencies within each), what has been communicated to leaders in the organizations regarding the work outlined in this RFP? Have individuals been identified from each agency to support the assessment?

Answer: Maryland Cabinet officials are aware of the importance of a structured top to bottom review of State government. This is another initiative being implemented by the Governor to drive improvements within State agencies. Cabinet Secretaries

are aware of the issuance of this Government Efficiency and Management Solutions RFP. Additional guidance will be provided to State agencies at the time of the award. Prospective offerors should not contact Cabinet Officials at this time.

21. Question: *What attributes (data fields, features, and functionality) does the State expect the searchable database in Excel for Focus Areas 1-7 aside from agency and programs/services?*

Answer: The State is concerned about the potential duplication of effort in providing services across different agencies. As such, the State seeks a searchable database that identifies programs and services which agencies are engaged in. Specifically, the State is interested in reviewing the programs/services provided at levels below what is tracked through the State's budget system (program and subprogram).

Fields that should be identified include: program/service name, agency, number of staff involved, and program/service budget. Additional fields may be defined at a later time.

22. Question: *What information or data sources are currently available to support the analyses required for the Human Capital Management focus area?*

Answer: Primary data sources will include the Office of Personnel Services and Benefits within the Department of Budget and Management and the Office of Human Resources within the Department of Transportation. DBM has recently implemented a new comprehensive State Personnel System (SPS) that covers all State Personnel Management System employees which does not include MDOT employees. The data within the new SPS is limited as it only includes less than a full year of data at this time. MDOT has a separate personnel management system.

23. Question: *Can the State provide any additional details around the detailed activities required in the Human Capital Management focus area?*

Answer: The Department is not sure what additional details the potential Offeror is seeking. See Amendment #2, item 2.

24. Question: *RFP Section 29–Liability, Sub-Section 29.3– Would the State consider including a standard Limitation of Liability (LoL) cap of one (1) times fees, to be consistent with other State of Maryland professional services contracts? Establishing this LoL cap, will ensure that more qualified vendors are able to bid on this important solicitation.*

Answer: The State's liability terms and conditions in Attachment A are consistent with all other services contracts.

25. Question: *Whether "enterprise-wide" and "entity" mean reviews of only an entire state government, or an entire agency of a state government, or subdivisions of agencies that comprise multiple functions and/or programs, or what?*

Answer: "Enterprise-wide" means encompassing an entire state government -or- large federal agency, rather than a single business department or function. See Amendment #3, item 3.

26. Question: *Section 4.4.3.6 (g) requires submission of previous similar reports. We've got reports for identical assignments encompassing the entire state government of 4 states and 22 separate full state agencies or state government enterprise-wide functions. Each one runs hundreds of pages. These are all available online through our website. Can we just provide links? Or do you require hard copies of the reports, which would run to nearly 100,000 pages?*

Answer: See Amendment #3, item 4.

27. Question: *Section 4.4.3.6(a) requires a description of how the firm will meet every requirement and provide every deliverable described in Section 3.2, for each Focus Area in Section 3.1. But how we will do the work and meet exactly the same requirements for each Focus Area will be exactly the same for each Focus Area. Does the State want us to repeat our approach 9 times, or may we submit one narrative for Section 4.4.3.6(a) describing how we perform the work and will meet all the requirements of Section 3.2?*

Answer: Yes. If your approach to meet the requirements in the subsections of 4.4.3.6, with the exception of (c), for each Focus Area will be the same, then you may submit one narrative.

Should you require clarification of the information provided, please contact me at (410) 260-7374 as soon as possible.

Date Issued: JANUARY 5, 2017

Authorized By: Andrea R. Lockett
<signed>
Procurement Officer