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**Customer Service Training RFP
Solicitation No. 050B7400008
Questions and Answers #2
March 29, 2017**

Ladies/Gentlemen:

This List of Questions and Answers #2, questions #26 through #85, is being issued to clarify certain information contained in the above named RFP.

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.

Questions and Answers

**26. How will DBM determine which resources are needed to complete a task order?
Labor Categories, 2.3.8 (i.e. how would it be determined if a SME, consultant and/or
instructor would be needed?)**

The using agency will determine the resources needed to complete a task order and will identify the staffing in the TORFP.

27. Can an individual be in multiple labor categories? Labor Categories, 2.3.8

Yes, an individual can be in multiple labor categories, based on what he or she is doing under the task order. For example, if the subject matter expert teaches the class, he or she can be billed as subject matter expert for time preparing the materials and instructor for time teaching.

28. Would adjunct faculty, and faculty be considered subcontractors?

That is a determination a master contractor would have to make based on each individual's relationship with the master contractor.

29. Can you provide us with Attachment B/Financial Proposal Form – the Excel spreadsheet? We did not see the form on your website.

The form is now available on our website. See <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

30. It's requested that documents be submitted in MS Word. We have a few documents that are not in Word that we would like to add as attachments. Will this be acceptable?

The Offeror's technical proposal response must be submitted in MS Word. Some requested attachments, for example, an Offeror's independently audited financial statements or certificates of insurance may be submitted in pdf.

31. On Page 7 of the RFP, it's requested that we submit 2 references, and on page 50, it says 3 – would you please confirm the correct number of references to submit?

See the Answer to Question 4 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

32. Should our RFP specifically state which MBE we will include as a subcontractor? It looks like on page 75 section B there is a place to indicate the MBE firm that we are including. Could you please clarify?

Documentation regarding which MBE(s) a firm will use as a subcontractor(s) is required at the task order level and does not need to be provided with the Master Contract proposal response, unless a firm anticipates using or regularly uses an MBE in its ongoing provision of services or as part of its business model. Such regularly-used MBE subcontractors should be included in a firm's technical proposal in response to RFP Section 5.4.2.13. The form on page 75 is for specific use in response to TORFPs. See the top of page 74, which identifies the form as MBE TORFP ATTACHMENT D-1A.

33. TAB F reads as Key Personnel requirements for a Task Order not an IDIQ without specific work to be executed. Is it Maryland's intent to require the offeror to submit a listing of categories of staff and types of experience without naming specific personnel?

The only Key Personnel required at the Master Contract level is the Master Contract Representative. See RFP Section 2.3.6. In its response to Section 5.4.2.7 (Tab F), Offerors may include information on the qualifications and experience of other staff supporting work under the Contract; however, the Offeror need not identify Key Personnel who would be assigned to specific task orders until submission of a Task Order Proposal.

34. If our organization is waiting for our MBE certification (usually takes 6 months), can we still respond to the RFP?

Yes, the RFP does not limit Master Contractors to MBEs. Any firm can propose to become a Master Contractor, regardless of MBE status. To fulfill an MBE goal on a particular task order, a contractor or subcontractor would need to be certified as an MBE firm at the time of Task Order Proposal submission.

35. Will vendors that are awarded a master contract receive a list of contacts in each agency? It is our experience if the vendors and agencies can get to know each other in advance — needs, goals, challenges, expertise — it is easier to understand what an agency needs when the task orders come out, and it is easier to know the strengths and expertise of the vendors. Will we receive the names so we can market to and consult with various agencies before a task order is released?

No. See the Answer to Question 3 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

36. Does MD extend reciprocity to MBEs certified in other states? Or, is the MBE requirement just for MD MBEs.

See the Answer to Question 10 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

37. We have an online training library of over 7500 programs that are issued per person as licenses for a block of training topics. The choices in the financial form do not allow for a licensing fee. It is fairly standard in the industry to offer on-line, computer based training by license. Will you consider amending the financial sheet to allow offerings by license to each individual — as is standard in the industry?

The Financial Proposal Form has been amended to allow per-participant pricing. See Amendment #2 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

38. When providing online programming, will the vendors be using the MD Learning Management System (LMS) or will vendors use their own portal to the online learning? The portal can affect the price of the online learning.

See the Answer to Question 14 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

39. Section 3.2.2 requires a Criminal Background Check. The Department of Corrections form to [Livescan Pre-registration Application](#) form sites a requirement several items: I do *not know* either the for Agency Authorization #, or ORI #. For Reason fingerprinted, I have indicated RFP 050B7400008. I do *not know* the Request Type, but I assume it to be either the Visa Gold Seal or Individual Review which can be mailed to you from the company. The only concern I have is ensuring that my Criminal Background Check which is mailed to you is then correctly associated with my Proposal which will be hand delivered to you. For Mail Response to: I have indicated your address.

Section 3.2.2 requires a Criminal Background Check for Contractor and subcontractor personnel to be assigned to work under the Contract. A Criminal Background Check is not needed for proposal submission.

- 40. It is our understanding that key personnel resumes, and letters of intent are required at the task order level and these are not required to be submitted on the proposal except for the resume of the Master Contract representative. Please confirm our understanding is correct.**

Your understanding is correct. See the Answer to Question 15 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>. However, the Contractor may also wish to identify in its proposal response to Section 5.4.2.7 the qualifications and experience of any other personnel proposed to support work under the Contract.

- 41. Will the experience of the main subcontractors non MBE such as the online training tool provider count for the minimum requirements?**

The Offeror itself must meet the Minimum Qualifications as set forth in Sections 1.1 and 1.2 of the RFP for the functional areas for which it is proposing. It may not use the experience or curriculum of a subcontractor to meet the Minimum Qualifications.

As to the specific example of online training tool provider, the Minimum Qualification for Computer Based Training found in Section 1.2.3 requires that an Offeror have a curriculum capable of computer-based deployment. Section 1.2.4 allows Offerors who have such a curriculum but have not yet deployed it to submit a plan as to how it would deploy its computer-based training. Neither section requires the Offeror to have an "online training tool provider." Consequently, this function could be subcontracted.

- 42. Has the State identified some key performance Customer Service indicators that would like to be improved with training? If so, would it be possible to indicate these KPI?**

There are no key performance indicators specifically identified. However, the Customer Service Promise, available here, <http://www.maryland.gov/pages/customerservice.aspx> identifies desired outcomes.

- 43. I inquired about the cost of purchasing a rider to my existing business insurance which I have had for 24 years and NEVER used, and it is upwards of \$2,000 pre-paid PER YEAR or \$10,000 for the life of the 5-year contract vehicle--just for the opportunity to bid--with no guarantee of ever getting any work under this IDIQ contract. (I can forward the insurance bids to you if you would like to have them for your records). PLEASE consider changing the wording in the proposal from "theft insurance" to "liability or business insurance" as most this is the type businesses purchase and maintain. I believe this requirement for "Theft Insurance" is both cost prohibitive and capricious. In the thousands of proposals I have responded to in the past 25 years, I have never encountered a requirement for "Theft Insurance." — For example, for the past 10 years I have trained for Baltimore County, and they do not require it. Your consideration is greatly appreciated. PS I believe if you truly seek a broad response and many qualified vendors you will GREATLY reduce the field by enforcing this requirement.**

Requirement for crime insurance has been removed by Amendment #2, issued March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

- 44. Regarding references. On Page 7, in Section 1.1.2, you request “two references that collectively can attest to the Offeror’s three years of experience....” On page 50, Section 5.4.2.9, you request “At least three references....” Would you please clarify the minimum number of references we should provide, with regard to meeting the experience requirements and in general?**

See the Answer to Question 4 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

- 45. Regarding the stated desire for existing curriculum. On page 7, section 1.2, we have existing curriculum (both instructor-led and computer-based) that we developed and tailored for specific clients. Is the intent of this RFP to request a generic customer service course that could be delivered to any agency that requested it, or to provide customized training, based on the agency’s specific needs? Will it be an acceptable response for us to provide samples from the customized courses we have developed and delivered for various jurisdictions, for various public sector programs?**

What exactly an agency wants will be set out in individual TORFP. The intent of this RFP is to have master contractors with broad experience to respond to specific requirements of individual agencies. Samples from customized courses are an acceptable response to Sections 1.2.2 and 1.2.4

- 46. Regarding purpose and accessibility of this contracting vehicle. Per page 9, Section 2.2, Background and Purpose, Governor Hogan aims to emphasize statewide customer service statewide with his June 2015 initiative, and this vehicle is then meant to support agencies with resources more limited than the state at large. We understand that some standard customer service training has been delivered (DHR has provided some training, for example). Is the intent of this RFP to identify training opportunities to replace the existing standard course, or to augment the standard course currently available?**

The intent of this RFP is to augment what is currently available. There is no standard customer service training currently delivered to State agencies, although some larger agencies have implemented their own in-house training initiatives.

- 47. Regarding Master Contract Representative responsibilities. Referencing page 13, Section 2.3.6 (4), is it acceptable for the Master Contract Representative to delegate this requirement, if needed? Under Item 8 in that section, would you confirm if the intent is for the Master Contract Representative to perform work under one of the labor categories? When considered in conjunction with Items 1, 2, and 5, these responsible parties are frequently two different people – someone who can legally bind the resources under the Contract (frequently a Partner or Officer in the company) versus a Consultant, Instructor, Assistant Instructor/Analyst, or SME, as called for in the labor**

categories. Would you please clarify or confirm the Item 8 requirement in light of this perspective?

The Master Contract Representative is defined as Key Personnel, so neither substitution nor delegation is permitted without the prior written approval of the contract manager. See RFP §2.3.6. The Master Contract Representative must be the one actually working with the State.

Regarding Section 2.3.6 (8), the Master Contractor would perform work only pursuant to a specific task order agreement.

- 48. Regarding Work Plan requirement. On page 49, Section 5.4.5.6.2 requires Offerors to develop a Work Plan that “shall include the specific methodology, techniques, and number of staff, if applicable, to be used by the Offeror in providing the required services as outlined in RFP Section 2, Scope of Work.” The Work Plan is to include overall timelines, as well as project deadlines. Our understanding is that those organizations requesting assistance with customer service activities will release Task Order RFPs (TORFPs) specific to their needs. Is the intent of 5.4.5.6.2 for an Offeror to provide a description of their approach to developing Work Plans, or to include a sample Work Plan as part of this response? Please clarify.**

The Offeror is to provide a generic, sample work plan with its Proposal in response to Section 5.4.5.6.2. More specific, detailed Work Plans will be required in response to TORFPs.

- 49. Regarding Economic Benefit narrative. On page 51, Section 5.4.2.15 states that “Offerors are not required to provide a Proposal narrative describing benefits that will accrue to the Maryland economy.... However, future TORFPs may require a narrative of economic benefit factors.” RFP Page 53, Section 6.2.4, though, indicates that Economic Benefit will be part of the Technical Proposal Evaluation Criteria. Would you please clarify?**

See the Answer to Question 17 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

- 50. Could you please expand a bit on the nature of the process improvement services that are sought?**

See the Answer to Question 42 above.

- 51. Are these services specific to learning and training delivery processes or might they extend in some way beyond that specific focus area?**

RFP Section 1.1 sets out the areas of customer service, employee engagement, and process improvement specialties that fall under this RFP.

- 52. May we change the language in Attachment C?**

For example:

I hereby affirm that I, _____ (name of affiant) am the _____ (title) and duly authorized representative of _____ (name of business entity) and that I possess the legal authority to make this affidavit on behalf of the **undersigned Offeror** ~~business~~ for which I am acting.

Where the document refers to us as “business” we’d like to change it to “undersigned”

No, the State will not change the language in Attachment C – Proposal Affidavit.

53. Can we list a subcontractor who is also bidding as a Master contractor and vice versa? Will this approach be considered a multiple or alternate proposal?

The scenarios described above would not be considered multiple or alternate proposals, provided that each proposing Offeror is a separate, legal entity and each Offeror submits a single independently prepared proposal.

54. If a subcontractor is not listed/mentioned in our RFP response, and we choose to use that subcontractor at the TORFP level at a later date, will this be allowed? If yes, see section 4.16 (1st para) – language should be revised. See section 5.4.2.13 – should be revised to allow for flexibility of subcontractors potentially being added in the future. Current language forces the prime to identify all subs now.

Yes, you may use a subcontractor at the TORFP level that is not listed in your RFP response. See the Answer to Question 16 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomServiceTraining.aspx>.

55. Minimum Quals - Must the 3 years’ experience be consecutively performed in the same subject area e.g. can it be 1 year of corporate culture plus 2 years of process improvement – will this count?

The three years of experience does not have to be consecutively performed in the same subject area. One year of corporate culture plus two years of process improvement within the past five years would satisfy the requirement.

56. Also, can the 3 years be with different customers as long as it is a combined 3 years in the last 5 years? E.g. 2 years with ABC company and 1 year with XYZ company, as long as it was in the last 5 years?

Yes, the three years can be with different customers as long as the Offeror’s combined experience among the customers equals three years within the last five years.

57. At the pre-proposal conference it was mentioned that the only resume needed right now is that of the key personnel, and the only key personnel mentioned in the RFP is the Master Contractor Representative (see sections 5.4.2.7, 3.10, Appendix 1, No. 15). Please confirm that the resume of the Master Contractor Representative is the only resume needed at this time in response to this RFP.

See the Answer to Question 15 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

58. Regarding Page 49, Item 5.4.5.6 Offeror Technical Response to RFP Requirements and Proposed Work Plan. The item and sub-item number do not follow those preceding or following (which are 5.4.2.x number sequences). Is this intentional or do you wish for us to adjust this item's numbering to match the other outline items?

This is not intentional and is corrected in Amendment #3, Item 1, issued March 29, 2017, and will be available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

59. Appendix B-2: Financial Proposal Form. SECTION B & C (Section 2.3.10 and Section 2.3.9): Could DBM provide a “range limit” on the last category (81 or more participants)? For example: 0-40 participants, 41-80 participants, 81 – 120 participants

At this time, DBM wants to keep the maximum number open for agency flexibility. That is why no upper limit is included.

60. SECTION C (Section 2.3.9): Would DBM consider a “per participant” pricing structure for Computer-Based Instruction (online training)?

The Financial Proposal Form has been amended to allow per-participant pricing. See Amendment #2 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

61. There seems to be conflicting information as noted below which we would like clarification:

5.4.5.6.4 The Offeror shall provide a **draft Problem Escalation Procedure (PEP) that includes, at** a minimum, titles of individuals to be contacted by the Department's Contract Manager should problems arise under the Contract and explains how problems with work under the Contract will be escalated in order to resolve any issues in a timely manner. Final procedures shall be submitted as indicated in RFP Section 3.3.

3.3.2 The Contractor must provide the PEP no later than ten (10) Business Days after Contract Commencement. The PEP, including any revisions thereto, must also be provided within ten (10) Business Days after the start of each Contract year and within ten (10) Business Days after any change in circumstance which changes the PEP.

There is no conflict in the cited sections. Section 5.4.5.6.4 says that the Offeror must provide a draft PEP as part of its proposal. Section 3.3.2 says that the Contractor must provide a final PEP no later than 10 Business Days after Contract Commencement. Draft procedures are required in the proposal. Complete procedures are not required until after Contract Commencement.

62. We believe the pricing per participants that are being requested to complete the on line training is a more appropriate way to price the on-line training cost instead of the duration of the course.

The Financial Proposal Form has been amended to allow per-participant pricing. See Amendment #2 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

63. Can the requesting agency use the State Learning Management System (LMS – referred to as The HUB) to host the on-line training course.

Yes. See the Answer to Question 14 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

64. Resumes for Labor Categories: Is my understanding correct that these resumes are only required for the TO RFP?

That is correct. The only resume required with the response to the RFP is that of the master contract representative. See the Answer to Question 15 as issued in the List of Questions and Answers #1 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

65. Have you reached a conclusion regarding the pricing structure for online classes (per cohort vs. per online class)? We would like to weigh-in in favor of an online pricing structure based on a minimal number of participants in a cohort vs. a pricing structure which is based on a flat rate for each online course.

The Financial Proposal Form has been amended to allow per-participant pricing. See Amendment #2 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>.

66. Please confirm that there have been no additional addenda to the RFP to-date.

All Addenda as well as other procurement-related documents issued regarding this RFP are available through eMaryland Marketplace and the Department of Budget and Management website: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>. To

date, DBM has issued Amendment #1 on March 9, 2017; Pre-Proposal Conference Agenda, Summary, and Attendee List on March 21, 2017; and Amendment #2 and Questions and Answers #1 on March 23, 2017.

67. When is the anticipated date that questions from the pre-bid conference will be available?

DBM will provide answers to questions as quickly as possible after receipt.

68. Does the following statement mean that when applying for this contract you have to have a customer service training curriculum that has been used during training of an organization in the past or that you must have a curriculum that has been written even if it hasn't been used with another organization to date?

1.2.1 The Offeror shall have an established customer service training curriculum capable of both in-person and computer-based deployment.

The curriculum can be written and unused. It needs to be written so content is ready to go from Day 1 and time is not needed to develop it. However, meeting the experience requirement in Section 1.2 may be difficult if the training curriculum has not yet been deployed.

69. Is there a specific format you'd like the training curriculum to be presented? Is there a template that can be used?

No, there is no specific format or template.

70. Page 14. Section 2.3.8 - Labor Categories: "Contractor may not invoice for instruction preparation time" Question: Does "preparation time" mean setting up the classroom environment or the development/customization of a training program? Or both?

Preparation time could refer to anything that's not actual instructional time, such as classroom set up and development/customization of a training program. Instructor time may only be invoiced from the time instruction to participants starts through the end of the instruction period. The development/customization of a training program, if requested via a TORFP, would be likely to be billed under a different labor category.

71. Page 16. Section 2.3.9.2 - "The Master Contractor may charge its proposed computer-based training rate for the single appropriate tier of participants exclusively; it may not also change Labor category rates for the deployment of computer based training." Question: Would you please clarify what is meant by this statement?

This language has been changed. See Item 6 of Amendment #2 dated March 23, 2017, and available here: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>

72. Page 17. Section 3.1.6 - Insurance: “The State of Maryland shall be listed as an additional insured on any Commercial General Liability ...” In speaking with our insurance carrier, "The State of Maryland" is too broad and cannot be named as an additional insured. Question: What is another solution which resolves the concern around this requirement?

Since this is a master contract available for any and all State agencies to use, the insurance must list “The State of Maryland” as an additional insured. This is standard practice for State contracts.

73. Our company does not own any cars, what is covered under our insurance policy is “hired” (rental cars) and owner owned cars used in business. Question: Will this type of coverage be acceptable for this solicitation?

Yes. Note that subcontractors that may have cars are required to get similar levels of the insurance required by Section 3.1. Master Contractors working with subcontractors must assure that the subcontractors have the required insurance.

74. What has the Governor's office allocated in overall budget?

No new funds have been allocated for this initiative. Agencies would be expected to use existing funds within their respective budgets.

75. What is the dollar amount that agencies typically spend on any kind of outside training?

DBM has no information responsive to this question.

76. How many agencies will use a small business set aside?

Each individual agency designated as a participating agency in the Small Business Reserve Program will determine at the task order level whether it will designate a particular task order as a small business reserve task order. This designation will be made on a task-order-by-task-order basis.

77. Since this an award that will go to multiple customer service providers, is there a limit to how many providers the state will use?

No, there is no limit to how many providers the State will use. All vendors that are reasonably susceptible of award will be offered Master Contracts. Agencies using the Master Contract will conduct secondary competition under the task order process set out in Section 2.3.1 of the RFP.

78. What have agencies typically spent in the past on training? Is there a site I may refer to for this information?

See the Answer to Question 75 above.

79. Can DBM share how many master contractors they plan to award this to?

The Department will recommend award of Master Contracts to all technically qualified and responsible Offerors. See Section 6.5.3 of the RFP as amended.

80. Do you have any suggestions on how to reach out to vendors who are going to bid as primes?

Thank you for your interest in pursuing subcontracting opportunities with the State of Maryland in this area. Once the Master Contracts are awarded, all Master Contracts will be posted on DBM's Statewide Contracts webpage: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>. Additionally, agencies wishing to use this Master Contract will solicit master contractors through task order requests for proposals (TORFPs). MBEs are encouraged to check DBM's Statewide Contracts webpage for the "Customer Service Training Task Orders" to see the status of a TORFP. All TORFPs will be published on DBM's website. MBEs and VSBEs are encouraged to attend the Pre-TOP Conference to explore subcontracting opportunities for a particular task order with Master Contractors also in attendance.

81. Has a list of vendors attending the Pre-Proposal Conference been released?

A copy of the sign-in sheets was included with the other pre-proposal conference materials released March 21, 2017, available through the Bid Board on the DBM Procurement website: <http://dbm.maryland.gov/proc-contracts/Pages/CustomerServiceTraining.aspx>

82. Do you know how many state employees will be involved?

DBM does not know how many agencies will utilize this contract or how many State employees will receive training under it. The Department does not guarantee a minimum or maximum number of units or usage in the performance of this Contract.

83. Is there any extension to the training date?

No training dates are established in the master contract, which will run five years. Training dates will be established through task orders.

84. The numbering scheme on pg 49 of the RFP for one particular section seems to be off: Section 5.4.5.6 should be 5.4.2.6. The same goes for the subsections on that page: 5.4.5.6.1, 5.4.5.6.2, 5.4.5.6.3, 5.4.5.6.4 should be revised.

See the Answer to Question 58 above.

85. Amendment #2 to the RFP outlines a revised approach to pricing which requests pricing on a per user basis as well as "group" pricing which involves flat rates per hour(s) of instruction for different sized groups. Please clarify how we should price "81 or more participants" as this implies an open ended commitment whereby the flat rate quoted would be the maximum allowable price for a group of 81, 200 or 1000 participants (as just one example). The underlying cost structure for classroom based instruction (in particular) makes this "81 or more" structure particularly difficult to

quote with one number. Would it be possible to provide a flat rate for 81 – 100 participants instead? Or what is the most appropriate way for you?

See the Answer to Question 59 above. While there is no cap on the number of participants in this tier of the Master Contractor pricing, the specific number of participants to be trained should be specified at the task order level, thereby allowing a Master Contractor to refine its price in its Task Order Proposal.