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**Q & A #1**  
**TO**  
**REQUEST FOR PROPOSALS (RFP)**  
**GOVERNMENT EFFICIENCY AND MANAGEMENT SOLUTIONS**  
**SOLICITATION NUMBER 050B7400006**  
**DECEMBER 30, 2016**

Ladies and Gentlemen:

This List of Questions and Answers #1, questions #1 through #19, is being issued to clarify certain information contained in the above named RFP.

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.

**1. Question: Can companies from Outside USA apply for this (i.e. submit a proposal)? (like, from India or Canada)**

**Answer:** Yes, if they meet the minimum requirements and propose to all Focus Areas. However, companies from outside the USA must comply with the requirements of Amendment #2, item 3. Also, please carefully note the requirements of Attachment N – Location of Performance of Services Disclosure, including the restrictions noted.

**2. Question: Does an Offeror need to come over there (to the USA) for meetings?**

**Answer:** Yes. Offerors are expected to be present for Oral Presentations during the procurement evaluation process, and if awarded a contract, the Contractor would be expected to be present for various meetings, briefings and as needed to perform the requirements of the contract. Additionally, a Contractor must comply with the requirements noted in Amendment #2, item 3.

**3. Question: Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)**

**Answer:** See answers to Questions 1 and 2.

**4. Question: Can we submit the proposals via email?**

**Answer:** No. Proposals may not be submitted by e-mail or facsimile, as stated in RFP §1.11.

**5. Question: I understand the April 6th target start date – are there key milestones/projects/go-lives in the following 6 months that we should be aware of that would impact the assessment timeline?**

**Answer:** The only milestones that have been established are those listed within the Deliverables (see Section 3.2.2.4). Additionally, Section 4.4.3.6.c tasks Offerors to include milestones and timeframes within their draft Detailed Project Work Plan for each Focus Area. There are no other external milestones/projects/go-lives in the following 6 months that would impact the assessment timeline.

**6. Question: Are there restrictions associated with work location of personnel proposed to complete this work?**

**Answer:** See answers to Questions 2 and 3.

**7. Question: Beyond the data contained in the attachments of the RFP, what other enterprise-wide information will the State be able to provide to conduct the staffing, governance and organizational structure analysis required for Phase I?**

**Answer:** Additional data may be requested of the State. To the extent that the information is available and it is appropriate for distribution, it will be shared with the Contractor(s).

**8. Question: Does Maryland expect vendors to validate recommendations for each of the identified focus areas with Department leadership?**

**Answer:** The Contractor is expected to vet recommendations with appropriate Department leadership within each Focus Area.

**9. Question: What level of coordination is expected between vendors should multiple firms be awarded focus areas?**

**Answer:** At this time, and based on the way the Focus Areas have been structured, it is not anticipated that there will need to be significant coordination between Contractors. To the extent that coordination is required, we would expect Contractors to work cooperatively.

**10. Question: Page 28, Section 3.2.2.4: Please define Project Management Team.**

**Answer:** This will be the team of senior level State management staff composed of representatives drawn from the various agencies that are subject of this review. The team will work closely with the Contract Monitor.

**11. Question: Page 40, Section 4.4.3.6(a), 4.4.3.6(b) Section 4.4.3.6(b) states "The Offeror shall clearly explain its innovative methodology for improving State government and deriving transformational service delivery and cost efficiencies for the State." This requirement seems to better align with the intent of 4.4.3.6(a); can the contracting office move this requirement to 4.4.3.6(a)?**

**Answer:** See Amendment #2, item 8 (a and b).

**12. Question: Page 46, Section 5.3: If additional focus areas are proposed, how will they be evaluated in regard to price comparisons?**

**Answer:** Each additional Focus Area proposed will be evaluated by itself, and a determination will be made with respect to whether it is in the State's best interest to make an award in the additional proposed Focus Area. An additional Focus Area would only be evaluated comparatively if multiple Offerors propose very similar additional Focus Areas.

**13. Question: Section 3.2.2.2, pg 27: Will the State please elaborate on what is meant by "operating environment and opportunities for improvement"? In addition to a general description, please help to explain how it is distinct from the other bulleted items that are called out (i.e., governance, organizational structure, service delivery models and initiatives, and opportunities for service enhancement or savings).**

**Answer:** The term operating environment was included to reference the environment and context in which the Agency operates, including anything that might impact their ability to efficiently and effectively perform their missions. This might include, for example, the community the Agency serves, the extent of demand for Agency services and resources available to meet that demand, the capacity in which the Agency functions (e.g., regulatory capacity, public safety capacity), etc.

**14. Question:** *Section 3.6 Retainage and Invoicing, pg 45: The RFP requires supporting documentation related to hours billed and time sheet documentation to accompany invoices. We are assuming that such documentation would be commensurate with the contract type and pricing structure awarded for each Phase or task. For example, for firm fixed priced contracts, Offerors would bill based on the completed Deliverables and enumerate the tasks completed rather than the hours worked. Can the State confirm that this is correct?*

**Answer:** Supporting documentation relating to hours billed, including time documentation as described in 3.6.2 is required for Phase 2 Task Order Agreement invoicing; see Amendment #2, item 5. For Phase 1 invoicing see Amendment #2, item 6.

**15. Question:** *Section 4.4, pg 40: We are assuming that the detail associated with the project work plans for each Focus Area will be commensurate with the contract type and pricing structure awarded for each Phase or task. For example, for firm fixed priced contracts, Offerors could provide the proposed resources, level of effort and description per team, for each task/deliverable rather than labor hours. Can the State confirm that this is correct?*

**Answer:** The Department is interested in identifying the level of effort to be provided by each Offeror. See Amendment #2, item 8 (c).

**16. Question:** *4.5 Volume II – Financial Proposal, pg 34: The RFP requires Offerors to provide labor categories and fully-loaded hourly fixed rates for Phase 2 pricing. However, not all potential Offerors may provide services on an hourly basis. Therefore, if an Offeror’s pricing structure does not consist of hourly rates, can an Offeror provide another type of fixed unit pricing for Phase 2 services, such as fixed weekly rates instead? This would be in line with Section 1.3 Contract Type of the RFP which states that “fixed unit prices” should be utilized for Phase 2 services. Allowing Offerors to provide fixed unit pricing, other than only fixed hourly rates, will enhance competition; allow the State more choice among offerors; and provide the same flexibility to price out potential Phase 2 requirements.*

**Answer:** The State seeks Phase 2 pricing by fully loaded hourly rates. This is the only allowable pricing type.

**17. Question: Can the State confirm if the scope includes capital funds, special funds (e.g. transportation) and/or federal funds?**

**Answer:** All fund types are included in the scope.

**18. Question: Will the State please elaborate on how Departments and Agencies were selected for inclusion in this RFP?**

**Answer:** All of the major Executive Branch departments were included with the exception of K-12 and higher education.

**19. Question: Would the State consider opportunities to reduce tax payer fraud and increase tax payer compliance as part of the work to be performed?**

**Answer:** Yes.

**NOTE: Answers to additional questions are forthcoming in the near future.**

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

**Date Issued:** December 30, 2016

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