



STATE OF DELAWARE
EXECUTIVE DEPARTMENT
OFFICE OF MANAGEMENT AND BUDGET

June 18, 2020

TO: ALL OFFERORS

FROM: MICHAEL BACU
STATE CONTRACT PROCUREMENT ADMINISTRATOR

SUBJECT: **ADDENDUM TO REQUEST FOR PROPOSAL
Crisis Management After Action Services
CONTRACT NUMBER GSS20875-CRISIS_MGT**

ADDENDUM #2

This Addendum is issued to answer vendor questions received.

- Q1.** Do you anticipate extending the bid due date?
Answer- Not at this time. If it becomes necessary to extend the bid deadline date, notice will be posted with the RFP document online.
- Q2.** What additional details are you willing to provide, if any, beyond what is stated in bid documents concerning how you will identify the winning bid?
Answer- Please refer to the RFP for direction.
- Q3** Was this bid posted to the nationwide free bid notification website at www.mygovwatch.com?
Answer- Unknown.
- Q4.** Other than your own website, where was this bid posted?
Answer- This bid was posted on <http://bids.delaware.gov>
- Q5.** Does the State anticipate that meetings and interviews will be in-person, or virtual using video and /or phone conferencing?
Answer- No format is excluded at this time.
- Q6.** The SOW does not list any surveys. Is the State expecting the vendor to develop and administer a survey tool?
Answer- The State will not provide a survey tool.

- Q7.** The SOW lists “Phase 3: Response Post Emergency Declaration,” If the emergency period is still ongoing, how does the State envision this impacting the timeline for reviewing post-emergency period actions?
Answer- Activities will be conducted as allowable within the Emergency Declaration guidelines.
- Q8** Task #3 Stakeholder Kickoff Meeting
- Is this the 5 stakeholders identified in Task #5 or are additional organizations included?
 - If additional organizations are to be included, who determines which are invited?
 - For costing purposes, who produces copies for meetings – client or vendor?
 - For costing purposes, who is responsible for providing a notetaker for the meeting?
- Answer-** Additional organizations can be included as identified by DEMA. The State will not provide administrative resources for the project.
- Q9.** For some tasks, meeting notes and notetakers are specifically required and for others they are not. Can we assume that meeting notes are expected for all meetings, conferences, etc.?
Answer- Yes as appropriate.
- Q10.** 6Task #4 – Documentation Review
- For costing purposes, will the State or the vendor be responsible for requesting documents from stakeholders, the client or the vendor?
 - Can we assume that most documents will be in electronic form?
- Answer-** The State will not provide administrative resources for the project. Documents can be in any form.
- Q11.** Task #5 lists five stakeholders, however the Criteria section includes other partners, such as the National Guard, Law Enforcement, NGOs and for-profit businesses.
- Should entities outside the stakeholders list be included when scheduling interviews?
 - If so, are they included in the 75 interviews listed under the Task 5 deliverables?
 - Is it correct to assume that the “documented notes from each interview session” will be included as an appendix of the AAR?
- Answer-** Additional organizations can be included as identified by DEMA. The State will not provide administrative resources for the project.
- Q12.** Task #6 Draft AAR
- “The AAR Report and IP must include jurisdictional/function-specific annexes” – Can the State identify which jurisdictions should be covered?
 - Can the State identify which functions must have annexes?
- Answer-** The RFP is for state jurisdictional agencies. Functional annexes will be specific to each agency.
- Q13.** Would the State be open to negotiating the terms and conditions at the contract stage with the awarded Proposer/ Contractor?
Answer- Terms and conditions will be negotiated prior to signing an Agreement.

- Q14.** Proposal 4 References
- As it could create a potential issue with confidentiality requiring the clients written approval, if the State were to visit existing installations, would the Contractor be involved to ensure there are not any confidentiality issues?
- [Answer- Yes](#)
- Q15.** Proposal V. Contract Terms and Conditions 2. Cooperative use of award.
- Could the State provide clarification as to how a contractor would be given notice if other entities were to be given the option to utilize?
 - Would the contractor have the right to refuse?
- [Answer- Contract awards are publicly visible on the Delaware Procurement Portal. An awarded vendor would need to agree to any cooperative use of award.](#)
- Q16.** Proposal 7. General Terms f. indemnification
- Does the State agree that this language should match the language in the Sample Agreement to avoid any conflicts?
- [Answer- Please refer to Appendix D. Sample Professional Service Agreement, section 1.2, for order of documents.](#)
- Q17.** Proposal k. Vendor Emergency Response Point of Contact
- Could the State clarify if this is a cooperative agreement?
 - If so, how would the contractor be able to meet this requirement if multiply agencies utilize?
 - Who would rank priority in multiply agencies?
- [Answer- This is not a cooperative agreement. See question 15.](#)
- Q18.** Proposal n. Liquidated damages
- Could the State provide clarification as to what the Liquidated Damages may be?
- [Answer- Identify specific concerns in your response Attachment 3, Exceptions.](#)
- Q19.** Proposal Q Termination of Contract
- Would the State agree that the language in the proposal should mirror the language in the Sample Agreement to avoid any conflicts?
- [Answer- Please refer to Appendix D. Sample Professional Service Agreement, section 1.2, for order of documents.](#)
- Q20.** Proposal Gg Audited rights to access and in Appendix D Sample Contract Section 24 Audit Access to Records
- Could the State provide clarification as to why such a broad audit would be required? To avoid any potential confidentiality violations, any audit should be restricted to the work involved.
- [Answer- Identify specific concerns in your response Attachment 3, Exceptions.](#)
- Q21.** Proposal gg IRS 1075 Publication
- Could the State provide clarification on the intent and purpose of this requirement?
- [Answer- This is an IRS requirement.](#)

- Q22.** Appendix D Sample Agreement 2.0 Payment for Services and Expenses section 2.10
• If this should happen, could the State clarify that if the State would provide the Contractor with written notification and allow them to cure prior to any deduction being made?
[Answer- Identify specific concerns in your response Attachment 3, Exceptions.](#)
- Q23.** Appendix D Sample Agreement 3. Inspection
• If an inspection is required, would it be restricted to the scope of the work being performed?
[Answer- Applicable to the terms of the Agreement.](#)
- Q24.** Does the state have a budget/monetary figure for the proposed project?
[Answer- No](#)
- Q25.** What are the types of plans to be reviewed?
[Answer- can be multiple plans, an example is the Delaware Emergency Operations Plan](#)
- Q26.** Are there criteria in place to measure effectiveness?
[Answer- will be specific to each agency](#)
- Q27.** What are the required contents of the Improvement Plan (IP)?
[Answer- will be specific to findings](#)
- Q28.** How many EOCs and alternate EOCs are there?
[Answer- one state EOC \(two alternates\)](#)
- Q29.** Is the Department of Technology and Information (DTI) included in this AAR?
[Answer- may be included as needed](#)
- Q30.** What are Communications Lead (COM-L) and Unit (COM-U)
[Answer- examples of positions within the Incident Command System](#)
- Q31.** Are all meetings currently planned to be virtual? If so, is the vendor expected to utilize a specific collaboration tool (e.g. WebEx, Zoom, Teams, etc.)?
[Answer- No format is excluded at this time.](#)
- Q32.** Is there a date that you expect the engagement to start?
[Answer- A contract award will be sought at the earliest date.](#)
- Q33.** is there a date by which this engagement must be completed?
[Answer- A specific date has not been identified. Efficiency is requested.](#)
- Q34.** Have the different agency resources for AAR been identified or will that be the responsibility of the project team?
[Answer- Additional organizations can be included as identified by DEMA.](#)
- Q35.** Are we allowed to interview external stakeholders who were involved in the creation of or who were responders per the plan for their perspective/evaluation as to the effectiveness of Delaware's plan?
[Answer- Additional organizations can be included as identified by DEMA.](#)

- Q36.** Can we review all supporting documentation that went into formulating the current plan?
Answer- Documentation will be made available as appropriate.
- Q37.** Is the After Action Review to address Department of Health and Social Services operations (e.g., testing, contact tracing, SHOC activation, etc.) during the State of Emergency? Or is the DHSS response to be addressed in a separate AAR process?
Answer- Preference is all inclusive
- Q38.** Does the State have preferences regarding face-to-face interviews versus virtual interviews?
Answer- No format is preferred or excluded.
- Q39.** Does the State envision the meeting described in Task 7 as being the equivalent of an HSEEP After Action Meeting?
Answer- Can be similar, must meet stated deliverables
- Q40.** For the purposes of billing, is it satisfactory to the State to have more than one Milestone rolled up in a single monthly invoice? Or would the state prefer to have each Milestone reflected in a separate invoice?
Answer- State prefers each milestone reflected in a separate invoice.
- Q41.** Can the State provide any guidance on the date they would like to have the Final AAR Report and Improvement Plan?
Answer- A specific date has not been identified. Efficiency is requested.
- Q42.** Are there specific licenses and/or certificates required for this scope of work other than those listed on pg. 17 (Section V.7.d)?
Answer- Vendors must demonstrate they are both responsive to the solicitation and responsible in their ability to perform the work.
- Q43.** In light of the COVID-19 pandemic and associated restrictions, would Delaware consider allowing only electronic submission of the RFP response?
Answer- See RFP Addendum #1.
- Q44.** This provision states that pricing is fixed through September 30, 2021. Is this accurate? In our experience, pricing is typically fixed for 90 to 180 days.
Answer- Yes. Intention is to award a contract at the earliest date.
- Q45.** Our company is not a staffing firm nor will any sub-contractors be used (only W-2 employees will be engaged on the project). Under those circumstances, is an Additional Fee required? What if the work is solely done remotely due to COVID-19 travel restrictions – would the ACA Safe Harbor Additional Fee still be required? Is there a minimum fee required by Delaware?
Answer- Please identify a vendor determined fee structure as compliance with ACA Safe Harbor. The fee will be evaluated as a separate item included in the total cost evaluation.
- Q46.** Evaluation criteria indicates that that ACA Safe Harbor fee will be evaluated. However, Appendix C pricing (on page 55) does not include a section for the ACA Safe Harbor Additional Fee to be entered. How should respondents indicate the ACA Safe Harbor Additional fee?
Answer- See question 45.

- Q47.** Would Delaware allow the work to be done remotely, using technology services such as Zoom and/or Webex?
[Answer- No format is currently excluded.](#)
- Q48.** Please clarify the order of information and content expected in the minimum requirements response. RFP Section II.A differs from Appendix A and calls out “General Evaluation Requirements” as part of the Minimum Requirements. In order to ensure that we provide the information desired, it would be helpful to have this clarification.
[Answer- The evaluation criteria is identified in RFP Section III.2, page 12.](#)
- Q49.** Please clarify the submission requirements updated in Addendum 1. Is it the expectation that the hard copy will be signed in original ink, and will a separate copy of the pricing be required both in the hard copy and e-mail submission?
[Answer- Yes](#)
- Q50.** Is this effort for only companies registered to do business with Delaware?
[Answer- No, it is an open competitive solicitation.](#)
- Q51.** The RFP asks Vendors to “Please provide a separate electronic pricing file from the rest of the RFP proposal responses.” And Addendum #1 requests that hard copy bids be submitted in a sealed envelope. Is it GSS/DEMA’s preference that all pricing information in the hard-copy bid be submitted in a separate sealed envelope within the larger bid envelope?
[Answer- There is no requirement for separate envelopes.](#)
- Q52.** The RFP states “It is the expectation of the State of Delaware that vendors can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal.” Can GSS/DEMA please identify the expected period of performance in which all final deliverables must be completed?
[Answer- A specific date has not been identified. Efficiency is requested.](#)
- Q53.** The RFP states that GSS/DEMA is seeking “...professional services to conduct an after-action review of activity related to the Delaware State of Emergency dated on March 12, 2020 in response to the Coronavirus Disease, COVID-19.” Can GSS/DEMA specify the response and recovery period in which this project’s after action review will analyze (e.g., weeks immediately leading up to State of Emergency – due date of this proposal)?
[Answer- the AAR information will determine the state’s initial actions through the present](#)
- Q54.** The RFP states “The process shall include a review of preparedness, response, and recovery activities as detailed below.” However, recovery-specific activities are not identified. Are there specific activities that GSS/DEMA would like the successful vendor to review as part of the recovery phase?
[Answer- statewide recovery efforts and initiatives](#)

Q55. We are seeking clarification on the identified stakeholder groups and their relationship to the jurisdictional/function-specific annexes and After Action Conferences (multiple locations in Appendix B, 5-6, page 53-54).

Appendix B, 5, Page 53: The RFP references that interviews will include the **5 groups/organizations:**

- Delaware Emergency Management Agency
- Delaware Division of Health and Social Services
- Delaware Department of State
- Delaware Attorney General
- Office of the Governor

Appendix B, 6, Page 53 states "... the AAR/IP must include jurisdictional/function-specific annexes that

detail findings, and later in that section "All stakeholders will receive the global portion of their plan, as well as their associated annex(es). The vendor will conduct an after-action conference with the stakeholder groups (as identified above) to review the draft report...". On page 54, it continues that "For each jurisdictional/functional group after action conference, the global AAR Report and Improvement Plan and the respective jurisdictional/functional annex(es) will be reviewed." Lastly, within the Task 6 Deliverable section, the RFP identifies "after action conferences with up to 15 jurisdictional/functional groups."

Can GSS/DEMA please clarify the relationship and number of interview groups/organizations, and jurisdictional/functional annexes? Also, is it GSS/DEMA's preference for After-Action Conferences to be conducted by group/organization or by jurisdictional/functional annex?

[Answer- Additional organizations can be included as identified by DEMA.](#)

Q56. The RFP identifies "Up to 75 interviews with stakeholders" as a deliverable for Task 5. Can GSS/DEMA please clarify if this means the potential for 75 separate interviews or 75 stakeholders?

[Answer- up to 75 interviews.](#)

Q57. What is the projected timeline for the first and final drafts of the DEMA AAR Report?

[Answer- A specific date has not been identified. Efficiency is requested.](#)

Q58. What are some of the challenges the Government envisions to writing the AAR Report?

[Answer- none identified.](#)

Q59. Will the Government please advise what, if any, page limits are in place for Offeror responses? If there is a page limit, will cover pages; TOC; attachments for licenses and proof of insurance; and required attachments 2, 3, 4, 5, 6, 9 be excluded from the page count?

[Answer- There are no page limits.](#)

Q60. With Addendum #1, does the reference to email submission replace the original electronic USB/CD submission or should the email submission be in addition to a USB copy mailed with the hard copies?

[Answer- Yes](#)

- Q61.** Please confirm that the “7 calendar days from the bid closing date” means that mailed hard copy submissions will be accepted so long as they are received by 3 PM ET on July 9.
Answer- 7 calendar days from the bid opening date is correct.
- Q62.** For proposal pricing, is only Appendix C needed with no further analysis or assumptions to be provided?
Answer- Provide necessary details in your proposal response.
- Q63.** Is Appendix C an annual costs sheet that we should presume for pricing that it could be the total 5-year project? With the base year being 2 years, should Offerors fill out Appendix C based on only the base 2-year period or based on the potential full 5-year project?
Answer- Initial 2 year term.
- Q64.** Can a firm outside of Delaware state they are applying with the Dept. of Revenue in the state for their licensing at the time of proposal submission? Or do they not need to establish that until after award announcement?
Answer- A Delaware business license is not required to submit a proposal.
- Q65.** For price proposal, do the subcontractors need to submit anything individually for their part of the priced solution? Or should the prime show the subcontractor’s cost broken out?
Answer- The contract award will be with the prime vendor.
- Q66.** Are there any travel costs or other direct costs the state will reimburse? Or are all of those costs embedded within the RFP pricing response?
Answer- Total costs will be considered. Proposals should reflect the full cost to the State.
- Q67.** Are deliverables for draft reports 1, 2 and 3 in Task 4 to be delivered at the same time as the Task 6 draft deliverables?
Answer- based upon AAR findings.
- Q68.** Is the expectation that vendors will provide a price in the “Cost” column for each of the 8 Activity Task/Milestones that is distributed by these same percent’s?
Answer- Yes. The milestones are percentages of the full cost.
- Q69.** In order to ensure that our proposal concisely provides the evaluation committee with the information it desires, we would appreciate some detailed information regarding what the evaluation committee would like to see from respondents regarding each of the General Evaluation Requirement subareas.
Answer- Please respond to the statement of work requirement.
- Q70.** Please verify that although the insurance information is listed under required information, it is not to be furnished until after award submission, prior to the start of the contact.
Answer- This is true.

All other terms and conditions remain the same.



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