

RFP NAT16101-PROCESSOPT Questions & Responses Posted 6/6/2016

Section	Paragraph	Page	Text of Passage in Question	Question	Response
				Would (company name) be eligible to submit a bid response and pricing related to the Professional Services being requested?	The services proposed in this RFP are to inventory, standardize, and optimize agency processes through professional consultation, training and coaching support. With the assistance of a professional consultant, DNREC intends to align and re-engineer our work practices through business streamlining processes that may include, but are not limited to, LEAN, Kaizen, Six Sigma, and Value Stream Mapping. This RFP (NAT16101-PROCESSOPT) is not for the purpose of selecting or implementing any new technology solution(s). Any organization which provides consultation in LEAN, Kaizen, Six Sigma, Value Stream Mapping or similar process improvement methods would be an eligible bidder.
				Can the State provide information on the approximate budget available for this contract?	No.
I. Background	1	1	"The purpose of this Agency Process Optimization (APO) contract is to provide a qualified vendor (or list of prequalified vendors) to assist DNREC with business process evaluation and re-engineering through end-to-end consultation and/or training and coaching support."	Can the State provide the circumstances in which multiple vendors would be selected rather than one?	Pursuant to 20 Del. C. §6986, the State of Delaware may award a contract for a particular professional service to two or more vendors if the agency head makes a determination that such an award is in the best interest of the State. This contract could be made available to any program/process in DNREC. Given the range of program within DNREC and their maturity, it may be determined that more than one vendor may be warranted to support the diversity of the anticipated workload. For additional information regarding DNREC and its various programs visit our website: http://www.dnrec.delaware.gov/Pages/Portal.aspx
				Q. Can you provide a list of potential processes to be included as part of this contract? Q. Is the complete set listed in Attachment 13 or is it a different set of processes?	The preferred course of action for this APO is that any selected vendor would first inventory agency work processes to obtain a working knowledge of DNREC business processes through interviews and fact-gathering to fully understand the range of agency work processes currently conducted and recommend the top processes and activities that should be altered/optimized (Section 1.1.1, page 3). The 2013 Enterprise Content Management Recommendations Report (Attachment 13, page 136) provides a partial list of candidate processes. This list is not inclusive of all DNREC processes.
Attachment 13		67-162	Much of attachment 13 is about digitization of paper records (e.g., using OCR (optical character recognition)).	Is that the scope of work anticipated in this contract, or is the work more consistent with a complete process redesign including total end-to-end digitization of a process (i.e., moving an application on line with digital workflow through the approval process)?	DNREC intends to inventory, standardize, and optimize agency work practices in that sequence through the services provided by this contract <u>as a precursor to any automated workflow solution</u> . The purpose of this contract is to align and optimize agency work practices and to establish common processes to maximize the value of any future information technology solution. This RFP (NAT16101-PROCESSOPT) is not for the purpose of selecting or implementing any new technology solution(s).

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I. Background & II. Scope of Work	1 & 1.1	1 & 3	"The purpose of this contract is to optimize and align agency work practices and to establish common processes to maximize the value of the forthcoming information technology redesign." & "1.1 Task Group A - Obtain working knowledge of DNREC's Business Processes and IT redesign plans, likely IT outcomes, and recommend the agency processes that should be optimized in order to achieve the most efficient IT redesign."	This seems to indicate the outputs will be a set of redesigned processes. However, further descriptions talk about IT redesign. Is this contract focused on process redesigns or IT redesign or a combination of both?	The services proposed in this RFP are to inventory, standardize, and optimize agency processes through professional consultation, training and coaching support. With the assistance of a professional consultant, DNREC intends to align and optimize our work practices through business streamlining processes that may include, but are not limited to, LEAN, Kaizen, Six Sigma, and Value Stream Mapping. This RFP (NAT16101-PROCESSOPT) is not for the purpose of selecting or implementing any new technology solution(s).
				Can you provide more information about the current IT platforms that are involved in the in-scope processes?	No. The RFP Attachment 13 provides some information about IT platforms utilized by DNREC; however, this report is not inclusive of all DNREC IT platforms. Furthermore, many of DNREC processes are not managed in any IT solution today. This RFP (NAT16101-PROCESSOPT) is not for the purpose of selecting or implementing any new technology solution(s).
				Is there an incumbent firm for this contract?	No.
				How many DNREC staff do you anticipate being involved and thus needing training on the proposed methodology?	The number of staff expected to train with the selected contractor(s) is anticipated to be up to 12; however the number may fluctuate.
II. Scope of Work	1.1; 1.1a; 1.1b	3		Can you confirm that 1.1a and 1.1b on page 3 are correctly located under the section 1.1 heading? The 1.1 heading talks about IT redesign and IT outcomes, but the sub-elements 1.1a and 1.1b mention nothing about it.	Yes. One of the primary recommendations of the ECM Committee in 2013 was that DNREC further standardize and align its business processes. As a result of the Committee recommendation, this contract/scope of work was developed to provide professional consultation, training and support in optimizing the agency's work processes. This RFP (NAT16101-PROCESSOPT) is not for the purpose of selecting or implementing any new technology solution(s).
III. Required Information	B.1.d.	7	"Time Commitment expressed as hours assigned to project"	The RFP requires the "Time Commitment expressed as hours assigned to project" for key personnel. Can vendors that do not provide pricing or hours on an individual basis provide qualitative information about the participation of key personnel – e.g., part-time, full-time, etc.?	No. Identification of contractor personnel expected to work on this project by deliverable is required in accordance with the General Evaluation Requirements. Pricing is also required in the General Evaluation Requirements, Section B.2.
Attachment 13		67- 162		It appears that the document "Enterprise Content Management Recommendations Report" included as Attachment 13 was prepared by Optical Image Technology. Will this company be allowed to submit a proposal in response to this RFP?	Any organization which provides consultation in LEAN, Kaizen, Six Sigma, Value Stream Mapping or similar process improvement methods would be an eligible bidder.

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II. Scope of Work	3. - 5th bullet	5	"DNREC will provide adequate workspace, network connections, & phone access for the Contractor's Project Manager and others that are assigned to perform project tasks."	Is DNREC requesting a project manager who can be made available to work solely on this project and do so from the Richardson & Robbins building or other location in Dover?	No. DNREC expects the appropriate and adequate project leadership/team to be available and to perform the necessary exercises from the Richardson & Robbins building or other designated DNREC location based on the process(es) under evaluation.
IV. Professional Services RFP Administrative Information	D.3.a.	25	"The term of the contract between the successful bidder and the State shall be for two (2) years with three (3) optional extensions for a period of one (1) year for each extension."	Is DNREC anticipating the project manager will be dedicated to this project for a minimum of two (2) years?	No.
III. Required Information	B.2; B.23.a; D.3.b	7; 21; 25	"The pricing information must be submitted on a fixed price basis." & "After a final selection is made, the winning vendor will be invited to negotiate a contract with the State of Delaware." & "contract negotiation".	Please clarify contractual terms. Will the vendor be afforded the opportunity to renegotiate the fixed fee submitted with the RFP once additional information is obtained during the interview process?	The fixed fee will not be renegotiated higher and should be based on the inventory of all agency processes and the optimization of <u>up to</u> 15 of those processes. The total compensation may be reduced if fewer than 15 processes are selected for actual optimization.
				(Offeror) and / or its predecessor company are currently under contract with DNREC and we want to be able to continue responding to future RFPs. Do our current contracts create any conflict issues or if (Offeror) were selected for this contract, would that in any way preclude us from submitting for future RFPs?	Any conflict must be determined and identified by the contractor as per NAT_16101ProcessOpt, Miscellaneous Provisions, Section 21.4, Page 63.
II. Scope of Work	1.2.b	3	"Facilitate DNREC's selection of up to 15 agency processes using the list of weighted criteria in Attachment #11"	How many DNREC processes will need to be evaluated in order to determine the top 15?	All agency processes should be included in the inventory and ranked by agreed up on criteria in order to determine the top 15. Once all agency processes are inventoried and ranked by the contractor, DNREC will evaluate each process independently based on its overall value to the agency for determining the top 15.
I. Background		1	"Additionally these and other efficiencies implemented have allowed the agency to sustain permitting programs and operations."	<p>Q. Do you have a complete updated list of your current processes related to permitting?</p> <p>Q. Can you provide us an inventory of the current permitting processes?</p> <p>Q. Do you have any measurements of the effectiveness of the current permitting process such as speed, accuracy, customer satisfaction?</p>	<p>There is no comprehensive list of the agency's current processes. A new attachment #14 to this RPF is posted with all the available information regarding agency permit/licensing programs. Tracked and reported measurements of agency effectiveness can be found within the following budget and permitting documents:</p> <p>http://www.budget.delaware.gov/budget/fy2016/documents/operating/vol1/dnrec.pdf and</p> <p>http://www.dnrec.delaware.gov/Info/Documents/DNREC-Fee-Program-Evaluation-final-2013.pdf</p>

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I. Overview		1	"Beginning in 2005, DNREC subjected a number of our permitting programs to LEAN reviews with the assistance of the regulated community to achieve reduced air permitting turnaround times of 50% (and eliminated backlog), and reduced brownfield remediation process time by nearly 45%."	<p>Q. Is there a list of the processes that were improved since 2005?</p> <p>Q. Provide a list of processes optimized in 2005 including metrics used to measure of improvement</p> <p>Q. Can we obtain a list of these processes?</p> <p>Q. If a process has been improved in the past should it still be included in this evaluation?</p> <p>Q. Should the focus of this evaluation be only on the processes not previously improved?</p>	<p>There is no comprehensive list of the processes improved since 2005. A new attachment #15 to this RFP is posted for a refernce of those processes that were optimized in 2005. <u>All</u> agency processes should be included in the inventory and ranked by agreed up on criteria in order to determine the top 15. Once all agency processes are inventoried and ranked by the contractor, DNREC will evaluate each process independently based on its overall value to the agency for determining the top 15.</p>
I. Overview		2	"To continue sustaining and expanding these early APO efforts, DNREC has embarked a multi-year enterprise-wide content management (ECM) initiative to improve the agency management of information, data and workflows more efficiently through automation and modern content management IT solutions."	<p>Q. Are there identified goals for improvement?</p> <p>Q. How are the previous improvements being tracked and reported?</p> <p>Q. Is this information available to us?</p> <p>Q. What is the current improvement baseline numbers?</p> <p>Q. Is there a DNREC-wide governance structure in place to help resolve conflicts with the redesign of processes that take place in multiple divisions? Can you please explain how this works?</p>	<p>DNREC's goal is to sustain and expand on early APO efforts; to inventory agency processes and standardize processes where possible; to minimize paper handling, the number of processes, and the number of steps in current processes; and to gain efficiencies in processes that benefit our staff resources and customers served. A new attachment #15 to this RFP is posted for those processes optimized in 2005. There is not comprehensive listing of current baseline numbers for agency processes. A project governance structure will be established in cooperation with the selected contractor(s) to help resolve any conflicts with the redesign of processes and will include representation from those divisions impacted by the processes selected for standardization/optimization.</p>
I. Overview		2		<p>Q. What is the budget for this project?</p> <p>Q. What is the expected timeline for this project (start and end dates)?</p>	<p>No budget is finalized/available for this project. The services performed under this contract are expected to begin immediately following the notification of award and execution of a contract. Proposal prices quoted shall remain fixed and binding through June 17, 2017. The State of Delaware can ask for an extension of time if needed.</p>

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I. Overview		3	"The Agency's strategic goals include (1) continuing to meet and exceed the permitting performance standards established by the Governor and to promote LEAN principles. "	<p>Q. What are the specific goals that must be achieved?</p> <p>Q. Where are the targets defined?</p> <p>Q. What are the optimization goals defined for the agency across functions (e.g., permitting to improve by minimum 15%, etc.)?</p>	<p>DNREC's goal is to sustain and expand on early APO efforts; to inventory agency processes and standardize processes where possible; to minimize paper handling, the number of processes, and the number of steps in current processes; and to gain efficiencies in processes that benefit our staff resources and customers served. Targets may be established as part of the individual processes selected and would be mutually accepted by DNREC and the selected contractor(s).</p>
II. Background	1.1; 1.2	3	<p>"1.1 Provide a recommendation on the top 15 agency processes and activities Department-wide that should be altered/optimized" & "1.2 Facilitate DNREC's selection of up to 15 agency processes using the list of weighted criteria in Attachment #11"</p>	<p>Will contractor select and recommend the TOP 15 or will DNREC through the facilitated session select the Top 15?</p>	<p>The selected contractor will inventory the current work processes and provide a recommendation of the top 15 processes that should be aligned and altered/optimized. DNREC will then negotiate the final selection.</p>
II. Background	1.1	3		<p>Q. How many DNREC business processes are expected to be part of this contract? If "all", please provide a list of the all the processes that the contractor must review in order to identify the Top 15 processes</p> <p>Q. Please define 'working knowledge'. Is this at the business level? At the supporting business application level?</p> <p>Q. Please provide all documentation (business process flows, application architecture, network architecture, data flow diagrams, business requirements documentation, etc. that are available on these processes.</p> <p>Q. If there are gaps in the documentation, is it expected that the documentation will be 'completed' (gaps filled) as part of this contract?</p>	<p>There is no comprehensive list of the agency's current processes. All processes should be inventoried and included in the evaluation to determine the top 15. Working knowledge as defined in 1.1.a. is the understanding of agency work processes gained through interviews and fact gathering.</p>

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II. Background	1.1.a	3	"Conduct interviews"	<p>Q. Is there any estimate as to the number of interviews that will be required or should contractor estimate the number?</p> <p>Q. How many people will participate in the interviews? Are they group interviews?</p> <p>Q. How much lead time needs to be given to schedule people who will participate in the interviews?</p> <p>Q. Can multiple interview sessions take place at the same time?</p> <p>Q. Should interviews include only DNREC resources?</p>	<p>A subject matter expert (SME) will be identified for each agency process to participate in interviews and help determine if multiple agency participants are necessary. The agency has a preference that a minimum of 2 weeks notice is given to schedule participants. Yes, multiple sessions can take place at the same time. Yes, for Task Group A, only DNREC resources will be used.</p>
II. Background	1.1.b	3	"Provide a recommendation on the top 15 agency processes and activities Department-wide that should be altered/optimized"	<p>Q. How many processes exist today that need to be included in the assessment?</p> <p>Q. Should all processes be reviewed for selection the top 15?</p> <p>Q. Is there a clear delineation today of processes versus sub-processes?</p> <p>Q. Is there an expectation that the process recommendations include or exclude changes to computer programs?</p>	<p>There is no comprehensive list of the agency's current processes. All processes should be inventoried and included in the evaluation to determine the top 15. There is no delineation of processes versus sub-processes. There is no expectation that the recommendations include changes to computer programs.</p>

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II. Background	1.2.b	3	“Facilitate DNREC’s selection of up to 15 agency processes using the list of weighted criteria in Attachment #11”	<p>Q. Is there a list of existing processes that must be reviewed?</p> <p>Q. Can we obtain a list of the targeted processes?</p> <p>Q. Can DNREC provide a list of process broken down by functions (e.g., Permitting, Grants, Fiscal, etc.)?</p> <p>Q. Can we obtain current process documentation for:</p> <ul style="list-style-type: none"> • Process flows • Process description • Departments that are users of processes <p>Q. Are all processes documented? If not, how many are documented?</p> <p>Q. Are all ECM processes documented? Are all documented? Can we get copies of the documentation for the ECM processes?</p>	<p>There is no comprehensive list or complete documentation of the agency's current processes. All processes should be inventoried and included in the evaluation to determine the top 15. The 2013 Enterprise Content Management Recommendations Report (Attachment 13, page 136) provides a partial list of candidate processes. This list not inclusive of all DNREC processes. A listing of future ECM processes does not exist. This APO contract is a precursor to implementing any future workflow through ECM.</p>
II. Background	1.2.b	3	“conduct the optimization”	<p>Q. Please define – “conduct the optimization” What does this mean? Is this only the actual reengineering of the process?</p> <p>Q. What about the actual implementation of the optimized process? Is the vendor expected to implement any part of the process? (at the business level? What about the required systems to support the new processes?)</p>	<p>To conduct the optimization is to perform tasks/exercises necessary to align, standardize, and re-engineer our work practices through business streamlining processes that may include, but are not limited to, LEAN, Kaizen, Six Sigma, and Value Stream Mapping. Actual implementation of the optimized processes will be done by agency staff that has received training as part of this contract.</p>

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II. Background	1.2.c	4	“training needed for the appropriate DNREC personnel”	<p>Q. How many people will be involved in the training?</p> <p>Q. Is the vendor expected to create the training material needed for this training?</p> <p>Q. Is the vendor expected to create all the documentation that describes the new, optimized processes?</p> <p>Q. Will DNREC provide resources to help train (train-the-trainer) the larger DNREC population?</p>	The number of staff expected to train with the selected contractor(s) is anticipated to be up to 15; however the number may fluctuate. The selected contractor(s) is expected to provide the training materials. The selected contractor(s) is expected to document the current and future state of any process that is selected for standardization/optimization.
II. Background	1.3	4	“Review the methodology used, and the outcomes achieved, for up to 15 agency processes that were optimized in order to identify what worked well and what changes should be made as the agency optimizes its remaining processes”	Does this indicate that contract should include post implementation support activities and assist with development of any additional selection process improvements?	No. The services rendered within this contract are for optimizing up to 15 agency processes. Actual implementation of the optimized processes will be done by agency staff that has received training as part of this contract. Once the selected contractor(s) complete the optimization of up to 15 agency processes, the contractor(s) will review and assess all the methodologies used and outcomes achieved (current versus future state) in order to identify what worked well and what changes should be made as the agency optimizes its remaining processes. A final recommendation pathway is required as per Section 1.3.b.
II. Background	1.3.b	4		<p>Q. Please identify the staff available to assist the vendor.</p> <p>Q. Please list – how many people, which agencies, their expected roles and responsibilities? What percentage of their time will be allocated to this project?</p> <p><input type="checkbox"/></p>	DNREC will provide at least one SME for each business process, 15 participants that have received contractor training, and a DNREC Project Manager (DPM). The SME and DPM will be available as needed. The 15 staff that have received contractor training, will participate in all the optimization exercises.
II. Background	1.3.b	4	“Develop recommended pathway for optimizing all remaining agency processes”	<p>Q. Is the request to develop a process for DNREC to use to optimize these processes or is the vendor expected to develop the actual optimized processes?</p> <p>Q. Is the expectation that all the remaining processes will be reviewed to ensure optimization?</p>	The services rendered within this contract are for optimizing up to 15 current agency processes. Actual implementation of the optimized processes will be done by agency staff that has received training as part of this contract.
II. Background	1.3.b	4		On recommended pathway to optimize all agency processes (1.3 Task Group C b), define specifically if effort includes analyzing every remaining process or just defining a generic approach and relevant approach / costs.	No. The recommended pathway is intended to define a future approach based on what worked well and what changes should be made as the agency optimizes its remaining processes.

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II. Background	3	5	“DNREC will provide a primary point of contact”	<p>Q. What is the availability of the DNREC PM?</p> <p>Q. Is the DNREC PM empowered to make project decisions? How will decisions be made?</p>	The DPM will be available as needed. Yes, along with an established Governance Team appropriate to the process selected for optimization.
II. Background	2.3	5	“Produce a post-project evaluation document”	<p>Q. Is there a DNREC post-project evaluation document template that we should use to address this requirement?</p> <p>Q. Where may we obtain the template?</p>	The State does not have a standard Post-Project Evaluation Form. The selected contractor(s) will be asked to provide the format for review/acceptance by both parties.
III. Required Information	A. & B.	5		Can you provide a required / desired format for the response?	No template is available.
III. Required Information	B.1.b	6		<p>This line item appears to tie ECM to the 15 business processes identified for process optimization. Does the objective of this project to ‘start’ with the assumption that the 15 business processes that are to be optimized will be “implemented” into the existing ECM environment at DNREC?</p> <p>If so, please provide a detailed description of the ECM environment:</p> <ul style="list-style-type: none"> • Software version and level • Is the software currently under support with the vendor? • When the last time maintenance was done to the software? • Is the current support provided by a vendor or is it performed by in-house staff? • What is the number of IT staff currently supporting the ECM system? <p>Q. How many ECM systems do you have?</p> <p>Q. How many business users use each of the ECM systems?</p>	DNREC intends inventory, standardize, and optimize agency work practices through the services provided by this contract as a precursor to any automated workflow solution. Some or all of the 15 business processes to be standardized/optimized may be implemented into the workflow of a <u>future</u> ECM environment at DNREC.

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III. Required Information	3.7	10	“Project Documentation Repository”	<p>Q. When will we know if an extranet site is required?</p> <p>Q. Is there a specific repository that we should use?</p> <p>Q. Are there any specific repositories that should not be used based on DNREC standards and practices?</p>	<p>DNREC and awarded Contractor(s) will mutually agree on a hosting site for project documentation. There is no State standard specific as it relates to a repository type. If the project documentation is hosted off-site, the site must be accessible to all DNREC staff participating in the project <u>and</u> the selected contractor(s) shall be responsible for complying with the Terms and Conditions for Cloud Providers and External Hosting published at https://dti.delaware.gov/pdfs/pp/CloudandOffsiteHostingPolicy.pdf. Additionally, the contractor(s) shall be responsible for ensuring that all services, products and deliverables furnished to the State are consistent with practices utilized by, or policies and standards promulgated by, the Department of Technology and Information (DTI) published at http://dti.delaware.gov/information/standards-policies.shtml. Alternatively, project documentation could be hosted on-site with the State.</p>
III. Required Information	3.8	11	“The Contractor Project Manager will prepare a Deliverable Acceptance Form for each completed deliverable and submit the deliverable along with the Deliverable Acceptance Form for review and approval by the authorized State of Delaware approver.”	Is there a standard Deliverable Acceptance Form and we can we obtain a copy?	The State does not have a standard Deliverable Acceptance Form. The selected vendor will be asked to provide the format for review/acceptance by both parties.
III. Required Information	3.8	11	“The Contractor Project Manager will prepare a Deliverable Acceptance Form for each completed deliverable and submit the deliverable along with the Deliverable Acceptance Form for review and approval by the authorized State of Delaware approver.”	Will a standard Deliverable Acceptance Form be required for Weekly Status Reports?	The State does not have a standard Deliverable Acceptance Form. The selected contractor(s) will be asked to provide the format for review/acceptance by both parties. The accepted form will be required as part of the Weekly Status Reporting.
III. Required Information	5	13	“Contractors are also encouraged to provide any relevant information about their experience involving development of a solution that was part of an enterprise integration project incorporating GIS and environmental data”	<p>Q. Can you please explain how this particular requirement is associated with Process Optimization?</p> <p>Q. Is there an expectation that the new process flows will add or improve GIS functionality?</p> <p>Q. Can you provide more information about your current GIS solution and the current environmental data?</p>	<p>Some agency business processes employ the use of GIS information. Prior experience in incorporating CIG information as part of any process optimization could be beneficial. There is no expectation that the new process flows will use GIS information; however, the use of GIS information may improve some process flows. Some information about current State GIS solutions can be found at http://firstmap.gis.delaware.gov/data.shtml.</p>

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Attachment 13	1	67		The date of this report is September 2013. Are there any updates to this report? (I realize the footer says updated 2/19/2016 but wanted to clarify in the event additional changes may not be part of the document.)	There are no updates to this report. However, the appendices of the September 2013 ECM report were removed from Attachment 13 and available upon request. It was determined that the ECM report appendices provided no value to the evaluation and proposals for this Agency Process Optimization RFP. The services proposed in this RFP are to review, re-engineer and improve agency processes through professional consultation, training and coaching support. With the assistance of a professional consultant, DNREC intends to align and re-engineer our work practices through business streamlining processes that may include, but are not limited to, LEAN, Kaizen, Six Sigma, and Value Stream Mapping. It is important to note that the RFP (NAT16101-PROCESSOPT) is not for the purpose of selecting an ECM technology solution.