

RFP NAT17002-PROCESSOPT Questions & Responses

Section	Paragraph	Page	Text of Passage in Question	Question	Response
Section I: Overview	2	1	DNREC seeks to align, standardize, and improve agency work practices; to establish common processes that deliver business efficiencies; to coach and train agency staff for ensuring sustainability, internal competency growth, and continued performance enhancement; and to maximize the value of forthcoming information technology redesign.	What type(s) of "forthcoming information technology redesign" is currently planned or scheduled?	DNREC improvement initiatives include expanding our Lean strategy, updating document management, modernizing information technology and providing a modern and fully responsive website. All these efforts focus on "Making Things Better" for our customers. Visit our website for further information on our information management and technology initiatives: http://dnrec.alpha.delaware.gov/improving-dnrec/ Furthermore with the issuance of Executive Order 4, Governor Carney has established the Government Efficiency and Accountability Review Board (GEAR). The GEAR and DNREC initiatives include, but are not limited to, increasing efficiency and effectiveness and further developing continuous improvement practices (http://governor.delaware.gov/executive-orders/eo04/).
Section I: Overview		1	The proposed schedule of events subject to the RFP is outlined below: Public Notice Date: March 17, 2017 Deadline for Questions Date: April 3, 2017 Response to Questions Posted by: Date: April 17, 2017 Deadline for Receipt of Proposals Date: April 28, 2017 at 1:00 PM (Local Time) Estimated Notification of Award Date: June 1, 2017	When is the estimated project start after the Notification of Award?	From awarded contracts, specific Project Task Orders would be solicited for quotes from qualified vendors as early as July 1.
Section I: Overview	15	3	DNREC anticipates awarding multiple contracts as a result of this solicitation. Successful awardees must be willing to partner with officials from DNREC as well as other contractors (as identified by DNREC) in order to develop a standardized enterprise-wide approach.	1) In what ways might the "multiple contracts" be awarded? (2) Could this be by "Project Task Orders"? (3) Are you anticipating that a methodology might be developed through a collaboration with other firms?	(1) Pursuant to 29 Del. C. § 6986, the State of Delaware may award a contract for a particular professional service to two or more vendors. DNREC anticipates awarding multiple contracts as a result of this solicitation. (2) During the contract performance period, Project Task Orders will be issued and quotes solicited from the vendors made available by this contract. (3) It is anticipated that the methodology developed/deployed is based upon the best solution to address goals and objectives of the improvement project as outlined in the Project Task Order.
Section I: Background	3	2	Our agency must address the underlying management systems and organizational competencies that define desired values, behaviors and results.	What cultural frameworks has DNREC adopted or experimented with? For example, have you adopted a common language for leadership using something like The Leadership Challenge or Situational Leadership? Have you embraced a personality styles tool like Everything DiSC or MBTI? Please let us know what frameworks you've used, and please comment on the successes/adoption rates of such frameworks.	DNREC has established core values (http://dnrec.alpha.delaware.gov/mission/) fundamental to support the agency vision and mission. The agency has deployed DiSC as a behavior assessment tool in numerous (but not all) divisions/sections in the past. DNREC leadership has identified key organizational competencies to ensure alignment, sustainability, internal competency growth, and continued performance improvements. These organizational skills and competencies include establishing standard work, initiative/innovation, effective communication, coaching, leadership, problem solving, process management, strategic planning and decision making. However, <u>no official cultural framework</u> has been adopted at this time.

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Section I: Background	3	2	Our agency must address the underlying management systems and organizational competencies that define desired values, behaviors and results.	Does DNREC conduct a regular employee engagement survey? If so, please tell us the cadence and provide any data you can that shows the most recent results and the trends over multiple survey rounds.	Yes, the most recent employee engagement survey was completed in 2015 and the next survey is scheduled for release in 2017 at which time preliminary trends would be available. The most recent survey summary report will be posted as Appendix C with the NAT17002-LMS Bid State Details online (http://bids.delaware.gov/).
Section I: Background	3	2	Our agency must address the underlying management systems and organizational competencies that define desired values, behaviors and results.	Has DNREC created/adopted a high level visual/model that scopes the various components associated with this initiative? For example, a house model that presents a visual representation of what you wish to achieve?	DNREC improvement initiatives include expanding our Lean strategy, updating document management, modernizing information technology and providing a modern and fully responsive website. All these efforts focus on "Making Things Better" for our customers. Visit our website for further information on our information management and technology initiatives: http://dnrec.alpha.delaware.gov/improving-dnrec/ To expand our Lean strategy, DNREC is currently developing an inventory of all DNREC processes grouped by functional areas/lines of business, as well as process criteria to aid in the selection of processes and workflows that should be prioritized first for evaluation.
Section I: Background	2	3	DNREC will eliminate activities that add no value. We will align, standardize and improve essential work practices across programs and business functions.	Does this mean you are looking for both Lean and Six Sigma solutions and support?	Yes. DNREC is looking for continuous improvement solutions which include, but are not limited to, Lean and Six Sigma. DNREC has not adopted a single solution for continuous process improvements. Our agency is exploring various models and methodologies that best address the process area (or problem) being improved, designed or solved.
Section I: Background	2	3	DNREC will eliminate activities that add no value. We will align, standardize and improve essential work practices across programs and business functions.	Can you please describe in more detail what kind of training/project support DNREC is equipped to handle with internal resources versus what programs you'd like an external vendor to facilitate? (e.g., Intro to Lean or Six Sigma, Green Belt/Black Belt, Value Stream Mapping, etc.)	DNREC has adequate facilities for coaching and training exercises. The vendor(s) would be providing the trainer/facilitator. The coaching and training could be through structured lessons but must include hands on mentoring through process improvement projects in order to build internal capacity and ensure sustainability.
Section I: Background	8	3	"DNREC anticipates awarding multiple contracts as a result of this solicitation"	Will other State agencies be eligible to utilize this contract?	Yes. As stated in Section IV.D.2., this RFP includes the opportunity for cooperative use. As a publicly competed contract awarded in compliance with 29 DE Code Chapter 69, this contract is available for use by other states and/or governmental entities through a participating addendum. Interested parties should contact the State Contract Procurement Officer identified in the contract for instruction. Final approval for permitting participation in this contract resides with the Director of Government Support Services and in no way places any obligation upon the awarded vendor(s).
Section I: Background	8	3	"DNREC anticipates awarding multiple contracts as a result of this solicitation"	Does the State have a preferred number of awards or estimated number of awards that they will make?	No.
Section I: Background	8	3	DNREC anticipates awarding multiple contracts as a result of this solicitation	(1) Will there be a "not-to-exceed" amount associated with each of the contracts? (2) Is there an estimate or target budget per task per vendor?	(1) No; (2) No.

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Section I: Overview	2	1	DNREC seeks to align, standardize, and improve agency work practices; to establish common processes that deliver business efficiencies; to coach and train agency staff for ensuring sustainability, internal competency growth, and continued performance enhancement; and to maximize the value of forthcoming information technology redesign.	Can the DNREC clarify whether selection through this RFP or participation on future Project Task Orders would preclude vendors from bidding on potential future projects recommended or scoped through the Project Task Order(s)?	No exclusions are (or can be) identified at this time. Project Task Orders, constructed within the scope of this contract, would be solicited to qualified vendors for quotes throughout the contract performance period. Project Managers would consider vendor resources and experience with similar improvement projects in their selection decision for each Task Order.
Section I: Overview	Background	2	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 eliminate backlog), and reduced brownfield remediation process time by nearly 45%. Additionally, other agency programs have experienced performance improvements through the use of Lean tools and Kaizen-based improvement projects since 2005.	Is DNREC currently receiving Lean contractor support?	DNREC has received intermittent training in Lean Management systems, tools and techniques from various government peers, independent contractors and cooperative project assistance from students and instructors in the University of Delaware, Leaner School of Business.
Section I: Overview	Background	2	In developing more mature Lean management system, DNREC intends to advance our continuous improvement efforts by acquiring professional process improvement facilitation and consultation services aligned with training and coaching to build internal capacity and ensure improvements as sustained.	Please summarize the size of the DNREC organization and existing Lean experience, training, and internal capability. Can you provide an estimate of the number of Lean projects undertaken annually and anticipated in the future?	A summary of DNREC programs and size can be reviewed on the State of Delaware Office of Management and Budget webpage: http://www.budget.delaware.gov/budget/fy2017/documents/operating/voll/dnrec.pdf Some DNREC staff (~50 or less) have received intermittent training in Lean Management systems, tools and techniques from various government peers, independent contractors and cooperative project assistance from students and instructors in the University of Delaware, Leaner School of Business. There is no current estimate of the number of Lean projects undertaken or anticipated annually.

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Section II, 3.1, a-e: Scope of Services, Project Stages and Deliverables		4	<p>Project Orientation requires the Contractor to:</p> <p>a. Participate/host Project kick-off meeting to introduce Project principals, review Project goals, and discuss roles, responsibilities, baseline assumptions, and expectations at a high level;</p> <p>b. Start the refinement of the Project plan, including all deliverables within and at the end of each Project phase or segment as described in the Contractor’s proposal;</p> <p>c. Create an initial Project plan with a baseline that will be maintained and updated throughout the life of the Project and available to the DNREC Project Manager at all times at all levels of detail;</p> <p>d. Identify additional tasks or deliverables needed or recommended. Present the templates/samples that will be used to track and record Project performance, workload, and Project status that will be reviewed at each weekly status meeting. Identify any other reports that will be provided and</p>	<p>(1) Do requirements (a-e) apply to organizing and setting up the overall Lean program?</p> <p>(2) Do the same requirements apply when the team is evaluating an individual DNREC process?</p>	<p>(1) Yes, as part of a repeatable methodology for conducting improvements to services and business processes and to be further defined in future Project Task Orders (“Project”) under this contract.</p> <p>(2) Yes, as part of a repeatable methodology for conducting improvements to services and business processes and to be further defined in future Project Task Orders (“Project”) under this contract.</p>
Section II,2.1,c: Scope of Services, Course of Action		4	<p>Provide any initial and on-going coaching and/or training needed for the appropriate DNREC personnel (ranging from senior staff to frontline personnel) so that they can be effective leaders/participants in implementing and sustaining these improvement efforts;</p>	<p>How much time will DNREC staff be permitted to attend training?</p>	<p>The appropriate DNREC staff will be permitted adequate time to attend the training necessary to fulfill the future Project Task Orders.</p>

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Section II,2.1,c: Scope of Services, Course of Action		4	Provide any initial and on-going coaching and/or training needed for the appropriate DNREC personnel (ranging from senior staff to frontline personnel) so that they can be effective leaders/participants in implementing and sustaining these improvement efforts;	Would DNREC like their staff to be able to independently lead Lean evaluations and implement improvements after completing the training?	Yes. It is intended that staff develop competency to lead Lean evaluations and implement appropriate improvements after training and sufficient coaching.
Section II,2.1,c: Scope of Services, Course of Action		4	Provide any initial and on-going coaching and/or training needed for...	How long might the “on-going coaching and/or training” be needed for?	The term of the contract between the successful bidder and the State shall be for 1 year with 2 optional extensions for a period of one (1) year for each extension. Coaching and training performed through Project Task Orders will be negotiated on a project-by-project basis throughout the contract term.
Section II,2.1,c: Scope of Services, Course of Action		4	Provide any initial and on-going coaching and/or training needed for the appropriate DNREC personnel (ranging from senior staff to frontline personnel) so that they can be effective leaders/participants in implementing and sustaining these improvement efforts;	How many DNREC staff will be participating in training?	On average each Project would be expected to have 1-2 program staff coached through the project stages and deliverables. Depending on the Project size and complexity, any core team training would be planned as part of the Project Task Order and on average less host than 12 staff per project.
Section II,2.1,d: Scope of Services, Course of Action		4	Conduct the Project event(s) with selected DNREC programs.	(1) Is each Project Event a separate COA, thus required to follow the approach provided in Section II.3? (2) If so, is there a set number of project events we should use when developing the price proposal or should we come up with our own estimate?	(1) Each event will be negotiated under a separate Project Task Order; and therefore, managed as a separate COA to follow the approach outline in Section II. (2) The total number of projects performed under this contract is not determined or limited.
Section II,2.1,d: Scope of Services, Course of Action		4	Conduct the Project event(s) with selected DNREC programs.	After the methodology is provided, how many individual processes (projects) does DNREC expect to improve under this contract?	The total number of DNREC improvement projects performed during this contract will be dependent on scope and scale. Additionally this contract would be available for use by other states and/or governmental entities through a participating addendum.
Section II,2.1: Scope of Services, Course of Action	1	4	further defined in future Project Task Order (“Project”) under this contract.	(1) How do Task Orders compare to COAs? (2) Since these future Task Orders are not defined in the RFP, how should they be treated when developing our Fixed Price Proposal? (3) Assuming there are multiple awards, will every Task Order be competed?	(1) Each project COA will be finalized and documented as part of the Project Task Order Scope of Work. (2) Fixed price proposals should be based on the hourly rate of contactor job classifications (or project roles) and shall include all direct and indirect costs. The required job classifications and estimated hours per classification would be finalized and documented as part of all future Project Task Orders. (3) Every project will require a completed Project Task Order.

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Section II,3.1,d: Scope of Services, Project Stages and Deliverables		5	Identify additional tasks or deliverables needed or recommended.	This suggests that the scope of each COA may be refined during Phase 1, Project Orientation. Is this correct? If so, will DNREC allow for the Price Proposal to be amended as the scope of the COA changes?	Yes. Recommendations to refine any Project COA would occur during the project orientation and identified in the Project Task Order Scope of Work.
Section II,3: Scope of Services, Project Stages and Deliverables	1	4	Section II.3, Paragraph 1, Page 4 states that “The Contractor will be required to perform all the Project stages listed below for each COA.” However, the first sentence in Section II.2 seems to indicate that the full contract scope is one COA.	(1) In developing our price proposal, should we consider Section 2.1 and 2.2 as separate COAs or one COA? (2)Alternatively, should we break the scope of work into multiple COAs as we see fit?	(1) Section II, 2.1 and 2.2 should be considered one COA. (2) Future Project Task Orders may warrant multiple courses of action in order to fulfill the task order. It is important to note that any Pricing Proposal submitted for this solicitation must follow the RFP Attachment 11 instructions and format.
Section II,3: Scope of Services, Project Stages and Deliverables		4	The Contractor will be required to perform all the Project stages listed below for each COA. Since activities will be done closely together or in parallel, some Project deliverables could be combined as appropriate and agreed upon in advance by the Contractor and DNREC.	What is DNREC’s expected delivery timeframe for each phase of work in Section II?	The expected timeframe for each phase of work will depend on the specific situation and service and business processes in need of review which will be determined after this contract is in effect. The project timeframes will be identified as part of each future Project Task Order.
Section II: 2.2 & 3.3: Scope of Services	2.2(a) and 3.3(a)	4 & 5	2.2 Course of Action: Recommend a pathway for DNREC to continue improving agency processes. The major milestone deliverables for 2.2 are as follows: a. Review the methodology(s) used, and the outcomes achieved for Project events that were improved in order to identify what worked well and what changes should be made as the agency improves its remaining processes; 3.3 Project Stages and Deliverables: Project Closure requires the Contractor to: a. Produce a post-Project evaluation document;	Is there a difference between the requirements 2.2(a) (page 4) and 3.3(a) (page 5)? If so, please explain.	No. Section II, 2.2(a) details the feedback intended from a project review and 2.2 identifies the deliverable in the form of a post-Project evaluation document.
Section II: Scope of Services	1	3	"...The needs of each division will depend on their specific situation and business processes in need of review, which will be determined after this contract is in effect."	Is there a maximum budget for this effort?	No. There is no contract threshold and project budgets will be determined and documented as part of each Project Task Order.

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Section II: Scope of Services	1	3	"...The needs of each division will depend on their specific situation and business processes in need of review, which will be determined after this contract is in effect."	Is there an incumbent consulting firm?	No. DNREC has engaged in intermittent training in Lean Management systems, tools and techniques from various government peers, independent contractors, and cooperative project assistants from the University of Delaware, Leaner School of Business.
Section II: Scope of Services	1	3	"...The needs of each division will depend on their specific situation and business processes in need of review, which will be determined after this contract is in effect."	What is the time period you expect to have the consulting firm engaged for?	As per Section II, 2.1 and Attachment 12, the Project Task Order will determine the period of performance for each unique Project under this Contract. As per Section IV, D, 3(a), the Contract performance period shall be for 1 year with 2 optional extensions for a period of one (1) year for each extension. All engagement for services entered into during the duration of this contract and whose performance and payment time frames extend beyond the duration of the contract shall remain in effect for performance and payment purposes only for a maximum time of six (6) calendar months beyond the final termination date inclusive of renewals and extensions.
Section II, 3.3c: Scope of Services; and Section IV, D, 7: Terms and Conditions		5 & 26	(page 5) Prepare final invoice for payment, consisting of 10% hold back for each phase of the Project. (page 26) The State of Delaware will require a payment schedule based on defined and measurable milestones in each Project Task Order. Payments for any service will not be made in advance of work performed. The State of Delaware may require holdback of contract monies until acceptable performance is demonstrated (as much as 25%).	(1) Can you clarify the "holdback" provision stated on page 5, 3.3c? (2) We assume it is your standard practice in order to ensure each deliverable is satisfied before final payment is rendered, but not certain if there are other contingencies involved. If so, can you please state what those contingencies are?	Hold back will be based on deliverable acceptance, detailed in the job specific scope of work.
Section III, 3.2: Required Information, Contractor References and Qualifications		8	Contractors must provide at least three (3) references for work performed that is similar in nature to the scope of this RFP. It is strongly recommended that at least two of the references be a governmental entity (state, local or federal). In responding to this question Contractors should provide: Reference Company Name (company/agency name), Contact Person, Address, Phone number: Fax number, E-mail address, and a description and dates of services provided.	In terms of references submitted, is there a period in which services and work should have been performed?	No.

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Section III, 2.1: Required Information, Pricing and Attachment 11		7	States pricing information must be submitted on a “fixed price basis.” However, Attachment 11 asks for “Hourly Billing Rate” being itemized per role.	Can you please clarify?	As presented in Attachment 11, vendors are to identify their job classification inventory (or project roles) and the associated hourly bill rate for each job classification. Bill rate shall include all direct and indirect costs. Vendor shall attach a detailed job description for each classification identified.
Section III: Required Information and Attachment 11	B. Service Requirements , 2. Pricing	7 and 46	2.1 The pricing information must be submitted on a fixed price basis. The pricing proposal must be itemized. Please complete the pricing sheet provided in Attachment 11. Attachment 11 says - Please identify your job classification inventory (or project roles) and the associated hourly bill rate for each job classification. Bill rate shall include all direct and indirect costs. Vendor shall attached a detailed job description for each classification identified. Individual project proposals shall include the required job classifications and estimated hours per classification in the proposal.	Section 2.1 of RFP states to submit a fixed price but Attachment 11 is asking for rates and that hours would be provided as part of future project proposals. Please confirm that only bill rates are required and fixed pricing applies only to future project proposals?	Correct, only bill rates by job classifications (or project roles) are required on the Pricing Sheet (Attachment 11).
Section IV, B, 15,a: Administrative Information, RFP Questions and Answer Process		14	The State of Delaware will allow written requests for clarification of the RFP. All questions shall be received no later than April 5, 2017. All questions will be consolidated into a single set of responses and posted on the State’s website at www.bids.delaware.gov by the date of April 17, 2017. Vendor names will be removed from questions in the responses released. Questions should be submitted in the following format. Deviations from this format will not be accepted.	With questions and answers being posted by April 17th, based on the number of questions asked and the date in which they are posted, is there a chance the State will consider extending the due date?	As of April 17, 2017, there is a two-day extension for Response to Vendor RFP Questions to Wednesday, April 19, 2017. Subsequently, the deadline for Receipt of Proposals has been extended to Tuesday, May 2, 2017. All other terms and conditions remain the same.

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Section IV,B,10: Administrative Information, Submission, Realistic Proposals		11	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. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.	Would DNREC like to see fixed price estimates (with a payment schedule) for each Project Task based on milestones in our response?	As presented in Attachment 11, vendors <u>are required</u> to identify their job classification inventory (or project roles) and the associated hourly bill rate for each job classification. Providing an example project estimate with a fixed price and payment schedule is <u>not</u> required.
Section IV. B. 11: Confidentiality of Documents	3	12	"Vendor(s) may submit portions of a proposal considered to be confidential business information in a separate, sealed envelope labeled "Confidential Business Information" and include the specific RFP number."	Can the sealed "Confidential Business Information" component of the proposal follow initial submissions by 3-5 business days? This will allow reviews to get underway while vendors prepare their confidential versions in accordance with the public records laws.	No.
Section IV.B.24: Award of Contract	4	16	After a final selection is made, the winning vendor will be invited to negotiate a contract with the State of Delaware; remaining vendors will be notified in writing of their selection status.	This seems to indicate a single winner will be selected. Earlier in the RFP it indicated that multiple contracts were anticipated. Please confirm.	Pursuant to 29 Del. C. § 6986, the State of Delaware may award a contract for a particular professional service to two or more vendors. DNREC anticipates awarding multiple contracts as a result of this solicitation. In addition, this RFP includes the opportunity for cooperative use. As a publicly competed contract awarded in compliance with 29 DE Code Chapter 69, this contract is available for use by other states and/or governmental entities.
Section IV.B.24: Award of Contract	4	16	After a final selection is made, the winning vendor will be invited to negotiate a contract with the State of Delaware; remaining vendors will be notified in writing of their selection status.	Please share DNREC's thinking on multiple vendors. What are your goals associated with establishing a pool of vendors? Are you anticipating more work than any one vendor is likely to be able to handle? Are you looking for vendors with different skills and capabilities to support different elements of your journey? Are you seeking to create competition for follow-on solicitations?	DNREC anticipates awarding multiple contracts as a result of this solicitation in order to expand the resource available for the agency's diverse programs and services (permitting and licensing, concessions, land management, laboratory services, compliance assessment, enforcement, etc.). From contracts awarded, specific Project Task Orders would be solicited for quotes from qualified vendors as early as July 1. In addition, this RFP includes the opportunity for cooperative use by other agencies, states and/or governmental entities.
Section IV,C,5: Administrative Information, Evaluation Process		20	(Oral Presentations) The vendor representative(s) attending the oral presentation shall be technically qualified to respond to questions related to the proposed system and its components. All of the vendor's costs associated with participation in oral discussions and system demonstrations conducted for the State of Delaware are the vendor's responsibility.	Are key personnel expected to be in attendance at Oral Presentation of companies invited to present?	It is preferred that key personnel are in attendance for any presentation.

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Section IV.D.7c: ACA Safe Harbor	1 & 2	23	All	This Safe Harbor Fee is completely new to us. Can you please provide more detail on what is required of vendors, and on what is required for a vendor to receive the full 5 points on the evaluation?	Because of where work may be performed, Delaware could be viewed as a Common Law employer for staff provided for the task. The State will be utilizing the Safe Harbor Exception which requires vendors to charge an additional fee for those employees who obtain health coverage from the Vendor. Vendors are to identify a per invoice fee to be charged for employees working under the contract that obtain health coverage through your firm. The fee must be a separate line item on the invoice and designated as the Safe Harbor Exception Fee. The fee is an added expense to the State, therefore taken into consideration in the evaluation process.
Section IV,D, 7d: Administrative Information, Terms and Conditions, Licenses and Permits		24	Prior to receiving an award, the successful vendor shall either furnish the State of Delaware with proof of State of Delaware Business License or initiate the process of application where required.	Does this mean a potential contractor should apply before actually being named to the roster, or is it sufficient to apply once the organization has been notified?	Application at time of award notification is acceptable.
Section IV.D.7g: Insurance	3	25	b. Medical or Professional Liability \$1,000,000 per occurrence / \$3,000,000 aggregate, c Misc. Errors and Omissions	We have been in business 15 years providing these kinds of services to various government agencies and other organizations, and we have always been able to waive the request for Professional Liability and/or Errors and Omissions insurances (as these insurances really don't apply to the types of coaching and training services we provide). Will DNREC consider waiving this requirement?	Vendors must identify and submit any Exceptions to the solicitation on Attachment 3. During contract negotiations, a vendor may request a change/exception in the contract language. At that time the State of Delaware, Attorney General and/or Office of Management and Budget, Insurance Coverage Office will be solicited for a determination.
Section IV: Professional Services RFP Administrative Information	B. RFP Submission, 2. Proposals	10	Each proposal must be submitted with 2 paper copies and 1 electronic copy on CD or DVD media disk, or USB memory drive. Please provide a separate electronic pricing file from the rest of the RFP proposal responses.	Please confirm that only an electronic copy of the pricing file is required and not 2 paper copies?	Correct, only one electronic copy of the Pricing Proposal is required. Pricing and cost information must be sealed and separate from the rest of the Vendor Proposal.
Section IV: Professional Services RFP Administrative Information	F. Attachments	34	The following attachments and appendixes shall be considered part of the solicitation: <ul style="list-style-type: none"> • Appendix A – Minimum Response Requirements • Appendix B – Scope of Work / Technical Requirements 	Unable to find Appendix A and Appendix B, which were listed on Page 34, Section F.	These appendix documents were referenced in the solicitation as an oversight. The documents are <u>not applicable</u> to the solicitation and <u>not required</u> as part of their proposal response.

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Attachment 11: Vendor Pricing Sheet	N/A	46	"Hourly Billing Rate"	Not all vendors have hourly rates available; would the State consider allowing Bidders to propose rate cards for this framework contract in accordance with their standard commercial practices, for example a weekly rate card? This affords the Department the same flexibility in establishing a fee schedule for possible tasks, and will likely increase competition.	For price comparison purposes all vendors are asked to provide an hourly rate. The rates proposed will be "not to exceed" rates and further negotiations for projects under the contract will be considered.
Attachment 11: Vendor Pricing Sheet		46	Bill Rate shall include all direct and indirect costs.	Assuming that indirect costs should include any travel, is there an expectation for how much of the work by the contractor should be on-site?	The core project work is presumably completed onsite. However, work offsite could be negotiated and approved with each future Project Task Order. In such instances, Project Task Orders would outline work to be completed both onsite and offsite.
Attachment 11: Vendor Pricing Sheet		46	BILL RATES: Please identify your job classification inventory (or project roles) and the associated hourly bill rate for each job classification. Bill rate shall include all direct and indirect costs. Vendor shall attached a detailed job description for each classification identified. Individual project proposals shall include the required job classifications and estimated hours per classification in the proposal. DNREC requests resumes for the proposed project team members. Job Classification/Project Roles Hourly Billing Rate	Is there a minimum or maximum number of proposed key personnel an Offeror can submit?	No. The number should be appropriate to the level of service an offeror can provide and should be communicated in a fashion that would allow for the proposal evaluation team (PET) to compare for best value. As stated in Section IV, C.2., the goal of this RFP is to accomplish the tasks stated in the Scope of Services/Business Requirements Section (Section II) for the best value. Contractors proposing alternatives which provide substantially better or more cost effective performance than achievable under a stated RFP specification, or Contractors that propose discounts, uncharged services or other benefits in addition to the RFP specifications may receive PET preference or additional points.
Attachment 5: Business References		40	Please do not list any State Employee as a business reference. If you have held a State contract within the last 5 years, please provide a separate list of the contract(s).	In terms of Business References, can State Employees of other States (such as Maryland and Pennsylvania) be listed as a business reference?	Yes, other States is acceptable.
Attachment 5: Business References		40	Please do not list any State Employee as a business reference. If you have held a State contract within the last 5 years, please provide a separate list of the contract(s).	In terms of Business References, should State contracts held within the last 5 years with States other than Delaware be listed on a separate list?	Yes, State of Delaware and other State contracts within the last 5 years should be listed separately.

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Attachment 5: Business References		40	Please do not list any State Employee as a business reference. If you have held a State contract within the last 5 years, please provide a separate list of the contract(s).	If Business References cannot be State Employees but all relevant work was performed for the State, what type of individual would you prefer be listed as a Business Reference? (For example, partner firms, contracted Project Managers, etc.)	State of Delaware employees cannot be listed. Other States can.
Attachment 5: Business References		40	Please do not list any State Employee as a business reference. If you have held a State contract within the last 5 years, please provide a separate list of the contract(s).	Would you like listed Business References to include brief past performance explanations to further explain the services and work performed within the referenced contract?	No. You can provide a short description of work performed. Someone will reach out to vendors for a reference check.
Attachment 9: Employing Delawareans Report		44	<p>As required by House Bill # 410 (Bond Bill) of the 146th General Assembly and under Section 30, No bid for any public works or professional services contract shall be responsive unless the prospective bidder discloses its reasonable, good-faith determination of:</p> <p>1. Number of employees reasonable anticipated to be employed on the Project(s): _____</p> <p>2. Number and percentage of such employees who are bona fide legal residents of Delaware: _____</p> <p>Percentage of such employees who are bona fide legal residents of Delaware: _____</p> <p>3. Total number of employees of the bidder: _____</p> <p>4. Total percentage of employees who are bona fide resident of Delaware: _____</p> <p>If subcontractors are to be used:</p> <p>1. Number of employees who are residents of Delaware: _____</p>	In reference to the Employing Delawareans Report, in the scenario an Offeror is proposing key personnel who are legal residents of Delaware and employment of these individuals is based on contract award, how should this be reported?	Report after award for potential key personnel. Yearly, after initial award and reporting.