

# Appendix B

## Scope of Work

### Commission, Board and Council Review Project

#### Background

Governor Carney's Executive Order 4, established the Government Efficiency and Accountability Review (GEAR) Board to help identify, on an ongoing basis and over the long-term, opportunities for cost savings and efficiencies that will improve the delivery of state services. In support of this initiative, the Office of Management and Budget (OMB) is seeking to have greater transparency into government activities surrounding and participating in State Commissions, Boards, Councils, etc. (thereafter "CBC" or "CBCs"). OMB is seeking a Vendor to evaluate State CBCs that are placed within or staffed by State agencies or Courts, or miscellaneous CBCs placed outside of state agencies.

#### Participating Departments

All Departments will be included in the project charter.

#### Preliminary List of Commissions, Boards and Councils

Appendix C is a list of known and identified Commissions, Boards and Councils that have been gathered during the initial creation of this Request for Proposal. The Vendor will have an obligation to review the provided list, and detail the information identified below in the Scope of Services.

**NOTE:** The list may not be complete, and any identified deficiencies shall be captured by the Vendor during their efforts. Any omitted Commissions, Boards, or Councils, and/or Subcommittees of the same, should be separately identified along with the requisite information as identified in the Scope of Services below.

#### Scope of Services

The Vendor will provide these services as identified below.

The Office of Management and Budget seeks a Vendor to complete a review of existing CBCs. The CBCs to be evaluated will be assigned by the Director of Boards and Commissions, Office of the Governor (OGOV). The evaluation will include, but is not limited to:

- Establishing a chronology of enabling authority for each CBC, including identifying original sponsor of the CBC;

- Reviewing the bylaws for each CBC and determining whether bylaws exist and are current and publicly available;
- Noting which Agency and Division within the Agency is responsible to staff, provide space or a budget of the CBC, if any;
- Determining how the Chair, Executive Director, or like position, is established in Delaware Code or enabling creation– as appointed, virtue of position or elected?
- Defining the purpose and function of each CBC and determining the extent to which each CBC meets their purpose and function;
- Identifying statutorily mandated staff assigned to assist the CBC;
- Ensuring agendas, minutes, membership, and annual reports (if required) are posted in compliance with the establishing statute of the CBC;
- Identifying total membership to include members by virtue of position and if they have the ability to appoint a designee, or who is the appointing authority for members that are not by virtue of position.
- Who are all the named members for each CBC, and confirming membership records are current;
- How many members count towards quorum;
- Identifying any vacancies on CBC for a period of greater than six (6) months continuously and to include expired terms for greater than (6) months;
- Identifying evidence that vacancies have been consistently reported to the OGOV;
- Analyzing attendance patterns, identify attendance issues, and indicate whether absentee members have been reported to the Governor;
- Analyzing meeting patterns and determine whether CBC is compliant with meeting requirements and if the requirements are based on the enabling creation or by-laws;
- Identifying evidence of a quorum for CBC meetings;
- Aggregating time consumed in preparation for and in the conducting of CBC meetings;
- Classifying CBCs with similar purpose and goals for possible combining efforts;
- Determining whether a CBC may be made smaller and continue to accomplish their establishing purpose and goals; and
- Calculating the costs associated with each CBC, including payment requirements or reimbursement of expenditures for CBC members.

The Vendor will work with identified Department personnel to gather and collect information on current Department responsibilities and attendance for CBCs.

- The Vendor will hold pre-implementation or planning session(s) with the OGOV Director of Boards and Commissions, and the Office of Management and Budget Point of Contact (“POC”) or designee to discuss the review and information gathering effort.
  - The Vendor should come prepared with proposed templates for gathering information that captures the information identified as critical for success of the effort.
  - The Vendor should be prepared to show the methodologies that are to be used with Departments to gather the information required. This would include proposed survey and/or online/in-person questionnaires to solicit the information required.
  - The state POC shall offer initial feedback, and if appropriate, suggest modifications to templates and basic information gathering templates.

- If changes are required to any documentation, the Vendor shall be prepared to turn in templates with changes no later than seven business days after completion of the POC meeting.
  - The POC shall approve all processes to be used by the Vendor, and any such approvals shall not be unreasonably withheld.
- The Vendor shall conduct an interview with the Group's designated Agency staff, Chair or leader, and not less than one (1) other Group member to determine internal perceived effectiveness of effort, and gauge metrics for evaluation in producing a final report.
  - With POC oversight, the Vendor may be able to accomplish reviews with more participants, if electronic data collection methodologies are approved (i.e. surveys, emails, etc.)
- What critical factors were considered to justify the ranking?
- The Vendor will conduct a post interview/data collection meeting with the OGOV Director of Boards and Commissions, the OMB POC, and other designated individuals if requested for a review of the findings, prior to the creation of a preliminary report.
  - Identified 'gaps' and/or omissions in the report data collected shall be rectified prior to publication of a preliminary report.
- The Vendor will publish a preliminary report that consolidates its findings, and makes suggestions for improved efficiency. Findings will be:
  - Overview Description of CBC Goal;
  - Reliability of meeting, based on frequency of CBC meetings and attendance;
  - Any suggested efficiencies that might be gained if the CBC's activity is consolidated;
  - Removal of certain non-critical Agencies or Agency membership from participation, based on known CBC mission(s).
- The Vendor will hold not less than one (1), but not more than three (3) presentations with an executive panel, which shall be identified by the OMB Director, or identified designee and/or the state's contractual Point of Contact (POC). The purpose of the meeting(s) will be to:
  - Discuss the preliminary report;
  - Respond to questions about methodology and/or report content;
  - Identify 'gaps' or inconsistencies in methodology, if any;
  - Establish guidelines for follow-up by the Vendor;
  - Finalize a timeline for final report to be submitted to the OMB Director.
- The Vendor will need to re-initiate action on any items addressed with the executive review panel.
  - The timing for completion of activities will be agreed to between the parties, but not more than one month after completion of the preliminary evaluation review.
- The Vendor will deliver Final Report to the OMB Director or designee by the time mutually agreed to with the executive panel.

- The Vendor will hold one (1) presentation panel, if requested, with the executive panel, and/or any invited personnel, not to exceed 50 invited individuals to respond to questions about information gathered, methodologies used, recommendations suggested and a proposed timeline for action, if any.
  - The OMB POC will make space accessible to the Vendor to hold the presentation in a location of the state's choosing, with or without public notice and access.
  - Reasonable access to Audio Visual equipment and materials will be considered.
  - The presentation will not begin prior to 8 AM in the morning nor begin later than 7 PM, with allocated time not to exceed 2 hours.
  - Presentations may only occur on a day Monday through Friday (not on a State of Delaware identified holiday), and only with the acceptance and approval of the OMB POC.

## Pricing

The Vendor is required, with submission of their proposal, to submit a proposed pricing structure for the completion of the project. The pricing must be inclusive of all activities, and shall not include any additional reimbursements for travel, postage, supplies, time, etc.

The State will NOT accept a pricing structure that is based on a per hour charges, or invoiced to OMB based on the hours the Vendor completes work.

Should OMB ask for, and/or otherwise expand the scope of the project, or request other services that were not originally identified in the pre-implementation planning, OMB and the Vendor will have an opportunity to negotiate for those ancillary services.

## Payment Structure

The proposed payment structure will be established as identified below.

- Not more than 25% of the contract amount established will be paid at the completion of the pre-implementation planning session. This requires the final receipt and approval by the OGOV Director of Boards and Commissions, and/or the Office of Management and Budget POC of the project plan, with all approved information gathering templates.
- 40% of the contract amount established will be paid with the completion of the post project review sessions preliminary report accepted by the OGOV Director of Boards and Commissions, and the OMB POC.
- 10% of the contract amount will be paid with the receipt of the Final Report to the OGOV Director of Boards and Commissions, and the OMB Director.
- 25% of the contract amount will be paid after the delivery of the final executive committee presentation, if requested. If not requested, the final 25% will be payable, within 30 days after the delivery of the Final Report to the OMB Director and the OGOV Director of Boards and Commissions.