

October 5, 2026

TO: ALL OFFERORS

FROM: Matthew Haritgan
PSC Executive Director

SUBJECT: ADDENDUM TO INVITATION TO BID - CONTRACT NO. STA26-PSCSTR -
PSC STRUCTURE REVIEW AND CONSULTING

ADDENDUM #1

Question 1: **Text:** "Each proposal must be submitted with five (5) paper copies and one (1) electronic copy on CD or DVD media disk, or USB memory drive." (RFP, Page 4)

Conflicting text: "One (1) electronic copy of the vendor proposal submitted by the deadline to PSCRFP@delaware.gov." (Appendix A, page 40)

The two text excerpts from the RFP provided above describe different submission instructions. Please confirm whether vendors should submit paper copies with an electronic copy on disk or USB drive, submit an email with electronic documents attached, or both.

Answer 1: Both.

Question 2: **Text:** "4. One (1) complete, signed and notarized copy of the non-collusion agreement (See Attachment 2). Bid marked "ORIGINAL", MUST HAVE ORIGINAL SIGNATURES AND NOTARY MARK . All other copies may have reproduced or copied signatures – Form must be included."

As noted in the text above, Appendix A, item 4 says that a notarized Attachment 2 with original signatures is required. If an email submission alone is acceptable, how should vendors provide the signed and notarized original.

Answer 2: Please see Answer 1 above.

Question 3: **Text:** "This contract will be issued to conduct a study to assist the Secretary of State and Department of State in reviewing the structure of the Public Service Commission and its staff, commissioner term length, qualifications of commissioners, the Commission's role in strategic planning for the State, and the best use of the PSC staff as it relates to the Commission's role and responsibilities. The study will examine whether commissioners should serve on a part-time or full-time basis, the geographic residency and appointment process, number of commissioners, and recommended changes to the PSC staff, and the commission's role in energy policy, economic development, and environmental issues in the State." (RFP, pg. 2)

Conflicting text: See Appendix B, Scope of Work, pg. 41.

Answer 3: Section II Scope of Services is meant to be an overview of the RPF. Appendix B lists some of the individual tasks expected to be completed by the selected vendor. A complete Scope of Work will be negotiated with the selected vendor.

Question 4: The RFP, Section II, Scope of Services lists topics that Appendix B does not specifically include. For example, part-time or full-time service, geographic residency, the appointment process, the Commission's role in strategic planning for the State, and its role in energy policy, economic development and environmental issues. Please confirm whether the technical proposal should treat all topics in Section II as required scope in addition to Appendix B.

Answer 4: Please see Answer 3 above.

Question 5: **Text:** "Select more than one vendor pursuant to 29 Del. C. § 6986. Such selection will be based on the following criteria:

o Expertise performing a particular activity or task related to wholesale electricity markets..." (RFP, pg. 12).

The bottom of pg. 12 of the RFP refers to wholesale electricity markets, which does not appear to be part of project scope. Is having wholesale electricity market experience part of the selection criteria? Furthermore, does the State intend to consider more than one award for this contract?

Answer 5: The reference to wholesale electricity markets was an administrative error. The State may consider more than one award for this contract.

Question 6: Does the Department of State have an anticipated budget, not-to-exceed amount, or range of funding available for the services contemplated by this RFP?

Answer 6: No

Question 7: Does the Department have an anticipated schedule for completion of the study, including stakeholder interviews, any interim or draft findings, and delivery of the final report?

Answer 7: The Department anticipates all work associated with RPF can be completed within one year.

Question 8: Does the Department anticipate any interim deliverables or presentations in addition to the final report?

Answer 8: No.

Question 9: : Does the Department anticipate that the work will primarily consist of a discrete study completed during an initial period, or does it anticipate ongoing consulting or implementation assistance following completion of the study?

Answer 9: The Department anticipates a discrete study.

Question 10: Does the Department have an anticipated number or particular types of jurisdictions that should be included in the comparative analysis, or should vendors propose an appropriate peer group and methodology?

Answer 10: Vendors should propose an appropriate peer group and methodology.

Question 11: Does the Department have an anticipated number of interviews, and will the Department assist the selected consultant in identifying, contacting, and scheduling interviewees?

Answer 11: The Department does not have an anticipated number of interviews and will assist in identifying and providing contact information for potential interviewees.

Question 12: Could the Department provide additional information regarding the types of organizational analysis, performance measures, or outcomes it envisions under these criteria?

Answer 12: Examples of organizational analysis may include operational and workflow analysis, gap analysis, and strategic analysis. The Department expects the selected vendor to identify best practices in terms of performance measures that employee and organizational effectiveness.

Question 13: To what extent does the contemplated review of PSC staff structure and organizational resource optimization include traditional human-resources matters, such as staffing levels, position classifications, compensation, recruitment and retention, employee performance management, or organizational culture?

Answer 13: The review should include an analysis of workload as it relates to staffing levels, position classifications, compensation, recruitment and retention.

Question 14: Does the Department contemplate a high-level assessment of potential AI applications and best practices, or a more detailed technical assessment, including specific technology recommendations, implementation planning, cybersecurity and data governance considerations, or cost estimates?

Answer 14: The Department expects the selected vendor to provide an assessment of how AI applications can be utilized to improve operational effectiveness and efficiency.

Question 15: Several matters identified in the RFP may require statutory changes. Should the consultant identify and recommend potential legislative or statutory changes where appropriate, and if so, does the Department expect specific proposed statutory language?

Answer 15: Yes

Question 16: Does the Department contemplate that this analysis will be limited to organizational structure and allocation of responsibilities among the PSC, Public Advocate, State Energy Office, and other state entities, or should it also address broader questions concerning the appropriate roles of these entities in developing and implementing Delaware energy policy?

Answer 16: The Department does not anticipate that the selected vendor will address the broader questions concerning various agency roles.

Question 17: What organizational charts, position descriptions, workload or case data, budgets, strategic plans, prior organizational reviews, or other relevant internal information will be made available to the selected consultant? Will the consultant be permitted to conduct confidential interviews with PSC staff?

Answer 17: The Department anticipates being able to share pertinent information with the selected vendor. Confidential interviews will be allowed.

Question 18: Who will review and provide comments on draft deliverables, and how many rounds of consolidated comments should vendors assume? Will the consultant be expected to present its findings or recommendations to the Secretary of State, the Commission, legislators, other state officials, stakeholders, or the public?

Answer 18: The selected vendor will be expected to produce a final report but may seek limited feedback from the Department as needed. The Department does not foresee multiple rounds of comments on draft reports, but this can be negotiated for the contract with the awarded vendor. The selected vendor will be asked to present its findings and recommendations only to a limited number of members of the Department of State, which may include the Secretary of State.

Question 19: Please clarify the required method or methods of proposal submission. Are vendors required to submit both the electronic proposal by email described in Appendix A and the five paper copies and physical electronic media described in Section IV.B.2, or does the Appendix A electronic submission requirement supersede the earlier instructions?

Answer 19: Electronic proposals can be submitted via e-mail; physical electronic media should be delivered via USPS or similar service.

Question 20: Is expertise related to wholesale electricity markets intended to be relevant to this procurement and potential selection of multiple vendors, or is this provision inapplicable to the scope of this RFP?

Answer 20: This provision is inapplicable to the scope of this RFP.

Question 21: **Re. Section IV. B.2 on page 5:** Would the deadline for the Proposals be extended to October 26 or October 30?

Answer 21: No.

Question 22: **Re. Section IV. B.5 on page 5:** Does the “Proposal Expiration Date” of February 1, 2027, also mean that the final study has to be submitted by that date; or, is there a separate date for the completion of the study, such as an exact date or a number of days/weeks/months after the final award date?

Answer 22: No, the final study submission date will be negotiated with the selected vendor.

Question 23: **Re: Appendix B. #6 on Page 41:** Do the interviews of the persons listed have to be conducted in-person or can these be conducted via video conference?

Answer 23: Interviews can be conducted in-person or via video conference.

Questions 24: **Re: Appendix B. #7 on Page 41:** Is there a limitation on the number of pages in the “comprehensive report of findings and recommendations?”

Answer 24: No.

All other terms and conditions remain the same.

If you have any questions, please contact me at 302-736-7532 or matthew.hartigan@delaware.gov.