

SHARED SERVICES CONSULTING SERVICES RFP

Submitted Questions and Answers

The following are the transcribed questions that Governor's Office of Management and Budget has received in writing with answers set forth in *italics* below.

1. Is the winning vendor precluded from bidding on additional RFP's that relate to this activity?

Governor's Office of Management and Budget does not intend to preclude the winning vendor from bidding on additional RFP's that relate to the subject matter of the Shared Services Consulting Services RFP.

2. Based on the open-ended scope of the RFP is GOMB considering a single-award only, or perhaps multiple awards based on unique proposals?

Governor's Office of Management and Budget will not limit this RFP to a single award and reserves the right to issue multiple awards.

3. In Section IV-A, you refer to "other operations of comparable size" in reference to the State's administrative services operations. As a potential bidder with primarily non-public-sector experience, we would like clarification about the size range of operations you would consider comparable.

With regard to other public sector entities, we would consider states with similar population size and similar geographical region to be comparable. With regard to non-public sector entities, we note that the agencies under the Governor currently employ approximately 57,000 employees in a decentralized environment, of which approximately 20,000 perform support services or management functions. Non-public sector entities (especially service industry entities) with similar employment demographics and logistics would be considered comparable.

4. Can you please provide us with the terms and conditions that will govern this project, contract and RFP?

A copy of Governor's Office of Management and Budget's standard form of contract will be posted as an attachment. Governor's Office of Management and Budget anticipates that the Form of Agreement to be executed in connections with this project will be similar in substance to the standard terms and conditions set forth thereon.

5. The State (CMS) has two consulting companies providing support for an Information Technology Rationalization Effort, which is providing significant

operational and technological insight for those companies performing the work. As a result, this could be a significant advantage in developing the scope of effort for the Shared Services Strategy Proposal. Will that information be made available or how can the playing field be “leveled” for the other respondents?

The State currently maintains (or over the past five years has maintained) consulting arrangements with numerous vendors that would provide operational oversight into the State’s management and administrative organization. Governor’s Office of Management and Budget does not believe that any of these vendors, including those vendors currently working with CMS on rationalization initiatives, have an advantage over other vendors. The strategic insight required by the RFP does not necessarily demand an understanding of the State’s current administrative organization. Instead the RFP focuses primarily on strategic consulting relating to the directions in which certain State functions could be reorganized to enhance efficiency and improve the quality of services provided to State agencies.

6. Could you provide further clarification on the scope of business functions contemplated by the state for shared services? For example, is the state focused more internally on such services as finance, HR, procurement, and/or IT, or is this effort more citizen focused to cover such services as receivables, licensing, and/or permits, or is it both? Will this project be given a list of functional areas to focus on for shared services? If so, will this list be available to prospective vendors while preparing their responses?

There is no limit to the business functions which may be covered by the shared services project. The State is interested both in internal support functions and in certain citizen focused functions, to the extent that projects relating to these citizen focused functions improve the State’s ability to provide services to its citizens. We anticipate that one part of the project will be a determination of those functional areas that are most appropriate for the use of shared services. As a result, no definitive list of functions will be provided to prospective vendors for the preparation of RFP responses.

7. What will be the level of participation of state personnel for this project?

State personnel will participate in the project in the following capacities. Governor’s Office of Management and Budget will assign certain of its staff to participate in this project, and will utilize the resources of the remainder of its staff for assistance on the project as it determines appropriate. Functions such as data collection and state agency interaction will be performed primarily by Governor’s Office of Management and Budget personnel. In addition, the State will maintain an advisory committee composed of Governor’s Office of Management and Budget and other agency personnel to provide oversight and strategic direction to the project.

8. Are there other entities (e.g., third party service providers) with whom the successful vendor will need to interact? If so, who are they?

It is not anticipated that the successful vendor will need to interact with other entities during the course of this project. Interaction will likely be limited to interaction with Governor's Office of Management and Budget.

9. Does the state have any significant changes currently being reviewed or being implemented that will materially affect this shared services approach? Examples might be outsourcing initiatives.

The State does not anticipate undertaking any significant initiatives during the course of this project that would materially affect the shared services approach. As a result of the project, the State may undertake such initiatives, whether in furtherance of this approach or otherwise.

10. Is there funding for the project, and is there a budget defined?

There is available funding for this project. A budget has not been defined for the project.

11. What agency participation is anticipated during the project?

State Agencies are expected to participate in the project in two ways. Agencies will work with Governor's Office of Management and Budget to produce information and documentation as requested by the winning bidder to support the preparation of the work product described in the RFP. Certain Agency personnel will also have limited advisory responsibility with regard to the work product and project oversight and will be available for input.

12. To what extent is "as-is" documentation (volume metrics, org charts, process flows) available for human resources, finance, or other administrative functions? If not available, is it anticipated this information will be collected during the project?

Agency by agency "as-is" documentation is currently being produced by various State agencies but will not be available in a timely fashion for use in the bid process. It is anticipated that this information will be collected by Governor's Office of Management and Budget for use during the project.