

**“Medicaid Program Business Process Consulting Diagnostic Services  
and Roadmap for Change”**

**OPASS 18-17900, eMM# MDM0018000807**

Vendor Questions

1. **Question-** What is the evaluation criteria for minimum qualifications on past performance? If a firm has the business process reengineering analysis for at least one public or private organization in lieu of one, will their proposal still be considered, or must the Offerors meet all the minimum qualifications to be considered?

**Answer-** Each Offeror must satisfy all the minimum qualifications listed in Section 1 “Offeror Minimum Qualifications,” namely, within the prior 5 years the offeror must have performed advisory services for Medicaid programs in at least 2 U.S. states or territories, each of which was valued in excess of \$200,000, and a business process reengineering analysis for at least 2 organizations with at least 500 employees each valued at no less than \$100,000 each, noting that both requirements may be satisfied by the same engagement.

2. **Question-** Is it acceptable to submit a joint proposal with another firm? A representative from one of the 2 firms will be in attendance at the Pre-Proposal Conference.

**Answer-** As stated in Section 2.1.2, “An Offeror, either directly or through its subcontractor(s), must be able to provide all services and meet all of the requirements requested in this solicitation.” An offeror may consist of a joint venture provided that all entities that comprise the joint venture commit to be responsible for contract performance and all meet requisite eligibility restrictions such as registration on eMaryland Marketplace (eMM).

3. **Question/Statement-** Why are there no African American sub set goals and no MBE goals on this job? This is “new age’ concept driven RFP by your department and not to include the requirement to utilize Black and MBE firm does not seem to be prudent and by not having any Black or MBE goals means that the vendor can be chosen if they do not include Black and MBE firms on their team and that would be a travesty. Please revisit your departments decision not to have a Black and MBE goals on this job. Also, please provide a copy of the firms that your department sent this RFP notice to.

**Answer –** It was determined by the Procurement Review Group (PRG) that this procurement did not have component elements suitable for subcontracting. The RFP was posted to eMM, with direct solicitation of 10 firms sent Notices of Availability.

4. **Question-** Are there any current incumbents?

**Answer –** No.

5. **Question-** Regarding Key Personnel: We understand from the RFP that contractors have to submit their own staffing plans.

- a. Is this correct?
- b. What is the maximum number of personnel that can be included?
- c. Is there a set of minimum qualifications that the key personnel have to meet?

**Answer-** Offerors will submit their own staffing plans. Key Personnel guidelines are outlined in Section 5.4.2.7 of the RFP. No maximum number of personnel is specified. "Previous experience in engaging at the top level of other state Medicaid programs for advisory services on strategy and a roadmap should be demonstrated and emphasized" according to Sec. 5.4.7.1(a) of the RFP.

6. **Questions-** In the minimum qualification criteria it states following: Consulting or advisory services for at least two U.S. state or territory Medicaid programs with each consulting or advisory service engagement valued at over \$200,000. If the contractor has such experiences with Federal assignments, will that be accepted / counted for the qualifications?

**Answer-** Each Offeror must satisfy all of the minimum qualifications listed in Section 1 "Offeror Minimum Qualifications." Federal experience may not be substituted for State experience.

7. **Question-** Who is the "State Executive" who will be the ultimate authority regarding acceptance of the report? What will his/her availability be to the core team (daily, weekly, other)?

**Answer-** The Contract Monitor will be accepting the Final Report. The Contract Monitor will work closely with the successful offeror, along with another senior transformation executive for MDH working directly with the Contract Monitor. Frequency of meetings will be determined by the Contract Monitor.

8. **Question-** In addition to Program staff, what other Department personnel does the state contemplate for participation in interviews with the Contractor?

**Answer-** As stated in Section 6.1 "Evaluation Committee" of the RFP, "The Department reserves the right to utilize the services of individuals outside of the established Evaluation Committee for advice and assistance, as deemed appropriate." No determination has yet been made as to what other personnel may be involved.

9. **Question-** In addition to Program staff, what non-Department state personnel does the state contemplate for participation in interviews with the Contractor?

**Answer-** As stated in Section 6.1 "Evaluation Committee" of the RFP, "The Department reserves the right to utilize the services of individuals outside of the established Evaluation Committee for advice and assistance, as deemed appropriate." No determination has yet been made as to what additional non-Departmental personnel may be involved.

10. **Question-** What does the State estimate to be the time period from proposal submission to go-live?

**Answer-** This contract will be awarded in accordance with the procurement method under COMAR 21.05.03. Following the proposal submission will be the evaluation process which is explained in full in Section 6 of the RFP. It is anticipated that proposals will remain due on February 8 and contract commencement may occur within weeks following that due date.

11. **Question-** 2.3.2.4 Does the state have any requirements around the structure, format, and specific content that must be included in the Final Report?

**Answer-** Please refer to sections 2.3.2.5.2.2 and 2.3.2.5.23 for the structure, format, and specific content regarding the Final Report. Any further information will be decided by the program and Contract Manager.

12. **Question-** Are the labor hours described in 2.3.2.5.3.2.1 to be included in the Contractor's firm fixed price (part of the 5% withhold following submission of the Final Report) or will these hours be considered to be in addition to the firm fixed price?

**Answer-** Yes, the Firm fixed price is to include the labor hours. Please refer to section 3.4.1 "Contract Type" of the RFP.

13. **Question-** Please provide a list of attendees from the pre-proposal conference.

**Answer-** This information will be posted on eMarylandMarketplace ([www.eMaryland.buyspeed.com/bso](http://www.eMaryland.buyspeed.com/bso)) and the MDH (<https://health.maryland.gov/procumnt/Pages/Procopps.aspx>) websites.

14. **Question-** What is the state's budget for this procurement?

**Answer-** MDH will not provide this information prior to the awarding of the contract.

15. **Question-** Under minimum qualification is the government very particular about the minimum value of the engagement mentioned?

**Answer-** Each Offeror must satisfy all the minimum qualifications listed in Section 1 "Offeror Minimum Qualifications."

16. **Question-** Will the agency reconsider its stand on MBE goals for this opportunity?

**Answer-** No. The Procurement Review Group (PRG) determined that this procurement did not have component elements suitable for subcontracting due to the duration of the service.

17. **Question-** Have any specific events led to the State's interest in seeking a Roadmap for Change?

a. What is the maximum number of personnel that can be included?

- b. Is there a set of minimum qualifications that the key personnel have to meet?

**Answer:** No.

**Answer (a.)** No maximum number of personnel is specified.

**Answer (b)** Minimum qualifications are set forth in Sec. 1 of the RFP.

18. **Question-** Please identify the individuals on the DOH Secretary's leadership team and describe their roles.

**Answer:** The contract monitor will determine the leadership team at MDH.

19. **Question-** How many total interviews does the state contemplate for this project?

**Answer:** The State reserves the right to conduct interviews or not to conduct interviews with as many offerors as may be deemed helpful.

20. **Question-** Which existing Contractors does the state contemplate would participate in interviews with the Contractor?

**Answer-** This RFP was posted to eMM and 10 firms were directly solicited via Notice of Availability. There is no predetermined set of contractors to be interviewed.

21. **Question-** Does the State expect community stakeholders to participate in the interview process? If so, please identify these organizations, or alternatively, the approximate number or community stakeholder organizations that would participate in this project.

**Answer:** No. The selection will be made by MDH personnel.

22. **Question-** What other existing state initiatives are underway (or are under consideration) that the State would like to align with the Roadmap for Change business process?

**Answer:** This will be more fully addressed after completion of the Roadmap for Change.

23. **Question-** Would the state entertain designating a state resource as the point of contact for scheduling meetings and securing meeting facilities? This would likely improve responsiveness and be more cost effective.

**Answer:** Yes, the state will designate a point of contact who may assist in scheduling of meetings.

24. **Question-** What level of assessment by program/office does the state expect? The RFP states (2.2.1) that the "objective is not detailed analysis...but rather executive-level analysis and recommendations to inform strategy and priorities." However, in Section 2.2.2, the RFP states "...experts perform a diagnostic assessment of all components of the Program and its strategies..." and Section 2.3.1.1 includes the deliverable to analyze existing workflow processes. For example, what workflows shall be reviewed? Are these high-level workflows that speak to the agency's decision-making processes or are these more detailed, programmatic level workflows that speak to how employees do certain jobs to meet Medicaid requirements (e.g. a flowchart on the assessment process for service level need?).

**Answer:** This will be more specifically determined as the envisioned work begins.

25. **Question-** Since this is a small effort (less than 6 months), would the successful awardee have an OCI with an upcoming work with the State of Maryland?

**Answer-** The services provided by this contract are thought of as “phase zero,” however, the State does not guarantee future work with the selected awardee.

26. **Question-** Is this initial RFP is to develop the strategy (to develop the 3-5 year road)? And if so, does the State plan to put out another RFP later in the year to implement those strategies? Would the contractor selected for the current contract be precluded from bidding on the implementation contract

**Answer-** The objective of services provided by this RFP is executive-level analysis and recommendations to inform strategy. If there are future plans to release an RFP to implement those changes the awardee of the current contract would not be precluded from the bidding.

27. **Question-** In addition to reviewing existing workflow processes/org structure, will the contractor have access to leadership to assess caps (the RFP mentions having access to the Department’s people, processes, and technology)?

**Answer-** Access will be determined by the contract monitor.

28. **Question-** Will the Contractor have access to the Department’s expenditures as part of the assessment (in addition to people, processes, technology)?

**Answer-** Access to expenditure information will be determined by the contract monitor.

29. **Question-** Does the Department have some initial thoughts on initiatives or projects they consider areas of that need to be addressed?

**Answer –** This will be more fully explored as work begins.