

## Vendor Management

### RFP Questions

11/17/22

1. The RFP is making very specific stipulations about a 3-day offsite and the desire to develop the 4-year Strategic Plan coming out of the offsite. The timing of the offsite falls relatively shortly after the final approval date. This "event driven" approach to strategic planning is common and viable, but it does have a few drawbacks.
  - Will you consider alternative process models (e.g., with a "build-up" phase leading to the offsite and a "follow-up" phase, both engaging staff and key stakeholders in the formulation of the plan and key initiatives)? The first phase of engaging with my clients is typically an exploration of the "why" of their strategic planning desire along multiple dimensions and in that context the determination which process is best suited to achieve the objective. If the process format is firmly set, this phase has to be designed differently.
    - VRNH response: Yes, we will consider options for the process models, but we do wish to have in-person meetings for the majority of stakeholder meetings as a part of the models proposed.
  - If I am able to propose several models for the planning process (including the event-based approach with most closely mirrors the RFP) and explain their relative benefits and downsides, would you want these to be submitted individually as competing proposals or as alternatives (with respective cost estimates) within the same response?
    - VRNH response: Yes, they could be included within the same response as different options with different costs.
2. The RFP notes that meetings such as the 3-day session may occur in-person or virtually. For budgeting purposes, are you able to provide any more information on the anticipated number and length of meetings that might be expected to take place in person?
  - VRNH response: We do wish to have in-person meetings for the majority of stakeholder meetings as a part of the models proposed.
3. In the section "Deliverables include" Assessment activities include researching existing data. Has the Outreach to key stakeholders of the bureau already been conducted or does that data need to be collected?
  - VRNH response: The bureau does have some data gathered through our recent comprehensive statewide needs assessment, customer satisfaction surveys and other data gathering mechanisms that will be shared with the chosen contractor. It

will then be determined what other resources need to be identified and gathered as a part of the strategic planning process.

4. Could you please provide additional information on what is meant by “internal and external opportunities and perceptions impacting the organization’s ability to achieve mission”.
  - VRNH response: All companies and organizations have internal and external threats that such as perceptions that impact her ability to achieve their mission (i.e., when a VR agency is in an order of selection the perception is the agency can’t serve as many people because categories are closed).
  
5. The RFP requests a financial and programmatic “model” as a deliverable. Please give more detail regarding preferences for what type of model is desired, for example, a mathematical algorithm, a flow chart to structure processes and resource allocation, or some other genre?
  - VRNH response: The RFP states that this should be an area to be addressed versus being a deliverable of the project. For example, if there is a financial or programmatic model that could assist the agency in being nimbler and more successful that could be proposed.
  
6. The RFP requests a thorough assessment of infrastructure needs including, but not limited to, physical plant, technology, human capital, and financial resources. Please give more detail regarding the scope of this assessment. What data regarding current physical plan, technology, human capital and financial resources does the Bureau have available? Does the Bureau anticipate activities beyond review of existing data and stakeholder engagement to assess needs?
  - VRNH response: The bureau has completed many assessments and can provide this information to determine what other needs might exist to be captured.
  
7. The schedule of events in the RFP lists February 2023 for Governor and Council approval of the contract. The RFP also advises potential bidders to plan on a three-day facilitated planning session in late February 2023. Can you please provide direction on the timing and how it allows for completion of the data review and stakeholder engagement work in time to inform the strategic planning session?
  - VRNH response: The bureau is open to alternative timing plans to accomplish the project that can be shared in the proposal.
  
8. How will data be exchanged between the consultant and the client, and how was this process considered when building the timeline for the project?
  - VRNH response: Data can be exchanged electronically between the contractor and the VRNH staff.

9. What is the not-to-exceed budget for this contract?
  - VRNH response: There is no defined not-to-exceed budget for this contract. The cost should cover the cost for the work products and deliverables.
10. How many internal stakeholders will the vendor need to interview and/or survey in the information gathering phase?
  - VRNH response: This would be determined through team discussions between the VRNH staff and the contractor?
11. Have these internal stakeholders already been identified by DOE, and can a list be provided now?
  - VRNH response: The full list will be developed through team discussions between the VRNH staff and the contractor.
12. How many external stakeholders will the vendor need to interview and/or survey in the information gathering phase?
  - VRNH response: This would be determined through team discussions between the VRNH staff and the contractor?
13. Have these external stakeholders already been identified by DOE, and can a list be provided now?
  - VRNH response: This would be determined through team discussions between the VRNH staff and the contractor?
14. Are the customer satisfaction survey responses that cover fiscal years 2020 and 2021 already compiled in a summation document, and if so, are they available online and can you provide us with a link? If not available online, can you provide us with the summation now?
  - VRNH response: The responses will be made available to the chosen contractor but not prior to the contract award.
15. Are the individual customer satisfaction survey responses that cover fiscal years 2020 and 2021 available online and, if so, can you provide us with a link? If not, can you provide us with them now?
  - VRNH response: The responses will be made available to the chosen contractor but not prior to the contract award.
16. How many customer satisfaction survey responses need to be reviewed and how many questions do the surveys have?
  - VRNH response: The responses will be made available to the chosen contractor but not prior to the contract award.

17. What format are the customer satisfaction survey questions (multiple choice, open ended, etc.)
  - VRNH response: The questions vary in their format. The survey will be shared with the contracted vendor.
18. Is there an online link to Comprehensive Statewide Needs Assessment online and, if so, can you provide us with a link?
  - VRNH response: No but the report will be provided to the contracted vendor.
19. If the Comprehensive Statewide Needs Assessment is not available online, can you provide us with a copy now?
  - VRNH response: No but the report will be provided to the contracted vendor.
20. How many pages is the Comprehensive Statewide Needs Assessment?
  - VRNH response: The report is 80 pages.
21. For the three-day session, will DOE be providing the location, or will the vendor be responsible for providing a space?
  - VRNH response: The NHED can provide options that are free to house the meeting days. If any venue would have a cost, the contracted vendor would have to arrange and pay for that venue.
22. If the vendor is responsible, does the DOE have any preferences, typical location examples, or ideas for where they would like the sessions held?
  - VRNH response: Yes, we have free venues that are in state building locations.
23. Can you now provide a link to or a copy of the last Strategic Plan?
  - VRNH response: No, there has been no recent strategic plan to share.
24. If the previous plan cannot be provided at this time, can you tell us the page length and structure of the plan?
  - VRNH response: No, there has been no recent strategic plan to share.
25. Do you have a preferred length and/or structure of the Strategic Plan?
  - VRNH response: No, but we would like a very action-oriented and living strategic plan.
26. Do you have an allotted budget for this project and if so, what is it?
  - VRNH response: There is no defined not-to-exceed budget for this contract. The cost should cover the cost for the work products and deliverables.

27. Can you please explain your expectations for ongoing coaching and implementation support?
- VRNH response: Ongoing coaching and implementation support would not continue past the end of the contract timeline.
28. How many hours are you expecting the vendor to provide for ongoing coaching and implementation?
- VRNH response: This would depend on how much time is spent on other activities until the end of the contract.
29. What is your expectation for the length of time this coaching and implementation support will need to be provided?
- VRNH response: VRNH response: Ongoing coaching and implementation support would not continue past the end of the contract timeline.
30. Has DOE been measuring their success in achieving its mission and goals over the past four years and if so, can you please explain how?
- VRNH response: Yes, the agency has undergone both federal and state performance monitoring in the past four years. From this work many quality assurance and internal controls have been defined for the bureau to assist with ongoing monitoring of the mission and goals.
31. If the DOE has not been measuring its success in achieving its mission and goals in the last four years, what are your expectations in regard to retroactively measuring such?
- N/A
32. Do you have a preference for whether the work is performed remotely or on-site?
- VRNH response: We do wish to have in-person meetings for the majority of stakeholder meetings as a part of the models proposed. Remote work could be done for follow-up meetings, check-ins, etc.
33. What percentage of the work would you prefer to be conducted on-site?
- VRNH response: Please see the answer to #32.
34. The first paragraph mentions an attached Appendix A, but the Appendix is not available on the website. Is it germane to the proposal or will be part of contract negotiations for the successful bidder?
- VRNH response: The terms of our state contract are posted on the RFP website along with the RFP.
35. we would like to know if you have a preference for New Hampshire consultants or if you are open to having consultants from other regions.

- VRNH response: Our Governor and Council approval process does allow for out of state contracts.