

NASACT
Benchmarking Services RFP
Questions and Answers

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1. RFP Purpose and Overview: Is there a standard set of agencies defined by the benchmark and the states collect their data based on the common set of agencies? Or is each state able to provide their responses based on their own agency structure and the agency comparisons are only between that state's agencies for a function?

Answer: Every state is a little different in how they define their business processes, as well as where these processes reside within each state. Specific agencies and processes are determined in the contracts with the individual states and cannot be determined at this time by NASACT. Any limitations on either the number of agencies or processes examined should be established by the vendor.

2. RFP Purpose and Overview: If there is a standard set of agencies with definitions determined by NASACT, then please provide the list of agencies with definitions. If there are not standard agencies, then please provide sample sets of agencies.

Answer: There is not a standard set of agencies; the specific agencies involved will vary depending on the unique structure of the state.

3. Section 1.1 mentions "a database of states' government metrics with which each state may compare its performance as a whole and the performance of its individual agencies". Are there additional specifics on the comparison capabilities that the database/app should provide?

Answer: Not other than what is included on page 2, number 2, of the RFP.

4. Section 1.1: Please provide additional clarity on the participating states and/or agencies that will be included in the initial benchmarking.

Answer: Specific agencies and processes are determined in the contracts with the individual states, and cannot be determined at this time by NASACT. Any limitations on the number of agencies examined should be established by the vendor.

5. Section 1.1: Please provide additional clarity on the working arrangements with participating states and/or agencies as it is preferred to make site visits to assist in providing data to ensure it is accurate and complete for benchmarking. Is it required to work from Lexington or is the team able to work remote to alleviate travel expenses?

Answer: The vendor will make site visits to the contracting state. No work will be done from NASACT's Lexington office. All work will be done at the contracting state or remotely.

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6. Section 1: Can you provide specifics around the sample size of states that will participate in this contract? What was the participation in the past?

Answer: We do not know how many states will participate in future benchmarks. Since 2005, 20 states have participated in benchmarking.

7. Number 4: There is mention of an evaluation tool. Are you referring to the evaluation tool that will support the baseline activity or are you referring to an evaluation tool that will monitor the overall program? Can you provide more details on the evaluation tool?

Answer: The evaluation tool is the survey developed by the vendor that states will use to gather data for the benchmark. The evaluation tool is proprietary and owned by the vendor.

8. Section 1.1: How will vendors be paid, based on states, agencies, deliverables (5 months), time/materials, etc.?

Answer: NASACT pays the vendor after we receive payment from the state (see page iii of the RFP for the schedule).

9. Proposed Schedule: The RFP states that each state contract should be completed within 5 months, and if the state requests multiple review areas they can be completed concurrently or sequentially. Does this apply if multiple states request services at the same time? Or is contractor expected to perform projects for more than one state concurrently?

Answer: Yes, it would apply if multiple states requested services at the same time; however, we generally only have one or two states to contract for benchmarking services in the same year and the winning vendor can work with the states to schedule the benchmarks.

10. Proposed schedule: What is the estimated period of time between baseline assessments and reassessment projects?

Answer: Each state determines the time period necessary for assessment projects.

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11. Section 1.2 mentions "the ability to measure on-going improvements." In order to provide historical comparisons and trending, should the new benchmark questionnaire contain all the historical questions and taxonomy from the current benchmark? Or are you looking for a brand new benchmark and the improvements would be based off of the new benchmark?

Answer: The development of the baseline measures is the responsibility of the vendor; therefore, this could be a new set of questions that is developed for comparisons. The evaluation tool is proprietary and owned by the vendor.

12. Section 1.2: Please provide the current benchmark questionnaire.

Answer: The current questionnaire was developed by the vendor. It is proprietary and owned by the vendor.

13. Section 1.2: Are there any questions that should be removed from the current benchmark? For instance, any questions that have not provided value and are no longer needed.

Answer: Not that we are aware of.

14. Section 1.2: Does the current benchmark questionnaire contain more than just cost and staff level questions? For instance, questions about maturity, number of transactions, cycle times, etc.

Answer: The data collection tool, definitions, questionnaires, process taxonomy, database, research and programs are proprietary to the vendor.

15. Section 1.2: Please provide taxonomy for each of the function (process categories, processes, etc.) with definitions.

Answer: The data collection tool, definitions, questionnaires, process taxonomy, database, research and programs are proprietary to the vendor.

16. Section 1.2: Please provide a glossary of terms (definitions of items requested in the current benchmark questionnaire).

Answer: The data collection tool, definitions, questionnaires, process taxonomy, database, research and programs are proprietary to the vendor.

17. Section 1.2: Please provide examples of the current reports that participants receive.

Answer: The reports include information that is proprietary to the vendor.

18. Section 1.2: Please provide a list of any requested improvements to the existing questionnaire or reporting.

Answer: We do not have a list of requested improvements to the existing questionnaire or reporting.

19. Section 1.2: Please provide questions/scripts used during executive interviews.

Answer: The data collection tool, definitions, questionnaires, process taxonomy, database, research and programs are proprietary to the vendor.

20. Section 1.2: Please provide a set of responses to the benchmark questionnaire (preferably a sample of actual responses, if not then test responses).

Answer: The reports include information that is proprietary to the vendor.

21. Section 1.2: Please provide a list of metrics produced from the current benchmark.

Answer: The data collection tool, definitions, questionnaires, process taxonomy, database, research and programs are proprietary to the vendor.

22. Section 1.2: Please provide the calculations for the metrics produced from the raw responses.

Answer: The data collection tool, definitions, questionnaires, process taxonomy, database, research and programs are proprietary to the vendor.

23. Section 1.2: Please provide an organization chart, that shows the rollup of agencies.

Answer: Each state has its own organizational chart; there is not one chart that is used by all the states.

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24. Section 1.5: Is there a current timeline that can be provided to assist with additional clarity on the work allotted over the five-year contract term?

Answer: We do not know how many states will contract for benchmarking services. Since the program began in 2005, 20 states have participated in benchmarks.

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25. Technical Proposal (Approach): Do you envision any on site fieldwork or for the fieldwork to be performed remotely?

Answer: Some fieldwork will likely need to be performed on site. The extent of remote work should be determined by the vendor based on its overall methodology and tools. However, we believe the majority of the work will be done remotely.

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26. Cost Proposal: Would you like respondents to price out costs for benchmarking a single state, then assume fees would be a multiplier based on number of state participants? Otherwise, it will be difficult to compare pricing as the number of state participants is unknown.

Answer: We do not know how many states will contract for benchmarking services; therefore, the price should be based on single state participation and by benchmarked process.

27. Section 3.4 A.: What is the frequency of the benchmark? Once a year, once a quarter, etc.? What time of year does the data collection start? Will all functions for a client start at the same time?

Answer: The majority of states that have participated in the benchmarking program have only benchmarked one time. Each state decides which function(s) it would like to benchmark. The vendor will work with the state on the timeline to begin the benchmark(s).

28. Section 3.4 A.: Under the Cost Proposal section, the first bullet says "baseline measurement" and the second bullet says "high-level reassessment." Please expand on how these relate to each other. For instance, does "baseline measurement" refer to the initial full benchmark for the year, and "high-level reassessment" refers to a second less detailed assessment in same year?

Answer: The baseline measurement is the initial benchmark. The high-level reassessment is a second benchmark engagement to measure improvements from the original benchmark engagement.

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29. In an effort to provide the most relevant references, if one of the references was from a State Controller who is a member of NASACT would we be violating Certification number 7 of Exhibit A if we contacted them to request their permission to include them on our list of references?

Answer: A reference from a state controller will be acceptable.

General questions

30. For the prior award, have any states taken advantage of these services from any awarded vendor? If yes, can you provide any details?

Answer: Yes. Since 2005, 20 states have participated in benchmarking. The breakdown by benchmarking functional area is: Finance – 18 states; HR/Payroll – 14 states; Procurement – 11 states; and IT – 9 states.

31. Is there any additional marketing or follow up from NASACT with the states for the benchmark comparisons to generate work within the states? If not, can the winning respondents market to the states for these services?

Answer: NASACT occasionally includes benchmarking information in our weekly email that is sent to our membership. We also include a report about the benchmarking program during the NASACT Executive Committee and business meetings. The winning vendor can also reach out to states directly.

32. Are you open to an alternative approach to collecting and posting benchmarking data?

Answer: Bidders may propose on any other benchmarking services that they wish to propose.

33. In what format would NASACT prefer to receive the RFP Response? A Word Document or PowerPoint Presentation?

Answer: We would prefer a Word Document.

34. Has the scope of this contract been awarded by NASACT previously? If yes, who were the successful vendors and what were the fees?

Answer: Yes. The Hackett Group has been providing benchmark services. The price for one benchmark is \$88,000 and there is a discount offered for multiple contracts. The

fee schedule is included on page 33 of the contract that is posted to NASACT's website at: https://www.nasact.org/nasact_benchmarking.

35. What is the budget for this contract/project?

Answer: We do not have a budget for this contract. However, the current benchmarking contract can be located on NASACT's website at: https://www.nasact.org/nasact_benchmarking with the current fee schedule located on page 33.

36. Subsequent to performing an initial analysis with NASACT, how will the states engage us for additional services?

Answer: Any additional services will be contracted directly with the states.

37. Please provide information on ownership and access of benchmarking data.

Answer: The data collection tool, definitions, questionnaires, process taxonomy, database, research and programs are proprietary to the vendor. However, each state shall retain ownership of its individual data.

38. Will NASACT offer the opportunity for a second round of clarification questions after the initial Q&A is published on March 2nd?

Answer: We do not believe a second round of questions will be needed.

39. Can we see examples of previous deliverables from prior projects?

Answer: The deliverables include information that is proprietary to the vendor.