

DEPARTMENT OF HUMAN SERVICES  
TASK ORDER REQUEST FOR PROPOSALS  
AGILE SCRUM TEAM RESOURCES  
#N00B8400064

QUESTIONS AND RESPONSES #5

QUESTION 56: We are MBE and on CATS II and plan to prime this TORFP. Can we also be an MBE to another vendor who is bidding as Prime?

If yes, then is a vendor allowed to be MBE to multiple vendors while still pursuing as a Prime as well.

**RESPONSE:** Yes. Please refer to responses #21 and #22.

QUESTION 57: If one of the resumes submitted by us for a particular Key Position is also submitted by another vendor, how is that viewed and evaluated by DHS? Do you require vendors to have exclusivity with the candidates so as a vendor we are able to accurately present our range of candidates and hence the unique set of skills and qualifications.

**RESPONSE:** As per the TORFP, the Department will consider the Offeror's ability to identify and obtain staff for the Work Orders, the availability of proposed personnel, including Key Personnel, and the capabilities of the proposed personnel.

QUESTION 58: Are the MBE and VSBE firm's utilized to satisfy these participation goals required to be a CATS+ approved vendor or would MBEs only "certified by MDOT - [www.mdot.state.md.us](http://www.mdot.state.md.us)" / or" VSBE listed on [www.vip.vetbiz.gov](http://www.vip.vetbiz.gov)" suffice?

**RESPONSE:** Unless an MBE or VSBE is submitting a TO Proposal as a Master Contractor, MBEs only need to be certified by MDOT - [www.mdot.state.md.us](http://www.mdot.state.md.us) and VSBEs must be certified by [www.vip.vetbiz.gov](http://www.vip.vetbiz.gov).

QUESTION 59: (Under Section 4.4.1.D.1.e), what sort of information does DHS want to see (i.e. names and titles of team personnel, actual resumes of said personnel, key staff names and titles only, or some other sort of information?)?

**RESPONSE: At a minimum, the names and title of the current Master Contractor team members is requested.**

QUESTION 60: Please clarify Section 4.4.1.E., State Assistance - Does the statement "Provide an estimate of expectation concerning participation by State personnel" relate to scope of work, work assignments, work order management, or something else?

**RESPONSE: The Offeror is asked to identify any assumptions or expectations it has with respect to the use of or need for State assistance, resources or staff regarding this TORFP and any work Order.**

QUESTION 61: What are your thoughts on adding an approved circumstance that covers, "no longer available due to the **amount of time that has elapsed** between the TO Proposal submissions (due 9/12/17), review/award and issuance of a subsequent (Work Order) award(s) **was too great** so the resource was been **redeployed** to another initiative, assignment and / or client?"

. It could be **several months** before a Work Order is awarded, so... the "proposed" resource(s) or Key Personnel in the TORFP, may have been redeployed depending on the timeliness of the State (DHS) issuance of Work Orders...

. Or, does the state intend to procure, select and on-board the 5 Key Personnel from the TORFP before any Work orders have been issued and subsequently awarded?

**RESPONSE: The Department understands the concern, which is why multiple awards will be made. Therefore, DHS is not willing to amend the TORFP. Also, there will be no on-boarding of Contractors in advance of a Work Order being issued.**

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QUESTION 62: For resources allocated to MD-THINK but located outside the State of Maryland, will reasonable travel expenses be reimbursed for meetings, activities associated with the project?

**RESPONSE: The labor rates are to be fully loaded or burdened, which means all direct and indirect costs and expenses are included. Section 1.11 has been revised. Refer to Amendment 5.**

QUESTION 63: Must the MBE organization be registered in the State of Maryland or can another state's certificate be presented?

**RESPONSE: State of Maryland certification by the Maryland Department of Transportation is required.**

QUESTION 64: Must the VSBE organization be registered in the State of Maryland or can another state's certificate be presented?

**RESPONSE: Registered and certification by Vetbiz.gov is required.**

QUESTION 65: Please explain the roles and responsibilities, relative to MD-Think, for the 5 Key personnel defined here.

**RESPONSE: The Key Personnel will be responsible for assisting the Department with designing the platform and determining the architecture for MDTHINK. The specific roles and responsibilities will be determined by each Work Order release.**

QUESTION 66: Is there an incumbent vendor for these systems and if so, who is that vendor?

**RESPONSE: No, these will be new systems and applications.**

QUESTION 67: What are the current technologies used for the current applications being considered for MD-Think?

**RESPONSE: The systems being developed under this TORFP are new and are still being determined. Some of the technologies DHS intends to utilize are listed in Section 3.4.**

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**QUESTION 68:** Is the State looking for comprehensive, seamless integration across all systems, eliminating many of the manual workarounds currently in place?

**RESPONSE:** **The purpose of this TORFP is to procure agile team resources to build the MD THINK infrastructure/platform, applications, data repositories, reports and dashboards and support activities related to data conversion and system integration points.**

**QUESTION 69:** Is the State willing to standardize the workflow across systems?

**RESPONSE:** **No, DHS intends to create workflows to improve worker efficiency, which may be unique to each DHS program administration.**

**QUESTION 70:** Can the State define the approximate number of Workarounds presently in place?

**RESPONSE:** **Not at this time.**

**QUESTION 71:** Does DHS have documentation on all of the current systems, including any workarounds that have been implemented? Will DHS make that documentation available upon award?

**RESPONSE:** **DHS does not have a complete repository of all system documentation; however, DHS will provide what is available to the successful Offerors. Further, DHS intends to build new systems.**

**QUESTION 72:** What mainframe and client/server technologies are presently in use to support all of the systems that will be re-architected/re-written as part of MD-THINK?

**RESPONSE:** **Relevant historical information is provided in Sections 3.1 through 3.4 of the TORFP.**

QUESTION 73: What test automation tools are you considering using?

**RESPONSE: Some tools under consideration include Selenium and JMeter.**

QUESTION 74: What Agile Management Tools they are planning on using – JIRA, Version one, Rally, others etc.

**RESPONSE: DHS currently uses VersionOne as the governance tool.**

QUESTION 75: Please confirm that DHS intends to obtain a cloud-based application platform and to migrate off the existing mainframes and other technologies.

**RESPONSE: That is correct.**

QUESTION 76: What are the Specific metrics followed in MD for tracking Software quality attributes?

**RESPONSE: MDTHINK follows industry standard software quality and security metrics available in tools such as SonarQube and Fortify.**

QUESTION 77: Is DHS planning on rewriting any and all systems used by these individual programs?

**RESPONSE: The current scope includes modernization of many of the systems used by the programs listed.**

QUESTION 78: Approximately how many IT systems are planned for either modernization, complete rewrite, or deprecation?

**RESPONSE: The Department intends to modernize, rewrite, or deprecate approximately 40 existing legacy systems.**

QUESTION 79: How many personnel within DHS and various departments support these systems presently, both in a daily support capacity and application update capacity?

**RESPONSE:** Contractors provide approximately 70 persons for applications maintenance and support for the existing legacy systems and the State provides approximately 50 staff.

**QUESTION 80:** Understanding that this RFP will be awarded beginning 1/1/18, does DHS have any insight as to when actual project sprints will start?

**RESPONSE:** The Department anticipates issuing Work Orders within several weeks after the initial awards have been completed.

**QUESTION 81:** SAFe recommends blended agile practices. Also, the trend in industry is to use more than one SDLC methodologies / frameworks. Kanban is used extensively in addition to Scrum. SAFe also calls out Kanban, Scrum and DevOps, CI/CD etc. Is Maryland planning on using all of the above or usage of SDLC frameworks will be more selective?

**RESPONSE:** MD THINK follows the Agile SDLC methodology based on SAFe framework.  
<http://doit.maryland.gov/SDLC/Pages/agile-sdlc.aspx>

**QUESTION 82:** Please define what the State's Security requirements are for Personal Devices.

**RESPONSE:** The Department's standards for laptops are further defined in Amendment 5.

**QUESTION 83:** Please define the background check requirements for TO CONTRACTOR employees? What level of a background check and what other requirements will be part of the WORK ORDER?

**RESPONSE:** Please see additional background requirements in Amendment 5.

**QUESTION 84:** Can the State receive ZIP files via email for attachments? Is this format approved for receiving the TO PROPOSAL from the TO CONTRACTOR?

**RESPONSE:** Yes.

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QUESTION 85: Please confirm that the STATE will keep this information confidential and will not load such financial information, labor rates, etc. to the internet without encryption of data.

**RESPONSE: That is correct. The Master Contractor must send the financial proposal as a password protected file.**

QUESTION 86: Question 52 contradicts what is stated in section 4.4.1.B.1. The answer to question 52 says "The expectation is that the Offeror will propose the names and resumes for the 5 Key Personnel positions required in Sections 2.1 and 3.6 at the time of Proposal submission. These Key Personnel will be evaluated in accordance with Section 5.2 B. The Department will also evaluate the Offeror's stated plan, process, and ability to obtain the additional personnel that may be needed pursuant to a Work Order. See Section 5.2 C.". Is the State Expecting resumes for all 47 job categories or just the 5 Key Personnel?

**RESPONSE: Pursuant to Section 4.4.1.B.1, Offerors must include the resumes of the 5 Key Personnel referenced in Section 2.1. Additional personnel and resumes may be submitted to support the Offeror's TO Proposal.**

QUESTION 87: The excel file 'Instructions' says – 'Submit this excel file and a signed PDF file with your financial proposal'. This is contrary to what the TORFP mentions in Sec 4.2.2.B. Please clarify. Are we expected to attach the EXCEL file too?

**RESPONSE : Please see Revised Amendment 3, issued August 16, 2017. A signed PDF file is required.**

QUESTION 88: Is the State expecting bidders to provide an exact response to address the Scope of Work items in section 3.5 or are we simply to provide our Executive Summary, Staffing Management Plan, Experience, and Financial Plan?

**RESPONSE: The State expects the Master Contractor's summarize their understanding of the Department's needs and expectations as outlined in Section 3.5 in the Executive Summary of the TO Proposal. Master Contractor's shall also submit the additional information in Section 4.4.1 and 4.4.2.**

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**QUESTION 89:** According to this attachment the STATE is allowing work to be performed outside the US. Please confirm that the STATE will not look negatively on organizations that are proposing some work to be performed outside the US.

**RESPONSE:** **All TO Proposals will be evaluated in accordance with the criteria established in Section 5.2 of the RFP. Also, for services proposed to be performed outside of the U.S., in accordance with Attachment 10, the Offeror must demonstrate that the services are not available in the U.S., the price is excessive in the U.S., or the quality of the services in the U.S. is not comparable to the services outside of the U.S.**

**QUESTION 90:** In the Information Technology sector, highly skilled technical resources similar to those designated as Key Personnel are seldom idle for a period of four months (your estimated time between proposal submission and the actual initiation of work against this TORFP). Providing specific, named resources can only lead to significant substitutions (five Key Personnel each for 15 vendors) and additional work on everyone's part. We again request clarification between "representative resumes" (Section 4.4.1, Item B.1) and the requirement to return a completed Attachment 4 (Labor Classification Personnel Resume Summary) for each Key Personnel candidate.

**RESPONSE:** **Offerors shall submit a completed Attachment 4 for all 5 Key Personnel. The resumes shall represent the qualifications and experience related to the services requested in the TORFP and need not include the entire work history of the candidate.**

**QUESTION 91:** Regarding possible substitution of named Key Personnel, would you consider expanding the reasons why one or more of them might need to be replaced (Section 3.11.1.1, "vacancy occurs due to the sudden termination, resignation, or approved leave of absence due to an Extraordinary Personnel Event, or death of such personnel")?

**RESPONSE:** **No.**

**QUESTION 92:** In the event you maintain your stance on naming Key Personnel, your response to Question #40 reads, "References are not being



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requested for this TORFP.” Are we to infer that this section of Attachment 4, “A) References for Proposed Resource (if requested in the TORFP)” may be left blank?

**RESPONSE:** **Yes, this is a DoIT standard template that is why (if requested in the TORFP) is in parentheses. References will be required during the Work Order process.**

**QUESTION 93:** On the premise that named Key Personnel are required rather than representative resumes, Attachment 4 (Labor Classification Personnel Resume Summary) as provided in the TORFP appears to be incomplete. We’re used to seeing this attachment in two parts; Part A (Minimum Qualifications Summary), where the candidate indicates his/her compliance with the education, skills, and duties as defined in CATS+ Master Contract Section 2.10; and Part B (Personnel Resume Form), which is your Attachment 4. Has this form been revised to omit Part A?

**RESPONSE:** **Yes, this attachment has been modified for this TORFP that will award to a list of Master Contractors for a Work Order selection process. Specifics will be requested as it relates to the particular Work Order being released.**

**QUESTION 94:** Are the five named Key Personnel required to be available for assignment in response to subsequent Task Orders starting in early 2018?

**RESPONSE:** **Yes, if not sooner.**

**QUESTION 95:** Would DHS consider granting an extension to the current September 12, 2017 proposal due date?

**RESPONSE:** **The due date for TO Proposals has been extended. See Amendment 4.**

**QUESTION 96:** Do we need to submit a signed copy of Amendment 3 along with proposal response?

**RESPONSE:** **No.**

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QUESTION 97: Do we need to sign Amendment 2 and 3 and do we need to send with the proposal response?

**RESPONSE: No.**

QUESTION 98: Do we need to mention Amendment 1, 2, 3 are received in transmittal letter?

**RESPONSE: Yes, Offeror's are required to acknowledge the Amendments.**

QUESTION 99: Evaluated Composite Hourly Labor Rate for Key Personnel using the formula =Average(C9:G9)/3. We believe it should be divided by 5. Please clarify.

**RESPONSE: That is correct. See Amendment 5.**

QUESTION 100: I believe the intent is not to collect Key personnel labor rates on Other Labor Category rates tab. But we see few issues noticed. Currently Other labor categories tab is having the highlighted labor categories. Whereas it does not have other three.

Architect, Information Technology (Senior)
Engineer, Information (Senior)
Subject Matter Expert (Senior)
Application Developer, Advanced Technology (Senior)
Database Management Specialist (Senior)

**RESPONSE: The Agency is requesting labor rates for a non-key Senior SME and Application Developer Advanced Technology (Senior) because the TO Contractor may have more than one of these labor categories on a Scrum Team. Please address each tab individually.**

QUESTION 101: As per CATS+ IDIQ, Application Developer, Advanced Technology (Senior), Application Developer, Advanced Technology are two different labor categories. Currently Application Developer, Advanced Technology is missing. Is that intentionally omitted (or)

you would like to consider adding it to other Labor Category Rates tab.

**RESPONSE:**        **Application Developer, Advanced Technology was intentionally omitted because of the level of expertise required for the Scrum Teams.**

**QUESTION 102:**    The state plans to make 15 awards (vendors) for this TORFP. Does it mean on the date of award (whenever that be) the state plans to bring on board 75 key personnel (15 x 5) to start the project at DHS? Does it mean the state has identified 15 swim lanes or sprints to start on day one?

**RESPONSE:**        **The Department expects that more than one Work Order will be released to the 15 Master Contractors. However, the start date of each Work Order is based on the time it takes to evaluate the Work Orders and the number of TO Contractor staff needed to be on boarded after award of a Work Order.**

**QUESTION 103:**    Since there are 15 awards, assuming the State gets 30 proposals (we expect it could be much more than that), DHS has to evaluate 30 proposals and 150 resumes of key personnel before they can shortlist vendors for Orals. Now, assuming the State invites only the top 15 proposals for orals, you still have to interview 75 key personnel and the vendor company; that is min 90 interviews. Does the State believe it is a practical evaluation procedure and that it can be finished in reasonable time for award?

**RESPONSE:**        **That is the process the Department intends to follow.**

**QUESTION 104:**    To clarify what the State mentioned at the pre-proposal meeting and in the questions and answers, the 5 Key Personnel that each contractor is submitting need to be available for the interview at Orals and available at the start of the contract. Is this correct?

**RESPONSE:**        **The Key Personnel are required to be available for oral presentations and interviews, as applicable, and at the time of award of a Work Order.**

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QUESTION 105: The State is selecting 15 contractors to provide staffing for this solicitation. Each contractor must submit 5 Key Personnel as part of their bid. Is the state selecting the best 5 candidates from the 15 selected contractors or is the State hiring all 5 Key Personnel from all 15 selected contractors?

**RESPONSE: DHS intends to award contracts to 15 Master Contractors who will have 5 Key Personnel on each contract/team.**

QUESTION 106: Regarding clarification on Question #25, does the contractor have to identify their MBEs at the time of contract submission or after the award?

**RESPONSE: Offerors are required to submit Attachment 12 - Agile Scrum Team Resources - Acknowledgement of Work Order MBE Requirements with the TO Proposal. After award, TO Contractors must identify specific MBEs in response to Work Orders.**

QUESTION 107: Section 4.4.1.D - Are Master Contractors allowed to list the State of Maryland Experience contracts of their subcontractors in response to #2? We are proposing two staff as Key Personnel that are from a MBE company that has done business with the State of Maryland. The proposed staff may not be associated with the sub's Maryland Contracts we would list in section 4.1.1.D.2. Is this allowable?

**RESPONSE: No. Section 4.4.1.D.2 refers to Master Contractor experience and is not a requirement, but, should be completed if applicable. Subcontractor experience may be used to satisfy Section 4.4.1.D.1.**

QUESTION 108: The submittal instructions in the TORFP document specify that proposals are to be submitted electronically, via email. Please clarify the following: There are several forms and attachments which require an Offeror's signature. Will scanned images of these signed pages inserted into the Technical and Financial proposals be sufficient to satisfy submittal requirements or is there also a requirement for paper submission containing "wet" signatures.

**RESPONSE: A PDF of the signed attachments must be included in the electronic submission. No paper submissions are required.**

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QUESTION 109: With regard to the above, in the event “wet” signatures will be required, how many paper copies of each proposal should Offerors submit?

**RESPONSE: Not applicable, see response 108.**

QUESTION 110: Are all proposed Key Personnel expected to attend the orals presentation?

**RESPONSE: Yes. Please see response 104.**

QUESTION 111: In completing the attachment forms, can Offerors add their own headers and footers, as long as the form content is not altered?

**RESPONSE: No. Forms may not be altered in any way.**

QUESTION 112: These forms required a witness signature. Are there any restrictions on who can witness the signature?

**RESPONSE: Witnesses must be at least 18 years of age and shall not be employees of the Department or the State.**

QUESTION 113: Can the State clarify what information is required under "Organizational Entry"? Should that be the Offeror company name, or is it the Maryland entity for whom this work will be performed (i.e., DHS)?

**RESPONSE: The Offeror's company.**

QUESTION 114: Please confirm which MBE forms need to be submitted with our TO Technical Proposal. Our understanding is that we only need to complete and submit page 68 of the TORFP. Is that correct?

**RESPONSE: That is correct. Refer to response #106.**

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QUESTION 115: Please confirm which VSBE forms need to be submitted with our TO Technical Proposal. Our understanding is that we only need to complete and submit page 107 of the TORFP. Is that correct?

**RESPONSE: Attachment 13- Agile Scrum Team Resources Acknowledgement of Work Order VSBE Requirements must be submitted with the TO Technical Proposal.**

QUESTION 116: Are attachment 12 (Minority Business Enterprise Participation Attachments 12-1A) AND attachment 13-1 (Veteran Owned Small Business Enterprise Utilization Affidavit) required to be completed and submitted in our RFP response?

**RESPONSE: Please refer to responses #106 and #114 above; and response #25.**

QUESTION 117: The financial sheet is an excel file with multiple TABS. Are we expected to convert all TABS (including the instruction tab) into a single PDF file for submission?

**RESPONSE :** Yes, if at all possible.

QUESTION 118: Section 4.4.1 B.2.b of the TORFP states offerors are to provide, "The number of available resources for each labor category proposed in response to the TORFP." Section 3.6 (B) of the TORP states "TO Contractor will be required to propose additional personnel following the CATS+ Labor Categories below in response to a Work Order." Is the State requiring offerors to provide the number of available resources for all 52 Labor Categories listed in the TORFP in response to TORFP Section 4.4.1 B.2.b?

**RESPONSE: Offerors must include a Staffing Management Plan per Section 4.4.1.B.2. If Offeror has staff available at the time of TO Proposal submission to fill some or all of the labor categories in Section 3.6, this information should be included in the Plan. In addition, Offeror must indicate how it intends to identify and onboard staff for the labor categories in Section 3.6 in response to a Work Order.**

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QUESTION 119: For the representative resumes, Attachment 4 must be signed by the candidate, correct?

**RESPONSE: Both the Offeror and the proposed candidate must sign Attachment 4.**

QUESTION 120: For experience – can the subcontractor partner’s state of MD experience be listed, as well?

**RESPONSE: Yes, if they are identified in the Technical Proposal as a proposed resource that will have a role in performing Section 3-Scope of Objectives.**

QUESTION 121: Is there a page limit on the response?

**RESPONSE: Please refer to Amendment 5, which revises the Executive Summary page limitations in Section 4.4.1 and refer to the email size limitations in Section 4.2.4.**

QUESTION 122: There was an email out to the CATS+ vendors from Livingston (attached). I believe it’s stating that CATS+ awards can now be protested. Should I ask DoIT about this – as to how they intend to handle it? I wasn’t sure what to do with it.

**RESPONSE: Offerors can certainly inquire of DoIT as DHS is not able to provide legal advice or counsel. DHS will, however, comply with any required notice to Offerors and Offerors may also refer to COMAR Title 21.**

QUESTION 123: The RFP states the Offeror shall provide five resumes of qualified candidates. The subsequent Q&A responses state that all five candidates should be available to start, post down-select and award. Can the state please indicate how it will be assigning work for these individuals to participate in? Will 15 teams of five individuals per submittal be given assignments on the contract start date? If so, will this explain how that process will work?

**RESPONSE: Work will be awarded according to the Work Order process in Section 3.12.**

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**QUESTION 124:** The TORFP in Section 3 Background states that TANF, SNAP, Child Support, CPS, APS, are the focus applications. These are currently in legacy environments. Is it acceptable that the Information Architect and the Information Engineer keys do NOT have the legacy functional background, since they are working on the systems engineering and cloud aspects of the build, as stated in the RFP?

**RESPONSE:** **It is preferable that these positions that deal with data modeling are filled with individuals who understand the types of systems and types of associated data. Other than the information provided in the TORFP, additional legacy background information regarding the DHS systems is not required.**

**QUESTION 125:** Can the state please release its current MD THINK architectural diagram that delivers a graphical representation of the proposed future state?

**RESPONSE:** **Yes, please see Amendment 5, APPENDIX 4- MDTHINK Platform and APPENDIX 5- MDTHINK Infrastructure.**

**QUESTION 126:** The state references building a 'cloud-based shared data repository that is scalable, with shared functionality across programs. This will include security controls, document management, financial systems, dashboards and analytic tools'. What is the State's preferred Cloud environment, at this time, so we can submit the appropriately qualified people?

**RESPONSE:** **Amazon Web Services Cloud Services.**

**QUESTION 127:** Can the state please provide a list of what has been purchased on page 19, and what is intended to be purchased, for this engagement?

**RESPONSE:** **DHS intends to have all of the software listed on page 19 available for this TORFP.**

**QUESTION 128:** Can the state please provide all current documentation for the complex system requirements?



**RESPONSE:**       **The State will provide this information in a Work Order as necessary.**

QUESTION 129:      What is the business process modeling tool the state will employ for MD THINK?

**RESPONSE:**       **Currently, Vizio.**

QUESTION 130:      Please clarify what the state means by 'propose a staffing management plan for providing the types of resources and services that will support the state'. Is this how a company plans to onboard resources, in a post-TORFP award environment? Or, is this recruiting/hiring/placement before the TORFP deadline ?

**RESPONSE:**       **It is up to the Offeror to describe its practice of identifying and obtaining resources for this TORFP.**

QUESTION 131:      Please confirm the state DOES NOT REQUIRE representative resumes for the additional 47 positions, as part of this current TORFP submittal.

**RESPONSE:**       **That is correct.**

QUESTION 132:      What is the date that the federally provided funds must be allocated by the state?

**RESPONSE:**       **That information is not relevant for the Offeror to respond to this TORFP.**

QUESTION 133:      Will the state provide more details on the technical knowledge and skills requirements for the 5 key personnel labor categories?

**RESPONSE:**       **Please see response #65 above.**

QUESTION 134:      Can we request the department to increase the page limit for the 'Executive Summary' to 3 pages?

**RESPONSE:**       **Yes. See Amendment 5.**

QUESTION 135:      In reference to Sec 4.4.1.B.2.b, Is this availability required for only the KEY resources? Is the department expecting this number for the remaining 47 labor categories too?

**RESPONSE:**       **Section 4.4.1.B.2.b should include all resources, including the 5 Key Personnel.**

QUESTION 136:      Is it expected that ALL the attachments are to be combined into ONE PDF file?

**RESPONSE :**       **Yes, if at all possible; except the Financial Proposal.**

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September 12, 2017**