

ADDENDUM ONE

Date: September 18, 2009

To: All Bidders

From: Libby Elder
Department of Economic Development

RE: Questions and Answers for Request for Proposal Number 3011Z1
to be opened October 2, 2009, 2:00 p.m. Central Time.

Following are the questions submitted and answers provided for the above mentioned Request for Proposal. The questions and answers are to be considered as part of the Request for Proposal.

Questions	Answers
<p>1. Is there a range of cost expected or limitation of cost anticipated for this project?</p>	<p>The State of Nebraska intends to be fiscally responsible in awarding a contract, or contracts for completion of the Competitive Advantage Assessment. RFP 3011Z1 has been structured by Project Objective so that if State resources are not sufficient to accomplish all Project Objectives, DED may choose to make awards accordingly. As stated in the RFP, all awards will be made in a manner deemed in the best interest of the State of Nebraska.</p>
<p>2. On page 26, in Section E, there is a reference to regular meetings with DED. Does DED anticipate that the project director will be located full-time in Lincoln, Nebraska? Or will multiple planned trips (and/or additional trips per DED request) be sufficient to meet the project planning expectations?</p>	<p>DED does not expect a project director to be located in Lincoln, Nebraska full-time. Multiple planned trips along with telephone meetings, web conferences, etc. will be sufficient.</p>
<p>3. Project objective 1 refers to previous target industry studies. Will these studies be provided by DED? If so, at what point would these studies be provided to the contractor?</p>	<p>DED's most recent target industry study is currently available on DED's website at: http://www.neded.org/content/view/402/567/.</p>
<p>4. Project objective 5 refers to recently conducted Gallup/Snitily-Carr research. Will this research be provided by DED? If so, at what point would this research be provided to the contractor?</p>	<p>The results of this research will be provided to the selected contractor after execution of a written agreement with the State of Nebraska, Department of Economic Development.</p>

Questions	Answers
<p>5. Are there page minimums or maximums associated with any of the individual sections of the proposal, or for the proposal as a whole?</p>	<p>There are no established page minimums or maximums associated with the individual sections of the proposal, or for the proposal as a whole. However, bidders should note that Section II Procurement Procedures, Item F. Submission of Proposals states the following; "Emphasis should be concentrated on conformance to the Request for Proposal instructions, responsiveness to requirements, completeness and clarity of content. If the bidder's proposal is presented in such a fashion that makes evaluation difficult or overly time consuming, it is likely that points will be lost in the evaluation process. Elaborate and lengthy proposals are neither necessary nor desired".</p>
<p>6. Has the State of Nebraska DED has outside consultants evaluate targeted industries before? Which consultant(s) did that previous work? Are those previous reports available for review?</p>	<p>Yes. Deloitte and Touche Fantus completed a target industry study for DED in 2000. It is available on DED's website at: http://www.neded.org/content/view/402/567/.</p>
<p>7. What general budget ideas does DED have for this project?</p>	<p>Please see the answer to question One (1).</p>
<p>8. One of the required subsections under the "Technical Approach" is called "technical considerations." Could you please elaborate on what you are looking for in this subsection; maybe provide some examples of the types of topics you would expect would be covered.</p>	<p>The technical considerations subsection should address any special considerations the State of Nebraska should be aware of in regard to the bidders proposed strategy for accomplishing the project that are not detailed in any of the other subsections, including but not limited to, research methodology, use of information technology, or digital reporting.</p>
<p>9. In reference to the above RFP, is there a specific budget range for this project?</p>	<p>Please see the answer to question One (1).</p>
<p>10. Our project team has reviewed the RFP and understands what is to be accomplished. Do we have the option to restructure and recombine some of the elements of RFP as long as each of the requirements are addressed?</p>	<p>Bidders should provide proposal responses as requested by the State of Nebraska in the Request for Proposal 3011Z1. Bidders may also include alternatives, but these must be clearly defined by bidders in accordance with Section III. Terms and Conditions, Item R. Deviations from the Request for Proposal.</p>
<p>11. Is the "proposal due date and time" referred to in Section II(F) the same as the "opening date and time" on the solicitation cover and in the Schedule of Events?</p>	<p>The Proposals are due on October 2, 2009 at 2:00 PM. Proposals will be opened on October 2, 2009 at 2:00 PM.</p>

Questions	Answers
<p>12. Section II(J), Evaluation of Proposals, states “Evaluation criteria will not be released prior to the proposal opening.” Can you provide the State of Nebraska’s award strategy? Will this be best value or will one section (Corporate Overview versus Technical Approach versus Cost) count more than the other?</p>	<p>As stated in Section II, Item J. areas that will be addressed and scored during the evaluation process include the Executive Summary, Corporate Overview, Technical Approach, and Cost Proposal.</p>
<p>13. Each term and condition in Section III is preceded by “Accept & Initial.” Are we to provide this at the proposal stage or prior to contract award?</p>	<p>Bidders are to provide a binding signature of intent to comply with the Terms and Conditions by accepting and initialing each term and condition at the proposal stage.</p>
<p>14. The link in Section III(TT), Nebraska Technology Access Standards, does not work. Please provide a working link.</p>	<p>The link in the RFP is a working link: http://www.nitc.state.ne.us/standards/accessibility An alternative link is: http://www.nitc.ne.gov/standards/accessibility/tacfinal.html.</p>
<p>15. Does the US Citizenship Attestation Form in Section III (ZZ) apply only to the bidder or to its subcontractors as well?</p>	<p>Yes, the US Citizenship Attestation Form required in Section III. Terms and Conditions, Item ZZ. New Employee Work Eligibility Status applies to both the contractor and any subcontractors who will be physically performing services within the State of Nebraska.</p>
<p>16. Section V(A)(3)(i), Summary of Bidder’s Proposed Personnel Management Approach, states bidders must submit “references (name, address, and telephone number) who can attest to the competence and skill level of the individual.” Where applicable, can these be the same as the project references requested in Section V(A)(3)(h)? Does this requirement also apply to subcontractor personnel?</p>	<p>Bidders may use the same references for individuals and previous projects.</p> <p>This requirement does not apply to subcontractor personnel. As stated in Section V. Proposal Instructions, Item A(3)(j), bidders are only required to provide the following for subcontractor personnel:</p> <ul style="list-style-type: none"> i. name, address and telephone number of the subcontractor(s); ii. specific tasks for each subcontractor(s); iii. percentage of performance hours intended for each subcontract; and iv. total percentage of subcontractor(s) performance hours.
<p>17. What period of performance (start and end dates) should be assumed for the fixed price offer to complete the update to the Competitive Advantage Assessment (Section V(B)(1), Pricing Summary)?</p>	<p>The exact dates for completion of the update to the Competitive Advantage Assessment have not been determined. Bidders should plan on a five (5) month contract period beginning somewhere between November of 2010 and May of 2011.</p>

Questions	Answers
18. Section IV(F), Deliverables identifies three deliverables. Will you verify that we should distribute the cost of providing these three deliverables across the five Project Objectives, per Section V(B)(1), Pricing Summary?	Yes, the cost of each of the deliverables should be distributed across the five Project Objectives.
19. What was the cost of the 2000 Target Industry Study completed by Deloitte & Touche Fantus?	\$125,000.
20. Does the Department of Economic Development have a set budget for the Competitive Advantage Assessment?	Please see the answer to question One (1).
21. What is driving this project?	A desire to assess the State of Nebraska's competitive advantage.
22. What is the source of funds for the project? A specific agency? A specific program?	State agency funding.
23. Is the legislature driving a review of all DED programs for policy considerations? Changes or elimination of programs?	No.
24. What is the commitment of staff resources to meet the required timeline to complete the project?	As stated in Section V. Proposal Instructions, Item A(4) Technical Approach, bidders are expected to detail the expectations of DED in completion of each Project Objective; and the necessary involvement or cooperation of other State of Nebraska government agencies or entities (if any). In evaluation of proposals, the State will consider the bidder's expectations for involvement from DED and other state agencies or entities (if any).
25. Have you researched other state strategies, and if so are there any that are appealing to you?	Yes. Many programs we have reviewed have strategies that are appealing to the State of Nebraska.
26. Does the State have a budget in mind for this particular study?	Please see the answer to question One (1).
27. How will this study be used by the State? For instance, is there the potential to use pieces for marketing and business recruitment?	This study will be used for fine tuning the State of Nebraska's business development and marketing efforts.
28. Are there specific challenges or issues the State is looking to address or explore with this particular study?	Yes, the State wants to evaluate programs and processes and do strategic planning.

Questions	Answers
<p>29. The Request for Proposal for Contractual Services Form and Schedule of Events on page 1 of the solicitation package indicates that the proposal opening date and time is October 2, 2009 at 2PM; however, the date/time that proposals are due from suppliers is not provided. Can you please confirm the proposal submission date/time?</p>	<p>The Proposals are due on October 2, 2009 at 2:00 PM. Proposals will be opened on October 2, 2009 at 2:00 PM.</p>
<p>30. The instructions that accompany the Bidder Cost Proposal Summary Table on page 35 of the solicitation states that the bidder must also provide a separate fixed price for completion of each Project Object outlined in the Scope of Work. Based upon our review of the Scope of Work in section IV, subsection C of the solicitation, there appears to be overlap in some of the Objective statements. For example, the requirement to evaluate current recruitment strategies is included in Objective 1 and the requirement to evaluate current marketing strategies is included in Objective 3. Please indicate whether the State is open to technical approaches which are designed to gain efficiencies and that do not map sequentially or directly to the objectives as stated in the RFP. It is understood that any approach must and will address all five of the stated objectives.</p>	<p>Bidders must provide the price for completion of each Project Objective as required in the Request for Proposal 3011Z1. Bidders may also separately provide alternatives, but these must be clearly defined by bidders in accordance with Section III. Terms and Conditions, Item R. Deviations from the Request for Proposal.</p>
<p>31. Section IV, subsection C.5 of the solicitation states that “if multiple bidders are selected for completion of the Assessment, they must cooperate and coordinate effectively to allow for successful completion of the Assessment, creation of the Powerpoint presentation, presentation of findings and integration of the Project Objectives into one final written report.” Given the nature of the work to be performed under this RFP, we believe there are multiple dependencies between the tasks necessary to accomplish the statements under each Objective. If the State does in fact decide to make multiple awards, will bidders have the opportunity to revise their proposals to adequately address these dependencies?</p>	<p>Bidders will not have the opportunity to revise their proposals in the event of multiple awards. Bidders may separately detail any differences in their proposals that would result from multiple awards.</p>

Questions	Answers
<p>32. IBM Corporation has an existing negotiated Customer Agreement (IBM Customer Agreement [ICA], dated June 13, 2006) with the State of Nebraska for professional services. Can IBM assume that this agreement will serve as the basis for the terms and conditions between IBM Corporation and the State if this work is awarded to IBM?</p>	<p>All bidders must submit their proposals as required in the RFP. Bidders may submit alternative terms and conditions for the State's consideration, but these must be clearly defined by bidders in accordance with Section III. Terms and Conditions, Item R. Deviations from the Request for Proposal.</p>
<p>33. Section 5, subsection A.3.h outlines the requirements for the Summary of Bidders Corporate Experience. The solicitation indicates that the State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal. Will the State allow for more than 3 projects to be provided in proposal responses to demonstrate the breadth of experience of a firm and/or team?</p>	<p>As stated in Section IV., Item A (3)(h), "The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal." If additional descriptions are submitted by bidders, only three will be considered by the State in evaluation of the proposal.</p>
<p>34. Objective 5.e. in the Scope of Work section of the solicitation states that the vendor must "Assess targeted industries related to a mobile economy—where jobs can be conducted away from headquarters and office locations—and how to potentially match skill sets of available labor with career opportunities in sectors of the economy." This is the only place where the requirement for skill set matching is specifically mentioned. Is it the intention of the Nebraska DED to only concentrate on matching skills with career opportunities for the "mobile economy" occupations or for all targeted industries/occupations?</p>	<p>The intention is to evaluate the potential for the mobile economy, particularly potential jobs in the mobile economy, as it relates to the recommended targeted industries.</p>
<p>35. Objective 5.e. in the Scope of Work section of the solicitation uses the term "mobile economy." Does Nebraska intend this term to apply to jobs that are based in Nebraska and service other regions or jobs based in other regions that service the Nebraska market, or both?</p>	<p>Both.</p>
<p>36. Objective 5.f. in the Scope of Work section of the solicitation states that vendors must "Develop information delivery strategies to target specific workgroups and population sectors that match targeted industries." In this context, does the Nebraska DED consider information delivery to include communications among government, businesses and educational institutions as well as between those organizations and specific workgroups and population sectors?</p>	<p>Yes.</p>

Questions	Answers
<p>37. Task 1 requests that the contractor should identify new industry sector opportunities for targets, etc., based on a range of considerations, including available sites. What types of limitations currently exist within the state regarding available sites? Have you received negative feedback concerning site availability or about your sites database?</p>	<p>The State is requesting that available sites be among the considerations when determining potential targets for the State. There are a number of available buildings and sites in the state and each has strengths and challenges. Available sites, in their current condition, may not be suitable for particular targeted industries – that otherwise would be well suited for a region. The State is seeking research that would list critical specs or attributes for available sites that match infrastructure requirements for industry targets in order to focus and optimize resource investment into the sites.</p>
<p>38. In Task 1 (1.a), it is mentioned that the contractor should recommend industries of emphasis based on several factors (e.g., comparable costs for doing business, tax climate, available sites, etc.). Many of these are likely to be similar across industries. (If the cost of doing business is high for one industry it is most likely to be high for another as well.) As a result, they will offer little differentiation for identifying targets. Are these criteria viewed as examples or is the list seen as all inclusive? How flexible are the criteria? Would NB be open to selecting industries of emphasis based on variation in: geographic locations, growth forecasts, global competitiveness, or workforce availability?</p>	<p>Varied approaches are invited for consideration. The criteria can be very flexible.</p>
<p>39. In Task 1 (1.c) includes the expression “the quality of the workforce.” What is meant by this expression? What measure(s) of quality would ideally be included in the analysis of workforce issues?</p>	<p>The State of Nebraska intends for the selected contractor(s) to determine the answer to this question.</p>
<p>40. Because the implementation of recommendations arising from Task 4 are likely to affect the State’s competitive position in various industries, should target industry recommendations in Task 1 consider the impact of program and policy recommendations in Task 4?</p>	<p>Yes, there is a strong correlation between the Project Objectives.</p>

Questions	Answers
<p>41. Task 5 refers to developing a workforce strategy with the use of internships and career development methods. Building effective workforce development strategies will necessarily vary widely, and may range from framing region-specific public-private partnerships to formulating industry-specific detailed action plans. How do you see the role of the contractor in developing workforce strategies at this stage?</p>	<p>There is no expectation for the selected contractor(s) to implement any of the results of the Competitive Advantage Assessment.</p>