

STATE OF HAWAII
DEPARTMENT OF DEFENSE
OFFICE OF THE ADJUTANT GENERAL
3949 DIAMOND HEAD ROAD
HONOLULU, HAWAII 96816-4495

May 3, 2018

ADDENDUM NO. 1
STRATEGIC PLANNING
STATE OF HAWAII
DEPARTMENT OF DEFENSE
HAWAII EMERGENCY MANAGEMENT AGENCY
RFP-CA-1815

The items listed hereinafter are hereby made a part of the contract for the above mentioned project and shall govern the work taking precedence over previously issued contract documents governing the items mentioned.

The Proposal due date has been changed to May 18, 2018 at 2:00PM.

The remaining estimated dates in the RFP Schedule and Significant Dates shall be changed to:

Proposal Evaluations – May 21, 2018

Estimated Notice of Award – May 29, 2018.

Questions received

1. How can I obtain a copy of the expired 5-year HI-EMA strategic plan? Is there an HI-EMA contact person you can point me to that would be able to provide me this report?
A: The expired HI-EMA strategic plan will not be made available as part of the RFP process. The expired plan, which was issued in 2011, is extremely outdated and many of the actions identified are no longer statutorily or programmatically part of the agency's functions. HI-EMA has determined that making it available to Offers' during the RFP process without context will not be helpful. The expired plan will not substantially inform the new strategic planning process.
2. Is there a budget tied to this RFP?
A: The range for RFP-CA-1815 is \$85,000 - \$100,000. We believe the project can be successfully completed at the low end of this range.
3. Who is the incumbent?
A. The plan was developed by agency staff members.

4. The RFP states since 2015, “significant changes have occurred in the emergency management environment and the agency’s statutory authorities”. Can you elaborate on these changes?

A: In 2015 the state’s emergency management law was updated. HRS 128 – Civil Defense and Emergency Act, was repealed and replaced by HRS 127A – Emergency Management. Previously known as State Civil Defense, the agency’s purpose and authorities were modernized to conform with current emergency management practices, and it was rebranded as the Hawaii Emergency Management Agency. The change in the law was followed by an internal reorganization of the agency.

Another significant change since the last strategic plan was written is that Homeland Security, which was previously part of the agency, is now a separate office within the state’s Department of Defense with its own Administrator. While HI-EMA retains responsibility for consequence management during a homeland security incident, programs dealing with the prevention and protection of threats to the homeland and the state’s critical infrastructure are no longer managed by the agency.

5. Page 8, Phase 1, b. Assemble Planning Team. Will the contractor have the flexibility to recommend external stakeholders and/or national experts to serve on the Strategic Planning Team?

A: The contractor may make recommendations but the final composition of the planning team will be determined by the HI-EMA Administrator. While external input shall be solicited during the planning process, it is anticipated that the core planning team will primarily be HI-EMA employees.

6. Page 8, Phase 1, c. Hold Kickoff Meeting. “...the consultant will schedule and facilitate a kickoff meeting with”- something is missing after “with”. Who will the kickoff meeting be held with?

A: The kickoff meeting will be held with the Strategic Planning Team.

7. Does Hi-EMA have an existing strategic plan? If so, when was it developed and how much of the plan has been implemented? Also, was the plan developed with assistance from an outside consultant? If so, what was the cost?

A: The most recent strategic plan was released in August 2011 and expired in 2015. It does not appear a formal evaluation was conducted in 2015 to determine how much of the plan was implemented. The plan was developed by agency staff members.

8. Page 8 & 9, Phase 2,a. Review Background Information and b. Gather and Analyze Stakeholder Input. Is the HI-EMA planning team referenced in a and b the same as the Strategic Planning Team?

A: Yes, the planning team referenced in this section is the same as the Strategic Planning Team.

9. Page 9, Phase 3, Strategic Direction and Action Planning. “The consultant shall design and facilitate several Strategic Planning Team meetings...” For planning and budgeting purposes, please clarify “several”. Shall all Strategic Planning

Team meetings be in-person meetings? Will the consultant be responsible for securing the location and space for the meetings?

A: The Offer should provide their strategy for completing the scope of work, which should drive the number of planning team meetings required. The contractor must be present in-person for all strategic planning team meetings. HI-EMA facilities are available for planning team meetings, however, the contractor will be responsible for meeting room setup and breakdown.

10. Page 9, Phase 3, c. Performance Measures. What performance measures are currently being used by HI-EMA?

A: The agency does not currently have established internal metrics to evaluate progress towards the agency's strategic goals. There are a few external requirements that agency must meet that provides some measure of performance.

Grant performance reports for the FEMA Emergency Management Preparedness Grant (EMPG) include progress the agency has made toward meeting conditions of the grant and actions HI-EMA identified in its grant proposal. However, input into the grant proposal and grant reports is often provided by individual program managers rather than has been provided by individual program managers and is not always driven by strategic agency objectives.

The agency also completes an annual Threat and Hazard Identification and Risk Assessment (THIRA) and a State Preparedness Report (SPR) that can be used to chart progress toward achieving statewide capabilities necessary to avoid or reduce the impacts of emergencies and disasters. The limitations of these tools are that they are looking at statewide rather than agency-specific capabilities.

11. Page 10, D. Progress Deliverables. Must the quarterly brief of progress to the Director, Hawaii Emergency Management Agency be conducted in-person?
A: The quarterly brief should be conducted in-person. It is acceptable for the contractor to prepare the brief for delivery by a member of the Strategic Planning Team.

12. How much is budgeted for the completion of HI-EMA's 5-year strategic plan?
A: The range for RFP-CA-1815 is \$85,000 - \$100,000. We believe the project can be successfully completed at the low end of this range.

13. Is the Strategic Plan that expired in 2015 available for review, and if yes, can it be provided and/or where can it be accessed?
A: The expired HI-EMA strategic plan will not be made available as part of the RFP process. The expired plan, which was issued in 2011, is extremely outdated and many of the actions identified are no longer statutorily or programmatically part of the agency's functions. HI-EMA has determined that making it available to Offers' during the RFP process without context will not be helpful. The expired plan will not substantially inform the new strategic planning process.

14. We understand that review of background information is anticipated in Phase 2, however can you provide at this time additional detail as to the number and

location of HI-EMA leadership, branch chiefs and agency personnel expected to participate, at some level, in the strategic planning effort?

A: Part of the contractor's role will be to help HI-EMA shape the Strategic Planning Team. The contractor will be looked to for input on the size of the team and diversity of staff positions represented. The final Strategic Planning Team composition will be approved by the HI-EMA Administrator.

When fully staffed, the agency has approximately 60 personnel. The leadership team includes the Administrator, an Executive Officer, three branch chiefs, an Administrative Officer and a Public Information Officer.

All HI-EMA personnel are located on Oahu in agency facilities located in Diamond Head State Park.

15. What level of implementation support is anticipated by the DoD, and is that implementation support anticipated as part of the initial contract?

A: Plan implementation is the responsibility of HI-EMA. However, as described in the "Project Tasks" the contractor is required to help the Strategic Planning Team develop a process and performance measures the agency will use to evaluate progress toward implementing the plan.

16. Is there a budget or anticipated funding amount for these two projects?

A: The range for RFP-CA-1815 is \$85,000 - \$100,000. We believe the project can be successfully completed at the low end of this range.

17. As there would be cost saving for the same contractor to perform both the updates to the Operations Plan and develop the Strategic Plan – would HI-EMA be accepting of optional price proposals for the proposing vendor to complete both projects?

A. No. The projects are being processed as separate contracts.

18. For RFP-CA-1815, Evaluation Criteria on Page 19 indicates that 10 points will be awarded based on the quality of a previous work sample submitted. Is it required that the work sample be printed (4 copies) or may the vendor submit an electronic copy of a work sample or limit the work sample to one copy?

A: Four printed copies of work samples are required.

19. Has a previous Strategic plan been conducted? Who conducted it?

A: Yes, four-year strategic plans were produced and updated annually since at least 2002. The agency's last strategic plan was released in August 2011. It was not updated after its 2011 release and expired in 2015. Previous strategic planning processes were driven by an internal planning team made up of agency employees. The plans do not indicate whether additional contract support was provided.

20. Will contractors need any Secret or TS clearances to develop portions of these annexes?

A: A Secret or TS clearance is not required for the Strategic Plan.

21. The level of effort required to complete the outlined task can vary exponentially depending upon the budget and the State's intentions. To ensure that all proposers are providing equivalent proposals, will the State disclose a budget for this project or a range that it finds acceptable?
A: The range for RFP-CA-1815 is \$85,000 - \$100,000. We believe the project can be successfully completed at the low end of this range.
22. How will the points for cost be apportioned between proposals with different budgets? Is there a formula?
A: The Offeror's proposed (cost) price will be scored using an SPO numerical rating system. Of the proposals scored, the one with the lowest price will be awarded the maximum possible points for this component. Other proposals will be awarded points for this component equal to the lowest proposed price multiplied by the maximum possible points for this component, divided by the Offeror's proposed (higher) price. Scoring for price formula is: Lowest proposal price received (\$) multiplied by 10 points (maximum no. of score points) divided by Offeror's Proposal (\$) Amount.
23. The RFP outlines sections for a "Scope of Work" and for a "Work Plan". There seems to be significant overlap with both specifying detailed narratives and description of the project approach, tasks and subtasks. If possible, please identify how these sections should differ and if they are designed to highlight specific elements of the proposal? If possible, can respondents combine these sections to provide a single detailed work plan with a strategic overview and subsections outlining project tasks and subtasks?
A: Yes, these sections may be combined into a single section that provides a strategic overview of the Offer's approach to completing the Scope of Work followed by a detailed work plan and schedule.
24. The section for Scope of Work specifies "fixed inclusive cost" to complete each task whereas the section for Work Plan specifies "estimated budgets". Please confirm whether pricing should be developed as fixed firm price or as time and materials with estimated pricing. Also, please advise whether or not pricing information should also be included in these sections or if all pricing should remain on the Pricing Form?
A1: Pricing should be fixed firm price. All pricing should remain on the Offer Form.
A2: Section 3.10.5.d, Work Plan and Schedule, i. Replace the sentence "Estimated budgets for tasks and subtasks must be included in the Offeror's budget." with "Lump Sum cost for tasks must be included in the Offer Form."

Forms Changes:

Please replace form OF-2, Attachment 2, page 33 with the attached OF-2 (REV).

Arthur J. Logan
Major General
Adjutant General

Posted: May 3, 2018