



August 4, 2020

The following (Q&A) will serve as Amendment #3 to NYSIF's Request for Proposals (RFP) for Innovation Advisory Services, bid number 2020-17-INS. Material in this Amendment supersedes any contradictory material in the RFP.

Please note that the due date for the submission of bids **remains unchanged**.

All bids are due August 12, 2020, by 2:00 p.m.(eastern).

Sincerely,

A handwritten signature in black ink, appearing to read "Megan McClune", is written over a faint circular stamp.

Megan McClune
Contract Management Specialist

**Innovation Advisory Services
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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
1	3	Services provided A.	What NYSIF previous initiative and program is available for analysis? If possible can you provide a list of variables and or short description of each?	An example of a previous program NYSIF launched was the integration of Paid Family Leave for our Disability Benefits program.
2	3	Services provided A.	What other NYSIF claim, customer satisfaction or department data is available for analysis? If possible can you provide a list of variables and or short description of each?	Information will be provided upon issuance of an award, if applicable.
3	3	Services provided A & B	What type of data visualization capabilities does the NYSIF currently use?	TIBCO Spotfire
4	3	section 2 services F.	Can you provide a list of the "other internal business process improvements"	Information will be provided upon issuance of an award.
5	2	Section 2 A	Can you provide an organizational chart of the NYSIF staff and teams? Can you also provide the total number of individuals the contractor will be working with, under each category of staff?	The total number of individuals the contractor would work with would depend on the initiative at hand. Organizational charts do not need to be provided in order to bid on this procurement.
6	1	Program Summary	Are there specific strategic or operational priorities or challenges that prompted this RFP (e.g., improving sales performance, redesigning customer journeys, reducing operationg costs)?	No.
7	1	Program Summary	Will the initiatives encompassed by the RFP be part of an overarching program at NYSFI, or rather a series of relatively independent projects led by different departments or business units?	The majority of the services to be provided in this RFP will be a series of relatively independent projects based on Statement of Works submitted to the winning bidders for identified NYSIF initiatives.
8	1	Program Summary	For what types of efforts has NYSIF turned to consulting firms for support in the past?	This is not relevant to this procurement.

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9	1	Program Summary	In order to better understand NYSIF's strategic position and thus identify potential advisory topics, can NYSIF provide a breakdown of its policy holders and/or claims by industry, size of employer, urban vs. rural, and private vs. public sector?	NYSIF has approximately 155,000 workers' compensation policyholders and provides disability benefits to 61,000 New York employers. In 2018, NYSIF added paid family leave as a component to their disability benefits product.
10	3	2. Program Requirements / Services to be Provided	The RFP describes the need for support in the "development, implementation, and management of NYSIF identified initiatives." Are there specific initiatives already identified by NYSIF leadership?	No.
11	3	2. Program Requirements / Services to be Provided	The scope of work includes "structural / operational efficiency." Does NYSIF have specific efficiency targets in mind? If so, what is the expected timeline for realizing those efficiencies?	No.
12	4	2. Submission Requirements / D. Technical Experience / Description of Proposed Services	Is there a preferred format for the technical proposal, e.g., PowerPoint deck or Word document?	No. A searchable Adobe PDF is preferred; however, is not mandatory.
13	4	2. Submission Requirements / D. Technical Experience / Description of Proposed Services	Is there a target page range for technical proposals?	No.
14	6	5. General Conditions / Participation of Minority & Women Owned Business Enterprises (MWBE)	The RFP mentions NYSIF's goal of 30% participation by MWBE. Will participation by SDVOB be considered as valid against that participation goal?	No.
15	3	Program Requirements/Services Provided	How will the services be requested; on an hourly or daily or project basis?	Per the RFP, the Distribution of work is defined as follows: <i>NYSIF will identify specific assignments and establish a customized Statement of Work with each Innovation Advisor based on individual qualifications and current organizational needs. No minimum amount of work is guaranteed.</i>

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16	3	Program Requirements/Services Provided	Can we get a list of the current NYSIF Programs to help identify methods to identify best practices?	NYSIF's current programs are workers' compensation and disability benefits/paid family leave. Examples of some departments under these programs are underwriting, claims, premium audit, and field services.
17	3	Program Requirements/Services Provided	Can you elaborate on "Development and implementation of new processes/mechanisms to accelerate the level of technology, commercialization, and structural/organizational efficiency"? Will we be allowed to provide evaluation and analysis as part of our service?	Yes, evaluation and analysis would be expected as part of your service.
18	3	Program Requirements/Services Provided	Can we provide business process improvement services/support virtually?	NYSIF reserves the right to use both remote conferencing and in-person meetings.
19	3	Services to be Provided	". . . develop and recommend policies and procedures based on identified problems and inefficiencies." What are the identified areas of problems and inefficiencies that NYSIF would want to see addressed?	Information will be provided upon issuance of an award.
20	3	Services to be Provided	". . . solutions that are effective for the NYSIF environment." What are the known environment challenges and constraints? For example, what reference architecture might be available for the bidders to consider in proposing the best-fit advisory team?	Information will be provided upon issuance of an award.
21	3	Services to be Provided	". . . may request the contractor(s) to study one department or one function." What departments or function are most critical to NYSIF's mission in the context of this RFP?	Any of NYSIF's departments could have an function that falls under this RFP.

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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
22	3	Services to be Provided	"advisory services . . . for development, implementation, and management" Are requested services limited to strategy and innovation consulting or will the contractor also executive the development, implementation, and management of NYSIF initiatives?	The awardee may be asked for ongoing support of various initiatives, including assistance in the design, development, launch and management of NYSIF programs.
23	3	Services to be Provided	Would advisory services be needed to discover the highest priority problems and inefficiencies or would they be identified?	The awardee may be asked to assist in discovering the highest priority problems and inefficiencies based on a review of a particular area.
24	1	Sec: 2. PROGRAM REQUIREMENTS - Additional Requirements	While we can advise on multiple fronts, do you have specific area for advisory in mind? Management vs operational, Product vs process, IT vs operating model.	No.
25	1	Sec: 2. PROGRAM REQUIREMENTS - Additional Requirements	Broadly, what departments / functions are you seeking advisory services for? Eg: Risk and compliance, product design, Operations, IT, customer service, sales and marketing.	It could include any of these departments/functions.
26	1	Sec: 2. PROGRAM REQUIREMENTS - Additional Requirements	We understand that leveraging data analytics is one of the top priority . Do you already have analytics strategy/Roadmap in place?	It is being developed.

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27	1	Sec: 2. PROGRAM REQUIREMENTS - Additional Requirements	While we analyzing your Annual report- 2019, we found that there were several initiatives are planned for the year 2020 including, a. Cost containment, increased efficiency b. Data Analytics c. Customer experience and personalization d. Contact center modernization Can you throw some light as to where you stand in these areas. Is there any additional focus areas that were prioritized as part of 2020 and beyond initiatives?	Information will be provided upon issuance of an award.
28	1	Sec: 2. PROGRAM REQUIREMENTS - Additional Requirements	Will you be open to distributed operating model for advisory?	NYSIF reserves the right to use both remote conferencing and in-person meetings.
29	1	Sec: 2. PROGRAM REQUIREMENTS - Additional Requirements	Are you looking for having all consultants at NY office? Onsite – Offshore model for Strategic Planning as well as Implementation?	NYSIF reserves the right to use both remote conferencing and in-person meetings.
30	3	Sec: 2. PROGRAM REQUIREMENTS - Services to be provided	Does NYSIF have a defined criteria (such as program size, program complexity) for identifying the initiatives that would benefit from advisory services?	No.
31	3	Sec: 2. PROGRAM REQUIREMENTS - Services to be provided	How often does NYSIF expect contractor(s) to be invited in a year to review programs, functions and/or departments, to develop and recommend policies and procedures based on identified problems and inefficiencies?	There is no minimum amount of work guaranteed with an award of this contract.

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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
32	3	Sec: 2. SUBMISSION REQUIREMENTS	"...Bidders are encouraged to proactively identify advisory topics". Can you please share information on NYSIF's strategic focus areas and vision for digital/analytics that might help in identifying the topics?	NYSIF's core values from their current strategic plan include the following: deliver exceptional customer service to improve customers experience with NYSIF, improve and align work processes with business objectives to operate more efficiently, maintain financial discipline and use our financial resources efficiently, and use data and metrics to measure performance, fulfill business objectives, and drive organizational decision making.
33			Covid-19 has impacted the industry both in short term and long term. We understand that insurers are using several means including advisor enablement, flexible product structure, Touchless customer acquisition, People enablement and collaboration in remote working eco system. Do you have a strategy in place to address the impact of the crisis in long term?	Information will be provided upon issuance of an award.
34			Can you please provide current state view of your Business Pain Areas? Ex; budget Vs Actual Cost in Operations, New Business Sales Volume, Customer Satisfaction Levels, etc.?	Information will be provided upon issuance of an award.
35			We understand that there is reduction in Net Written Premium due to COVID? Have you taken any initiatives to remediate this? Please confirm whether we need to include this aspect as a part of Strategic Planning?	Information will be provided upon issuance of an award.

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36			Can you please share your IT vision and mission statement if its available	<p>The Information Technology Services (ITS) organization supports the vision and mission of The New York State Insurance Fund through the application and integration of technology across business processes. It is the mission of Information Technology Services to provide high-quality technology to sustain, enhance and shape NYSIF's business services in a cost-effective manner.</p> <p>Provide and implement technology to continuously improve the quality of services for internal and external customers. The ITS organization strives to maintain a forward look on emerging technology trends to exploit opportunities to improve and differentiate services and customer experiences.</p>
37		Range/Scope of Services	Is it possible to share the exisiting set of application / processes & technologies?	No.
38			Is there any plans to do any technology modernization programs?	Yes.
39			Can you please share us the NYSIF's future Roadmap & Strategic inititatives?	NYSIF's core values from their current strategic plan include the following: deliver exceptional customer service to improve customers experience with NYSIF, improve and align work processes with business objectives to operate more efficiently, maintain financial discipline and use our financial resources efficiently, and use data and metrics to measure performance, fulfill business objectives, and drive organizational decision making.
40	Attachment 3, Appendix E	Attachment 3, Appendix E, Vendor Responsibility Questionnaire	The RFP says that Appendix E: Vendor Responsibility Questionnaire is required. If a firm has completed the Vendor Responsibility Questionnaire online with OSC, would proof of this be an acceptable substitute?	Yes, the OSC Online Vendor Responsibility System can be used in lieu of the Appendix E. Please note, for the Online Vendor Responsibility Form, it must be recently certified (within 6-months of the bid submission date) for it to be a valid substitution for the Appendix E.

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41	4	Section 3 Sub-Section B Reference and Statement of Competing Commitments	Is there a specific document that we should fill for the Competing Commitments? Or just a statement? If we do not have any competing commitments should we still fill out this part?	NYSIF does not have a form for Competing Commitments. Bidders must address this within their proposal submission.
42	4	Section 3 Sub-Section D Technical Experience /Description of Proposed Services	What do you refer to when you say "technical publications"?	News and Information Letters, White papers, Case Studies, Books, Review Articles, etc.
43	4	Section 3 Sub-Section E Cost Proposal	It states that we need to submit a different envelope for the cost proposal. If we submit electronically, should we send a different file with the cost proposal?	Yes. If a proposal submission is completed electronically the Appendix Z Fee Schedule should be submitted as a separate file.
44	N/A	N/A	Is there a page limit for the RFP response?	No.
45	N/A	N/A	Should we submit resumes of the team we are proposing?	Yes.
46	3	Section 2 Services to be Provided	In point B it states that Informing NYSIF staff of cutting-edge technology and market trends for better program design and development. What is the current architectural system you have in NYSIF?	Information will be provided upon issuance of an award.
47	N/A	N/A	Can the services be provided remotely?	NYSIF reserves the right to use both remote conferencing and in-person meetings.

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48	2	Inquiries Critical Dates and Proposal Submission	If we submit the RFP electronically is it necessary to still send the flashdrive? Or can we only submit an electronic response?	No, Bidders do not need to send a flash drive if the full proposal submission was submitted electronically.
49	3	2. PROGRAM REQUIREMENTS; Additional Requirements; A	What are NYSIF objectives for the next 6 months, 1-2 years and 3-5 years (Growth, profitability, expenses reduction)?	NYSIF's core values from their current strategic plan include the following: deliver exceptional customer service to improve customers experience with NYSIF, improve and align work processes with business objectives to operate more efficiently, maintain financial discipline and use our financial resources efficiently, and use data and metrics to measure performance, fulfill business objectives, and drive organizational decision making.
50	3	2. PROGRAM REQUIREMENTS; Services to be Provided; A	Is there a proforma of initiatives or roadmap with business cases that ties to those objectives ?	Information will be provided upon issuance of an award.
51	3	2. PROGRAM REQUIREMENTS; Services to be Provided; C	Has NYSIF done any competitive benchmark studies in the recent past to understand their relevant position as compared to their peers in operational areas like Claims, UW etc. ?	Yes.
52	NA	NA	Has there been any leakage studies done in Claims, UW in the past etc.?	Yes.
53	NA	NA	Is there a formal Innovation or transformation COE set up?	No.
54	NA	NA	Are there any NPS (net promoter score) studies done by NYSIF to understand their challenges in CX ?	No.
55	3	2. PROGRAM REQUIREMENTS; Services to be Provided; B	What if any technology modernization efforts have been done in the last few years to address any of the organization's constraints?	NYSIF continuously modernizes its technology.
56	NA	NA	Does NYSIF have an enterprise data strategy ? What kind of tools are used today Data /Analytics and Reporting etc. ?	NYSIF is developing an enterprise data strategy. TIBCO Spotfire and Erwin Data Modeler are the tools used for Data/Analytics and Reporting.

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57			Is this RFP a renewal of an existing contract/book of work or is it new?	This is a new contract.
58			If this is a new book of work, has there been thought about moving the deadline for submitting proposals? I mention this because NYSIF may get a lot of questions to clarify the scope and potential budgets for the consulting work associated with this RFP. If the answers are provided on July 14 or July 15, it could be extremely difficult to provide a right-sized proposal within 5 days, i.e. July 20.	The deadline for bid submission has been amended. Please refer to the cover page of this Amendment for the revised submission deadline.
59	1	Program Summary	How many vendors does NYSIF anticipate awarding a contract under this RFP?	NYSIF anticipates making multiple awards for this contract; however, we reserve the right to make a single award.
60	1	Program Summary	Is this a renewal of an existing contract vehicle or a brand-new contract vehicle?	This is a new contract.
61	3	Services to be Provided	Who is the primary NYSIF stakeholder to manage projects (e.g., EPMO)?	NYSIF anticipates their Executive Project Management Office will manage the majority of the projects.
62		Section 3.E	This section states that the Fee Schedule Proposal must be bound and placed in sealed envelope separately and enclosed with Bid. However, at top of page 2, it says NYSIF will accept electronic proposals and prefers them. If we are submitting electronically, are there special instructions for how to handle the Fee Schedule Proposal?	If a Bidder is submitting the bid electronically, the Fee Schedule should be submitted as a separate file attachment from the remainder of the Bidders proposal, and labeled accordingly.

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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
63	4	Section 3.E	Section states that hourly rates must be all inclusive and include all ancillary costs associated with delivery of services to NYSIF. Should any anticipated T&E be built into the hourly rate or provided separately?	The hourly rate must be all inclusive; however, per Attachment 4, Additional General Conditions, Section 4, Location and Travel - <i>All travel will be paid in accordance with NYS Office of State Comptrollers travel policy as further set forth at: http://www.osc.state.ny.us/agencies/travel/reimbrate.htm.</i>
64	3	Services to be Provided	Does the NYSIF expect all independent contractors to be onsite for all consulting efforts when they are completed?	NYSIF reserves the right to use both remote conferencing and in-person meetings.
65	3	Services to be Provided	What do you expect the average project size/duration to look like? Can all/part of the work be done remotely given the current environmental conditions we are currently in?	The duration of the project will be outlined in the statement of work. NYSIF reserves the right to use both remote conferencing and in-person meetings.
66	4	Statement of Competing Commitments	Are you expecting that a consultant be dedicated to this engagement full-time although the RFP states there is no guarantee for work on an ongoing basis?	No. This is for part-time advisory services.
67	4	Statement of Competing Commitments	What is defined as a competing commitment: any and all contracts or for the given resource(s) that will be recommended for the specific engagement?	Per the RFP Competing Commitments is defined as follows: a list of any contractual obligations they have entered into which requires effort on the part of their key personnel during the period in which these personnel will be working on the contract resulting from this RFP.
68	4	Technical Experience/Description of proposed Services	If a recommended resource has several textbooks/certification guides on the market from publishers such as Wiley, McGraw Hill etc. that are 300+ pages, can a reference to these publications be made with a sample chapter instead?	Yes.

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69	4	Cost Proposal	if submitting a bid electronically, how is a sealed bid expected to be delivered? Also, should the bid include a fully burdened rate if the contractor is located out of state.	<p><u>Part 1: if submitting a bid electronically, how is a sealed bid expected to be delivered?</u> Any bid that is transmitted electronically is considered sealed.</p> <p><u>Part 2: "should the bid include a fully burdened rate if the contractor is located out of state."</u> The vendor should include a single blended rate in the Fee Schedule. The hourly rates must be all-inclusive and include all ancillary costs associated with the delivery of services to NYSIF, with the exception of travel expenses. Travel will be reimbursed in accordance with NYS Office of State Comptrollers travel policy.</p>
70	4	Evaluation Criteria	Does the vendor get a scored preference in NY State? Or is this for NY State contractors only?	All bids will be evaluated in accordance with the Evaluation Criteria outlined within Section 4, Proposal Evaluation, of the RFP.
71	5	4 Proposal Evaluation/ 3 MWBE	How do we sign up to be on the list of Interested MWBEs/Subcontractors?	<p>In regard to possible firms for partnering/subcontracting opportunities, NYSIF will not have this information until bids are received as this is an open competitive procurement. Once bids are received, "Bid Results" will be posted on NYSIF's website (www.nysif.com/procurement) with the firms that submitted proposals.</p> <p>NYSIF will maintain a record of Bidders that express an interest in partnering/subcontracting, and if a Bidder requests a list of interested subcontractors we can pass along the information.</p>
72	Page 1	Program Summary	If more then one contract is awarded, how will the services be contracted for under this RFP? Will there be competitive Mini-Bids or will work be 'sole sourced' to one of the contracted vendors?	<p>Per the RFP, the Distribution of work is defined as follows:</p> <p><i>NYSIF will identify specific assignments and establish a customized Statement of Work with each Innovation Advisor based on individual qualifications and current organizational needs. No minimum amount of work is guaranteed.</i></p>

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73	Page 1	Program Summary	How many projects over the next 12 to 36 months does NYSIF anticipate being contracted from this contract? What is the expected dollar value of those contracts? On average and in total?	There is no minimum amount of work guaranteed with an award of this contract.
74	Page 3	Services to be provided	Can NYSIF please provide further clarification to this statement: 'Bidders to this RFP will provide advisory services on a part-time basis as an independent contractor for development, implementation, and management of NYSIF identified initiatives.	NYSIF will identify specific assignments and establish a customized Statement of Work with each Innovation Advisor based on individual qualifications and current organizational needs. No minimum amount of work is guaranteed. It is anticipated that specific assignments will be less than the five year term of the contract.
75	Page 3	Services to be provided	Can NYSIF provide an example of a scope of work that they are considering contracting out for under this RFP?	No.
76	Page 4	Section 3: Submission Requirements, Subsection E: Cost Proposal (Appendix Z, Fee Schedule)	What job titles or positions should vendor's include in the Fee Schedule (Appendix Z).	The vendor should include a single blended rate in the Fee Schedule. The hourly rates must be all-inclusive and include all ancillary costs associated with the delivery of services to NYSIF, with the exception of travel expenses. Travel will be reimbursed in accordance with NYS Office of State Comptrollers travel policy.
77	Page 6	Section 5: General Conditions, Subsection: Participation of Minority & Women Owned Business Enterprises (MWBE):	Can one MBE or WBE partner be included at 30% to meet the participation requirement?	Yes.
78	Page 18 (Att. 3; Exh B)	Attachment 3: Appendices & Exhibits; Exhibit B (General Specifications); Section 39 (n) (Bidder Certification Requirements) (page 18/23)	Will NYSIF consider inserting "third party" before the phrase "claims, suits, litigation and legal liability..." to clarify Contractor's indemnification obligations are intended to apply to third party claims?	This must be included in the Bidders Proposal under "Comments and Limitations" (see section 3(C)). This would be addressed during contract negotiations after the award has been made.

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79	Page 10 (Att. 3; Exh C)	Attachment 3: Appendices & Exhibits; Exhibit C (Contract Provisions); Section 29 (Ownership of Documents) (pages 10-11/14)	Will NYSIF consider adding a clause to provide clarity around Contractor's ownership of its pre-existing and/or independently developed materials? For example, "Contractor will retain all rights, title and interest in and to all materials and methodologies developed by it prior to the effective date of this Contract and/or developed outside of Contractor's obligations hereunder."	This must be included in the Bidders Proposal under "Comments and Limitations" (see section 3(C)). This would be addressed during contract negotiations after the award has been made.
80	Page 11 (Att. 3; Exh C)	Attachment 3: Appendices & Exhibits; Exhibit C (Contract Provisions); Section 32 (Indemnification) (pages 11-12/14)	Will NYSIF consider inserting "third party" before the phrase "suits, actions, damages and costs..." to clarify Contractor's indemnification obligations are intended to apply to third party claims?	This must be included in the Bidders Proposal under "Comments and Limitations" (see section 3(C)). This would be addressed during contract negotiations after the award has been made.
81	Page 12 (Att. 3; Exh C)	Attachment 3: Appendices & Exhibits; Exhibit C (Contract Provisions); Section 33 (Indemnification Relating to Third Party Rights) (page 12/14)	Will NYSIF consider inserting "third party" before the phrase "damages, expenses (including reasonable attorneys' fees)..." to clarify Contractor's indemnification obligations are intended to apply to third party claims? Additionally, will NYSIF consider inserting "Contractor's" before the phrase "infringement of a United States Letter Patent..." for clarity?	This must be included in the Bidders Proposal under "Comments and Limitations" (see section 3(C)). This would be addressed during contract negotiations after the award has been made.
82	Page 5	Section 5: General Conditions, Subsection: Distribution of Work	Can NYSIF provide samples of SOWs and/or Task Orders representing the types of projects they believe will be requested?	No.
83	3	Services to be provided	It is not clear whether NYSIF is looking for an individual or a company with multiple available consultants. Can you please clarify? Should the proposal focus on the capabilities of the individuals who will be working on this engagement or on the bidding company as a whole?	Both individuals and companies are invited to bid on this RFP. All proposals should highlight the capabilities of the individuals proposed under the bid submission. Evaluations will be focused on the proposers capabilities.

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84	3	Services to be provided	The RFP mentions that the work will be part time. Is there an estimate or range of the number of hours per week/month/year that can be allocated to this?	No. This would vary based on the statement of work.
85	3	Services Provided, Bullet A	For which NYSIF Programs will the awardee provide advisory services?	The awardee may be asked to provide advisory services for any or all of NYSIF's programs. The Statement of Work will define the program where advisory is needed.
86	3	Services Provided, Bullet F	Please elaborate on the internal business matters that need improvement; does that include accounting, marketing, etc.?	The internal business matters that need improvement have not yet been defined. A Statement of Work will be issued for each project that defines the particular area for improvement.
87	6	Attachments, Appendices & Exhibits for Proposal Submission	If a firm has filed its vendor responsibility questionnaire with the NYS Comptroller, is it necessary to complete Appendix E vendor questionnaire?	See response to Question 40.
88	4	Section E/Cost-Fee Schedule	In order to price costing, we would like to know if services will be provided onsite or offsite (due to the pandemic) and if it will vary over the 5 year period.	NYSIF reserves the right to use both remote conferencing and in-person meetings. The bid rate shall be fixed for the full term of any contract resulting from this RFP. The hourly rates must be all-inclusive and include all ancillary costs associated with the deliver of services to NYSIF, with the exception of travel expenses. Travel will be reimbursed in accordance with NYS Office of State Comptrollers travel policy. See Attachment 4 Additional General Conditions sections two and four.
89	4	Section B/References	Can a Prime use project references of its' subcontractors to support our submission?	No. NYSIF requires three references from the primary bidder.
90			Is it required for the proposer to have an office near the NYSIF?	No.
91			Is there an incumbent for this work? If so, please provide incumbent's information.	No.
92			Does the NYSIF currently have a Contact Management System (CMS)? If so, is it used broadly across multiple departments?	NYSIF has several systems that contain contact information for a variety of customers.

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93			Does the NYSIF currently have a Contract Management System? If so, is it used broadly across multiple departments?	No.
94	4	Section 3, Subsection E "Cost Proposal"	What is the best way to to submit a bound and sealed envelope separate from the bid when submitting an electronic version?	See response to Question 62.
95	n/a	n/a	Does the NYSIF have a current contract in place that is similar to this one? If so, is it available on the website in an accessible place?	No.
96	n/a	n/a	Will the work be expected to be done virtually or in person?	NYSIF reserves the right to use both remote conferencing and in-person meetings.
97	3	Section 2, "Services to be Provided"	The RFP mentions that "No minimum amount of work is guaranteed", is there a maximum amount of work that will be required?	No.
98	3	Section 2. Program Requirements Additional Services Bulletpoint A	Do you have a current strategic plan and if so, what year of completion are you in?	We currently have a strategic plan and there is approximately six months left for implementation of it.
99	3	Section 2. Program Requirements Additional Services Bulletpoint A	Does your current strategic plan include a technology component, or is that a separate plan based on the overall strategy?	While the majority of the projects on the current strategic plan have a technology component to them, our Information Technology Services team has their own department plan.
100	3	Section 2. Program Requirements Additional Services Bulletpoint A	What types of data, research reports, background information, etc. do you already have on your competitors?	Information will be provided upon issuance of an award.

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101	3	Section 2. Program Requirements Additional Services Bulletpoint A	Will NYSIF provide existing vision/mission, value proposition documents (or any other documents) to serve as background for the engagement?	NYSIF's mission is to guarantee the availability of workers' compensation insurance at the lowest possible cost to New York employers and to provide timely, appropriate indemnity and medical payments to injured workers, while maintaining a solvent fund. Since inception, NYSIF has fulfilled the dual roles for which it was created: to compete with other carriers to ensure a fair market place and to be a guaranteed source of coverage for employers who cannot secure coverage elsewhere. Any other information will be provided upon issuance of an award.
102	3	Section 2. Program Requirements Additional Services Bulletpoint A	Will NYSIF provide any brand research, competitive research or market research available to serve as background for the engagement?	Information will be provided upon issuance of an award.
103	3	Section 2. Program Requirements Additional Services Bulletpoint A	In the absence of this information, should the bidder incorporate these work-streams into the RFP response. (or... If in our experience we find that key documents (suggested in [a and b] above) anchor the strategic discussions better and position the engagement for a more robust and strategic set of deliverables, could the bidder suggest this in a separate section of the RFP?)	Submissions should concisely and clearly demonstrate the Bidders expertise and accomplishments and how they relate to the requirements of this RFP for Innovation Advisory Services. If the bidder feels this supports their expertise and accomplishments, then they should include it.
104		Section 2. Program Requirements Additional Services Bulletpoint B	Does a competitive landscape analysis exist?	No.
105		Section 2. Program Requirements Additional Services Bulletpoint B	Do you have rich analytics on your market share that can be reviewed? Is there a thorough snapshot of current state?	Information will be provided upon issuance of an award.
106		Section 2. Program Requirements Additional Services Bulletpoint B	What platform(s) do you currently use to collect and mine your data?	TIBCO Spotfire and Erwin Data Modeler.

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107		Section 2. Program Requirements Additional Services Bulletpoint B	Are there specific gaps or analytics that have been identified that caused NYSIF to reach out for these services?	Yes.
108		Section 2. Program Requirements Additional Services Bulletpoint B	Will you share your current marketing strategy and all analytics associated with how you market and what has been successful?	Information will be provided upon issuance of an award.
109		Section 2. Program Requirements Additional Services Bulletpoint B	What type of data is maintained and kept for use with analytics?	Information will be provided upon issuance of an award.
110		Section 2. Program Requirements Additional Services Bulletpoint B	Could a sample of data elements (i.e., headings of data elements only; absolutely no real data being requested) be made available to allow bidder to demonstrate what can be done with our analytical capabilities? And can you advise how many years of this data (aggregate volume of records) you currently store?	Information will be provided upon issuance of an award.
111		Section 2. Program Requirements Additional Services Bulletpoint B	Are you interested in advanced analytics (using predictive modeling, visualizations and prescriptive capabilities)?	Yes.
112		Section 2. Program Requirements Additional Services Bulletpoint B	Can you expand on what specific set of insights NYSIF is aiming to secure? What challenges have you had in the past in using your data?	Specific challenges will be provided at the issuance of an award.
113		Section 2. Program Requirements Additional Requirements Bulletpoint C	The RFP discusses the goal of improving the customer experience. Whom does the NYSIF consider to be the customer: the employer, the insurance broker, the injured worker or other?	NYSIF considers the employer, injured worker and insurance broker/representative all as customers.
114		Section 2. Program Requirements Additional Requirements Bulletpoint C	What types of data, research reports, background information, etc. do you already have on your competitors?	Information will be provided upon issuance of an award.

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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
115		Section 2. Program Requirements Additional Requirements Bulletpoint C	Is NYSIF trying to improve customer experience for your clients (B2B), or claimants (consumer) or both?	Both.
116		Section 2. Program Requirements Additional Requirements Bulletpoint C	If your budget only allowed for improvements in customer experience with one stakeholder, which one (business owners/companies or claimants) would have a higher priority?	NYSIF is looking to improve the customer experience for all of it's customers.
117		Section 2. Program Requirements Additional Requirements Bulletpoint C	Are you looking to improve the entire customer experience journey (end to end: quote/bind/issue/service/claims) or lead with one piece of the journey? And if the latter, would claim be your starting point?	The statement of work issued will indicate what customer experience journey we are targeting. It could be either.
118		Section 2. Program Requirements Additional Requirements Bulletpoint C	Is fraud a major challenge for you today and would this be within the scope of evaluation for this RFP?	Information will be provided upon issuance of an award.
119	3	Section 2. Program Requirements Services to be Provided Bulletpoint A	Does the "design, development, launch and management of the programs" to be reviewed include functions soup to nuts, including underwriting, pricing, distribution, servicing and claims processing?	It could include one or multiple facets of any of our programs.
120		Section 2. Program Requirements Services to be Provided Bulletpoint B	Are your technology solutions self-built or sourced out?	Both
121		Section 2. Program Requirements Services to be Provided Bulletpoint B	What year were your current technology strategy and models developed?	2018

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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
122		Section 2. Program Requirements Services to be Provided Bulletpoint B	Could NYSIF share any high level IT architecture or provide context for current IT strategy to enable bidder to precisely focus on the cutting edge technology that would benefit NYSIF in their quest for digital transformation?	Information will be provided upon issuance of an award.
123	3	Section 2. Program Requirements Services to be Provided Bulletpoint C	What types of data, research reports, background information, etc. do you already have on your competitors?	Information will be provided upon issuance of an award.
124		Section 2. Program Requirements Services to be Provided Bulletpoint D & E	Who will be our NYSIF points of contact for this engagement and what areas do they have responsibility?	The point of contact will be provided upon issuance of an award. NYSIF projects are typically managed by the Executive Project Management Office.
125		Section 2. Program Requirements Services to be Provided Bulletpoint F	The RFP states that the supplier may "contribute towards other internal business process improvements." Can you provide a few examples?	At times, we have projects that focus on internal improvements that mainly benefit our employees (internal customers). A couple examples of this is the creation of a diary system for work assignments and reminders, automation of generating letters, and rerouting of incoming mail.
126		Other General Bidder Questions	Is there currently an outside vendor supporting this initiative or is this a first time bid for this type of work?	This is a new contract.
127		Other General Bidder Questions	The RFP engagement appears to lead with Strategic Planning, Analytics and customer experience. It then references the opportunity to provide advisory services. Does the advisory services come under a different scope of engagement (or is it part of this RFP)?	Bidders should demonstrate their experience and expertise in one or more of the following areas: Strategic Planning, Data Analytics and Customer Experience. NYSIF will identify specific assignments and establish a customized Statement of Work with each Innovation Advisor based on individual qualifications and current organizational needs. No minimum amount of work is guaranteed.
128		Other General Bidder Questions	Although RFP does not explicitly mention, is product innovation or product repositioning (Workman's comp, Disability) something the bidder should incorporate into the RFP?	Only the bidder's experience with these services should be submitted.

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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
129		Other General Bidder Questions	Could NYSIF share 1-2 sentences on their product strategy, and if appropriate, share product information to enable the bidder to demonstrate ways in which bidder can add value toward improving long-term competitiveness for NYSIF?	Information will be provided upon issuance of an award.
130		Other General Bidder Questions	Is there a maximum amount of guaranteed work offered to any one bidder?	No.
131		Other General Bidder Questions	Is there a maximum/minimum number of onsite visits required of the successful bidder for this project?	No. NYSIF reserves the right to use both remote conferencing and in-person meetings.
132		Other General Bidder Questions	Will interviews and some collaborative meetings with the NYSIF Team be permitted to be conducted virtually?	Yes. NYSIF reserves the right to use both remote conferencing and in-person meetings.
133		Other General Bidder Questions	Is the distribution of ongoing work across the various projects in the 5 years slated for this engagement inclusive or is there a set project NYSIF has in mind for this specific RFP?	Specific projects/initiatives have yet to be identified.
134		Other General Bidder Questions	What is the anticipated timeframe when NYSIF will begin awarding contracts?	The timeframe for award is unknown at this time.
135	2	Introduction	Does the proposal also cover a review of your Disability Insurance Program including PFML (Paid Family Medical Leave)?	This proposal covers all NYSIF programs, including Workers' Compensation, Disability Benefits and Paid Family Leave.
136	6	6 - Attachments	Can the government clarify if Appendix M, Form 102, should be submitted alongside the proposal or at a later date?	Appendix M, Form 102, does not need to be submitted with a Bidders proposal. This is provided for reference purposes only, and would be used for quarterly Work Force Employment Utilization reports after a contract has been executed.

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137	3	3- Submission Requirements	Are there any font & size requirements for the submission of this RFI?	No.
138	3	3- Submission Requirements	Are there any page limits for the requirements for the submission of this RFI?	No.
139		3- Submission Requirements	Section E states that the fee schedule must include proposed hourly billing rates and that they should not exceed the rates charged by the Bidder to the existing current clients. Does NYSIF have a proposed fee schedule or labor categories?	The vendor should include a single blended rate in the Fee Schedule (Appendix Z). The hourly rates must be all-inclusive and include all ancillary costs associated with the delivery of services to NYSIF, with the exception of travel expenses. Travel will be reimbursed in accordance with NYS Office of State Comptrollers travel policy.
140		3- Submission Requirements	Section D states that technical experience and expertise must be listed at the end of the proposal. Is there a page limit?	No.
141		3- Submission Requirements	Would the Government confirm that the Technical Experience, Cost Proposal, Comments and Limitations sections of the Technical Submission should all be in the same document? Additionally, can the government confirm if a pdf submission is fine?	The Cost Proposal (Appendix Z Fee Schedule) should be submitted as a separate file under the electronic submission, and should be physically separated and submitted in a separate envelope under the physical submission. A PDF submission is acceptable.
142	3	3A - Title Page	Do cover pages/title page have a page limit in the technical submission?	No.

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Question #	RFP Page #	RFP Section and Sub-Section Reference #/Heading	Question	NYSIF Response
143	Attachment 3, Appendix E	Attachment 3, Appendix E	In Attachment 3, it states that if the Bidder is "not incorporated or formed in New York State, please provide a current Certificate of Good Standing from your state or applicable local jurisdiction." For entities that are not incorporated or formed in New York State, is a Certificate of Good Standing from the corresponding jurisdiction the only additional information that the state requests? Additionally, if a jurisdiction provides a separate, equivalent certification, is that acceptable?	Yes.
144	N/A	N/A	Are there particular example problems or recent initiatives that highlight the types of analytical support sought by NYSIF?	Specific examples will be provided upon award.
145	N/A	N/A	Does NYSIF have software preferences in terms of how it receives information, e.g., PowerBI, Tableau, Excel, PowerPoint, etc.?	Specific software preferences are dependent on project work.
146	N/A	N/A	Are there specific coding languages or database software that are particularly helpful in providing analysis to support NYSIF?	C#, .Net, MVC, Oracle PL/SQL
147	4 and Appendix Z	3E - Cost Proposal	Appendix Z, Fee Schedule, has a single box to enter a hourly bid rate - can the government clarify the rate that it would like? Section E states that it should be all-inclusive - should the rate be an average for any person who would perform work on this contract, or should we provide separate rates for labor categories?	The vendor should include a single blended rate in the Fee Schedule. The hourly rates must be all-inclusive and include all ancillary costs associated with the delivery of services to NYSIF, with the exception of travel expenses. Travel will be reimbursed in accordance with NYS Office of State Comptrollers travel policy.

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148			Do the Independent Contractors who bid on this have to have a NY business license?	There is nothing outlining that being an independent contractor needs a NY specific business license; however, if the nature of their job requires a license (for example, real estate brokers, nail salons, doctors, lawyers, etc.) then they will need that particular license to do their profession.
149	4	Cost Proposal / Appendiz Z	What percentage of the the consultative services is expected to be conducted at NYSIF headquarters as opposed to the consultant's office(s)?	NYSIF reserves the right to use both remote conferencing and in-person meetings.
150	4	Cost Proposal / Appendiz Z	There is only one line item on Appendix Z, but it also refers to rates (plural), can additional lines for different titles and rates be added, or is one all-inclusive hourly rate preferred?	The vendor should include a single blended rate in the Fee Schedule. The hourly rates must be all-inclusive and include all ancillary costs associated with the delivery of services to NYSIF, with the exception of travel expenses. Travel will be reimbursed in accordance with NYS Office of State Comptrollers travel policy.