

Massachusetts School Building Authority
Request for Responses for Data Master Plan and Governance Framework Development
MSBA-RFR-DMP2025
Addendum No. 2: Questions and Answers
October 22, 2025

1. **Question:** Is there a maximum budget or budget range allocated for this project?

Answer: The MSBA will not be providing this information in relation to the RFR.

2. **Question:** Is MSBA currently working with a firm to develop the Data Master Plan RFR?

Answer: No (See Attachment G - Scope Clarification, question #8).

3. **Question:** Did MSBA work with another vendor to generate the current project work plan steps and associated schedule? If so, is that firm permitted to also bid on this RFR?

Answer: No (See Attachment G - Scope Clarification, question #8).

4. **Question:** Is NMFA willing to share now the budget allocated to this Data Master Plan project?

Answer: See answer to question #1.

5. **Question:** Does MSBA have any on-site preferences for conducting the project activities?

Answer: See Attachment G - Scope Clarification, question #4.

6. **Question:** Hours are estimated; will respondents be held to submitted budget?

Answer: The cost proposals should be based on good faith estimates. Respondents should provide hourly billing rates for all proposed personnel and roles, broken out by project phase, as described in Section V of the RFR. Following the selection of a Respondent, the MSBA and Selected Respondent will establish a final scope of work and not-to-exceed amount based on the agreed upon rates and anticipated level of effort. Additionally, hourly rates for all personnel should be provided for work that is additional or may fall outside of the Scope of the RFR.

7. **Question:** Does the work/deliverables in this RFR (and resulting contract) need to complete by March 30, 2028? If the duration of the contract were to be extended, can you provide examples of extended and new work?

Answer: The intention is that the work is to be completed by March 30, 2028 for this particular set of objectives. Should there be additional efforts that the consultants are

qualified to complete and are necessary for the successful completion of this project, an option for extension is possible.

8. **Question:** May responders use a smaller point font (e.g., 10 point) for figures and tables?

Answer: Yes, Respondents may use 10-point font exclusively for figures and tables. All other components of the Response must be formatted in a 12-point font or larger.

9. **Question:** Are you leveraging any industry architecture patterns in your data environment? Perhaps something like Medallion?

Answer: The MSBA uses OLTP and OLAP (Data Warehouse) industry data design and processing patterns.

10. **Question:** Please estimate the number of reports to be analyzed.

Answer: (See Attachment G - Scope Clarification, question #5).

11. **Question:** Please estimate the number of external system artifacts, such as documents, that will be analyzed.

Answer: (See Attachment G - Scope Clarification, question #5).

12. **Question:** For the Capital Planning Department systems, please estimate the total number of data input/entry screens.

Answer: (See Attachment G - Scope Clarification, question #5).

13. **Question:** Are there any planned system replacements or upgrades that could impact this project? MMARS?

Answer: There is an additional RFR out for a document management system. It is our belief that this would compliment the Data Master Plan, as it would allow for documents to be collected in a single method.

14. **Question:** Do you have existing data governance policies or a data governance committee?

Answer: (See Attachment G - Scope Clarification, question #11) The MSBA does not currently have a formal data governance policy or committee.

15. **Question:** What analytics or reporting tools are currently in use?

Answer: Most common tools used are Excel, SSRS, and Tableau, with access to PowerBI.

16. **Question:** Which stakeholder groups are most/least engaged with current data collection processes?

Answer: (See Attachment G - Scope Clarification, question #9).

17. **Question:** Are you expecting specific technical recommendations, such as say use Microsoft Power BI for reporting, or are you looking for general recommendations that will be flushed out in a future phase/project?

Answer: (See Attachment G - Scope Clarification, question #7).

18. **Question:** How many MSBA staff can be dedicated to this project as subject matter experts?

Answer: (See Attachment G - Scope Clarification, question #6).

19. **Question:** What is the availability of senior leadership for interviews and decision-making?

Answer: (See Attachment G - Scope Clarification, question #6).

20. **Question:** What is the availability of external users such as contractors?

Answer: (See Attachment G - Scope Clarification, questions #6 & #9).

21. **Question:** Will MSBA facilitate introductions to contractors, OPMs, and designers for interviews?

Answer: Yes. (See Attachment G - Scope Clarification, questions #6 & #9).

22. **Question:** Are there seasonal or cyclical periods when stakeholder availability is limited?

Answer: Yes. Prior to Board of Directors meetings and around program-based milestones, some stakeholders will have limited availability. However, we will work to ensure that meetings take place within reasonable timeframes. (See Attachment G - Scope Clarification #6).

23. **Question:** What are the biggest risks to project success from MSBA's perspective?

Answer: (See Attachment G - Scope Clarification, question #10).

24. **Question:** Can you please confirm whether the utilization of offshore development resources is permissible for this engagement, particularly for non-client-facing development work and model training?

Answer: The MSBA requires that all work performed under this engagement, including but not limited to data handling, analysis, storage, and development, must be conducted

within the continental United States. Off-shore or non-continental US performance of work is not permitted under this procurement.

25. **Question:** Will there be a specified number of on-site visits required throughout the term of the project? If so, can you provide an estimate of the number of visits and expected duration per visit?

Answer: See Attachment G - Scope Clarification, question #4.

26. **Question:** Are there any specific certifications (e.g., MWBE, SDVOB, accessibility, security, or professional qualifications) required for the contractor to be deemed eligible for award consideration?

Answer: The MSBA encourages responses from all Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Minority and Women Business Enterprise (M/WBE), Veteran Business Enterprise (VBE), Service-Disabled Veteran-Owned Business Enterprise (SDVOBE), Disability-Owned Business Enterprise (DOBE), Lesbian, Gay, Bisexual or Transgender Business Enterprise (LGBT), Minority Nonprofit Organization (M/NPO), Women Nonprofit Organizations (W/NPO), and Minority and Women Non-Profit Organizations (M/W/NPO). However, certification in any of these categories is not required for eligibility or award consideration.

Additionally, in order to be eligible for award consideration, Respondents must submit all required certifications referenced in the RFR as part of their RFR Response, including the Conflict on Interest certification (Section VII. A. 5), the Cover Letter certification (Section VIII. 1. A), and all Mandatory Legal Certifications (Attachment B).

27. **Question:** Can you provide the preferred or required response times for on-going support? Please also indicate any specific requirements for business hours support.

Answer: On-going support is not a part of the current project. We intend to finalize a master plan and move forward with potential implementation based on that plan. (See Attachment G - Scope Clarification, questions #1 & #2).

28. **Question:** Are there any compliance standards that must be met, such as state data policies, public records laws?

Answer: The plan must be in compliance with all applicable state, local, and federal laws, including, but not limited to, Mass. Gen. Laws Ch. 93H and 93I, M.G.L. Ch. 66 (the "Massachusetts Public Records Law"), M.G.L. Ch. 66A, 34 CFR Part 99 ("FERPA"), 940 CMR 27 *et seq.*, and 201 CMR 17 *et seq.*

29. **Question:** What are the different user types of applications, and what roles and access levels do they require?

Answer: The MSBA has various applications used to support business functions. Specific details of the roles and access levels will be shared with the selected Respondent as required.

30. **Question:** Does MSBA anticipate a need for data migration or consolidation from legacy systems or off-system storage?

Answer: Based on the outcome of the Data Master Plan, this may be a determination, but it is not a part of this phase of the project. (See Attachment G - Scope Clarification, question #7).

31. **Question:** Are there any mandated platforms that MSBA must continue using (e.g., SharePoint, state systems), or is replacement/consolidation possible?

Answer: (See Attachment G - Scope Clarification, question #7).

32. **Question:** Are there existing APIs or preferred methods for connecting to these systems?

Answer: The MSBA will work with the selected Respondent to provide required access as needed to non-production systems.

33. **Question:** Can you provide more details about existing data sources and applications, including:

- a. Types of data currently stored (structured, semi-structured, unstructured)
- b. Databases or platforms used (e.g., SQL, NoSQL, cloud storage, flat files)
- c. Approximate data volumes for each system or source
- d. Frequency of data updates and access requirements

Answer: The MSBA has various data sources on and off system. System data sources are structured and stored on SQL server. See Attachment G - Scope Clarification, question #5 for additional information.

34. **Question:** Of the 20+ systems listed in the Focus section, which systems currently have API capabilities versus manual data exchange methods?

Answer: The MSBA does not currently have any available API's.

35. **Question:** What are the key performance indicators (KPIs) that MSBA prioritizes for tracking success in the Capital Planning Department?

Answer: Performance is very case specific and will be discussed with the selected consultant.

36. **Question:** Are there any existing data governance protocols that the consultant should build upon or replace?

Answer: (See Attachment G - Scope Clarification, question #11).

37. **Question:** What is MSBA's current technology stack (databases, middleware, cloud vs on-premise)?

Answer: Details of the current technology stack will be provided to the selected Respondent.

38. **Question:** Are there specific reporting formats or visualization tools preferred for stakeholder consumption?

Answer: Not specifically. The Data Team currently uses Tableau and has access to PowerBI. (See Attachment G - Scope Clarification, question #7).

39. **Question:** How many districts, OPMs, designers, and contractors are typically active in the system at any given time?

Answer: As of the October 2025 Board of Director's meeting, there are 338 active projects including 175 Accelerated Repair Program projects and 163 Core Program projects. Each will, at some point in the process have their own OPM, Designer, and Contractors. We are only looking for a sample of input; not a full scale survey. At present there are projects with 172 unique districts, 32 OPMs, 52 designers, and 63 contractors. (See Attachment G - Scope Clarification, question #9).

40. **Question:** What percentage of current data entry occurs through external stakeholders versus internal MSBA staff?

Answer: (See Attachment G - Scope Clarification, question #9).

41. **Question:** What is the expected response rate for external stakeholder surveys, and does MSBA have established communication channels with these groups?

Answer: (See Attachment G - Scope Clarification, question #9).

42. **Question:** What is the estimated percentage of data currently maintained outside the enterprise system (SharePoint, email, personal drives)?

Answer: (See Attachment G - Scope Clarification, question #5).

43. **Question:** Are there known data quality issues that need immediate attention versus long-term remediation?

Answer: (See Attachment G - Scope Clarification, question #7).

44. **Question:** Has MSBA conducted any previous data audits, and if so, are those findings available?

Answer: The Data Team performs data audits on specific items only. (See Attachment G - Scope Clarification, question #8).

45. **Question:** Are there specific FERPA or other educational data privacy requirements that apply to this data?

Answer: Yes, please see Answer to Question #28.

46. **Question:** Is there a preferred structure or template for the Data Master Plan deliverable?

Answer: (See Attachment G - Scope Clarification, question #7).

47. **Question:** Should the workflow design account for scalability to accommodate future data expansion or additional departments?

Answer: Yes, but this is one of the items we are trying to understand as part of the RFR. (See Attachment G - Scope Clarification, question #7).

48. **Question:** Should the workflow design account for scalability to accommodate future data expansion or additional departments?

Answer: See question #47 (See Attachment G - Scope Clarification, question #7).

49. **Question:** How will MSBA measure the success of the Data Master Plan implementation?

Answer: (See Attachment G - Scope Clarification, questions #1 and #3).

50. **Question:** How will MSBA measure the success of the Data Master Plan implementation?

Answer: See question #49 (See Attachment G - Scope Clarification, question #3).

51. **Question:** Would MSBA consider a hybrid pricing model that includes both milestone payments for deliverables and monthly retainer fees for ongoing availability during review periods?

Answer: Please see Answer to Question #6.

52. **Question:** How should the consultant structure pricing for the extended stakeholder engagement periods? For instance, Step 2 spans from April to June 2026 with intermittent stakeholder interactions - should this be priced as continuous engagement or discrete activities?

Answer: Please see Answer to Question #6.

53. **Question:** Several tasks show the same start and end dates (0 duration) for major deliverables - are these compilation efforts of previous work, or do they require additional development time that should be priced separately?

Answer: These are due dates for deliverables and milestones.

54. **Question:** Can you confirm that all project activities are expected to be 100% virtual for the entire contract duration? If any on-site presence is anticipated, how should potential travel and accommodation expenses be presented in the budget proposal?

Answer: See question #5 (See Attachment G - Scope Clarification, question #4).

55. **Question:** Does MSBA expect the same key personnel to be available throughout the entire 2-year project, or can team members rotate based on project phases?

Answer: Key personnel may rotate based on project phase, with the exception of the project manager, as needed for the project and with the prior approval of the MSBA. Rotations of key personnel must be specified within the response. Substitutions for specific positions can be negotiated with MSBA staff. The MSBA reserves the right to reject or approve any changes in personnel. Please also see Attachment C – Master Services Agreement, Sections 5, 9, and 12.

56. **Question:** What percentage of required data and documentation will be readily available versus requiring extensive discovery efforts?

Answer: The majority of the data and documentation formats will be readily available in some format. However, we do look to the consultant to help us understand if there is additional data that we should be collecting. (See Attachment G - Scope Clarification, question #5).

57. **Question:** For external stakeholder engagement (districts, OPMs, contractors), will MSBA facilitate introductions and mandate participation, or will the consultant need to independently secure cooperation?

Answer: See question #21. While the MSBA will help to facilitate stakeholder engagement, we will not mandate it from external stakeholders. It will be completed by a willing sampling of outside stakeholders. (See Attachment G - Scope Clarification, questions #6 & #9).

58. **Question:** We assume that existing documentation and data extracts will be provided in standard, machine-readable formats (e.g., PDF, CSV, XLSX). Should we budget for additional effort related to digitizing physical documents or parsing non-standard file formats?

Answer: Documentation will be provided in standard, machine-readable formats. (See Attachment G - Scope Clarification, question #5).

59. **Question:** Does MSBA have any existing UX artifacts such as style guides, design systems, user personas, journey or story maps, and or wireframes that should be built upon or aligned with?

Answer: Not at this time.

60. **Question:** Do MSBA digital brand guidelines (with directors for color, typography, tone of voice, etc) exist?

Answer: Not at this time.

61. **Question:** Are there any specific WCAG or Section 508 requirements that must be adhered to?

Answer: Any recommendations on user data entry, if applicable, should comply with all applicable Massachusetts state and federal law including but not limited to WCAG.

62. **Question:** From a UX standpoint, for each phase, what level of fidelity is expected for wireframes/prototype/visual mockups and how many rounds of iteration or review does MSBA anticipate per design deliverable?

Answer: The goal is to develop a guide for the UX. We are not looking for a final product, but for a guide for the UX to match our business processes. The number of iterations and reviews by the MSBA is dependent on the drafts provided. (See Attachment G - Scope Clarification, questions #2 & #3).

63. **Question:** What is the review and approval process for design artifacts? Does a dedicated UX stakeholder committee exist?

Answer: Review and approval will be completed on a case-by-case basis for each draft deliverable and will be completed by MSBA staff as needed for the specific deliverable. (See Attachment G - Scope Clarification, question # 6).

64. **Question:** Will MSBA provide access to stakeholders and end users for interviews, usability tests, or workshop sessions? If so, is there an expected workshop cadence?

Answer: The MSBA will provide access to stakeholders and end users for interviews and workshops. We do not anticipate usability tests for this phase, but if necessary, the MSBA will provide access to end users. Workshop cadence will be dependent on the process used by the consultant. (See Attachment G - Scope Clarification, questions # 6 & #9).

65. **Question:** Does MSBA track any analytics or qualitative feedback on existing applications such as task completion rates, heat maps, survey responses, etc. that could inform our initial UX hypotheses?

Answer: Not at this time.

66. **Question:** What exactly is MSBA looking for in a data governance plan? Is there an expected page range for the final plan?

Answer: Comprehensive, but no specific page range. (See Attachment G - Scope Clarification, question #7).

67. **Question:** Is there a future plan for an implementation phase following this data master plan?

Answer: To be determined as part of the Data Master Plan. (See Attachment G - Scope Clarification, question #7).

68. **Question:** What data centralization is MSBA open to and what do they know they want to keep divorced?

Answer: A high degree of centralization within the capital planning applications as defined in the RFR in Section IV, with connections and drawing in of data from other department sources. (See Attachment G - Scope Clarification, question #7).

69. **Question:** Are there any legacy systems scheduled for decommissioning that we should treat differently in our recommendation?

Answer: (See Attachment G - Scope Clarification, question #7 and the RFR).

70. **Question:** Are there specific compliance or regulatory frameworks that governance recommendations must align with?

Answer: See Answers to Questions #28 and #75.

71. **Question:** Does MSBA leadership have time to participate in workshops, and should we plan for executive-level briefings separately?

Answer: (See Attachment G - Scope Clarification, question #6).

72. **Question:** Should the Data Master Plan include a phased implementation roadmap with costs, or is the deliverable limited to strategy and recommendations?

Answer: Limited to strategy and implementation. It is a phased roadmap, but not with cost information. (See Attachment G - Scope Clarification, questions # 2, 3, & 7).

73. **Question:** Can you provide an estimate of the maximum number of stakeholder interviews (individual and group) that may be needed for this project?

Answer: (See Attachment G - Scope Clarification, question # 9).

74. **Question:** Are there specific pain points or inefficiencies that, if resolved, would constitute a successful project?

Answer: The overall goal will be to match the input to workflow, ensure that the correct individuals are seeing what they need to see, and that the correct data is being collected at the right time. The overall success of the project is as described in the RFR. (See Attachment G - Scope Clarification, question # 3).

75. **Question:** Are there any restrictions on where the work must be performed (e.g., within the issuing state, within the U.S., or onshore vs. offshore)?

Answer: Yes, all work performed under this engagement - including, but not limited to, data handling, analysis, storage, and development - must be conducted within the continental United States. Off shore or non continental US performance of work is not permitted. This requirement applies equally to subcontractors. All MSBA related data must be stored, processed, and accessed only within the continental United States; data residency or storage outside of the US (including offshore or non-US cloud environments) is not permitted.

76. **Question:** Do subcontractors also need to be based in-state or in the U.S., or can they be located elsewhere?

Answer: Please see Answer to Question #75.

77. **Question:** Are there any data residency or data sovereignty requirements that would restrict where data can be accessed or stored?

Answer: Please see Answer to Question #75.

78. **Question:** Does any portion of the work (e.g., hosting, support, development) need to be performed on-site or within government facilities?

Answer: (See Attachment G - Scope Clarification, question #4).

79. **Question:** Are there any specific legal, regulatory, or compliance reasons that would prevent the use of out-of-state or offshore resources (e.g., HIPAA, CJIS, FedRAMP, state IT policies)?

Answer: Please see Answer to #28 and #75.

80. **Question:** If off-site or remote delivery is permitted, are there additional security controls required (e.g., VPN, dedicated machines, endpoint monitoring)?

Answer: We will work with the selected consultant to provide a non-production environment for the purposes of discovery. (See Attachment G - Scope Clarification, question #6).

81. **Question:** Are there any restrictions on cloud hosting (e.g., must be hosted in a specific region/state/country)?

Answer: There is no need for any deliverable that would require hosting within this RFR. (See Answer to #75 and Attachment G –Scope Clarification, Questions #1, 2, &7). All work under this engagement must be performed within the continental United States.

82. **Question:** Does the agency/client have a preferred cloud provider (e.g., AWS, Azure, Google Cloud)?

Answer: There is no need for any deliverable that would require hosting within this RFR. (See Attachment G - Scope Clarification, questions #1, 2, &7).

83. **Question:** Any hosting region restrictions (U.S./Massachusetts only) or audit/certification requirements (StateRAMP/FedRAMP Moderate) we should assume in our roadmap?

Answer: There is no need for any deliverable that would require hosting within this RFR. (See Answer to Question #75 and Attachment G - Scope Clarification, questions #1, 2, & 7).

84. **Question:** Is there an existing cloud strategy or mandate that this work must align with (e.g., cloud-first policy, state contract with a cloud vendor)?

Answer: No (See Attachment G - Scope Clarification, question #7).

85. **Question:** Does the client require FedRAMP, StateRAMP, or other cloud compliance certifications?

Answer: There is no need for any deliverable that would require these certifications in this RFR. (See Attachment G - Scope Clarification, questions #1, 2, & 7).

86. **Question:** Are there specific security baselines (e.g., CIS, NIST 800-53/171, StateRAMP/FedRAMP) or endpoint controls (VPN, MDM, EDR) required for off-site/remote contributors?

Answer: Access to be determined.

87. **Question:** Are there data classification standards (public, internal, confidential, PII, SPI) we must adopt, and any data residency constraints (e.g., U.S.-only storage)?

Answer: There is no need for any deliverable that would require hosting within this RFR. Please see questions #28 and #75 and Attachment G - Scope Clarification, Question #1.

88. **Question:** Will contractor systems be permitted to store/process MSBA data, or must data reside only in MSBA-controlled environments?

Answer: MSBA will provide data to be analyzed.

89. **Question:** Are there existing on-premise systems or legacy infrastructure that must be integrated with a cloud solution?

Answer: (See Attachment G - Scope Clarification, question #1).

90. **Question:** If the solution must be hosted on government infrastructure, is a move to the cloud anticipated in a future phase?

Answer: There is no need for any deliverable that would require hosting within this RFR. (See Attachment G - Scope Clarification, question #7).

91. **Question:** Who is responsible for cloud infrastructure provisioning—vendor or client?

Answer: There is no need for any deliverable that would require hosting within this RFR. (See Attachment G - Scope Clarification, questions #1, 2, &7).

92. **Question:** Are there any data residency, security, or audit requirements that would affect how and where the cloud solution is hosted?

Answer: There is no need for any deliverable that would require hosting within this RFR. (See Answer to Question #75 and Attachment G - Scope Clarification, questions #1, 2, &7).

93. **Question:** If Agile is acceptable, are there internal stakeholders (e.g., Product Owners, Scrum Masters) who can participate in ceremonies (standups, sprint reviews, etc.)?

Answer: Yes, but there will be no data products at this stage in the process. (See Attachment G - Scope Clarification, questions #1 & 2).

94. **Question:** Are there existing constraints that require a Waterfall approach (e.g., funding models, regulatory gates, legacy SDLC)?

Answer: (See Attachment G - Scope Clarification, questions #1, 2, &7).

95. **Question:** Is a hybrid approach (e.g., Agile within defined stage gates) acceptable or encouraged?

Answer: (See Attachment G - Scope Clarification, questions #1, 2, &7).

96. **Question:** Does MSBA prefer Agile ceremonies (cadence, artifacts) or a hybrid gated approach aligned to internal governance?

Answer: (See Attachment G - Scope Clarification, questions #1, 2, &7).

97. **Question:** Are there existing tools or platforms the agency uses to support Agile delivery (e.g., Jira, Azure DevOps, Confluence)?

Answer: The MSBA does not currently have a preferred Agile delivery tool.

98. **Question:** What stakeholder availability (hours/week) can we expect, and who is the executive sponsor/decision owner for approvals and risk unblockers?

Answer: (See Attachment G - Scope Clarification, question #6).

99. **Question:** What is the turnaround time for MSBA review of drafts and the expected number of review cycles per deliverable?

Answer: Turnaround time is deliverable specific, depending on the depth and need for review.

100. **Question:** What are the formal acceptance criteria and acceptance timeline for each deliverable (e.g., days to review/accept, cure period, partial acceptances)?

Answer: See answer #99.

101. **Question:** Are any hard milestone gates (payment tied to acceptance) defined beyond the narrative schedule?

Answer: The MSBA will work with the selected Respondent on specific details regarding payment schedules related to milestones.

102. **Question:** How should we mark confidential/trade secret content to support potential public records exemptions and what will MSBA accept as confidential after award?

Answer: None should exist, but this may be discussed with the selected respondent.

103. **Question:** Are any proof-of-concepts or tool configurations expected during the plan (e.g., pilot dashboards), or are deliverables documents only?

Answer: The goal is to develop a data master plan, while no software deliverable is to be provided at this point. Drafts are planned as recorded in the RFR. (See Attachment G - Scope Clarification, Questions #1, 2, & 7).

104. **Question:** To what depth should integration design go (interface specs vs. high-level patterns), and will MSBA provide sandbox access to current systems for discovery?

Answer: We will work with the selected consultant to provide a non-production environment for the purposes of discovery. (See Attachment G - Scope Clarification, question #6).

105. **Question:** Should pricing be T&M with a NTE or fixed-fee by deliverable? Any limits on ODCs (e.g., travel, transcription, research data)?

Answer: The MSBA will work with the selected Respondent on specific details regarding payment schedules related to milestones. Please see Answer to Question #6.

106. **Question:** Will on-site sessions be required (and how many) so we can price travel appropriately?

Answer: (See Attachment G - Scope Clarification, question #4).

107. **Question:** If we include diverse subcontractors, will there be post-award reporting on subcontractor spend and performance, and in what format/frequency?

Answer: The MSBA will work with the selected respondent to address any related questions.

108. **Question:** Are there non-negotiable MSA clauses we should avoid redlining (e.g., indemnity, limitation of liability, IP, insurance)?

Answer: The successful respondent will be required to execute the MSBA's Master Service Agreement (MSA). The MSBA generally executes its standard MSA with limited or no substantive revisions. Any requested exceptions must be clearly identified in the Respondent's submission; however, Respondent's should be aware that the MSBA may decline to consider exceptions deemed to be material.

109. **Question:** Could you please confirm the expected number of stakeholders particularly external stakeholders?

Answer: (See Attachment G - Scope Clarification, question #9).

110. **Question:** Will MSBA be responsible for identifying the external stakeholders to participate?

Answer: (See Attachment G - Scope Clarification, question #6).

111. **Question:** What is application age and approximate volume of data?

Answer: The MSBA has various applications with the oldest being developed approximately 10+ years ago. See Attachment G - Scope Clarification, question #5 for approximate volume of data.

112. **Question:** Will the data be provided in a non-prod data warehouse environment?

Answer: (See Attachment G - Scope Clarification, question #6).

113. **Question:** Are there any data dictionaries or metadata repositories?

Answer: There are guidebooks and data dictionaries available.

114. **Question:** Is there an existing data governance structure?

Answer: (See Attachment G - Scope Clarification, question #11).

115. **Question:** Are there specific compliance frameworks that must be adhered to?

Answer: (See Attachment G - Scope Clarification, question #11).

116. **Question:** Does the department have any data cataloging or governance tools?

Answer: (See Attachment G - Scope Clarification, question #11).

117. **Question:** The RFR Schedule (Section VI) states the schedule is a guideline. Are the specific Start and Finish dates detailed in the project timeline tables (e.g., Kickoff Meeting on April 1, 2026) considered fixed dates, or are they illustrative and subject to modification based on the agreed upon approach?

Answer: The schedule is illustrative and subject to modification based on the agreed approach. Overall, we would like the end date to remain fixed.

118. Question: Is the Authority set on a big bang approach vs. Incremental?

Answer: No (See Attachment G - Scope Clarification, question #7).

119. Question: Approximately how many stakeholders (internal staff, external districts, OPMs, contractors, designers, board members) does MSBA expect us to interview or survey?

Answer: (See Attachment G - Scope Clarification, question #11).

120. Question: Will MSBA coordinate invitations and scheduling for external stakeholders (districts, OPMs, contractors), or should the consultant handle this outreach?

Answer: (See Attachment G - Scope Clarification, question #6).

121. Question: Does MSBA prefer in-person workshops and interviews for stakeholders, or are remote/virtual sessions acceptable for most engagements? If in-person, will these be centralized in Boston, or spread across districts?

Answer: (See Attachment G - Scope Clarification, question #4).

122. Question: Does MSBA have any existing data governance structures (e.g., data stewards, governance committees, policies, or standards)? If yes, can you share documentation?

Answer: The MSBA does not currently have a formal data governance policy or committee.

123. Question: Are data ownership and stewardship responsibilities already assigned within MSBA departments, or will this be defined as part of the engagement?

Answer: This may be defined as part of the engagement. (See Attachment G - Scope Clarification, question #11).

124. Question: Beyond Massachusetts Public Records Law, are there other state or federal compliance standards (e.g., DOE rules, IT security frameworks) that the Data Governance Framework must explicitly address?

Answer: Please see Answers to Questions #28, #77 and #122.

125. Question: Does MSBA currently operate on a preferred cloud platform (AWS, Azure, Google Cloud, or state-managed hosting)?

Answer: (See Attachment G - Scope Clarification, questions #1 & 2).

126. **Question:** What tools are currently in use for data management, integration, or analysis (e.g., ETL tools, data warehouses, BI/reporting tools like Power BI or Tableau)?

Answer: Data analysis and reporting tools include Excel, SSRS/SSIS, Tableau, and PowerBI.

127. **Question:** What database platforms (e.g., SQL Server, Oracle, PostgreSQL) underpin MSBA's core applications? Are applications custom-built or vendor solutions?

Answer: The MSBA utilizes SQL Server, and the applications are custom-built.

128. **Question:** Are APIs, data feeds, or integration tools already available in the current environment, or should we assume limited interoperability?

Answer: Assume limited interoperability.

129. **Question:** Is there a centralized identity management solution (e.g., Active Directory, Single Sign-On) in place for system access today?

Answer: Not in scope for this RFR. Any needed related information will be shared with the selected Respondent.

130. **Question:** Does MSBA expect the consultant team to work on-site for certain phases (kickoff, workshops, presentations), or is remote delivery acceptable for the majority of tasks?

Answer: (See Attachment G - Scope Clarification, Question #4).

131. **Question:** What turnaround time should we anticipate for MSBA review of interim deliverables (e.g., draft reports, workflow diagrams)?

Answer: See Answer to Question #63.

132. **Question:** Who will serve as the MSBA project sponsor and day-to-day point of contact? Will MSBA assign an internal team or steering committee?

Answer: (See Attachment G - Scope Clarification, questions #6).