



## OAKS Organizational Assessment

October 4, 2013

### R E Q U E S T   F O R   Q U O T A T I O N

State Term Schedule

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## Overview

The Department of Administrative Services (DAS), Office of Information Technology (OIT), Ohio Administrative Knowledge System (OAKS), is issuing a Request for Quote (RFQ) for a qualified firm to provide an organizational assessment and organizational improvement plan for the Ohio Administrative Knowledge System.

The DAS Office of Information Technology (OIT) delivers statewide information technology and telecommunication services to state government agencies, boards and commissions, as well as policy and standards development, lifecycle investment planning and privacy and security management. The Ohio Administrative Knowledge System (OAKS) is an enterprise resource planning software system integrating central government business functions, including human resources, procurement, budgeting, accounting and asset management, and other administrative functions such as customer relationship management and enterprise learning management.

The State of Ohio utilizes Oracle/PeopleSoft Enterprise Resource Planning (ERP) technology for their Administrative, Financial and Human Resource Functions. The program is called the Ohio Administrative Knowledge System (OAKS). The first modules of OAKS were initially implemented in 2006. It is currently delivered as a Managed Service to the Ohio Office of Budget and Management (OBM), the Department of Administrative Services, General Services Division (GSD), and the Department of Administrative Services, Human Resource Division (HRD), under the direction of a state employed Program Director reporting through Ohio Department of Administrative Services (DAS). Accenture is the liaison consulting firm performing the majority of the key operational functions supported by State of Ohio technical employees and external contractors associated with OAKS.

The OAKS organization has been modeled around the ITIL Service Management Framework and intends to maintain alignment with that model.

OAKS operations is supported by approximately 30 State of Ohio (OAKS) staff members, 10-15 contractors, and 27 associates of the OAKS managed service provider.

## Contractor Scope

The goal of the engagement is to perform several analyses to initially evaluate operational efficiency and staff utilization. The following is a list of activities to be performed in the review:

- Review the organizational structure,
- Document task assignments (operational, break-fix, project),
- Identify staff roles and responsibilities,
- Perform cursory skill congruency analysis,
- Evaluate resource utilization rates,
- Identify skill and personnel gaps,
- Assess relationships and general alignment with related/collaborating organizations such as security, functional, and configuration management,
- Provide organizational improvement recommendations in alignment with the ITIL Service Management Framework, and
- Develop organizational improvement plan.

The engagement is estimated to be approximately 6-8 weeks in duration.

## Deliverables

The following deliverables are required of the contractor as components of this scope of work:

1. Assessment of current organization, including:
  - a. Structure, task assignments, and roles and responsibilities,
  - b. Overall resource utilization, and
  - c. Skill congruency and any skill or personnel gaps.
2. Organizational improvement recommendations, including:
  - a. Recommended organizational changes,
  - b. Alignment with the ITIL Service Management Framework,
  - c. Prioritized recommendations for any skill or personnel gaps, and
  - d. High-level plan for organizational improvement.

## State Resources

The state will ensure access to OAKS personnel and leadership.

## Contractor Responsibilities

The State will provide oversight for the project. The Contractor must adhere to the established Project schedule, once agreed upon by the State, and complete status reporting in a State approved format.

The Contractor must adhere to the following meeting and reporting requirements:

- **Immediate Reporting** - The Contractor must immediately report any timing or scope changes for the project to the State for approval upon their identification.
- **Attend Status Meetings** - Contractor must attend status meetings with the State Project Representative and other stakeholders deemed necessary to discuss Project issues and review project progress.
- **Provide Status Reports** - The Contractor must provide written status reports to the State Project Representative at least one full business day before each weekly scheduled status meeting.
- **Prepare Weekly Status Reports** - During the Project, the Contractor must submit a written weekly status report to the State Project Representative on a mutually agreed upon day. The weekly status reports must adhere to the State's format and contain the following at a minimum:
  - A description of the overall completion status of the Project in terms of the approved Project Plan (schedule and cost)
  - Updated Project schedule
  - The plans for activities scheduled for the upcoming week
  - The status of any Deliverables
  - An issues and risk analysis of actual and perceived problems
- Provide materials for inclusion in governance meetings

- **STATUS REPORTING-** The contractor will be responsible for meeting all timelines designated by the assigned project manager. Weekly timesheets will be reviewed and signed by the DAS OIT Project Manager. Invoices must be accompanied by timesheets and submitted monthly for payment.

The Contractor must

- Leverage the structure of a State provided SharePoint site to support overall requirements of the Project.
- Supply all roles and resources required to perform the OAKS Organizational Assessment.

### **Location and Facilities**

The State will provide Contractor work space at the William Green Building located 30 West Spring Street, Columbus, Ohio 43215 for the duration of the Project. The William Green Building operating hours are from 7:30 a.m. to 6:00 p.m. Monday through Friday except for State holidays with core working hours from 9:00 a.m. to 5:00 p.m. The State will provide Internet access and printer access. The Contractor must provide all required laptops, personal computers and peripherals for their staff as required to complete the work.

Although the State will provide Contractor work space at the William Green Building it is likely that the Contractor may need to periodically travel to major Stakeholder and User Locations including: the DAS General Services Division located at 4200 Surface Road, Columbus, Ohio 43228; the Ohio Shared Services (OSS) Center located at 4310 E. Fifth Avenue, Columbus, Ohio 43219; and to the Rhodes State Office Tower located at 30 E. Broad Street, Columbus, Ohio 43215 to conduct interviews with the business owners.

The Contractor is responsible to provide their own transportation to the work locations.

### **PROJECT TIMING**

The desired timeframe for this engagement is a short 4-6 week effort that culminates in the deliverable items described in the previous paragraph.

## **ADMINISTRATIVE**

### **PROPOSAL INQUIRIES**

Vendors may make inquiries regarding this RFQ at any time during the inquiry period specified within the schedule events, which is detailed within this section. The State may not respond to any improperly formatted inquiries. The State will try to respond to all inquiries within 24

hours, excluding weekends and State holidays. The State will not respond to any inquiries received after 8:00 am on the inquiry period end date. The State may extend the proposal due date.

To make an inquiry, vendors must use the process outlined below.

- Access the State Procurement Web site at <http://procure.ohio.gov/>.
- From the Navigation Bar on the left, select “Find It Fast”.
- Select “Doc/Bid/Schedule #” as the Type.
- Enter the RFQ number found on the first page of this RFQ (the RFQ number begins with “OIT”).
- Click the “Find It Fast” button.
- On the document information page, click the “Submit Inquiry” button.
- On the document inquiry page, complete the required “Personal Information” section by providing:
  - First and last name of the prospective vendor’s representative who is responsible for the inquiry;
  - Name of the prospective vendor;
  - Representative’s business phone number, and
  - Representative’s e-mail address.
- Type the inquiry in the space provided, including:
  - A reference to the relevant part of this RFQ;
  - The heading for the provision under question, and
  - The page number of the RFQ where the provision can be found.
  - Click the “Submit” button.

A vendor submitting an inquiry will receive an immediate acknowledgement that the State has received the inquiry as well as an e-mail acknowledging receipt. The vendor will not receive a personalized response to the question nor notification when the State has answered the question.

Vendors may view inquiries and responses on the State’s Procurement Web site by using the “Find It Fast” feature described above and by clicking the “View Q & A” button on the document information page.

All questions must be submitted by 8:00 am on October 8, 2013. Questions submitted after this time will not receive a response from the state.

#### **DUE DATES**

All quotations are due by 1:00 pm, EST, on October 15, 2013. Any quotation received at the designated location after the required time and date specified for receipt shall be considered late and non-responsive. Any late quotations will not be evaluated for award.

## SCHEDULE OF EVENTS

All times are Eastern Standard Time (EST).

Event	Date
1. RFQ Distribution to Vendors	October 4, 2013
2. Inquiry Period Begins	October 4, 2013
3. Inquiry Period Ends	October 8, 2013, 8:00 a.m.
4. Proposal/Quotation Due Date	1:00 p.m., October 15, 2013
5. Target Date for Review of Proposal/Quotation	October 17, 2013
6. Questions/Follow-up of Vendors, if needed	October 17, 2013 to October 21, 2013
7. Anticipated decision and selection of Vendor	October 23, 2013
8. Anticipated commencement date of work	November 12, 2013

## EVALUATION FACTORS FOR AWARD

### EVALUATION

The following will be considered in determining the vendor to be selected for this engagement:

- Ability to provide the deliverables in the timeframe of the project
- Proposed project plan
- Cost proposal
- Company profile (history, past & current clients)

### TERM AND CONTRACT

- The contract will be for **Time and Material** through State Term Schedule (STS) contract and must reflect or be lower than STS rates, and must use STS categories.
- No additional costs, such as travel, meals, lodging, taxes, parking or other associated costs may be charged separately for this work. The vendor's sole compensation for the duties described herein shall be the billings at the vendor's hourly rate.
- All contractors shall read, acknowledge and follow DAS policies, rules and guidelines.
- All work performed by the vendor shall be deemed a "work-for-hire," and shall be the sole property of the State of Ohio. The vendor may not use such work without the written consent of DAS OIT.
- The contractor, as a component of the project kick-off meeting, will be required to sign any state policy documents that are deemed appropriate by the OIT Division.

### STATUS REPORTING

The contractor will provide weekly status reports to DAS OIT. The contractor will be responsible for meeting all timelines designated by the assigned project manager. Weekly timesheets will be reviewed and signed by the DAS OIT Project Manager. Invoices must be accompanied by timesheets and submitted monthly for payment.

### NON-DISCLOSURE AGREEMENT

Both candidate and company will be required to sign a non-disclosure agreement. The agreement prevents the disclosure of any data obtained while on the engagement, which can be used to personally identify any parties at any time, either during or after the engagement.

## **GUIDELINES FOR QUOTATION PREPARATION**

### **QUOTATION SUBMITTAL**

Each Vendor must submit three (3) complete, sealed and signed copies of its quotation (excluding cost information), and each quotation must be clearly marked “**OAKS Organizational Assessment**” on the outside of its envelope along with Vendors name. The Vendor’s response shall clearly demonstrate how their proposed vendor(s) meet the requirements outlined in Part One of this RFQ.

#### **The cost information MUST be signed, and submitted in a SEPARATELY SEALED ENVELOPE.**

The envelope must be clearly marked “**OAKS Organizational Assessment**” on the outside of its envelope along with the Vendor’s name.

A single electronic copy of the complete quotation must also be submitted with the printed quotations. Electronic submissions should be on a CD, DVD or USB memory stick. **The electronic copy MUST be submitted in a SEPARATELY SEALED ENVELOPE.**

Each proposal must be organized in the same format as described below. Any material deviation from the format outlined below may result in a rejection of the non-conforming proposal. Each proposal must contain an identifiable tab sheet preceding each section of the proposal. The quote shall be good for a minimum of 45 days.

- Cover Letter (include email address)
- Company profile (history, past & current clients)
  - Vendor Information
  - Vendor References (3 minimum) – see Attachment 1
  - Contractor Resume
- Vendor Monthly Rate
- Conflict of Interest Statement
- Payment Address
- Proof of Insurance
- W-9 Form

The State will not be liable for any costs incurred by any offeror in responding to this RFQ, even if the State does not award a contract through this process. The State may decide not to award a contract at the State’s discretion. The State may reject late quotations regardless of the cause for the delay. The State may also reject any quotation that it believes is not in its interest to accept and may decide not to do business with any of the Vendors responding to this RFQ.

Quotations MUST be submitted to the State’s Procurement Representative:

**Ms. Nychola Richardson, MAS1  
30 East Broad Street, 39<sup>th</sup> Floor  
Columbus, OH 43215**

## **PROPRIETARY INFORMATION**

All quotations and other material submitted will become the property of the State and may be returned only at the State's option. Proprietary information should not be included in a quotation or supporting materials because the State will have the right to use any materials or ideas submitted in any quotation without compensation to the Vendor. Additionally, all quotations will be open to the public after the contract has been awarded.

The State may reject any Proposal if the Vendor takes exception to the terms and conditions of this RFQ.

## **WAIVER OF DEFECTS**

The State has the right to waive any defects in any quotation or in the submission process followed by a Vendor. But the State will only do so if it believes that is in the State's interest and will not cause any material unfairness to other Vendors.

## **REJECTION OF QUOTATIONS**

The State may reject any quotation that is not in the required format, does not address all the requirements of this RFQ, or that the State believes is excessive in price or otherwise not in its interest to consider or to accept. In addition, the State may cancel this RFQ, reject all the quotations, and seek to do the work through a new RFQ or other means.

## **EVALUATION OF QUOTATIONS**

### **Clarifications and Corrections**

During the evaluation process, the State may request clarifications from any Vendor under active consideration. It also may give any Vendor the opportunity to correct defects in its quotation. But the State will allow corrections only if they do not result in an unfair advantage for the Vendor and it is in the State's best interest.

### **Requirements**

This RFQ asks for responses and submissions from qualified Vendors. While each criterion represents only a part of the total basis for a decision to award the contract to a Vendor, a failure by a Vendor to make a required submission or meet a requirement will normally result in a rejection of that Vendor's quotation. The value assigned to each criterion is only a value used to determine which quotation is the most advantageous to the State in relation to the other quotations that the State received. It is not a basis for determining the importance of meeting any requirement to participate in the quotation process.

The evaluation process may consist of up to three distinct phases:

1. The procurement representative's initial review of all quotations for defects;
2. The evaluation committee's evaluation of the quotations; and
3. Interviews (optional).

### **Initial Review**

The procurement representative normally will reject any incomplete or incorrectly formatted quotation, though the procurement representative may elect to waive any defects or allow a Vendor to submit a correction. If a late quotation is rejected, the procurement representative will not open or evaluate the late quotations. The procurement representative will forward all timely, complete, and properly formatted quotations to an evaluation committee, which the procurement representative will chair.

### **Committee Review of the Quotations**

The State's review committee will evaluate and numerically score each quotation that the procurement representative has forwarded to it.

The evaluation will result in a point total being calculated for each quotation. Those Vendors submitting the highest-rated quotations may be scheduled for the next phase. The number of quotations forwarded to the next phase will be within the committee's discretion, but regardless of the number of quotations selected for the next phase, they will always be the highest rated quotations from this phase.

At any time during this phase, the State may ask a Vendor to correct, revise, or clarify any portions of its quotation.

The State will document all major decisions in writing and make these a part of the file along with the evaluation results for each quotation considered.

Once the technical merits of a quotation are considered, the costs of that quotation will be considered. But the State may also consider costs before evaluating the technical merits of the quotations by doing an initial review of costs to determine if any quotations should be rejected because of excessive cost. And the State may reconsider the excessiveness of any quotation's cost at any time in the evaluation process.

### **Determination of Responsibility**

The State may review the highest-ranking Vendors or its key team members to ensure that the Vendor is responsible. The Contract may not be awarded to a Vendor that is determined to be not responsible. The State's determination of a Vendor's responsibility may include the following factors: the Vendor's experience, past conduct on previous Contracts, past performance on previous Contracts, ability to execute this contract properly and management skill. The State will make such determination of responsibility based on the Vendor's quotation, reference evaluations and any other information the State requests or determines to be relevant.

### **Changing Candidates**

The major criterion on which the State bases the award of the contract is the quality of the Vendor's candidate(s). Changing personnel after the award may be a basis for termination of the contract.

### **Contract Award Process**

It is DAS OIT's intention to award one contract under the scope of this RFQ and as based on the RFQ Calendar of Events schedule, so long as DAS OIT determines that doing so is in the State's best interests and OIT has not otherwise changed the award date. Any award decision by DAS OIT under this RFQ is final. After DAS OIT makes its decision under this RFQ, all Proposers will be notified in writing of the final evaluation and determination as to their proposals.

DAS OIT anticipates making one award depending on program needs and the fit of the Proposer to the scope of this RFQ.

**ATTACHMENT ONE**

**VENDOR PROFILE SUMMARY**

**VENDOR REFERENCES**

**Vendor's Name:**

**References.** Provide three references for which the proposed vendor has successfully demonstrated meeting the requirements of the RFQ on projects of similar size and scope in the past two years. The name of the person to be contacted, phone number, company, address, brief description of project size and complexity, and date (month and year) of employment must be given for each reference. These references must be able to attest to the vendor's specific qualifications.

The reference given should be a person within the client's organization and not a co-worker or a contact within the offerors organization.

If less than three references are provided, the offeror must explain why. The State may disqualify the Proposal if fewer than three references are given.

<b>Client Company:</b>	<b>Client Contact Name:</b>	<b>Client Contact Title:</b>	
<b>Client Address:</b>		<b>Client Contact Phone Number:</b>	
<b>Project Name:</b>		Beginning Date of Employment: Month/Year	Ending Date of Employment: Month/Year
<b>Description of services provided that are in line with those to be provided as part of this Project:</b>			
<b>Description of how client project size and complexity are similar to this project:</b>			

**VENDOR PROFILE SUMMARY**  
**VENDOR REFERENCES CONTINUED**

<b>Client Company:</b>	<b>Client Contact Name:</b>	<b>Client Contact Title:</b>	
<b>Client Address:</b>		<b>Client Contact Phone Number:</b>	
<b>Project Name:</b>		Beginning Date of Employment: Month/Year	Ending Date of Employment: Month/Year
<p><b>Description of services provided that are in line with those to be provided as part of this Project:</b></p> <p><b>Description of how client project size and complexity are similar to this project:</b></p> 			

