



**State of Ohio**  
**Workforce Planning Communication**  
**– Change Management**

Prepared December 1, 2010

**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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## **INTRODUCTION AND BACKGROUND**

### **PURPOSE OF THE REQUEST FOR QUOTATION**

The Department of Administrative Services (DAS), Human Resources Division (HRD) is seeking a comprehensive approach to creating a change management communication plan for the latest approach to enterprise workforce planning. This includes extending communication to over 58,000 State employees in various job categories, agencies and geographic locations for which a large portion are also unionized.

This Request for Quotation (RFQ) identifies work to be performed under the anticipated contract. Services will be rendered, and deliverable items completed, within the 2011 fiscal year. The work will take place between January, 2011 and no later than June 30, 2011.

This engagement will help DAS-HRD define the approach, including a gap analysis for extending communications statewide. The intention is to provide a deeper understanding of the existing environment and capabilities with an emphasis for how enterprise workforce planning will change the way management conducts their business as well as how all employees should find benefits to having a strategic workforce plan. In other words, further integrate both our State agencies by not only engaging internal business partners but the general population of State employees. Finally, through this effort, we will gain tools for sustaining the change management conversation as new employees on-board.

### **BACKGROUND**

In spring of 2009 the Governor signed an agreement allowing the Pew Center<sup>1</sup> on the States to assist DAS-HRD in developing a statewide workforce planning policy and tools to better strategically align our workforce. The project goal is to enhance the Human Resource role as a strategic business partner across state government so the workforce is managed most effectively.

Additionally, we will assist agencies to target their investments in personnel to achieve their core service functions; developing every employee to be knowledgeable and prepared for the job they have been assigned, and identifying needed workforce skills, talents and knowledge and recruiting public service-minded Ohioans to meet those needs.

DAS-HRD, which is an outward facing customer-service oriented division, is tasked with ensuring creation, adoption and enforcement of the statewide directive through:

- championing acceptance of the policy from executive leadership in the state as a vital part of overall business strategic planning and ensuring a seat at the table for HR leadership in executive planning sessions
- creation of a long term road map to effectively manage workforce needs even as specific unforeseen challenges change short term plans
- clearly defining the components of an effective planning process, including a full resource packet and agency consultation
- development of the specific processes, standard reports and analytical tools for use by agencies that can be monitored and used at an enterprise level, a regular scheduled review and update process to refine the policy over time

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<sup>1</sup> The Pew Center on the States (PCS) works to advance state policies that serve the public interest. PCS conducts credible research, brings together diverse perspectives, and analyzes states' experiences to determine what works and what does not. PCS works with a wide variety of partners to identify and advance nonpartisan, pragmatic solutions for pressing problems affecting Americans. <http://www.pewcenteronthestates.org>

The workforce planning directive ([DAS Directive HR-D-15](#)) frames the methodology for enterprise workforce planning, ensuring that personnel are most effectively deployed throughout state agencies to achieve enterprise efficiency and maximum opportunity to contribute when and where their talents are most needed. As such, the directive requires cabinet level agencies, boards and commissions develop a workforce planning policy and to establish uniform guidelines for developing those policies. “Workforce planning” is the framework management relies on for making staffing and resource decisions that are linked to the agency’s mission, strategic plan and budgetary resources. Through a groundbreaking collaboration between DAS, the state’s agencies, and the unions, workforce planning will become an essential planning process by which the state can achieve the intended philosophy of controlling the size and cost of government. The State intends to optimize supervisor to subordinate ratios, conduct a deliberate evaluation of duties where possible, and utilize the most cost effective classifications to deliver the best possible service.

Issues addressed through this enterprise workforce planning effort will be:

- continued attraction and retention of a capable and diverse workforce
- on-going professional development of existing personnel
- cooperation between state agencies to achieve budgetary efficiencies and optimal use of existing state talent through enterprise planning
- appropriate succession planning to ensure transition of institutional knowledge
- effective use and maintenance of a classification plan that facilitates planning decisions and alignment of workforce to strategic business goals

In June, 2010 an amendment to the original MOU with Pew Center on the States was signed noting that the grant awarded to Ohio from the management lab would be used to create a communication plan for change management as well as a timeline for leading the change management effort to include conversations with senior leadership at an agency, board or commission, middle and front-line managers and employees both exempt and bargaining unit.

The Workforce Planning Employee Communications project will research, design and implement a communications plan targeting State of Ohio employees. The success of the overall WfP Initiative requires support of the larger State workforce. The vendor will create an effective organizational change management plan and supporting materials to ensure that all affected personnel receive assistance to help them manage change in their area. The purpose of the WfP Employee Communications Project is to coordinate changes across the entire State of Ohio employee population. The plan will document why changes are beneficial, determine how the communications will be delivered, and create a product that can be used to manage the communications even after the first wave of employee communication.

## **EXISTING ENVIRONMENT**

The communications approach will need to reach a state employee population of approximately 58,000, distributed across all 88 counties of the state and in all cabinet level agencies. While the Department of Administrative services provides email services to at least 15,000 state employees, there are a number of agencies that are not currently accessible via the state’s primary email servers. Additionally, these employees may not have access to an agency provided email account. However, there is an established website for the project that can be reached by all employees <http://wfp.das.ohio.gov/> as well as a specific email [WFP@das.state.oh.us](mailto:WFP@das.state.oh.us). The effective communications approach will include the initial plan for educating state employees about the WfP initiative and provide ongoing activities/materials that can be used for new waves of state employees as they on-board with the State of Ohio.

## **BUSINESS DRIVERS**

- Changing environment
- Strategic partnerships
- Integration of information technology reporting tools

## **ADMINISTRATIVE**

### **GENERAL QUALIFICATIONS**

In order for the selected vendor and its proposed candidates to be successful, it is important that they have relevant, successful experience in similar settings, specifically the public sector. In your proposal, specify your vendor background information and history, list experience with the state of Ohio, list experience with public sector clients, provide an overview of the areas the vendor specializes in, primarily related to the scope of this effort, and how the vendor plans to support the candidates on this engagement.

The vendor must have a current STS contract with the State of Ohio.

### **PROPOSAL INQUIRIES**

Vendors may make inquiries regarding this RFQ any time during the inquiry period listed on the RFQ cover sheet. 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 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 “DAS”).
- 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. The vendor is responsible for going to the website to review the answer.

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.

### **DUE DATES**

All quotations are due by 1:00 pm EST, December 13, 2010. 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).

<b>Event</b>	<b>Date</b>
1. RFQ Distribution to vendors; period for questions* from vendors begins	Dec 1, 2010
2. Period for questions from vendors closes	Dec 8, 2010
3. Quotation Due Date	1:00 p.m., Dec 13, 2010
4. Target Date for Review of Quotations	Dec 14, 2010
6. Anticipated decision and selection of vendor(s) – Week of	Dec 20, 2010
7. Anticipated commencement date of work	Jan 3, 2011
* The State will try to respond to all inquiries within 24 hours, excluding weekends and State holidays.	

## **GUIDELINES FOR QUOTATION PREPARATION**

### **QUOTATION SUBMISSION**

Award of the contract resulting from this RFQ will be based upon the most responsive vendor whose offer will be the most advantageous to the State of Ohio in terms of cost, functionality, and other factors as specified elsewhere in this RFQ.

The State of Ohio reserves the right to:

- Reject any or all offers and discontinue this RFQ process without obligation or liability to any potential vendor,
- Accept other than the lowest priced offer,
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers, and
- Award more than one contract.

Vendor's quotation shall be submitted in several parts as set forth below. The vendor will confine its submission to those matters sufficient to define its quotation and to provide an adequate basis for State of Ohio's evaluation of the vendor's quotation.

In order to address the needs of this procurement, State of Ohio encourages vendors to work cooperatively in presenting integrated solutions. Vendor team arrangements may be desirable to enable the companies involved to complement each other's unique capabilities, while offering the best combination of performance, cost, and delivery for the project being provided under this RFQ. State of Ohio will recognize the integrity and validity of vendor team arrangements provided that:

- The arrangements are identified and relationships are fully disclosed
- A prime vendor is designated that will be fully responsible for all contract performance and
- The prime vendor has a current STS with the State.

Vendor's quotation in response to this RFQ will be incorporated into the final agreement between State of Ohio and the selected vendor(s). The submitted quotations must include each of the following sections:

1. Cover Letter
2. Executive Summary
3. Scope, Approach and Methodology
4. Project Tasks
5. Vendor Qualification
6. Detailed and Itemized Pricing tied directly to STS pricing and categories (In a separately sealed envelope)
7. Appendix A: References
8. Appendix B: Project Team Staffing
9. Appendix C: Vendor Overview

## **DETAILED RESPONSE REQUIREMENTS**

### **COVER LETTER**

This section must include a statement of the vendor's interest in submitting a response and general overview explaining the experience and qualifications of the vendor as relevant to this RFQ.

### **EXECUTIVE SUMMARY**

This section must include a high-level synopsis of the vendor's responses to the RFQ. The Executive Summary should be a brief overview of the engagement, and should identify the main features and benefits of the proposed work.

### **Assumptions**

The following assumptions must be addressed and included in the vendor's response to the RFQ. Additional assumptions raised by the vendor that are necessary for unique consideration of their proposal may also be included and explained in this section.

- HRD anticipates the project to take between 8-10 weeks. HRD expects the vendor to propose the project timeline that best meets the objective of the project.
- The availability of the senior leadership participants and other State participants will be a constraining factor, as each person will be performing their regular full-time responsibility. The vendor should anticipate this and plan to staff the project with flexibility and with consultant(s) that can adapt and be efficient in this scenario. Advanced scheduling of activities and adherence to this schedule will be critical to gaining access to State employees.
- The project timeline may be extended upon mutual agreement between the vendor and the State to complete engagement if circumstances necessitate delay. As this is a Firm Fixed Price, neither the payments nor the total cost of purchase order will be modified for any such delay.
- HRD expects the vendor to propose the staffing that best meets the objective of the project, and leave it to the vendor's discretion and experience to propose the appropriate staffing and roll-on / roll-off scheduling. Any roll-on / roll-off assumptions should be specified and will be validated and/or changed at project initiation by the State and the vendor.

### **SCOPE, APPROACH, AND METHODOLOGY**

HRD is seeking a comprehensive approach to creating a plan for change management around the new approach to enterprise workforce planning. Consideration for the various audiences within the State of Ohio employee population is a critical factor for any proposed activities and communications. This includes over 58,000 employees in various job categories, agencies and geographic locations. A large portion of the state workforce is comprised of union members.

This effort will be approached in Three Phases. Phase 1 will focus on the creation of tailored plan that will reach the various audiences. Phase 2 will build on Phase 1, and focus on the scheduling, delivery and deployment aspects of this assignment. Phase 3 will focus on sustaining the product for post initiation of change, in other words providing the tool(s) for future employee orientation.

The section must also include a description of the vendor's methodology for completing the type and scale of project. Include the method and approach used to manage the overall project and client correspondence. Be specific enough to demonstrate that the vendor and its project team have a clear understanding of and method to achieve the project objectives.

## PROJECT TASKS

Describe how the engagement proceeds from beginning to end. Provide a draft timeline that clearly identifies high-level milestones. The vendor should supply a high level, time-phased schedule of work. This schedule will be refined with the State upon project initiation.

The vendor must include a narrative description of how they will accomplish the activities described in this section.

### 1. Engagement Initiation

The vendor's engagement team leads State project sponsors and stakeholders in an engagement kickoff meeting to confirm expectations about the purpose of the engagement, the delivery approach and timelines, the amount of time and effort required from the participants, and the expected milestones and deliverables. The objectives of the meeting are focused on:

- Introduction of the delivery team, roles, and responsibilities
- Project goals and purpose of engagement
- Explanation of the expected engagement deliverables and work products

The deliverables for this phase will be the Project Management Documentation – Due to the abbreviated duration of this engagement, minimal documentation will include a Project Plan, Project Schedule, and Project Status reports along with any additional documentation needed to support the project management function as needed.

### 2. Understand the audiences and revise the approach

This phase is focused on understanding the State's various audiences and how they can be reached.

- Understand current email infrastructure and statewide communication options via existing systems
- Revises the approach and recommends tools to facilitate, etc., as needed
- Solutions report
- Schedule for delivery

### 3. Delivery and deployment

In this phase, the efforts turn toward implementation of the plan to communicate for change management of integrating enterprise workforce planning.

- Deployment Status report for percentage of population targeted versus percentage participated/reached, etc.

### 4. Develop Final Report and tools for sustaining the communication

The last step in this task will create the project artifact along with the solutions for sustaining communication regarding workforce planning and change management.

- Present a Final Report - a high level summarization of the project and constraints or risks that were mitigated, etc. presented in MS PowerPoint format not to exceed 1 hour in length.
- The Final Report will also include the deliverables to sustain the communication for future State employees as well as a list of benefits and disadvantages of each.

**VENDOR QUALIFICATIONS**

In order for the selected vendor and its proposed candidates to be successful, it is important that they have relevant, successful experience in similar settings (public sector, union environment) and experience in business organizational communications (change management). Specify vendor background information/history, list experience with the state of Ohio, list experience with public sector, provide overview of the areas the vendor specializes in (primary related to the scope of this effort) and how the vendor plans to support the candidates on this engagement. The contract vendor will assemble a delivery team consisting of the contract vendor’s personnel or authorized agents. At minimum, the proposed team must consist of a Project Manager/Team Lead who will manage the day to day operations of the project and all other PM duties and responsibilities as pertain to successful completion of the assessment.

<b>KEY PROJECT DELIVERABLES / ARTIFACTS</b>			
<b>Project Artifacts</b>			
<b>Key Deliverable</b>	<b>Responsibility</b>	<b>Acceptance Criteria</b>	<b>Approval Required</b>
Project Plan	Vendor	Describes the problem or value proposition addressed by the project. Describes the work that will be performed Identifies team members Identifies the deliverables and timeline for completion Contains Project Schedule and timeline for completion of all deliverables prior to contract end timeline and milestones Contains acceptance criteria for deliverables. Contains plan for identifying and managing risk and issues. Must have been developed and coordinated and agreed upon by all listed resources. Must be delivered within 2 days of contract start date. Must be completed in MS Project/Word/Visio as appropriate.	Vendor PM and HRD PM

<b>KEY PROJECT DELIVERABLES / ARTIFACTS</b>			
<b>Key Deliverable / Artifact</b>	<b>Responsibility</b>	<b>Acceptance Criteria</b>	<b>Approval Required</b>
Solutions Report	Vendor	Acceptance Criteria will be determined and finalized with the acceptance of the Project Plan.	Vendor PM and HRD PM
Deployment Status Reports	Vendor	Contains progress, planned activities, issues and risks. Will be delivered to HRD PM weekly by 12:00 noon the following Monday after completing work.	HRD PM
Final Report & sustainability tool(s) presentation	Vendor	Acceptance Criteria will be finalized with the acceptance of the Project Plan and at a minimum will include vendor communicates to/with at least 95% of target audience.	Vendor PM and HRD PM

**DETAILED AND ITEMIZED PRICING**

Vendor must provide its quote on vendor letterhead using the following tables. Costs must include the position description, hourly rate, number of hours and page number specified according to the State Term Schedule (STS). A vendor’s proposal may be removed from consideration if proposed costs are included that are not based on the specified STS.

Table 1 – Payment for Deliverable(s)

<b>Payment for Deliverable(s)</b>	<b>Cost</b>
Project Initiation – Project documentation	Sum to paid per deliverable TBD
Phase 1 – Solutions report	Sum to paid per deliverable TBD
Phase 2 – Deployment status report	Sum to paid per deliverable TBD
Phase 3 – Final report and sustainability tool(s) presentation	Sum to paid per deliverable TBD

To be included in the evaluation process the proposed STS information and costs will be validated. In Table 2, vendors must identify the following information based on the specified STS: the STS page number where the specified position number is located; the position/part number(s) to be provided for the work described in this RFQ, the number of hours and the hourly rate.

Table 2 - State Term Schedule (STS) Cost Breakdown

<b>STS # (specify STS #)</b>				
<b>STS Page #</b>	<b>Position Description (include reference information that can be verified in the STS)</b>	<b>STS Hourly Rate</b>	<b># of hours</b>	<b>Total Rate</b>
<b>Project TOTAL</b>				<b>\$</b>

#### **APPENDIX A: REFERENCES**

Provide three current corporate or governmental references for similar work.

#### **APPENDIX B: PROJECT TEAM STAFFING**

The vendor must provide resumes and relevant experience of all staff and management personnel that will be working on the project. Describe the qualifications and relevant experience of the people that would be assigned to this project by providing biographies for those staff members. Please indicate the role that each person is being proposed to fill. Describe bonding process and coverage levels of employees. Affirm that no employees working on the engagement have ever been convicted of a felony and no work will be performed by outsourcing off-shore.

#### **APPENDIX C: VENDOR OVERVIEW**

Provide the following for your vendor:

- Official registered name (Corporate, D.B.A., Partnership, etc.), Dun & Bradstreet Number, Primary and secondary SIC numbers, address, main telephone number, toll-free numbers, and facsimile numbers, including payment address as registered in OAKS.
- Key contact name, title, address (if different from above address), direct telephone and fax numbers
- Person authorized to contractually bind the organization for any quotation against this RFQ.
- Brief history, including year established and number of years your vendor has been change management services
- MBE Certification, if applicable
- State Term Schedule Certification
- Conflict of Interest Statement

## **EVALUATION FACTORS FOR AWARD**

### **CRITERIA**

Any award to be made pursuant to this RFQ will be based upon the quotation with appropriate consideration given to operational, technical, cost, and management requirements. Evaluation of offers will be based upon the vendor's responsiveness to the RFQ and the total price quoted for all items covered by the RFQ. State of Ohio may, at their discretion and without explanation to the prospective vendors, at any time choose to discontinue this RFQ without obligation to such prospective vendors.

**\* The cost information MUST be signed, and submitted in a separately sealed envelope.**  
 The envelope must be clearly marked “HRD Workforce Planning Communication – Change Management” on the outside of its envelope along with vendor’s name and must be submitted in the correct format as described below.

Deliverable	STS Page No	STS Part Number or Position Description	Hourly Rate	Number of Hours	Costs
Project Initiation / Project Documentation					
		Subtotal			
Phase 1 – Solutions report					
		Subtotal			
Phase 2 – Deployment status report					
		Subtotal			
Phase 3 – Final report and sustainability tool(s) presentation					
		Subtotal			
		<b>TOTAL</b>			

The selected vendor will be expected to submit and invoice for payment after the completion of each deliverable/phase itemized.

**TERM & CONTRACT**

**The State wishes to receive proposals from current State Term Schedule (STS) vendors.**

The vendor must have a current STS contract and pricing must reflect or be lower than STS rates, and must use STS categories.

- Space will be provided in HRD’s offices at 30 E. Broad St., Columbus, Ohio 43215. Actual time spent onsite will depend on the project schedule, tasks, associated activities and the vendor’s proposal, however it is anticipated that some percentage of the work effort will be conducted at the **vendor** facility.
- The terms of the contract must be fulfilled no later than June 30, 2011.
- 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 for the completed, accepted deliverables.
- 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.

## QUOTATION SUBMITTAL

(1) Each vendor must submit four (4) complete, sealed and signed copies of its quotation (excluding cost information), and each quotation must be clearly marked “HRD Workforce Planning Communication – Change Management” on the outside of its envelope along with vendors name.

(2) **The cost information MUST be signed, and submitted in a SEPARATELY SEALED ENVELOPE.** The envelope must be clearly marked “HRD Workforce Planning Communication – Change Management” on the outside of its envelope along with vendor’s name.

(3) 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.**

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:

**Jessica Schuster, HR Manager  
Department of Administrative Services  
Human Resources Division  
30 East Broad Street, 27<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. The State will reject any Non-STS Responses. 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 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.

## **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.

## **Interviews**

The State may record any presentations, demonstrations and interviews.

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