



Department of
Job and Family Services

John R. Kasich, Governor
Cynthia C. Dungey, Director

April 12, 2017

Dear Vendor:

This letter is to announce the release of the Ohio Department of Job and Family Services' (ODJFS) Request for Letterhead Bids (RLB) number JFSR1617108137 for the purpose of soliciting bids from Ohio Certified Minority Business Enterprises (MBE) with an authorized Ohio Department of Administrative Services (DAS) State Term Schedule (STS) to propose a candidate to serve as the Organizational Redesign Change Management Consultant to the ODJFS Office of Information Services (OIS). This Request for Letterhead Bids (RLB) is released by ODJFS and OIS for the purpose of identifying one (1) Prosci certified contractor to assist OIS in organizational transformation improvements. The proposed consulting services will include changes in service delivery models, transformation, culture, rolls and responsibilities, communication, and leadership.

If you are interested in submitting an application for this important project, please obtain the RLB through the ODJFS web site at <http://www.jfs.ohio.gov/rfp/>. If you do not have Internet access to this document or experience problems opening the above referenced ODJFS URL, please contact the RFP/RLB Unit:

ODJFS, Office of Contracts and Acquisitions
30 East Broad Street, 31st Floor, Suite 3150
Columbus, Ohio 43215
PH: (614) 728-5693

Responses must be prepared and submitted in strict accordance with the requirements and time frames given in the RLB. Thank you for your attention to this request.

Sincerely,

Signature On File

Jay Easterling
Deputy Director
Contracts and Acquisitions

30 East Broad Street
Columbus, Ohio 43215
jfs.ohio.gov

An Equal Opportunity Employer and Service Provider



Department of Job and Family Services

John R. Kasich, Governor

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Ohio Department of Job and Family Services Request for Letterhead Bids (RLB)

RLB#: JFSR1617108137

ORGANIZATIONAL REDESIGN CHANGE MANAGEMENT CONSULTING SERVICES

MBE Set-Aside

I. Purpose

The Ohio Department of Job and Family Services (ODJFS) is soliciting bids from Ohio Certified Minority Business Enterprises (MBE) with an authorized Ohio Department of Administrative Services (DAS) State Term Schedule (STS) to propose a candidate to serve as the Organizational Redesign Change Management Consultant to the ODJFS Office of Information Services (OIS). This Request for Letterhead Bids (RLB) is released by ODJFS and OIS for the purpose of identifying one (1) Prosci certified contractor to assist OIS in organizational transformation improvements. The proposed consulting services will include changes in service delivery models, transformation, culture, rolls and responsibilities, communication, and leadership.

ODJFS will only accept bids from MBE vendors authorized to provide Business and Corporate Management Consultation Services under their approved STS. MBE vendors submitting bids in response to this request must have a valid STS in effect prior to the bid due date and time. MBE vendors who do not currently have an appropriate STS may contact the DAS Office of Information Technology (OIT) through the following website for more information:

<http://procure.ohio.gov/proc/ContractsSTS3.asp> .

ODJFS will only accept bids from MBE vendors that submit one (1) contractor candidate who demonstrates their capability of providing services described in this RLB. For the purpose of this RLB, the term “vendor” shall be defined as a qualified organization interested in this opportunity. The terms “bid” and “proposal” may be used interchangeably in this RLB to indicate the package of materials and information to be submitted by vendors to ODJFS in order to be considered for award of this work. The term “candidate” shall refer to the individual proposed by the vendor to perform the work outlined in this RLB. The terms “contractor” and “selected candidate” may be used interchangeably in reference to the candidate selected by ODJFS for the Purchase Order expected to result from this RLB.

ODJFS reserves the right to cancel any and all outstanding work requests if vendor services are no longer required. The ODJFS OIS Chief Information Officer’s (CIO) office shall designate a staff member to serve as ODJFS Contract Manager to provide ongoing supervision of the contractor through this project.

ODJFS is under no obligation to award a Purchase Order to any vendor as a result of this solicitation if, in the opinion of ODJFS, none of the bids are responsive to the objectives and needs of the Department. ODJFS reserves the right to not select any vendor should ODJFS decide not to proceed. Changes in this RLB of a material nature will be provided on the webpage dedicated to this RLB. All vendors are responsible for obtaining any such changes without further notice by ODJFS.

II. Time and Date of Submission

Vendors must submit their proposals no later than 3:00 p.m. Eastern (local) Time on Thursday, April 27, 2017. Faxes will not be accepted. Bids must be addressed to:

**Office of Contracts & Acquisitions
Ohio Department of Job and Family Services
30 East Broad Street, 31st Floor
Columbus, Ohio 43215
ATTN: RFP/RLB Unit**

For hand delivery on the due date, vendors are to allow sufficient time for downtown parking considerations, as well as for security checks at both the lobby of the Rhodes State Office Tower (address as stated above) and again on the 31st Floor. All bids received on the due date will be accepted by the Office of Contracts and Acquisitions on the 31st Floor of the Rhodes Tower. ODJFS is not responsible for any bids delivered to any address other than the address provided above.

All submissions must be received, complete, by mail or hand delivery by the above date and time. Materials received after the submission deadline date will not be considered or added to previous submissions. No confirmations of bids received by mail can be provided. Submission of a bid indicates acceptance by the vendor of the conditions contained in this RLB, unless clearly and specifically noted in the bid submitted and confirmed by ODJFS before the issuance of a Purchase Order.

III. Anticipated Procurement and Project Timetable

April 12, 2017	ODJFS Releases RLB to Vendors on the DAS and ODJFS Websites; Q&A Period Opens - Vendors may submit inquiries for RLB clarification
April 17, 2017	Vendor Q&A Period Closes for Inquiries for RLB Clarification (8:00 A.M., local time) - No further inquiries for RLB clarification will be accepted
April 27, 2017	Deadline for Vendors to Submit Bids to ODJFS (3:00 P.M., local time)
May 5, 2017	ODJFS Issues Vendor Selection Notification Letter (estimated)

May 15, 2017 (estimated)	Purchase Order Approval – work may not begin until a state Purchase Order has been fully approved by OBM*
June 30, 2017	All project work must be completed Purchase Order terminates no later than the end of the fiscal year
July 1, 2017 – June 30, 2018	Possible renewal period**

ODJFS reserves the right to revise this schedule in the best interest of ODJFS or to comply with the State of Ohio procurement procedures and regulations and after providing reasonable notice.

* According to requirements of Ohio Revised Code (ORC) 126.07, ODJFS awards are not valid and enforceable until the Office of Budget and Management (OBM) certifies the availability of appropriate funding, as indicated by the approval of the Purchase Order (P.O.). The selected candidate may neither perform work nor submit an invoice for payment for work performed for this project for any time period prior to the P.O. approval date. The ODJFS Contract Manager will notify the selected vendor when the requirements of ORC Section 126.07 have been met.

** Subject to approval by OBM, the Purchase Order period is expected to run from approximately May 15, 2017 through June 30, 2017, with the possibility for a renewal Purchase Order that would be in effect from July 1, 2017 through June 30, 2018, contingent upon satisfactory performance, continued availability of funding, and all required approvals.

IV. Internet Question & Answer Period; RLB Clarification Opportunity

Vendors may ask clarifying questions regarding this RLB via the Internet during the Q&A Period as outlined in Section III, Anticipated Procurement and Project Timetable. To ask a question, vendors must use the following Internet process:

- * **Access the ODJFS Web Page at <http://jfs.ohio.gov>;**
- * **Select “Doing Business with ODJFS” from the bottom of the page;**
- * **Select “RFP’s” from the left side column;**
- * **Select RLB Number JFSR1617108137 from the list of competitive opportunities;**
- * **Follow the link to the dedicated web page;**
- * **Select “Submit Inquiry” near the bottom of the web page;**
- * **Follow instructions there for submitting questions; or, to view posted questions and answers;**
- * **Select “View Q and A” near the bottom of the web page.**

Questions about this RLB must reference the relevant part of this RLB, the heading for the provision under question, and the page number where the provision can be found. The name of a representative of the vendor, the company name, phone number, and e-mail address must be provided to submit an inquiry.

ODJFS may, at its option, disregard any questions which do not appropriately reference an RLB provision or location within the RLB, or which do not include identification of the originator of the question. Questions submitted after **8:00 a.m.** on the date the Q&A period closes will not be answered.

ODJFS' responses to all questions asked via the Internet will be posted on the webpage dedicated to this RLB for public reference by any party. ODJFS will not provide answers directly to the vendor that submitted the question. All questions about this RLB that are submitted in accordance with these instructions will be answered on the RLB's dedicated website.

Questions submitted may be no more than 4,000 characters in length, but there is no limit on the number of questions that may be submitted. ODJFS' answers may be accessed by following the instructions above, but rather than selecting "Submit Inquiry," vendors and others should select "View Q and A." ODJFS strongly encourages vendors to ask questions early in the Q&A period so that answers can be posted with sufficient time for any possible follow-up questions.

Bids in response to this RLB are to take into account any information communicated by ODJFS in the Q&A process for the RLB. It is the responsibility of all vendors to check this site on a regular basis for responses to all questions, as well as for any amendments, alerts, or other pertinent information regarding this RLB.

Requests for copies of any previous RFAs, RLBs, RFPs (or etc.) or for past vendor proposals, score sheets or contracts for this or similar past projects, are Public Records Requests (PRRs), and are not clarification questions regarding the present RLB. ODJFS will only answer those questions submitted within the established time period for the Vendor Q&A process (see Section III, Anticipated Procurement and Project Timetable, above), and which pertain to issues of RLB clarity, and which are not requests for public records. ODJFS is under no obligation to acknowledge questions submitted through the Q&A process if those questions are not in accordance with these instructions.

V. Qualifications

In order to be considered for the project described in this RLB, ODJFS requires that vendors must provide the following qualification requirements:

A. Mandatory Vendor Qualifications

In order to be considered for the Purchase Order expected to result from this RLB, ODJFS requires that vendors **MUST** meet, at a minimum, **ALL** the following qualifications requirements.

1. Vendors are required to submit a copy of their current MBE certification. ODJFS will only accept bids from Ohio Certified MBE vendors;
2. Vendors are required to provide documentation they are authorized to provide Business and Corporate Management Consultation Services, and Information Technology (IT) Services under an authorized DAS STS;
3. Vendors are required to provide documentation of candidate's eight (8) years' experience leading change management implementation for technology groups, teams,

organizations and/or programs;

4. Vendors are required to provide documentation that the candidate is certified in Prosci change management practices;
5. Vendors are required to provide three (3) professional references for the candidate, including at least one (1) which demonstrates the candidate's knowledge relevant to cultural and transformational change in technology groups, teams and/or organizations;

Each reference must at a minimum, include:

1. Company or entity name and address;
2. Contact person, email and phone number; and
3. Project name, dates of employment/engagement.

Letters of reference from past or current projects OR current contact details (or a combination totaling three) must identify individuals who are able to provide or confirm information on candidate responsibility and performance; and for each of those references, the vendor must provide a brief narrative outlining work performed and describe how it is similar to the organizational redesign change management work; and

6. Vendors are required to demonstrate the candidate holds, at minimum, a Bachelor's degree in Business, IT, Human Services, or other related applicable fields. Vendor must include the candidate's resume substantiating candidate's qualifications.

Vendors that do not meet the above requirements will be disqualified from further consideration for award.

B. Candidate Experience and Capabilities

In order to be considered for the Purchase Order expected to result from this RLB, ODJFS requires that vendors provide the following:

1. Vendors must provide samples of at least two (2) but no more than four (4) similarly sized projects completed by the candidate in the past ten (10) years that demonstrate their experience in transformational change management;
2. Vendors must demonstrate candidate's prior experience applying organizational redesign change principles, methodologies, and tools at a visionary and tactical level;
3. Vendors must demonstrate candidate's experience in creating buy-in and changing mindsets of staff personnel;
4. Vendors must demonstrate candidate's experience in developing content for a website, or other mass communication vehicles, that articulate the change and solicits feedback;

5. Vendors must demonstrate candidate's experience creating communications plans which positively inform and influence various levels of an organization, including executives, deputy directors, team leaders and individual contributors;
6. Vendors must demonstrate candidate's experience in change management that re-aligned roles and responsibilities to meet the change initiative goals; and
7. Vendors must provide a narrative written by the candidate proposing a strategy for the following case study: An IT organization supports 100+ applications and a myriad of technologies. The last "new" application was launched five (5) years ago. The new IT trends like mobility, cloud and internet applications have not been adopted. A new CIO has been brought in to change culture and embrace a new way of doing business. Propose a one page strategy to promote cultural and transformational change to support the CIO.

VI. Scope of Work

The selected candidate for this project will be required to coordinate and oversee the activities of the OIS Organizational Redesign Change Management project. OIS is currently going through an organizational transformation that will include a change in service delivery models, culture and staff alignment. Specifically, the contractor will be required to manage, coordinate, enhance, and oversee the Organizational Redesign Change Management in a complex technology environment. In order to receive consideration for the Purchase Order, proposals submitted in response to this RLB must reflect the candidate's understanding of, and commitment to, perform this Scope of Work fully.

- A. Draft a strategic change plan that identifies critical milestones, resources needed, roles and responsibilities. Communicate and gain support and involvement of senior leaders.
- B. Conduct a change readiness assessment to include:
 1. Readiness for change by stakeholder groups and staff; and
 2. Options for change management approach aimed at specific stakeholders and staff.
- C. Create a stakeholder analysis:
 1. Identify stakeholders and an assessment of their magnitude of change;
 2. Prioritize stakeholder groups; and
 3. Define groups and roadmap for change unique to each group.
- D. Identify, analyze and define risk mitigation management plan and methods for tracking outcomes;
- E. Implement reinforcement processes supporting changes which includes a review of current performance management metrics and individual job descriptions to identify areas where change in roles and responsibilities will be the greatest;

- F. Create actionable deliverables for the five (5) change management levels:
 - 1. Communications plan;
 - 2. Sponsor roadmap;
 - 3. Coaching plan;
 - 4. Training plan; and
 - 5. Risk Mitigation and Influence plan.

- G. Support, engage, and coach the organization's:
 - 1. Senior leaders; and
 - 2. Managers, supervisors, and staff.

- H. Set up a "peer advocate" or change agent network within each stakeholder group to enable tailored communications;

- I. Develop organizational design changes and definitions of roles and responsibilities working with the Employee and Business Services (EBS);

- J. Develop and coordinate alignment with other initiatives within the organization;

- K. Evaluate progress and enable organization readiness;

- L. Track, analyze and report issues;

- M. Define metrics to measure success by phase;

- N. Create a change management timeline, and monitor and track progress against the timeline; and

- O. Support change management at the organizational level by providing advisory consulting to senior management.

VII. Format of Submission

Vendors must submit one (1) original copy of their response in hard copy and four (4) copies of their response on non-rewritable compact disc (CD) or USB memory stick in Microsoft Word, Microsoft Excel, or Adobe Portable Document Format (PDF). If there is any discrepancy between the hard copy and the electronic copy of the bid, and ODJFS will base its evaluation of the candidate on the hard copy.

The proposal must contain all the information as specified and requested for each of the components listed below. A bid which is incomplete, vague, unjustifiably wordy, unclear, or poorly organized may not be successful. The following outline for the preparation of the bid in response to this RLB is intended to assist in the development of effectiveness and clarity.

A. Proposal Organization

The vendor's proposal must contain the following components (organized in four (4) primary tabs) as described below. Any other information thought to be relevant, but not applicable to a specific RLB section number/letter such as charts, tables, timelines, excerpts of past related projects, etc., must be provided as an appendix to the bid and so marked as an additional tab. However, the bid will be scored based on the relevancy to the stated responsibilities as well as the conciseness, clarity, flow, and professionalism of the information presented. Vendors may add information not called for in the RLB, and ODJFS reserves the right to review or not review any non-required materials. All pages shall be sequentially numbered.

Tab 1: ATTACHMENT A--Required Vendor Information and Certifications Document

Attachment A. - Section I., In this section, the vendor is required to provide required information and certifications of eligibility for state contract awards, as described in Attachment A., Section I. to this RLB, entitled "Required Vendor Information & Certifications Document". Vendors may use one of the two options to submit this documentation: 1) print Attachment A., Section I., complete and sign it, and return it as the content of the proposal Tab 1; or 2). provide all the required information and certifications (each fully restated from Attachment A.) on company letterhead, properly signed, and include that replication in their proposal Tab 1.

Vendors who fail to provide all information and certifications as described in Attachment A., Section I. in the proposal Tab 1 will be disqualified.

Attachment A - Section II., Location of Business Form Banning the Expenditure of Public Funds on Offshore Services. This form must be completed and signed by every vendor or applicant seeking to do business with ODJFS. This must be submitted as part of the response to any request for proposals, invitation to bid, request for grant applications, informal quotations, or other such competitive process. Failure by any vendor to complete, sign, and return the Location of Business Form with its proposal will result in rejection of the proposal as being non-responsive and disqualified from further consideration.

The signed originals of the above referenced forms (RLB Attachment A., Sections I. and II.) are to be provided in the vendor's original proposal; photocopies of the completed and signed forms must also be provided with each of the required copies.

In the event that the vendor proposes the use of any subcontractor(s), information on the subcontractor(s) and letters of commitment by subcontractors should also be provided in Tab 1.

Tab 2: Vendor Qualifications

The proposal must include all required documents and information as outlined in Section

V. Qualifications demonstrating how the vendor and candidate meet the requirements, specifically:

Sub-Tab 2a. Mandatory Vendor Qualifications (Section V., A., 1-6.)

Sub-Tab 2b. Candidate Experience and Capabilities (Section V., B., 1-7.)

B. Candidate Hourly Rate Quote

Vendors must provide their candidate's hourly rate in a separately sealed envelope, using STS categories and must reflect or be lower than the vendor's posted STS rates. The hourly rate offered will be the rate in effect throughout the Purchase Order, including any renewal Purchase Orders. The Candidate Hourly Rate Quote must include a statement that the prices quoted are firm.

VIII. Selection Process

Vendors submitting a response will be evaluated based on the candidate's capability and experience demonstrated in their proposal. All bids will be reviewed and scored by a Proposal Review Team (PRT), comprised of staff from ODJFS OIS. Vendors should not assume that the review members are familiar with their current work activities with ODJFS. Bids containing lack of sufficient detail, poor organization, lack of proofreading and unnecessary use of self-promotional claims will be evaluated accordingly.

Final selection of the vendor will be based upon the criteria specified in Sections II., V., and VII. of this RLB. The PRT reserves the right to reject any and all bids, in whole or in part, received in response to this request. The review team may waive minor defects that are not material when no prejudice will result to the rights of any vendor or to the public. O D JFS reserves the right to require clarification of any information provided in vendor bids. In scoring the bids, ODJFS will score in three phases:

A. Phase I. Review—Initial Qualifying Criteria:

In order to be fully reviewed and scored, proposals submitted must pass Phase I. Review as required in the Proposal Score Sheet. Any "no" for the listed Phase I. criteria will eliminate a proposal from further consideration. Please refer to Attachment B., Proposal Score Sheet for a complete listing of initial disqualifiers.

B. Phase II. Review—Criteria for Scoring the Proposal:

The PRT will then score those qualifying proposals, not eliminated in Phase I. Review, by assessing how well the vendor meets the requirements as specified in this RLB. Using the score sheet for Phase II scoring (see Attachment B. of this RLB for specific evaluation criteria), the PRT will read, review, discuss and reach consensus on the final technical score for each qualifying proposal.

A maximum of 200 points is possible for a proposal to be awarded. A proposal must achieve a total of at least 152 points (indicating that the vendor is capable of successfully performing contractual duties) out of the possible 200 points to qualify for continued consideration. Any bid which does not meet the minimum required proposal points will be disqualified from any further consideration and its quote will neither be opened nor considered.

C. Phase III. Review – Candidate Hourly Rate Quote Scoring:

The Candidate Hourly Rate Quote will be reviewed by ODJFS. The candidate with the lowest hourly rate will receive 100 points. The remaining candidates will receive a percentage of the maximum cost points based upon the following formula:

$$\text{Candidate Hourly Rate Quote Points} = (\text{Lowest Hourly Rate} / \text{Candidate's Hourly Rate}) \times 100$$

ODJFS may, at its sole discretion, negotiate with all technically qualifying vendors for a revised Candidate Hourly Rate Quote. Vendors may then submit one last and best offer, or may request that ODJFS view its original quote as its last and best offer, or may withdraw from further consideration, and shall formally indicate its choice according to directions provided by ODJFS at that time. Upon receipt of all last and best offers, ODJFS will then consider those vendors' revised quotes which are within the budget according to the process described in this section above, and in the Proposal Score Sheet, Attachment B., for vendor selection purposes.

D. Final Selection

The PRT will recommend for selection the technically qualified candidate with the highest final Total Score. Total Score is determined by adding the available Phase II proposal points plus Phase III Candidate Hourly Rate Quote points (Total Score = Phase II + Phase III).

1. ODJFS reserves the right to cancel any awarded Purchase Order via e-mail notification. ODJFS may cancel any issued Purchase Order due to the unavailable status of the specified candidate, as proposed in the vendor's bid. It is critical to provide only the most qualified and available candidate as part of the vendor's bid in order for ODJFS to score and rank during the RLB evaluation phase and avoidance of not being awarded the RLB due to the lack of availability of the vendor's original candidate.
2. If a vendor's proposed candidate received the highest-ranking score as the result of their submitted bid and that candidate is no longer available at the time of Purchase Order award, ODJFS will move forward with awarding the RLB to the next available highest rank score candidate and their perspective company.
3. ODJFS expects and requires the awarded vendor to secure the same candidate for the entire timeframe of the awarded Purchase Order. Withdrawal of the candidate or lack of availability as agreed in writing by ODJFS will result in the termination of the Purchase Order, and a re-evaluation and award of the RLB.

IX. RLB Process Information and Other Contractual Requirements

A. Interview

Candidates may be requested to participate in an in-depth interview as part of the evaluation process. The interview, if necessary, will include participants from ODJFS OIS and any representatives it may appoint. ODJFS reserves the right to select from responding candidates for interviews and may not interview all candidates submitting proposals. The candidate shall bear all costs of any scheduled interview.

B. Start Work Date

The selected candidate must be able to begin working on site a minimum of thirty-two (32) hours per week no later than seven (7) working days after the time funds are encumbered and approved by the Office of Budget & Management. The selected candidate's organization will be notified by the ODJFS Contract Manager when work may begin. Any work begun by the selected candidate prior to this notification will NOT be reimbursable by ODJFS.

C. Bid Costs

Costs incurred in the preparation of this bid are to be borne by the vendor, and ODJFS will not contribute in any way to the costs of the preparation. Any costs associated with interviews will be borne by the vendor and will not be ODJFS' responsibility.

D. Trade Secrets Prohibition; Public Information Disclaimer

Vendors are prohibited from including any trade secret information as defined in ORC 1333.61 in their bids in response to any ODJFS Requests for Proposals (RFP), Requests for Letterhead Bids (RLB) or other procurement efforts. ODJFS shall consider all bids voluntarily submitted in response to any ODJFS RLB to be free of trade secrets and such bids shall, in their entirety, be made a part of the public record.

All bids and any other documents submitted to ODJFS in response to any RFP, RLB, etc., shall become the property of ODJFS. After the selection of the vendor, any bids submitted in response to an RLB are deemed to be public records pursuant to R.C. 149.43. The term "bid" shall mean both the proposal and the quote, if opened, submitted by the vendor, any attachments, addenda, appendices, or sample products.

Any bids submitted in response to any ODJFS RFP, RLB, etc. which make claims of trade secret information shall be disqualified from consideration immediately upon the discovery of such unallowable claim.

E. Contractual Requirements

Any Purchase Order resulting from the issuance of this solicitation is subject to the terms and

conditions as provided in the DAS STS, which is available upon request. Vendors are strongly encouraged to download and read a copy of their executed schedule to be fully aware of DAS STS requirements.

F. Travel and Parking Expense Reimbursement

No travel or parking expenses, nor any other expenses, will be covered.

G. Public Release of Records

Public release of any evaluation or monitoring reports funded under this Purchase Order will be made only by ODJFS. Prior to public release of such reports, ODJFS must have at least a 30-day period for review and comment.

H. Confidentiality

All contracts or other business agreements will require that the contractor maintain the confidentiality of information and records which state and federal laws, rules, and regulations require to be kept confidential.

I. Ethical and Conflict of Interest Requirements

1. No contractor or individual, company or organization seeking a contract or other business agreement shall promise or give to any ODJFS employee anything of value that is of such character as to manifest a substantial and improper influence upon the employee with respect to his or her duties;
2. No contractor or individual, company or organization seeking contract or other business agreement shall solicit any ODJFS employee to violate any of the conduct requirements for employees;
3. Any contractor acting on behalf of ODJFS shall refrain from activities which could result in violations of ethics and/or in conflicts of interest. Any contractor or potential contractor who violates the requirements and prohibitions defined here or of Section 102.04 of the ORC is subject to termination of the contract or other agreement or refusal by ODJFS to enter into a one; and
4. ODJFS employees and contractors who violate Sections 102.03, 102.04, 2921.42 or 2921.43 of the ORC may be prosecuted for criminal violations.

J. Unresolved Findings for Recovery (R.C. 9.24)

Ohio Revised Code Section 9.24 prohibits ODJFS from awarding a contract to any entity against whom the Auditor of State has issued a finding for recovery if the finding for recovery is "unresolved" at the time of award. By submitting a bid, the vendor warrants that it is not now, and will not become, subject to an "unresolved" finding for recovery under R.C. 9.24 prior to the award of any contract or business agreement arising out of this RLB, without notifying ODJFS of such finding. ODJFS will review the Auditor of State's website prior to the evaluations of any bid submitted pursuant to this RLB. ODJFS will not evaluate a bid from any vendor whose name, or the name of any of the subcontractors proposed by the vendor, appears on the website of the

Auditor of the State of Ohio as having an “unresolved” finding for recovery.

K. Mandatory Contract Performance Disclosure

Each bid must disclose whether the vendor’s performance, or the performance of any of the proposed subcontractor(s), under contracts for the provision of services that are the same or similar to those described in this RLB, has resulted in any “formal claims” for breach of those contracts. For purposes of this disclosure, “formal claims” means any claims for breach that have been filed as a lawsuit in any court, submitted for arbitration (whether voluntary or involuntary, binding or not), or assigned to mediation. If any such claims are disclosed, vendor shall fully explain the details of those claims, including the allegations regarding all alleged breaches, any written or legal action resulting from those allegations, and the results of any litigation, arbitration or mediation regarding those claims, including terms of any settlement. While disclosure of any formal claims in response to this section will not automatically disqualify a vendor from consideration, at the sole discretion of ODJFS, such claims and a review of the background details may result in a rejection of the vendor’s bid. ODJFS will make this decision based on its determination of the seriousness of the claims, the potential that the behavior that led to the claims could negatively impact vendor’s performance of the work, and the best interests of ODJFS.

L. Mandatory Disclosures of Governmental Investigations

Each bid must indicate whether the vendor and any of the proposed subcontractor(s) has been the subject of any adverse regulatory or adverse administrative governmental action (federal, state, or local) with respect to vendor’s performance of services similar to those described in this RLB. If any such instances are disclosed, vendor must fully explain, in detail, the nature of the governmental action, the allegations that led to the governmental action, and the results of the governmental action including any legal action that was taken against vendor by the governmental agency. While disclosure of any governmental action in response to this section will not automatically disqualify a vendor from consideration, such governmental action and a review of the background details may result in a rejection of the vendor’s bid at the sole discretion of ODJFS. The decision by ODJFS on this issue will be based on a determination of the seriousness of the matter, the matter’s potential impact on the vendor’s performance of the work, and the best interests of ODJFS.

M. Vendor Selection Restriction

Any vendor or candidate deemed not responsible, or submitting a bid deemed not to be responsive to the terms of this RLB, shall not be selected for this project.

N. Waiver of Minor Proposal Errors

ODJFS may, at its sole discretion, waive minor errors or omissions in proposals, bids, and/or forms when those errors do not unreasonably obscure the meaning of the content. Additionally, ODJFS reserves the right to request clarifications from vendors to any information in their proposals, bids, and/or forms, and may request such clarification as it deems necessary at any point in the

proposal/bid review process.

X. Health Insurance Portability & Accessibility Act (HIPAA) Requirements

As a condition of receiving a contract from ODJFS, the contractor, and any subcontractor(s), will be required to comply with 42 U.S.C. Sections 1320d through 1320d-8, and the implementing regulations found at 45 C.F.R. Section 164.502 (e) and Sections 164.504 (e) regarding disclosure of protected health information under the Health Insurance Portability and Accountability Act (HIPAA) of 1996. Protected Health Information (PHI) is information received by the contractor from or on behalf of ODJFS that meets the definition of PHI as defined by HIPAA and the regulations promulgated by the United States Department of Health & Human Services, specifically 45 CFR 164.501 and any amendments thereto. The selected vendor can reasonably anticipate HIPAA language in the contract that results from this RFP.

In the event of a material breach of obligations under this section, ODJFS may at its option terminate the Purchase Order according to provisions within the STS.

XI. Caveat

ODJFS is under no obligation to select a candidate as a result of this solicitation if, in the opinion of ODJFS and the proposal review team, none of the bids are responsive to the objectives and needs of the Department. ODJFS reserves the right to not select any candidate should ODJFS decide not to proceed with the project.

XII. Communications Prohibited

From the issuance date of the RLB, until an award is made, there may be no communications concerning the RLB between any interested vendor and any employee of ODJFS in the issuing office, or any other ODJFS employee, or any other individual regardless of their employment status, who is in any way involved in the development of the RLB or the decision with a formal procurement.

The only exceptions to this prohibition are as follows:

- A. As necessary in the case of any pre-existing business relationship between ODJFS and a vendor which could potentially respond to this RLB, in order to conduct that business;
- B. As part of an interview necessary for ODJFS to make a vendor selection decision;
- C. If it becomes necessary to revise any part of this RLB, revisions will be posted on the ODJFS web page established for this RLB; and
- E. Any Public Records Request (PRR) made through the ODJFS Office of Legal Services.

XIII. Protests

Any potential, or actual, vendor objecting to the award resulting from the issuance of this solicitation may file a protest of the award of the Purchase Order, or any other matter relating to the process of soliciting the bids. Such a protest must comply with the following guidelines:

- A. A protest may be filed by a prospective or actual vendor objecting to the award resulting from this RLB. The protest shall be in writing and shall contain the following information:
 - 1. The name, address, telephone number, and e-mail address of the protestor;
 - 2. The name and number of the RLB being protested;
 - 3. A detailed statement of the legal and factual grounds for the protest, including copies of any relevant documents;
 - 4. A request for a ruling by ODJFS;
 - 5. A statement as to the form of relief requested from ODJFS; and
 - 6. Any other information the protestor believes to be essential to the determination of the factual and legal questions at issue in the written protest.

- B. A timely protest shall be considered by ODJFS, if it is received by ODJFS' Office of Contracts and Acquisitions, within the following periods:
 - 1. A protest based on alleged improprieties in the issuance of the RLB or any other event preceding the closing date for receipt of proposals which are apparent or should be apparent prior to the closing date for receipt of proposals shall be filed no later than 3:00 p.m. the closing date for receipt of proposals, as specified in Section III, Anticipated Procurement and Project Timetable, of this RLB.
 - 2. If the protest relates to the announced intent to make an award, the protest shall be filed no later than 3:00 p.m. of seventh (7th) calendar day after the issuance of formal letters sent to all responding vendors regarding the ODJFS' intent to make the award. The date on these ODJFS letters to responding vendors is the date used to determine if a protest regarding the intent to award is submitted by the end of the protest period.

- C. An untimely protest may be considered by ODJFS if ODJFS determines that the protest raises issues significant to the department's procurement system. An untimely protest is one received by ODJFS' Office of Contracts and Acquisitions after the time periods set forth in Item B. of this section.

- D. All protests must be filed at the following location:

Deputy Director
ODJFS Office of Contracts and Acquisitions
30 East Broad Street, 31st Floor
Columbus, Ohio 43215

- E. When a timely protest is filed, an award shall not proceed until a decision on the protest is issued or the matter is otherwise resolved, unless the Director of ODJFS determines that a delay will severely disadvantage the Department. The vendor who would have been awarded the Purchase Order shall be notified of the receipt of the protest.
- F. ODJFS' Office of Contracts and Acquisitions shall issue written decisions on all timely protests and shall notify any vendor who filed an untimely protest as to whether or not the protest will be considered.

XIV. ATTACHMENTS

- A. Required Vendor Information and Certifications** (To be completed & included in bid packet as specified in Sec. VII.)
- B. Proposal Score Sheet** (For vendor self-evaluation purposes...do not submit)

Thank you for your interest in this project.

Attachment A

Attachment A consists of 2 distinct and different sections. Both sections must be completed and included in Tab 1 of the proposal.

Section I – Required Grantee Information

Section II - Location of Business Form

Attachment A—Section I

REQUIRED GRANTEE INFORMATION and CERTIFICATIONS

Purpose: The Ohio Department of Job and Family Services (ODJFS) requires the following information on applicants who submit proposals or applications in response to any ODJFS Requests for Grant Applications (RFGAs), in order to facilitate the development of the grant with the selected applicant. ODJFS reserves the right to reject your application if you fail to provide this information fully, accurately, and by the deadline set by ODJFS. Further, some of this information (as identified below) **must** be provided in order for ODJFS to accept and consider your application. **Failure to provide such required information will result in your application’s immediate disqualification.**

Instructions: Provide the following information regarding the applicant organization submitting the application. Applicants may either print this attachment, complete and sign it, or may provide the required information and certifications (each fully re-stated from this attachment) on their letterhead as the opening pages of their applications. It is mandatory that the information provided is certified with an original signature (in blue ink, please) from a person with authority to represent the applicant. Applicants are to provide the completed and signed information and certifications as the cover pages of their original proposal submitted to ODJFS.

IMPORTANT: If the RFGA specified a maximum page limit for applicant proposals, the attachment of any required certifications, other documents, or additional pages needed to fully provide the information requested here will **NOT** be counted against that page limit.

Applicants must provide all information

1. ODJFS RFGA #:	2. Application Due Date:
3. Name: (legal name of the grantee – person or organization – to whom grant payments would be made)	
3a. Grantee’s Ohio Administrative Knowledge System (OAKS) ID#: [Vendors may apply for an OAKS vendor ID# at: http://ohiosharedservices.ohio.gov/Vendors.aspx . The necessary forms to be completed and remitted to Ohio Shared Services are the Vendor Information Form (OBM-5657) and the IRS Form W-9. Completion and/or submission of these forms to Ohio Shared Services <u>does not</u> assume a vendor/applicant award of any ODJFS contract/grant.]	
4. Grantee Corporate Address:	5. Grantee Remittance Address: (or “same” if same as Item # 4)
6. Print or type information on the grantee representative/contact person <u>authorized to answer questions on the application:</u> Grantee Representative NAME and TITLE: Address: _____ E-Mail Address: _____ Phone #: _____ Fax #: _____	
7. Print or type the name of the grantee representative <u>authorized to address contractual issues, including the authority to execute a contract on behalf of the vendor, and to whom legal notices regarding contract termination or breach, should be sent</u> (if not the same individual as in #6, provide the following information on each such representative and specify their function): Grantee Representative NAME and TITLE: Address: _____ E-Mail Address: _____ Phone #: _____ Fax #: _____	

8. Is this grantee an Ohio certified MBE? Yes No If yes, attach a copy of current certification to proposal\bid. (If ODJFS has specified the RFGA document as an opportunity open exclusively to Ohio Certified MBEs, then failure to attach a copy of current certification WILL RESULT IN DISQUALIFICATION.)

9. Mandatory Grantee Certifications:

ODJFS may not enter into agreements with/make purchases from any organizations that have been found to be ineligible for state contracts under specific federal or Ohio statutes or regulations. Organizations responding to any ODJFS RFGA opportunity MUST certify that they are NOT INELIGIBLE by signing each of the three statements below. Failure to provide proper affirming signature on any of these statements will result in the disqualification of your application.

I _____ (signature of representative shown in Item # 7, above) hereby certify and affirm that _____ (name of the vendor shown in Item # 3, above), has not been debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in transactions by the United States Department of Labor, the United States Department of Health and Human Services, or any other federal department or agency as set forth in 29 CFR Part 98, or 45 CFR Part 76, or other applicable statutes.

AND

I _____ (signature of representative shown in Item #7, above) hereby certify and affirm that _____ (name of the vendor shown in Item # 3, above), is not on the list established by the Ohio Secretary of State, pursuant to ORC Section 121.23, which identifies persons and businesses with more than one unfair labor practice contempt of court finding against them.

AND

I _____ (signature of representative shown in Item #7, above) hereby certify and affirm that _____ (name of the vendor shown in Item # 3, above), either is not subject to a finding for recovery under ORC Section 9.24, or has taken appropriate remedial steps required under that statute, or otherwise qualifies under that section to enter into contracts with the State of Ohio.

10. Equal Employment Opportunity Information on the Grantee and any Sub-grantee(s)

A. Provide vendor employee data both nationwide (including Ohio staff), and Ohio office employees separately:

	Nationwide	Ohio Offices
Total Number of Employees:	_____	_____
% of those who are Women:	_____	_____
% of those who are Minorities:	_____	_____

B. If you are the selected vendor, will you subcontract any part of the work?

NO -or- YES, but for less than 50% of the work -or- YES, for 50% or more of the work

If yes, provide the following information on each subcontractor (additional pages may be added as needed):

Subcontractor Name: _____

Address: _____

Work To Be _____

Performed: _____

(a brief description) _____

Subcontractor's Estimated Percentage of Total Project (in % of work, not % of dollars): _____

If 50% or more of the work will be subcontracted, then ALSO provide the following information on ALL proposed sub-grantees:

	Nationwide	Ohio Offices
Total Number of Employees:	_____	_____
% of those who are Women:	_____	_____
% of those who are Minorities:	_____	_____

C. Identify all state grants which the grantee has since the beginning of the last fiscal year (i.e., since July 01, 2012) through this fiscal year to date. Also include grants approved for ODJFS or institutions of higher education:

Total number of grants: _____

For each state grant, list the state agency and provide the following information:

State Agency/Educational Institution: _____

Grant Dollar Amount: _____

State Agency/Educational Institution: _____

Grant Dollar Amount: _____

State Agency/Educational Institution: _____

Grant Dollar Amount: _____

Attach additional pages if needed

11. Grantee Ethics Certification

As a grantee receiving grants from the State of Ohio, I certify on behalf of _____ (name of vendor or grantee):

(1) I have reviewed and understand Ohio ethics and conflict of interests' laws, as found in Chapter 102. and Sections 2921.42 and 2921.43 of the Ohio Revised Code.

(2) I acknowledge that failure to comply with this certification is, by itself, grounds for termination of this contract or grant with the State of Ohio.

Signature of authorized agent

Date

12. I have read the ODJFS Model Grant attached to the RFGA, and if awarded a grant, I will not ____ (or) I will ____ request changes to the standard language, and have marked the requested changes and returned the model document with this proposal for consideration by ODJFS. (If so, ODJFS will review those requested changes if you are the selected grantee. All requested changes to model contract language are subject to ODJFS approval.)

13. I _____, (grantee representative in Item # 7) hereby affirm that this proposal accurately represents the capabilities and qualifications of

_____ (grantee's name), and I hereby affirm that the cost(s) bid to **ODJFS for the performance of services and/or provision of goods covered in this application in response to this ODJFS RFGA is a firm fixed price, inclusive of all incidental as well as primary costs.** (Failure to provide the proper affirming signature on this item may result in the disqualification of your proposal\bid.)

14. Location of Business Declaration: Vendors responding to any ODJFS RFP/RLB/RFGA (etc.) must certify that no public funds shall be spent on services provided/performed offshore by completing, signing, and returning the "Location of Business Form," which is the final section of this attachment. **FAILURE TO PROPERLY COMPLETE, SIGN AND RETURN THIS FORM, INCLUDING THE "LOCATION OF BUSINESS FORM," WILL RESULT IN DISQUALIFICATION OF THE VENDOR FROM CONSIDERATION FOR AWARD OF AN ODJFS CONTRACT.**

Attachment A —Section II.

Location of Business Form

Pursuant to Governor’s Executive Order 2011-12K (www.governor.ohio.gov), no public funds shall be spent on services provided offshore. This form serves as a certification of compliance with this policy and required disclosures. Please answer the following questions about the project or service you are seeking to perform for or the funding for which you are applying from the Ohio Department of Job and Family Services:

1. Principal location of business of Grantee:

(Address) (City, State, Zip)

Name/Principal location of business of sub-grantee(s):

(Name) (Address, City, State, Zip)

(Name) (Address, City, State, Zip)

2. Location where services will be performed by Grantee:

(Address) (City, State, Zip)

Name/Location where services will be performed by sub-grantee(s):

(Name) (Address, City, State, Zip)

(Name) (Address, City, State, Zip)

3. Location where state data will be stored, accessed, tested, maintained or backed-up, by Grantee:

(Address) (Address, City, State, Zip)

Name/Location(s) where state data will be stored, accessed, tested, maintained or backed-up by sub-grantee(s):

(Name) (Address, City, State, Zip)

(Name) (Address, City, State, Zip)

(Name) (Address, City, State, Zip)

4. Location where services to be performed will be changed or shifted by Grantee

(Address)

(Address, City, State, Zip)

Name/Location(s) where services will be changed or shifted to be performed by sub-grantee(s):

(Name)

(Address, City, State, Zip)

(Name)

(Address, City, State, Zip)

(Name)

(Address, City, State, Zip)

By signing below, I hereby certify and affirm that I have reviewed, understand, and will abide by the Governor's Executive Order 2011-12K. I attest that no funds provided by ODJFS for this grant or any other agreement will be used to purchase services provided outside the United States or to contract with a sub-grantee(s) who will use the funds to purchase services provided outside the United States. I will promptly notify ODJFS if there is a change in the location where any of the services relating to this project will be performed. If I am signing this on behalf of a company, business, or organization, I hereby acknowledge that I have the authority to make this certification on behalf of that entity.

Signature

Date

Entity Name

Address (Principal place of business)

Printed name of individual authorized
to sign on behalf of entity

City, State, Zip

ATTACHMENT B
RLB JFSR1617108137
Proposal Score Sheet

PHASE I: Initial Qualifying Criteria

Vendor: _____

The proposal must meet all of the following Phase I proposal acceptance criteria in order to be considered for further evaluation. Any proposal receiving a “no” response to any of the following qualifying criteria **shall be disqualified from consideration**.

ITEM #	PROPOSAL ACCEPTANCE CRITERIA	RLB Sec. Reference	YES	NO
1	Was the vendor’s proposal received by the deadline as specified in the RLB?	II./III.		
2	Did the vendor submit a proposal comprised of a Proposal and, in a separate, appropriately labeled, sealed envelope, a Candidate Hourly Rate Quote?	VII.		
3	Does the vendor’s proposal include all required affirmative statements and certifications, signed (in all required parts) by the vendor’s responsible representative, as described in Attachment A to the RLB?	VII.		
4	Is the vendor free from being prohibited to enter into a contract with ODJFS, due to restrictions related to the federal debarment list, unfair labor findings, or as established in ORC 9.24?	IX., J., K.		
5	Is the vendor a state of Ohio authorized MBE vendor and has provided a copy of their MBE vendor certification as part of their proposal?	V, A.1.		
6	Has the vendor provided documentation they are authorized to provide Business and Corporate Management Consultation Service, and IT Services under an approved DAS State Term Schedule?	V, A.2.		
7	Does the candidate have eight (8) years’ experience leading change management implementation for technology groups, teams, programs, and/or organizations?	V, A.3.		
8	Are the vendor candidate(s) certified in Prosci Change Management practices?	V, A.4.		
9	Has the vendor provided three (3) professional references, including at least one (1), which demonstrates the vendors’ knowledge relevant to cultural and transformational change in technology groups, teams and/or organizations?	V, A.5.		
10	Does the candidate hold, at minimum, a Bachelor’s degree in Business, Information Technology, Human Services, or other related applicable fields?	V, A.6		
11	Did the review team (in its initial/cursory review of the vendor’s proposal) determine that the proposal was free of trade secret/proprietary information as specified/restricted in the RLB?	IX., D.		

PHASE II: Criteria for Scoring of Proposal

Qualifying proposals will be collectively scored by a Proposal Review Team (PRT) appointed by ODJFS, Office of Information Services (OIS). For each of the evaluation criteria given in the following score sheet, reviewers will collectively judge whether the proposal exceeds, meets, partially meets or does not meet the requirements expressed in the RLB, and assign the appropriate point value, as follows:

0 6 8 10
 Does Not Meet Partially Meets Meets Requirement Exceeds Requirement
 Requirement Requirement

Proposal Performance Scoring Definitions:

“Does Not Meet Requirement”- A particular RLB requirement was not addressed in the vendor’s proposal, **Score: 0**

“Partially Meets Requirement”-Vendor proposal demonstrates some attempt at meeting a particular RLB requirement, but that attempt falls below acceptable level, **Score: 6**

“Meets Requirement”-Vendor proposal fulfills a particular RLB requirement in all material respects, potentially with only minor, non-substantial deviation, **Score: 8**

“Exceeds Requirement”-Vendor proposal fulfills a particular RLB requirement in all material respects, and offers some additional level of quality in excess of ODJFS expectations, **Score: 10**

A proposal’s total PHASE II score will be the sum of the point value for all the evaluation criteria. The review team will collectively score each individual qualifying proposal. Proposals which do not meet or exceed a total score of at least **152 points** (a score which represents that the selected vendor has the capability to successfully perform the project/program services) out of a maximum of **200 points**, will be disqualified from further consideration, and its cost proposal will neither be opened nor considered. Only those vendors whose proposals meet or exceed the minimum required points will advance to PHASE III of the Proposal Score Sheet.

ITEM #	EVALUATION CRITERIA	RLB SEC. REF.	Weighting	Doesn't Meet 0	Partially Meets 6	Meets 8	Exceeds 10	EXT.
CANDIDATE EXPERIENCE & CAPABILITIES								
1.	The vendor has provide at least two (2), but no more than four (4). Similar sized projects completed by the candidate in the past ten (10) years that demonstrate their experience in transformational change management?	V., B.1.	3					
2.	The vendor has proposed a candidate with prior experience applying organizational redesign principles, methodologies, and tools at a visionary and tactical level.	V., B., 2.	3					
3	The vendor has proposed a candidate with experience in creating buy-in and changing mindsets of staff personal.	V., B., 3.	3					
4	The vendor has proposed a candidate with experience in the developing content for a website, or other mass communication vehicles, that articulate the change and solicits feedback.	V., B.4.	2					
5.	The vendor has proposed a candidate with experience creating communications plans which positively inform and influence various levels of an organization, including executives, deputy directors, team leaders and individual contributors.	V., B., 5.	3					
6.	The vendor has proposed a candidate with experience in change management that re-aligned roles and responsibilities meet the change initiative goals.	V., B., 6.	2					
7.	The vendor has provided a one page narrative written by the candidate proposing a strategy for the following case study: An IT organization supports 100+ applications and a myriad of technologies. The last “new” application was launched five (5) years ago. The new IT trends like mobility, cloud, and internet of things have not been adopted. A new CIO has been brought in to change culture and embrace a new way of doing business. Provide a strategy to promote a cultural and transformational change to support the CIO.	V., B., 7	4					
PROPOSAL ORGANIZATION								
8.	The vendor has submitted a proposal which complies with the specified submission format.	VII.	.25					
TRADE SECRET INFORMATION								
9.	The review team in its comprehensive review of the vendor’s proposal has determined that the proposal was free of trade secret/proprietary information as specified/restricted in the RLB. [A “no” response will disqualify the vendor’s proposal and will not advance to the consideration of the vendor’s Cost Proposal.]	IX., D.				YES	NO	
Column Subtotal of "Partially Meets" points								
Column Subtotal of "Meets" points								
Column Subtotal of "Exceeds" points								
GRAND TOTAL SCORE:								

Based upon the Grand Total Score earned, does the vendor’s proposal proceed to the Phase III evaluation of its Candidate Hourly Rate Quote? (Vendor’s Grand Total Score must be at least 152 points.)

Yes _____

No _____

(If “No,” Vendor’s Cost Proposal will not be opened.)