



MARCS ORGANIZATIONAL ASSESSMENT AND IMPROVEMENT

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

MBE Preferred

State Term Schedule

INTRODUCTION AND BACKGROUND

PURPOSE OF THE REQUEST FOR QUOTATION

Please consider this as the State of Ohio, Department of Administration, Office of Information Technology's (OIT) Request for Quotation for the following:

MARCS Organizational Assessment and Improvement Recommendations

The Department of Administrative Services (DAS), Office of Information Technology (OIT) is searching for a highly skilled IT Organizational Assessment and Improvement Recommendation Team to act in an Oversight, Advisory and Project Management capacity for the State's Multi-Agency Radio Communications System (MARCS). MARCS is dedicated to providing Ohio's first responders and public safety providers with state-of-the-art wireless digital communications, and to promote interoperability, in order to save lives and maximize effectiveness in both normal operations and emergency situations. The MARCS system provides 97.5% mobile voice and data in street coverage. In 2014, 99.71% aggregate voice coverage was realized as well as 98.13% aggregate data coverage across the State of Ohio providing statewide interoperability and enhanced safety and protection for public safety service providers through secure digital transmissions.

As part of this solicitation, the State requires an end-to-end review of the MARCS organization inclusive of organizational design, processes, functions, operations and maintenance processes, financial, investment and MARCS customer engagement functions and seeks to better understand how MARCS could be more optimally designed to better serve the State in delivering its mission. The State does not consider the work contained herein as a cost or staff reduction activity.

This project includes the development of an Organizational Assessment and Improvement Recommendation deliverable and requires specialized expertise and the knowledge of terrestrial trunked radio networks, and cross functional (e.g., IT, engineering, telecommunications, planning, financial and operations/maintenance functions) expertise.

Based on the anticipated start date, a deliverable has been identified that must be completed and delivered by October 7, 2016.

The State prefers candidates that comprise a team with whom Offerors already have experience, as well as team members that have worked collaboratively in the review and design of organizations, high performance processes and customer delivery functions leading to a successful implementation of recommendations and not internet solicitations. Successful candidates that comprise the team will be self-starters and detail oriented and be responsible for the conception, development, presentation and follow-up activities associated with each deliverable contained herein.

Candidates must be able to work both independently and as team members to produce on time results to meet all project deliverables and deadlines. Due to the relative size and complexity of the MARCS team, the State suggests that a focused team of 2-3 individuals performing the work over a 4-5 week duration is an appropriate point for Offerors to estimate work effort and complete the work.

Responses **must** include:

Summary Deliverables or Deliverable Extracts that highlight the Offerors Capability in Assessment, Process Effectiveness, Implementation/Change Plans and IT / Network Process Improvement (tools, systems, training, alignment). Confidential client details should be redacted from these samples.

One (1) biographical (2 page) resume for each team position proposed and other required information.

Project Timeline / Project plan as a brief week-by-week summary of all project activities, key meetings with State MARCS team members, deliverable review/presentation sessions with MARCS leadership and other activities as required for a successful project based on Offeror experience in similar projects.

Critical deadlines for this RFQ are provided above. Vendors need only respond if all deadlines are attainable, regardless of non-workdays, holidays, weather conditions or other interferences.

Situation Overview

MARCS is a life-critical public safety network that is designed to enable first responders in the law-enforcement, fire, safety and public safety communities Statewide at the Federal, State and Municipality levels to respond to situations impacting the general public in a rapid and well coordinated and interoperable fashion. MARCS is not dependent on public cellular networks and is a voice and data enabled statewide platform. There are currently over 47,500 voice units and over 1,800 mobile data units on the MARCS system with over 1,200 public safety/public service agencies statewide. This includes local, state and federal agencies.

MARCS has recently been upgraded to an IP enabled platform has driven many agencies to adopt and invest in radios and equipment to better utilize this Statewide network in the coordinated delivery of life and safety critical services to Ohio. In addition, a "MARCS in Schools" initiative has been launched to better address the needs of K-12 schools across Ohio. The MARCS upgrade has paved the way for additional adoption of county first responders and expansion of coverage to more than 1,400 schools.

Due to MARCS unique statewide coverage model, its rich data and voice capabilities, and the needs across the State, this project is designed to understand and resolve any

limiting factors in the way the State administers and operates MARCS to support the needs of these constituents.

MARCS is currently staffed with a team of Network Administrators (10), Infrastructure Specialists (10), Program Administrators (4) and Leadership including support (3) totaling 27 positions (including vacancies).

The State seeks to understand, refine/enhance and seek implementation recommendations for the following High Level Business Functions within MARCS:

Customer Engagement, “Marketing” and Onboarding of New Customers and Addition of New Radios for Existing Customers

System Operations and Maintenance

Customer Support and Help Desk Functions

Financial Planning and Cost Allocation

Network Deployment and Upgrade Planning

Required Deliverable

Contractor, as part of the project, will design, complete and present five (5) deliverables that includes each of the aforementioned High Level Business Functions as follows:

Deliverable Contents and Elements
Key Process Inventory for Each area including a listing of all operational functions, systems/tools that support that function and a mapping of the MARCS team’s participation on each process
Process Efficacy, Completeness and Alignment to MARCS Mission for each process identified above, assess the process’s ability to serve MARCS stakeholders in delivery of its mission from a customer engagement and service, network planning operations and maintenance perspective and scalability to address the needs of additional (new) customer groups (e.g., K-12, Municipal/Local governments). Identify unnecessary processes, incomplete/broken processes, processes that require streamlining or reengineering and processes that require additional automation, tools or oversight.
Process Impact Assessment for each process identified above, determine what means and measures are required to enhance, streamline and scale those processes required for MARCS to be successful in the attainment of its core mission, and the expansion of its mission to K-12 and Municipal/Local markets throughout the State.
Organizational Support and Alignment for all Processes identified above, assess the MARCS organization’s ability to operate these processes under current and anticipated (e.g., ideal state, ideal scale) operating points and identify what positions (if any) and organizational alignments are required to more optimally deliver on MARCS mission. Identify ways to streamline and focus the MARCS organization, fill key roles in both current and future operating states and scale points. <i>Note: The State does not consider the work contained herein as a</i>

Deliverable Contents and Elements

cost or staff reduction activity, but was to drive organizational effectiveness given a refined operating model and processes.

Recommendation and Implementation Plan based on the above, as well as Contractor’s observations and State input, the Contractor will develop an implementation plan designed to achieve the State’s requirements of improved Customer Engagement and Support of MARCS customers.

Deliverable Schedule and Contractor Fees

Project Firm Fixed Price Total	Project Completion October 7, 2016	\$ Offeror Not to exceed* [offeror to provide]
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The Offeror will provide, as part of their quotation and in addition to the anticipated due dates for deliverables in the Deliverable Schedule above, a breakdown of hours by STS contractor category with hourly rate and number of hours for each resource. All quotes need to be based on time and materials and all invoices should reflect the hours and rate. All deliverables must be met and will not exceed the “not to exceed” offer.

ALL WORK MUST BE COMPLETED NO LATER THAT OCTOBER 7, 2016

Project Location and Work Conditions:

Normal business hours (between 8:00 AM and 5:00 PM) Monday through Friday, 40 hours a week. Consultant may be required to work additional hours based on operational need with State prior approval. All work must be performed onsite at State project locations in the Greater Columbus Area.

IMPORTANT NOTE: The State will only consider quotes that have the following Required Information:

1. State Term Schedule Number
2. STS Labor Category Code, # of hours, and hourly rate
3. Request for Quotation number
4. Cost breakdown as described in the Fee Schedule/Rate section of this bid document.
5. Quote date expiration (At least 30 days)

ADMINISTRATIVE

DUE DATES

All quotations are due by 1:00 pm, EST, on August 24, 2016. 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 may not be evaluated for award.

SCHEDULE OF EVENTS

All times are Eastern Standard Time (EST).

Event	Date
1. RFQ Distribution to Suppliers	August 10, 2016
2. Proposal/Quotation Due Date	1:00 p.m., August 24, 2016
3. Question and Answer Period	August 10, 2016 to August 17, 2016
4. Target Date for Review of Proposal/Quotation	August 24, 2016 to August 26, 2016
5. Anticipated decision and selection of Supplier	August 29, 2016
6. Anticipated commencement date of work	Week of September 6, 2016

EVALUATION FACTORS FOR AWARD

EVALUATION

The following will be considered in determining the supplier to be selected for this engagement, according to a standardized scoring methodology:

- Relevant experience
 - Relevant skill level
 - Proposed contractor rate(s)
- The contractor will not be permitted to substitute personnel for those submitted for RFQ evaluation (during the RFQ evaluation or at project start-up), except when a candidate's unavailability is no fault of the contractor (e.g., Candidate is no longer employed by the Contractor, is deceased, etc.). Note: If a substitution situation occurs, the proposal will be re-evaluated. If the substitution gives the contractor an unfair advantage during the RFQ process, the proposal may be eliminated or the other suppliers will also be given the chance to submit substitutions of personnel also.
 - All proposals will be evaluated for meeting the requested information. Incomplete proposals will not be reviewed. The proposals that provided the requested information will be evaluated for at least the highest prioritized candidate. The proposals will be scored based on the criteria requested above. We reserve the option to interview the top candidates. Candidate substitutions between the proposal evaluation and interview periods are highly discouraged (see above). If OIT has other qualified candidates, the contractor's proposal requesting a substitution will be denied at this stage and the proposal will be eliminated from evaluation. If OIT does not have enough qualified candidates due to the substitution, all received proposals will be asked to confirm their candidates, given a couple of days to provide replacements, and the entire process will start over.

TERM AND CONTRACT

- The contract will be for **Time and Material** through State Term Schedule (STS) contract and must reflect or be lower than STS rates, and must use STS categories.
- The term will be until June October 7, 2016.
- No additional costs, such as travel, meals, lodging, taxes, parking or other associated costs may be charged separately for this work. The supplier's sole compensation for the duties described herein shall be the billings at the supplier's hourly rate.
- All contractors shall read, acknowledge and follow DAS policies, rules and guidelines.
- All work performed by the supplier shall be deemed a "work-for-hire," and shall be the sole property of the State of Ohio. The supplier may not use such work without OIT's written consent.
- Contractors shall use supplier provided equipment (i.e. laptop computers, mobile phones, etc.) and will follow State security policies.
- The contractor, as a component of the project kick-off meeting, will be required to sign any state policy documents that are deemed appropriate by the OIT Division.

STATUS REPORTING

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

NON-DISCLOSURE AGREEMENT

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

GUIDELINES FOR QUOTATION PREPARATION

QUOTATION SUBMITTAL

Each Supplier must submit three (3) complete, sealed and signed copies of its quotation (excluding cost information), and each quotation must be clearly marked "MARCS ORGANIZATIONAL ASSESSMENT" on the outside of its envelope along with Suppliers name.

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

The envelope must be clearly marked "MARCS ORGANIZATIONAL ASSESSMENT" on the outside of its envelope along with the Supplier's name.

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

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

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

**Ms. Nychola Richardson
30 East Broad Street, 39th 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 Supplier. Additionally, all quotations will be open to the public after the contract has been awarded.

The State may reject any Proposal if the Supplier 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 Supplier. 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 Suppliers.

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.

EVALUATION OF QUOTATIONS

Clarifications and Corrections

During the evaluation process, the State may request clarifications from any Supplier under active consideration. It also may give any Supplier 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 Supplier and it is in the State's best interest.

Requirements

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

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

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

Initial Review

The procurement representative normally will reject any incomplete or incorrectly formatted quotation, though the procurement representative may elect to waive any defects or allow a Supplier 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 Suppliers 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 Supplier 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.

An on-site interview will be required prior to the selection of a candidate.

Determination of Responsibility

The State may review the highest-ranking Suppliers or its key team members to ensure that the Supplier is responsible. The Contract may not be awarded to a Supplier that is determined to be not responsible. The State's determination of a Supplier's responsibility may include the following factors: the Supplier'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 Supplier'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 Supplier's candidate(s). Changing personnel after the award may be a basis for termination of the contract.

Contract Award Process

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

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