

**MINORITY SET-ASIDE OPPORTUNITY IN ACCORDANCE WITH ORC 125.081**

**REQUEST FOR PROPOSAL**

RFP NUMBER: CSP905916  
INDEX NUMBER: EDU093  
UNSPSC CATEGORY: 80100000

The State of Ohio, through the Department of Administrative Services, Office of Procurement Services, on behalf of the Ohio Department of Education, is requesting Proposals for an:

**ORGANIZATIONAL ASSESSMENT OF THE OHIO DEPARTMENT OF EDUCATION**

**OBJECTIVE:** The Ohio Department of Education (ODE) oversees the state's public education system, which includes public school districts, joint vocational school districts and charter schools. The department also monitors educational service centers, other regional education providers, early learning and childcare programs, and private schools. The state is seeking consultant services to perform an independent assessment of the effectiveness and efficiencies of the operation, management structure and culture of ODE and identify recommendations for improvement.

RFP ISSUED: September 10, 2015  
INQUIRY PERIOD BEGINS: September 10, 2015  
INQUIRY PERIOD ENDS: October 1, 2015 at 8:00 AM  
PROPOSAL DUE DATE: October 9, 2015 by 1:00 PM

Proposals received after the due date and time will not be evaluated.

Submit Sealed Proposals to:

Department of Administrative Services  
Office of Procurement Services  
Attn: Bid Desk  
4200 Surface Road  
Columbus, OH 43228-1395

Note: Please review the [Proposal Instructions](#) on our Web site.

The Offeror must submit this cover page (signed) with its Technical Proposal.

<b>Offeror Name and Address:</b>  _____  _____  _____  _____  E-Mail Address: _____  Phone Number: ( ) _____ - _____ Ext. _____	<b>Name/Title:</b>  _____  _____  Signature: _____  By submitting a response to this RFP, and signing above, Offeror acknowledges, understands and agrees to comply with the RFP requirements and confirms all the instructions and links have been read and understood.
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RFP GLOSSARY OF TERMS

AA:	Affirmative Action
Contractor:	Vendor after Award
CSP:	Competitive Sealed Proposal
DAS:	Department of Administrative Services
EOD:	Equal Opportunity Division
FEI:	Federal Employer Identification
Mandatory:	Must, Will, Shall
OAC:	Ohio Administrative Code
OAKS:	Ohio Administrative Knowledge System (Ohio's Accounting System)
OBG:	Ohio Business Gateway
ODE:	Ohio Department of Education
Offeror:	Vendor Submitting Proposal
OPS:	Office of Procurement Services
ORC:	Ohio Revised Code
RFP:	Request for Proposal
SOS:	Secretary of State
UNSPSC:	The United Nations Standard Products and Services Code

## 1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION This is a Request for Competitive Sealed Proposals (RFP) under Section 125.071 of the Ohio Revised Code (ORC) and Section 123:5-1-08 of the Ohio Administrative Code (OAC). The Department of Administrative Services (DAS), Office of Procurement Services, on behalf of the Ohio Department of Education (the Agency), is soliciting competitive sealed proposals (Proposals) for an Organizational Assessment of the Ohio Department of Education. If a suitable offer is made in response to this RFP, the state of Ohio (State), through DAS, may enter into a contract (the Contract) to have the selected Offeror (the Contractor) perform all or part of the Project (the Work). This RFP provides details on what is required to submit a Proposal for the Work, how the State will evaluate the Proposals, and what will be required of the Contractor in performing the Work.

This RFP gives the dates on page 1 for the various events in the submission process. While these dates are subject to change, prospective Offerors must be prepared to meet them as they currently stand.

1.2 CONTRACT PERIOD Once awarded, the term of the Contract will be from the award date through May 31, 2016. The State may solely renew all or part of this Contract at the discretion of DAS for a period of one month and subject to the satisfactory performance of the Contractor and the needs of the Agency. Any other renewals will be by mutual agreement between the Contractor and DAS for any number of times and for any period of time. The cumulative time of all mutual renewals may not exceed two (2) years and are subject to and contingent upon the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium.

1.3 BACKGROUND The Ohio Department of Education (ODE) oversees the state's public education system, which includes public school districts, joint vocational school districts and charter schools. The department also monitors educational service centers, other regional education providers, early learning and childcare programs, and private schools. ODE's goal is for every student to be prepared for success in their choice of pursuing a career or attending college without the need for remediation. The department seeks to ensure higher achievement for all students, regardless of race, ethnicity, income level, language background, disability status, or gender. The department is building upon education reforms already underway by making changes throughout the education system, to prepare students before they enter kindergarten, and to create a system that promotes student success after they leave high school. The department oversees an education system comprised of 613 public school districts, 49 joint vocational school districts, 52 educational service centers, and 381 community schools as of October 2014. Each public school district is governed by a locally elected school board that exercises taxing authority subject to voter approval. The department also oversees the chartering of nonpublic schools. The department is governed by a 19-member State Board of Education. Eleven of the board members are elected by the citizens, one from each of 11 districts composed of three contiguous Ohio Senate districts. Eight board members are appointed by the Governor. Day-to-day administration of the department is the responsibility of the Superintendent of Public Instruction, who is hired by the State Board of Education. The department has approximately 530 full-time employees. More information regarding the Department of Education is available at <http://www.education.ohio.gov>.

### 1.3.1 Agency Priorities

1. Provide the basic education funding necessary to support student success and achievement.
2. Offer early learning programs to promote school readiness.
3. Promote and support quality school choice options for all students.
4. Implement academic standards, which are the cornerstone of a strong educational system, and set the expectation for what all students should know and be able to do.
5. Align student assessments with the academic content standards to determine that students are meeting expectations.
6. Provide focused, high quality professional development for educators.
7. Hold educators and students accountable for performance and provide data that are used to inform educational decisions.
8. Initiate school improvement programs that improve the school learning environment and engage parents in the learning process and support student intervention programs that offer those students who are performing below expectations a chance to succeed.
9. Direct additional funding for technical assistance and more effective oversight of Ohio's school choice programs and community schools. Increase facilities funding for community schools and STEM schools. Increase funding for the EdChoice expansion program, allowing economically disadvantaged pupils in kindergarten through third grade access to additional school choice options.
10. Expand the Community Connectors mentorship program to bring together families, community organizations, faith-based and value-based organizations, and businesses to support schools and mentor students.
11. Increase the focus on the importance of career counseling by identifying best practices, funding professional development and regional workshops for school counselors on career counseling, and promoting the use of the OhioMeansJobs K-12 website.
12. Engage students in learning by funding ten sites to pilot competency-based education programs that advance students when they master course content.

13. Fund the new adult diploma program to help Ohioans earn a high school diploma and an industry recognized credential. Extend the program to include up to five additional pilot sites at community colleges or technical centers.
  14. Fund professional development and outreach efforts related to the implementation of Ohio's rigorous academic content standards and model curricula. Continue both formative and summative assessments. Maintain the state's accountability system and measure student success through local report card.
  15. Provide assistance to districts in fiscal distress, including funding advances to school districts in fiscal emergency and grants to school districts that suffer unforeseen catastrophic events. Support planning, coordination, funding simulation, and analysis for all districts.
  16. Provide oversight necessary to issue educator permits and licenses annually, support teacher and principal evaluations, manage educator licensure investigation and revocation process, and support the Resident Educator Summative Assessment.
  17. Support school improvement activities focusing on the state's lowest-achieving schools.
- 1.4 SCOPE OF WORK. The Ohio Department of Education (ODE) is seeking consultant services to perform an independent assessment of the effectiveness and efficiencies of the operation, management structure and culture of ODE and identify recommendations for improvement.

1.4.1 General Requirements: The Contractor agrees review all standards, regulations, laws and ordinances as adopted by the federal government and the Ohio General Assembly. These standards, regulations, laws and ordinances dictate some of the operations and programs at ODE.

1.4.2 Work Description and Requirements: The Contractor and the State will monitor and mutually agree on a forward-going basis of the hours necessary to conduct the preparation and research. The direction of the Work will be subject to adjustment (depending on the findings).

1. Organizational Assessment

- a) The Contractor shall review and have an understanding of the standards, regulations, laws and ordinances as adopted by the federal government and the Ohio General Assembly
- b) The Contractor shall conduct a thorough review of ODE operations and management structure. The Contractor shall review all program areas and assess the culture in the organization.
- c) The Contractor shall interact with the ODE, DAS, and other State officials to facilitate the review of operations.
- d) The Contractor shall document educational trends such as federal and state initiatives in education.
- e) The Contractor shall document the ODE's existing policies and procedures, organizational and management structure, along with staffing and culture.
- f) The Contractor must deliver written recommendations regarding methods to improve the performance, operations and management of ODE that include:
  - 1) A summary of existing ODE organizational structure, processes, policies and procedures, along with the culture of the organization.
  - 2) Operational gap analyses of where procedures produce inefficiencies
  - 3) Identification of improvement recommendations to support the most effective, efficient, and cost-neutral means of improving operational and management effectiveness along with improving the culture of the organization.
- g) The Contractor must deliver a written implementation plan for all recommendations. The implementation plan shall address specifically how the Contractor may assist in the implementation of recommendations approved by the State as an optional service to this contract (Implementation Support). The State will decide whether or not to exercise this option, which shall include the ability to exercise an option that only implements portions of the recommendations offered, after the Organizational Plan (section 2) is received.

The results of the Organizational Assessment shall be presented to the State before May 16, 2016.

2. Organizational Action Plan. Once the Organizational Assessment has been completed and reviewed, the State will approve the recommendations it deems are in the best interests of the State. The Contractor shall develop an Organizational Action Plan (implementation plan for any updating of ODE operations. This plan shall detail steps needed to implement the approved recommendations. The Contractor shall propose methods for them to assist in the implementation, as an optional service. This option may be exercised by the State after the Organizational Plan and Implementation Roadmap have been reviewed and approved by the State.
3. Communication. The Offeror shall designate a Project Manager as the primary contact for the Project. If there is an unexpected interruption in the services provided by the primary person, a back-up person of comparable qualification must be available to continue and complete the project, in accordance with the replacement personnel provisions of the State's standard terms and conditions.

The successful Contractor shall provide the State with status reports as requested by ODE.

The Contractor shall meet with the ODE in Columbus, Ohio monthly as ODE deems necessary. Additional meetings may be held electronically. The Offeror shall describe the likely level of support and interaction expected with ODE. The Contractor shall also attend other meetings with the State in Columbus, Ohio as needed.

#### 1.4.1 QUALIFICATIONS OF THE OFFEROR

1. The Offeror must demonstrate experience in providing strategic advisory services for organizations
2. Offerors must demonstrate experience conducting an organizational assessment, formulating recommendations, and developing implementation plans.
3. The Offeror must have demonstrated experience in modeling alternative management solutions for operation of a substantial enterprise or large government entity
4. Specific experience with educational organizations and/or governmental agencies is strongly preferred.

#### 1.4.2 STAFFING PLAN

1. The Offeror shall identify a primary Project Manager to coordinate its work efforts. The Project Manager shall have demonstrable experience in organizational assessment projects. Documented experience in the education industry is strongly preferred. Two individuals shall be named to back up the Project Manager if needed, with their qualifications submitted.
2. Key Personnel experience in the education industry is strongly preferred.
3. The Offeror should explain the amount of time each designated Project Manager and Key Personnel identified will be dedicated to this program, as a percentage of FTE.
4. The Offeror shall identify the project team members, areas of responsibility, and how they will allocate their time (in hours). The project team members shall demonstrate experience in these areas using the Offeror's Candidate Forms 5.2.5 and 5.2.6.

#### 1.4.3 WORK PHASES AND DELIVERABLES

The Contractor selected for the Work shall complete the following phases and deliver as specified:

1. Phase 1 Data Collection (Big Picture). The first phase of data collection will provide a holistic, big picture assessment of the organization.
  - a) Working with an organization's leadership, identify key stakeholders to interview.
  - b) Develop interview protocols based on an organizational systems model.
  - c) Investigate areas such as: External Environment, Mission & Strategy, Leadership, Organizational Culture, Organizational Structure, Management Practices/Processes, and any specific areas of interest and need to the organization.
  - d) Collect and analyze data and identify key issue areas.

Deliverable: Preliminary findings and key issues.

2. Phase 2 Data Collection (Targeted). After discussion and agreement with organizational leaders, conduct a second phase of data collection to gather more in-depth understanding around key issue areas to guide the development of alternatives and solutions.

Deliverable: Detailed findings on key issues.

3. Organizational Assessment, including but not limited to review of the ODE operations and management structure. The Contractor shall interact with ODE, DAS, the Governor's Office and other State Officials to facilitate the review of operations. The Contractor will document existing business processes, organizational and management structure, staffing and performance measures. The Organizational Assessment shall be presented to the State within nine (9) months of contract award and receipt of purchase order.

Deliverable: Completed Organizational Assessment.

4. Identification of Strategic Changes. After analyzing the more detailed data, engage the organization's management team in a process to identify strategic changes (through working sessions that may or may not be held at ODE).

Deliverable: Written recommendations regarding methods to improve the performance operations and management of ODE; summary of existing processes; operational gap analyses in which procedures produce inefficiencies, and identifies improvement recommendations;. These recommendations shall be included with the Organizational Assessment. The recommendations shall be the property of the State, who shall decide which recommendations shall be implemented and the responsible party for the implementation. The party responsible for the implementation may be the State, the Contractor making the recommendations or another party.

5. Action Planning. Collaborate with organization's management team to develop action plans to address change priorities.

Deliverable: Action plans for any approved initiatives. Contractor will deliver a written implementation plan for all recommendations approved by the State. Organizational Plan, including action plans for approved initiatives, shall be presented to the State within the initial contract term.

6. Communications and Reports include, but are not limited to, status reports as requested by ODE, DAS or other state officials, and the final reports.

#### 1.4.4 PROVIDED FOR THE AWARDED CONTRACTOR

The Ohio Department of Education will provide:

1. Mutually agreed-upon operational information and resources as required to satisfy the deliverables
2. Access to employees for Contractor to conduct its work and subject to reasonable notice being provided
3. Responses to questions and requests from the Contractor within a reasonable time
4. Office space and facilities infrastructure for use of the Contractor

#### 1.4.5 WORK PLAN AND TIMELINE

The Offeror must submit a Work Plan and proposed timeline which demonstrates its ability to meet the Project Requirements and Deliverables detailed above. The Work Plan must be narrative in format and must convey to the State that the Offeror understands the Scope of Work. Offeror must provide documentation with the response that reflects the depth of knowledge, experience, and resources necessary to complete a project such as this addressing each of the items listed in the Scope of Work, Deliverables and Qualifications. The Work Plan shall include:

1. A plan to meet each deliverable. Describe or demonstrate the methodology that will be used and how that methodology will allow the personnel to arrive at a highly qualified and insightful assessment of the effectiveness and efficiencies of the operation, management structure and the culture of the department.
2. A timeline for starting and completing each activity for each deliverable.
3. A timeline for the entire project which includes key milestones, identifies a completion date and identifies the deliverables that accompany each milestone. The use of a Gantt, PERT or other chart is optional.
4. A management plan, including the steps involved in the reviews and assessments. Describe the process for interactions with ODE and DAS to ensure deadlines are met.
5. Discussion of any potential problems that may be encountered while completing this Project and, suggest how the issues will be resolved.
6. A sample of written recommendations from a similar project to demonstrate quality of the reports.

- 1.6 REGISTRY OF OFFERORS DAS will prepare a registry of Proposals containing the name and address of each Offeror. The registry will be on the Office of Procurement Services Web site and available for public inspection after the Proposals are received.

- 1.7 PROPOSAL SUBMITTAL Offeror must submit both a "Technical Proposal" and a "Cost Proposal" as a part of its Proposal package. These are two separate components which shall be submitted in separate sealed envelopes/packages, clearly identified on the exterior as either "Technical Proposal" or "Cost Proposal" with CSP905916 and due date on each. Offeror must submit this signed cover page with its technical Proposal. Offeror shall mark the correct CSP number on all envelopes/packages. Refer to section 5.1.6 in the Instructions for further detail.

- 1.8 NUMBER OF PROPOSALS TO SUBMIT Offeror must submit one (1) original, completed and signed in blue ink, and eight (8) copies for a total of nine (9) Proposal packages.

2.0 EVALUATION OF PROPOSALS

2.1 MANDATORY REQUIREMENTS The following table contains items that are Mandatory Requirements for this RFP.

Determining the Offeror’s ability to meet the Mandatory Requirements is the first step of the DAS evaluation process. The Offeror’s response must be clearly labeled “Mandatory Requirements” and collectively contained in Tab 2 of the Offeror’s Proposal in the “Offeror Required Information and Certification” section.

DAS will evaluate Tab 2 alone to determine whether the Proposal meets all Mandatory Requirements (accept/reject). If the information contained in Tab 2 does not clearly meet every Mandatory Requirement, the Proposal may be disqualified by DAS from further consideration.

TABLE 1 - MANDATORY PROPOSAL REQUIREMENTS

Mandatory Requirements
1. Offeror or its subcontractor(s) must submit documented experience in organizational assessment for an organization of similar size within the past five (5) years.

If the State receives no Proposals meeting all of the mandatory requirements, the State may elect to cancel this RFP.

2.2 PROPOSAL EVALUATION CRITERIA If the Offeror provides sufficient information to DAS in its Proposal, demonstrating it meets the Mandatory Requirements, the Offeror’s Proposal will be included in the next step of the evaluation process which involves the scoring of the Proposal Technical Requirements (Table 3), followed by the scoring of the Cost Proposals. In the Proposal evaluation step, DAS rates the Proposals based on the following listed criteria and the weight assigned to each criterion. The possible points allowed in this RFP are distributed as indicated in the Table 2 - Scoring Breakdown.

2.3 TABLE 2 - SCORING BREAKDOWN

Criteria	Maximum Allowable Points
Proposal Technical Requirements 70%	760 Points
Proposal Cost 10%	110 Points
Presentations, Interviews, Demonstrations 20%	215 Points
Total	1085 Points

2.4 SCORE RATINGS The scale below (0-5) will be used to rate each proposal on the criteria listed in the Technical Proposal Evaluation table.

DOES NOT MEET 0 POINTS	WEAK 1 POINT	WEAK TO MEETS 2 POINTS	MEETS 3 POINTS	MEETS TO STRONG 4 POINTS	STRONG 5 POINTS
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DAS will score the Proposals by multiplying the score received in each category by its assigned weight and adding all categories together for the Offeror’s Total Technical Score in Table 3. Representative numerical values are defined as follows:

DOES NOT MEET (0 pts.): Response does not comply substantially with requirements or is not provided.

WEAK (1 pt.): Response was poor related to meeting the objectives.

WEAK TO MEETS (2 pts.): Response indicates the objectives will not be completely met or at a level that will be below average.

MEETS (3 pts.): Response generally meets the objectives (or expectations).

MEETS TO STRONG (4 pts.): Response indicates the objectives will be exceeded.

STRONG (5 pts.): Response significantly exceeds objectives (or expectations) in ways that provide tangible benefits or meets objectives (or expectations) and contains at least one enhancing feature that provides significant benefits.

2.5 TABLE 3 - TECHNICAL PROPOSAL EVALUATION

Criterion	Weight	Rating (0 to 5)	Extended Score
<b>Offeror Profile</b>			
1. Company history, number of years in business, number of employees, financial stability and years of relevant experience in providing strategic advisory services. Complete Form 5.2.	15		
<b>Offeror Prior Projects. Offeror shall complete Form 5.2.4 for each project given.</b>			
1. The Offeror demonstrates experience in providing strategic advisory services for organizations	5		
2. The Offeror must demonstrate experience with at least three (3) projects in providing organizational assessment, recommendations, and implementation plans within the past five (5) years.	10		
3. Offeror documents specific experience with educational organizations.	5		
4. Offeror documents specific experience with government agencies.	5		
<b>Staffing Plan</b>			
1. The Offeror shall identify a primary Project Manager to coordinate its work efforts. The Project Manager shall have demonstrable experience in organizational assessment projects. Project Manager with documented experience in the education industry is strongly preferred. Two additional individuals shall be named to back up the Project Manager, with their qualifications submitted.	5		
2. Offeror must propose a project team with demonstrable experience with projects that involve private and public sector collaboration. Experience in the education industry is strongly preferred.	10		
3. The Offeror shall identify the project team members, areas of responsibility, and how they will allocate their time (in hours).	5		
4. The Offeror shall complete forms 5.2.5 and 5.2.6 for all key personnel to demonstrate the expertise, experience and education of the proposed team members.	5		
<b>Scope of Work. Offeror's Work Plan must clearly demonstrate, in detail, how it will complete the following. The Work Plan must describe or demonstrate the methodology that will be used and how that methodology will allow the personnel to arrive at a highly qualified and insightful assessment of the effectiveness and efficiencies of the operation, management structure and the culture of the department.</b>			
1. Preliminary findings and identification of key issues	7		
2. Detailed findings on key issues	5		
3. Organizational Assessment	15		
4. Improvement recommendations	10		

Criterion	Weight	Rating (0 to 5)	Extended Score
5. Organizational Action Plan for improved initiatives	15		
6. Reporting plan, including final report.	5		
7. A timeline for starting and completing each activity for each deliverable.	7		
8. A timeline for the entire project which includes key milestones, identifies a completion date and identifies the deliverables that accompany each milestone. The use of a Gantt, PERT or other chart is optional.	5		
9. A management plan, including the steps involved in the reviews and assessments. Describe the process for interactions with ODE and DAS to ensure deadlines are met.	10		
10. Discussion of any potential problems that may be encountered while completing this Project and, suggest how the issues will be resolved.	3		
11. Sample report from previous project to demonstrate quality of the reports.	5		

Total Technical Score: \_\_\_\_\_

2.6 **PRESENTATIONS AND INTERVIEWS** DAS may require top Offerors to be interviewed. Such interviews will provide an Offeror with an opportunity to present its Proposal and to ensure a mutual understanding of the Proposal's content. This will also allow DAS and the Agency an opportunity to test or probe the professionalism, qualifications, skills, and work knowledge of the proposed candidates. The interviews will be scheduled at the convenience and discretion of DAS and the Agency. DAS or the Agency may record any presentations and interviews. The one (1) to three (3) highest scoring Offerors; but no more than the top three (3) may be required to participate. Interviews will be scheduled to be held in Columbus, Ohio at the vendor's expense, if applicable.

Presentations, Interviews, Demonstrations			Maximum Score
1. Oral Presentation			215

Total Presentation Score: \_\_\_\_\_

In this RFP, DAS asks for responses and submissions from Offerors, most of which represent components of the above criteria. While each criterion represents only a part of the total basis for a decision to award the Contract to an Offeror, a failure by an Offeror to make a required submission or meet a mandatory requirement will normally result in a rejection of that Offeror's Proposal. The value assigned above to each criterion is only a value used to determine which Proposal is the most advantageous to the State in relation to the other Proposals that DAS received.

Once the technical merits of a Proposal are evaluated, the costs of that Proposal will be considered. It is within DAS' discretion to wait to factor in a Proposal's cost until after the conclusion of any interviews, presentations, demonstrations or discussions. Also, before evaluating the technical merits of the Proposals, DAS may do an initial review of costs to determine if any Proposals should be rejected because of excessive cost. DAS may reconsider the excessiveness of any Proposal's cost at any time in the evaluation process.

2.7 **COST PROPOSAL POINTS** DAS will use the information the Offeror submits on the Cost Summary Form to calculate Cost Proposal Points. DAS will calculate the Offeror's Cost Proposal points after the Offeror's total technical points are determined, using the following method:

Cost points = (lowest Offeror's cost/Offeror's cost) x Maximum Allowable Cost Points as indicated in the "Scoring Breakdown" table. "Cost" = flat rate for selected deliverables and hourly rate for other deliverables as identified in the Cost Summary section of Offeror's Proposal. In this method, the lowest cost proposed will receive the maximum allowable points.

The number of points assigned to the cost evaluation will be prorated, with the lowest accepted Cost Proposal given the maximum number of points possible for this criterion. Other acceptable Cost Proposals will be scored as the ratio of the lowest Cost Proposal to the Proposal being scored, multiplied by the maximum number of points possible for this criterion.

An example for calculating cost points, where Maximum Allowable Cost Points Value = 60 points, is the scenario where Offeror X has proposed a cost of \$100.00. Offeror Y has proposed a cost of \$110.00 and Offeror Z has proposed a cost of \$120.00. Offeror X, having the lowest cost, would get the maximum 60 cost points. Offeror Y's cost points would be calculated as \$100.00 (Offeror X's cost) divided by \$110.00 (Offeror Y's cost) equals 0.909 times 60 maximum points, or a total of 54.5 points. Offeror Z's cost points would be calculated as \$100.00 (Offeror X's cost) divided by \$120.00 (Offeror Z's cost) equals 0.833 times 60 maximum points, or a total of 50 points.

Cost Score: \_\_\_\_\_

- 2.8 FINAL STAGES OF EVALUATION The Offeror with the highest point total from all phases of the evaluation (Technical Points + Cost Points) will be recommended for the next phase of the evaluation.

Technical Score: \_\_\_\_\_ + Cost Score: \_\_\_\_\_ = Total Score: \_\_\_\_\_

If DAS finds that one or more Proposals should be given further consideration, DAS may select one or more of the highest-ranking Proposals to move to the next phase. DAS may alternatively choose to bypass any or all subsequent phases and make an award based solely on the Proposal evaluation phase.

- 2.9 REJECTION OF PROPOSALS DAS may reject any Proposal that is not in the required format, does not address all the requirements of this RFP, or that DAS believes is excessive in price or otherwise not in the interest of the State to consider or to accept. In addition, DAS may cancel this RFP, reject all the Proposals, and seek to do the Work through a new RFP or by other means.

**3.0 COST SUMMARY**

3.1 SUBMISSION The Cost Summary shall be submitted with the Proposal (under separate cover labeled as the Cost Proposal). All prices, costs, and conditions outlined in the Proposal shall remain fixed and valid for acceptance for 120 days, starting on the due date for Proposals. No price change shall be effective without prior written consent from DAS, Office of Procurement Services.

The Offeror's total cost for the entire Work must be represented as the flat rate for selected deliverables and hourly rate for other deliverables as identified. All costs for furnishing the services must be included in the Cost Proposal.

3.2 THE OFFEROR'S FEE STRUCTURE The Contractor will be paid as proposed on the Cost Summary after the Agency approves the receipt of product(s)/services and continued completion of all deliverables. All costs must be in U.S. Dollars.

3.3 REIMBURSABLE EXPENSES None; there will be no additional reimbursement for travel or other related expenses. The State will not be responsible for any costs not identified.

3.4 BILL TO ADDRESS  
Ohio Department of Education  
25 S. Front Street  
Columbus, OH 43215

Forward invoices by email only to: Fiscal.management@education.ohio.gov

Organizational Assessment of the Ohio Department of Education  
CSP905916  
UNSPSC CATEGORY CODE: 80100000

OFFEROR: \_\_\_\_\_

Offeror shall provide a flat fee for each deliverable as listed below.

Description by Deliverable (Section 1.4.3)	Cost
1. Preliminary findings and identification of key issues	\$
2. Detailed findings on key issues	\$
3. Organizational Assessment	\$
4. Improvement recommendations	\$
Fixed Total Cost for selected Deliverables	\$
Estimated Cost for Business Plan and Implementation Roadmap (from page 12)	\$
Project Total Cost	\$

**AND**

Offeror shall provide an hourly rate for services to complete the Organizational Action Plan. Cost of services for specific recommendations shall be mutually agreed-upon by ODE and the Contractor in advance of the work. Agreement shall include a cost for the specific service involved.

	<b>Cost</b>	<b>Evaluation Quantity</b>	<b>Extended Cost</b>
Provide an hourly cost for services to complete the above deliverables. A schedule of hourly rates for differing skill sets is acceptable. However, a composite cost must be given for evaluation purposes.  The State may request the Contractor provide a flat rate for these deliverables at time of service.	\$	200 hours	\$

The evaluation quantity given above is for evaluation purposes only. It is not an estimate of the time needed to complete the Organizational Action Plan.

All costs must be in U.S. Dollars.

All Offerors who seek to be considered for a contract award must submit the above information in the format specified. The Original Cost Summary must be included in a separate, sealed envelope/package labeled on the exterior as "Cost Proposal" with the RFP Number and due date.

#### 4.0 AWARD OF THE CONTRACT

- 4.1 CONTRACT AWARD DAS intends to award the Contract based on the schedule in the RFP, if DAS decides the Work is in the best interests of the State and has not changed the award date.

DAS expects the Contractor to commence the Work upon receipt of a state issued purchase order. If DAS awards a Contract pursuant to this RFP and the Contractor is unable or unwilling to commence the Work, DAS reserves the right to cancel the Contract and return to the original RFP process and evaluate any remaining Offeror's Proposals reasonably susceptible of being selected for award of the Contract. The evaluation process will resume with the next highest ranking, viable Proposal.

- 4.2 CONTRACT If this RFP results in a Contract award, the Contract will consist of this RFP including the Terms and Conditions, all forms, written addenda to this RFP, the Contractor's accepted Proposal and written authorized addenda to the Contractor's Proposal. It will also include any materials incorporated by reference in the above documents and any purchase orders and amendments issued under the Contract. The general terms and conditions for the Contract are contained in the following link:

<https://procure.ohio.gov/Zip/5.3%20Terms%20and%20Conditions.pdf>

If there are conflicting provisions between the documents that make up the Contract, the order of precedence for the documents is as follows:

1. The one-page Contract Signature Page, Form 5.2.2
2. The RFP, as addended, including the Terms and Conditions;
3. The documents and materials incorporated by reference in the RFP;
4. The Executive Order. EO2011-12K incorporated by reference in the RFP;
5. The Contractor's Proposal, as amended, clarified, and accepted by the State; and
6. The documents and materials incorporated by reference in the Contractor's Proposal.

Notwithstanding the order listed above, amendments issued after the Contract is executed may expressly change the provisions of the Contract. If they do so expressly, then the most recent amendment will take precedence over anything else that is part of the Contract.

- 4.3 ECONOMIC PRICE ADJUSTMENT The Contract prices(s) will remain firm throughout the initial term of the Contract. Thereafter, prior to Contract renewal, the Contractor may submit a request to adjust their price(s) to be effective on the effective date of the Contract's renewal. No price adjustment will be permitted prior to the effective date; on purchase orders that are already being processed; or on purchase orders that have been filled.

Price increases must be supported by a general price increase in the cost of the materials/services rendered due to documented increases in the cost of related materials/services. Detailed documentation, to include a comparison list of the Contract items and proposed price adjustments must be submitted to support the requested adjustment. Supportive documentation should include, but is not limited to: copies of the old and the current price lists or similar documents which indicate the original base cost of the product to the Contractor and the corresponding adjustment, and/or copies of correspondence sent by the Contractor's supplier on the supplier's letterhead, which contain the above price information and explains the source of the adjusted costs in such areas as raw materials, freight, fuel or labor, etc.

Should there be a decrease in the cost of the finished product due to a general decline in the market or some other factor, the Contractor is responsible to notify DAS immediately. The price decrease adjustment will be incorporated into the Contract and will be effective on all purchase orders issued after the effective date of the decrease. If the price decrease is a temporary decrease, such should be noted on the invoice. In the event that the temporary decrease is revoked, the Contract pricing will be returned to the pricing in effect prior to the temporary decrease. Failure to comply with this provision will be considered as a default and will be subject to the Suspension and Termination section contained herein.

#### 4.4 SPECIAL PROVISIONS

MINORITY BUSINESS ENTERPRISE (MBE) SET-ASIDE The State is committed to making more State contracts and opportunities available to minority business enterprises (MBE) certified by the Ohio Department of Administrative Services (DAS) pursuant to Section 123.151 of the Ohio Revised Code and Rule 123:2-15-01 of the Ohio Administrative Code. All Offerors/bidders must be an Ohio certified MBE as of the solicitation due/opening date. For more information regarding Ohio MBE certification requirements, including a list of Ohio certified MBE businesses, please visit the DAS Equal Opportunity Division web site at:

<http://das.ohio.gov/Divisiond/EqualOpportunity/MBEEDGECertification/tabid/134/default.aspx>

5.0 LINKS To be applicable to all Proposals and subsequent award(s), including sections named below.

5.1 Instructions

- 5.1.1 Proposal Instructions
- 5.1.2 Inquiries
- 5.1.3 Protests
- 5.1.4 Addenda to the RFP
- 5.1.5 Proposal Submittal
- 5.1.6 Confidential, Proprietary or Trade Secret Information
- 5.1.7 Waiver of Defects
- 5.1.8 Multiple or Alternate Proposals
- 5.1.9 Addenda to Proposals
- 5.1.10 Proposal Format
- 5.1.11 Evaluation of Proposals
- 5.1.12 Proposal Format and Documentation Required

5.2 Forms

- 5.2.1 Offeror Required Information
- 5.2.2 Contract Signature Page
- 5.2.3 Offeror Profile
- 5.2.4 Offeror Prior Projects
- 5.2.5 Offeror's Candidate References
- 5.2.6 Offeror's Candidate Education, Training, Experience
- 5.2.7 Offeror Performance Form
- 5.2.8 Contractor/Subcontractor Affirmation and Disclosure

5.3 Terms and Conditions

- 5.3.1 Performance and Payment
- 5.3.2 Work and Contract Administration
- 5.3.3 Ownership & Handling of Intellectual Property & Confidential Information
- 5.3.4 Representations, Warranties and Liabilities
- 5.3.5 Acceptance and Maintenance
- 5.3.6 Construction
- 5.3.7 Law & Courts

5.4 ADDITIONAL RESOURCES

- EOD Reporting <http://eodreporting.oit.ohio.gov/searchEODReporting.aspx>
- Office of Budget and Management <http://obm.ohio.gov/LandingPages/Vendor/default.aspx>
- Office of Procurement Services <http://procure.ohio.gov/proc/index.asp>
- Ohio Shared Services <http://www.ohiosharedservices.ohio.gov/Home.aspx>
- Ohio Business Gateway <http://business.ohio.gov/>
- Ohio Secretary of State <http://www.sos.state.oh.us/SOS/Businesses.aspx>

All links are subject to change in accordance with state of Ohio laws, Ohio Revised Code, Ohio Administrative Code, Executive Orders or any other updates issued by the state of Ohio, Department of Administrative Services, and the Office of Procurement Services. It is the Offeror's responsibility to read and be aware of any changes, corrections, updates or deletions to any information included in the link(s) above.

- 6.0 Guide for Proposal Submission This guide outlines steps for submission of a Proposal in response to the advertised Request for Proposal. This guide does not contain the complete instructions for preparing and submitting a Proposal and anything stated herein shall not be considered a term or condition of the Contract. The complete instructions can be found in section 5.1.1, Proposal Instructions.
- 6.1 \_\_\_\_\_ Read the entire document, including all Web site links. Note critical items such as: Mandatory Requirements; goods or services required, submittal date and time; number of copies to submit; contract requirements; reporting requirements; minimum qualifications; read and understand the terms and conditions.
- 6.2 \_\_\_\_\_ Take advantage of the “question and answer” period specified in the schedule of events. Questions must be submitted on-line in the Inquiry Process as explained in the Instructions. See section 5.1.1, Proposal Instructions.
- 6.3 \_\_\_\_\_ Follow the format required in the RFP Instructions when preparing the response in chronological order. Provide point-by-point responses to all sections in a clear and concise manner. See section 5.1.3, Proposal Format & Documentation Required.
- 6.4 \_\_\_\_\_ Use the forms provided; i.e. Signed RFP Cover Page, Offeror Required Information, Contract Signature Page, Offeror Profile and Prior Projects, Key Personnel forms, Disclosure Form, and Cost Summary Form, See section 5.2, Forms.
- 6.5 \_\_\_\_\_ Provide complete answers/descriptions. Do not assume the State or any evaluation committee member will know what the Offeror’s capabilities are or what items/services the Offeror can provide, even if previously contracted with the State. The Proposals are evaluated based solely on the information and materials provided in the Offeror’s response.
- 6.6 \_\_\_\_\_ Check the State’s Web site for RFP addenda. It is the responsibility of the Offeror to be aware of additional information posted on the Web.
- 6.7 \_\_\_\_\_ The following documents may be submitted with the Proposal or within five (5) business days of request from the Office of Procurement Services: Affirmative Action and proof of insurance. No award will be made without this documentation. Offeror’s Proposal may be eliminated from further consideration upon failure to submit within the specified time frame
- 6.8 \_\_\_\_\_ If not a current vendor of the state of Ohio, the Offeror will download both the W-9 and Vendor Information Form and submit to Ohio Shared Services (OSS) at [vendor@ohio.gov](mailto:vendor@ohio.gov). See section 5.4, Additional Resources.
- 6.9 \_\_\_\_\_ Review and read the RFP Document again to make sure that you have addressed all requirements. Read and understand Supplements, if applicable. Offeror’s original response and the requested copies must be identical and be complete. The copies are provided to the evaluation committee members and used to score the response.
- 6.10 \_\_\_\_\_ Offeror’s response must be submitted on time. Late Proposals are never accepted. Make sure the response is labeled on the exterior of the envelope/package with the RFP# and due date, and whether the packet is for the Technical Proposal or the Cost Proposal. Do not place the Cost Proposal in the Technical Proposal.