Project Request for Quote (RFQ)

RFP NUMBER: EDUD201454200

DATE ISSUED: October 7, 2013

ELIGIBILITY: State Term Schedule Vendors Only

The State of Ohio Department of Education is requesting Proposals for:

TITLE: Performance Audit - Information Technology (IT)

INQUIRY PERIOD BEGINS: October 7, 2013

INQUIRY PERIOD ENDS: October 25, 2013 8:00 A.M. Eastern

PRE-BID CONFERENCE: October 17, 2013 9:30 A.M. Eastern

QUOTE DUE DATE:October 31, 2013 12:00 P.M. Eastern

QUOTE OPENING DATE: November 1, 2013

ESTIMATED AWARD DATE: November 22, 2013

Pre-bid conference will be held at the Department of Education, 25 S Front Street, Columbus, Ohio 43215, Room B-004, at 9:30 A.M.

PROJECT REQUEST FOR QUOTE

PROJECT INFORMATION

PROJECT REQUEST

This Request for Quote (RFQ) identifies work to be performed under the anticipated engagement.

The vendor will review the Auditor of State (AOS) Performance Audit findings and recommendations 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f and propose a range of solutions to address each finding and meet each recommendation. The vendor will help ODE implement the chosen solutions, in a phased approach. The implementation plan is due within two months of award and full implementation is due within one year of ODE's acceptance of the implementation plan.

The work will be deemed successful if the deliverables defined herein are completed and if these deliverables are available to fulfill their intended purposes.

The vendor agrees to provide the bulk of the following services at 25 South Front St, Columbus, OH 43215; and State Data applicable to this engagement will be maintained or made available at 25 South Front St, Columbus, OH 43215.

During the performance of this engagement, the vendor shall not change the location(s) of the country where services are performed, or change the location(s) of the country where the data are maintained or made available without prior written approval of the Department, if applicable.

This project will be classified as a competitive fixed bid proposal. Payment will be based on acceptance of each deliverable.

The vendor should have experience implementing organizational change management solutions of similar size and scope.

Prospective vendors will/may be interviewed prior to engagement award to ensure knowledge and capacity to meet the project requirements.

Project Background

Ohio Revised Code (ORC) § 117.46 provides that the Auditor of State shall conduct performance audits of at least four state agencies each budget biennium. In consultation with the Governor and the Speaker and Minority Leader of the House of Representatives and the President and Minority Leader of the Senate, the Auditor of State selected the Ohio Department of Education for audit during the state fiscal year (FY) 2011-12 and FY 2012-13 biennium.

The Auditor of State completed the Performance Audit and delivered findings and recommendations to the Ohio Department of Education which identified selected areas within ODE for improvement. Generally, this RFQ focuses on the AOS findings and recommendations that are within the influence and control of ODE's Information Technology Office (ITO). Due to the nature of the ITO's relationship with other ODE offices, the solutions implemented as part of this project have the potential to impact those other offices.

The findings and recommendations that are in scope are referenced throughout this RFQ by the numbers assigned in the Performance Audit.

Business Drivers

AOS Performance Audit findings 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f identify opportunities for improvement within ODE. ODE is committed to the implementation of a solution that will meet or exceed recommendations 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f.

Objectives

The Ohio Department of Education has the following objectives and it will be the Contractor's obligation to ensure that the Work meets these objectives:

This vendor will review AOS Performance Audit findings 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f, and then propose solutions that meet or exceed AOS recommendations 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f. The vendor will help ODE implement the solutions selected by ODE.

Scope

Scope Inclusions

The vendor will be responsible for:

- Project management. (ODE will provide general oversight for project.)
- Management of the tasks and vendor staff.
- All related analysis, planning, communication, implementation, execution, control, reporting, and training.
- Development, delivery, and maintenance of project artifacts.
- Adherence to ODE and state of Ohio policies and procedures.
- Auditor of State findings and recommendations 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f.

Scope Exclusions

- Auditor of State findings and recommendations other than 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f.
- Auditor of State Performance Audit content not directly related to findings and recommendations 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f.
- Work that could be considered an unreasonable duplication of work already completed by the AOS as outlined in the ODE Performance Audit.

RISK IDENTIFICATION – FACTORS THAT MAY HAVE A NEGATIVE IMPACT ON THE PROJECT

The following high-level risks have been identified for the project. The vendor will develop, deliver, and maintain a more comprehensive Risk Log for the project.

- If sufficient ODE resources, with the appropriate level of influence and control, are not allocated to the project and/or solution, the project or solution may fail or be delayed.
- If timely decisions are not made by ODE, the project and/or solution may fail or be delayed.
- If consistent progress is not made by ODE, the project and/or solution may fail or be delayed.
- If there are misunderstandings related to the scope of the project or the objectives, the project may fail or be delayed.
- If ODE fails to make timely and consistent progress or if ODE fails to fully adopt and implement a solution, ODE may be out of compliance with the Performance Audit.

ASSUMPTIONS/CONSTRAINTS – ITEMS BELIEVED TO BE TRUE FOR AND PROJECT LIMITS

- ODE resources, with the appropriate level of influence and control, will be supportive of the project and help to remove barriers that would prevent the project from being successful.
- ODE must consider how proposed solutions align with state level interests. ODE will be unable to justify and support proposed solutions that are:
    - Inconsistent with commonly agreed upon best practices or standards, Information Technology Infrastructure Library (ITIL), or the Project Management Body of Knowledge (PMBOK).
    - Unproven or experimental.
    - Tool or product focused; dependent upon significant investment in new tools or products; or dependent upon tools that are no longer supported.
- It is acknowledged that solutions may include better utilization of existing tools; however the project's primary focus should be on process, not products.
- ODE does not intend for a vendor do an exhaustive analysis of the current state that unduly duplicates work that has already been completed by the AOS in the AOS Performance Audit. It is assumed the vendor will balance its need to analyze the current state with ODEs need to reduce costs and avoid duplication of effort. It is assumed the vendor understands the purpose of the vendor's analysis is to ensure a successful implementation, and is not to try to prove or disprove the findings of the AOS in the AOS Performance Audit.
- The vendor must be able to accurately and easily, with little notice, report progress when requested by the ODE. ODE must show consistent and sufficient progress to the AOS on the implementation of the AOS recommendations.
- Implementation will be conducted in phases.
- The solution and project should be as paperless as reasonably possible given the nature of the project and ODE's current state.
- Solutions and Project Management will be as lean or agile as reasonably possible given the nature of the project.

WORK APPROACH

PROJECT MANAGEMENT

The ODE Project Manager will monitor the project and provide vendor oversight. The ODE Project Manager will be the primary point of contact between the vendor and ODE staff, both technical and business. Management of the project and vendor project team is the responsibility of the vendor.

The project will be managed using the Project Management Body of Knowledge (PMBOK) framework

and methodologies.

The following project management artifacts are required:

- Project Schedule
- Project Communications Plan with a Responsible Accountable Consulted and Informed (RACI) Chart
- Project Risk Management Plan
- Project Quality Plan
- Project Risk and Issues Logs
- Project Staffing Requirements
- Project Status Reports
- Monthly Executive Status Reports
- Meeting Minutes
- Deliverables Acceptance
- Project Closeout Report

Major Activities

- Carefully review the AOS Performance Audit findings and recommendations 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f.
- Analyze the current state.
- In coordination with ODE, define and then refine the desired future state.
- Identify gaps between the current state and the agreed upon desired future state.
- Propose a clearly defined solution for ODE consideration, that meets or exceeds AOS Performance Audit recommendations 1.1, 1.1a, 1.1b, 1.1c, 1.1d, 1.1e, and 1.1f, and that will result in the previously agreed upon future state. Including, but not limited to:
    - A comprehensive list of all activities that must take place before, during, and after implementation.
    - A comprehensive list of personnel and other resources that will be needed for successful implementation of the change.
    - A comprehensive assessment of ODE preparedness for implementation of the change.
    - An implementation plan, including steps necessary to prepare ODE for the implementation.
- Clearly define and communicate project objectives and the methods that will be used to measure project progress and success.
- Provide a mechanism for tracking decisions and ODE approvals.
- Provide a traceability mechanism for linking implemented solutions back to stakeholders' rationales, decisions, and approvals.
- Provide a mechanism for accurately and easily reporting project progress when requested by the ODE.
- Implement the selected solution.
- Provide a recommended maintenance plan for ODE to follow after the project concludes.
- Conduct a final retrospective.
- Provide all deliverables.
- Provide project management.
- Transfer knowledge to ODE.
- Ensure that final copies of all materials generated during the project are turned over to ODE.

Technical Environment

ODE uses Microsoft products like Microsoft Team Foundation Server (TFS) and SharePoint.

Status Reporting

- Unless otherwise agreed upon by ODE, the vendor will be responsible for the written status

reporting referenced in the 'Progress Reporting and Communications' section of this document.
- Status reporting will be stored on the ODE Microsoft SharePoint site created for this project.
- The vendor will be required to schedule or participate in status related meetings as deemed necessary by ODE.
- Unless otherwise agreed upon by ODE, the vendor will use ODE templates for written status reporting.

Schedule

The vendor is responsible for meeting all timelines associated with this project.

The vendor will develop the project schedule, to be reviewed and approved by ODE. The project schedule will be stored on the project's SharePoint site to be available to all applicable stakeholders.

Vendor Personnel

The vendor is responsible for replacing, in a timely manner, any personnel whose skills the ODE determines to be inadequate to perform the tasks required. The vendor must obtain equally-qualified replacement personnel for any personnel who become unavailable during the course of the project.

The vendor agrees that it is a separate and independent enterprise from the state and from ODE. This engagement is not to be construed as creating any joint employment relationship between the vendor and ODE or the State of Ohio.

Participation in Meetings

The vendor will participate in meetings as deemed necessary by ODE.

Standards Compliance

Vendors working on ODE projects are required to review the ODE Information Security policies and sign an ODE Information Security and Confidentiality Certification form when complete.

Microsoft Project

ODE requires the use of Microsoft Project.

Non-Disclosure Agreement

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

Training

If ODE determines the solution will require training of ODE staff, the vendor shall be responsible for preparing all training materials and providing training to ODE staff.

DELIVERABLES

KEY PROJECT DELIVERABLES			
Technical Artifacts			
Key Deliverable	**Responsibility**	**Acceptance Criteria**	**Approval Required**
Project artifacts as defined in this document.	Vendor	Approval from ODE Project Manager and/or ODE Director of Project Management Office	Yes
Plans, outcomes, and other documents as defined in this document.	Vendor	Approval from ODE Chief Information Officer	Yes

STAFFING

ODE assumes that the following staffing requirements would be required to execute the scope of the proposal. All resources will be required to complete their work on site at ODE (25 S. Front Street, Columbus, Ohio) but are not expected to remain at the location for the duration of the engagement. The vendor will determine the staffing level and appropriate onsite work schedule for each resource.

A resource may be assigned to more than one role; however, that resource must function in the role(s) to which he or she is assigned. More than one resource can be assigned to any of the listed roles, but at least one assigned resource must meet the listed *Skills Required* for that role. Any proposed candidate used to demonstrate that the vendor's proposed team meets the staffing requirements for a particular position/role must perform that role on the project. For example, if a particular candidate, John Doe, is proposed to demonstrate meeting the skill requirements for the "Business Analyst" role, then John Doe must be used on the project to perform tasks and activities requiring "Business Analyst" skills. John Doe's experience cannot be used to meet the "Business Analyst" skill requirements if the vendor has no intention of having John Doe perform a substantial portion of the tasks and activities requiring "Business Analyst" skills. If the vendor determines that a specified role is not necessary for the project's success, the proposal must include a detailed justification for that decision.

The vendor proposal must show how each candidate meets the required/preferred skill set. A resume alone will not be sufficient.

STAFFING REQUIREMENTS			
Resource	**Type of Resource**	**Skills Required**	**Skills/Experience Preferred**
Project Manager/Coordinator	Vendor	• PMP Certification • At least eight years overall IT experience • At least five years experience in managing projects leveraging consultants • At least five years experience with accountability to senior level executives • At least two years experience in a fixed bid relationship	• Experience in project management tools (MS Project) • Experience managing organizational change / process-related projects • Experience in different organizational structures such as matrix and functional • Experience with Release Management • Bachelor Degree in related field • Experience with Team Foundation Server
Vendor Team	Vendor	At least one team member with: • At least five years overall IT experience. • At least five years experience in organizational change management • At least five years experience in release management • At least five years experience facilitating change management activities • At least five years experience delivering change management information and coaching	• Experience in all of the applicable skills • Experience in different organizational structures such as matrix and functional • Experience with business process analysis • Experience with requirements gathering • Experience with Team Foundation Server • Bachelor Degree in related field • Relevant certifications

ROLES AND RESPONSIBILITIES

FUNCTIONAL AREA	REQUIRED ROLE	RESPONSIBILITIES	STAFF
Information Technology Office	Executive Sponsor	Represents business interests of the project. Fulfills the following responsibilities: • Provides commitment to the project • Provides guidance on policy • Signs off on deliverables • Reviews and signs off on project deliverables • Ensures that required ODE technical resources are available	ODE CIO
Information Technology Office	Technology Sponsor	Represents technology interests of the project. Fulfills the following responsibilities: • Provides guidance for technological issues • Provides guidance on policy issues • Ensures that required ODE technical resources are available	ODE Director of Enterprise Applications
PMO	Project Manager	Represents ODE Project Management Office interests of the project. Fulfills the following responsibilities: • Creates the SOW • Assists with vendor selection • Approves vendor invoices • Recommends escalation of problems as needed to Project Executive Sponsors • Reviews project deliverables • Provides project oversight • Interfaces with vendor representatives	ODE (Assigned Project Manager)

MANAGEMENT APPROACH

DELIVERABLE ACCEPTANCE MANAGEMENT
Unless otherwise agreed upon by ODE, project key deliverables and products will be approved by staff noted in the Deliverables section of this document. All approved deliverables require a hand written signature of appropriate staff member. Payment will be based on acceptance of deliverable.

RISK MANAGEMENT
Risk is anything that may have a negative impact on the project: schedule delay, increased costs, or poor quality of deliverables. An initial risk assessment must be performed and an initial Risk Management Plan must accompany the response to this SOW. In the Risk Management Plan, include any identified risks, their potential impact, and a mitigation plan. The vendor will develop the Risk Management Plan, identify risks throughout the project and include as part of regular project status reports. All risks need to be documented.
ISSUES AND PROBLEM MANAGEMENT
The project will capture, prioritize, resolve, escalate, and monitor reported issues in the project SharePoint. The Issues log will be included as part of regular status reports and weekly status meetings.

PROGRESS REPORTING AND COMMUNICATIONS

PROJECT STATUS REPORTS		
Type of Status Report	**Due**	**Purpose**
Project Status Report	Weekly, day agreed upon by ODE and vendor	Created by the vendor to enable monitoring and control of the progress of the project and to update the Project Plan.
Monthly Executive Status Report	Monthly, day agreed upon by ODE and vendor	Created by the vendor to communicate project progress to the project sponsor.
OTHER COMMUNICATION STRATEGIES		
Communication Strategy	**Purpose**	
PMO Sharepoint Site	• Store and share working documents over the course of the project. • Store final documents and deliverables	

BUDGET

BUDGET
Vendor Payment Process
This is a fixed bid proposal that will follow the Vendor/State STS Agreement.
Terms and Conditions
Vendor/State STS Agreement
Termination Provisions

Vendor/State STS Agreement0

VENDOR PROPOSAL

Vendor Proposal Requirements
Submitting vendors will provide a Vendor Proposal on company letterhead that includes the total engagement cost, proposed payment schedule, company qualifications, resource resumes and your company's development and project management approach. The proposal should demonstrate your understanding of the project. If applicable the quote must also include your STS number. Prospective vendors will be required to read and understand Executive Order 2011-12K and then complete the Standard Affirmation and Disclosure Form related to the Executive Order. **Note** - During the performance of this engagement, the vendor shall not change the location(s) of the country where services are performed, or change the location(s) of the country where the data are maintained or made available without prior written approval of the Department, if applicable. Send your quote offering via email (**gary.waugh@education.ohio.gov**) with a copy to the ODE Agency Procurement Officer (**amadu.sankoh@education.ohio.gov**). **Note** - All information contained in a vendor quote is considered public information unless disclosure is prohibited by state or federal law.

DEPARTMENT OF ADMINISTRATIVE SERVICES

STANDARD AFFIRMATION AND DISCLOSURE FORM

EXECUTIVE ORDER 2011-12K

Governing the Expenditure of Public Funds on Offshore Services

All of the following provisions must be included in all invitations to bid, requests for proposals, state term schedules, multiple award contracts, requests for quotations, informal quotations and statements of work. This information is to be submitted as part of the response to any of the procurement methods listed.

CONTRACTOR/SUBCONTRACTOR AFFIRMATION AND DISCLOSURE:

By the signature affixed to this response, the Bidder/Offeror affirms, understands and will abide by the requirements of Executive Order 2011-12K. If awarded a contract, the Bidder/Offeror becomes the Contractor and affirms that both the Contractor and any of its subcontractors shall perform no services requested under this Contract outside of the United States.

The Bidder/Offeror shall provide all the name(s) and location(s) where services under this Contract will be performed in the spaces provided below or by attachment. Failure to provide this information may subject the Bidder/Offeror to sanctions, termination or a damages assessment. If the Bidder/Offeror will not be using subcontractors, indicate "Not Applicable" in the appropriate spaces.

1. Principal location of business of Contractor:

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

   Name/Principal location of business of subcontractor(s):

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

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

2. Location where services will be performed by Contractor:

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

   Name/Location where services will be performed by subcontractor(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 Contractor:

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

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

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

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

(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 Contractor:

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

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

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

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

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

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

Contractor also affirms, understands and agrees that Contractor and its subcontractors are under a duty to disclose to the State any change or shift in location of services performed by Contractor or its subcontractors before, during and after execution of any Contract with the State. Contractor agrees it shall so notify the State immediately of any such change or shift in location of its services. The State has the right to immediately terminate the contract, unless a duly signed waiver from the State has been attained by the Contractor to perform the services outside the United States.

On behalf of the Contractor, I acknowledge that I am duly authorized to execute this Affirmation and Disclosure form and have read and understand that this form is a part of any Contract that Contractor may enter into with the State and is incorporated therein.

By: _____
Contractor

Print Name: _____

Title: _____

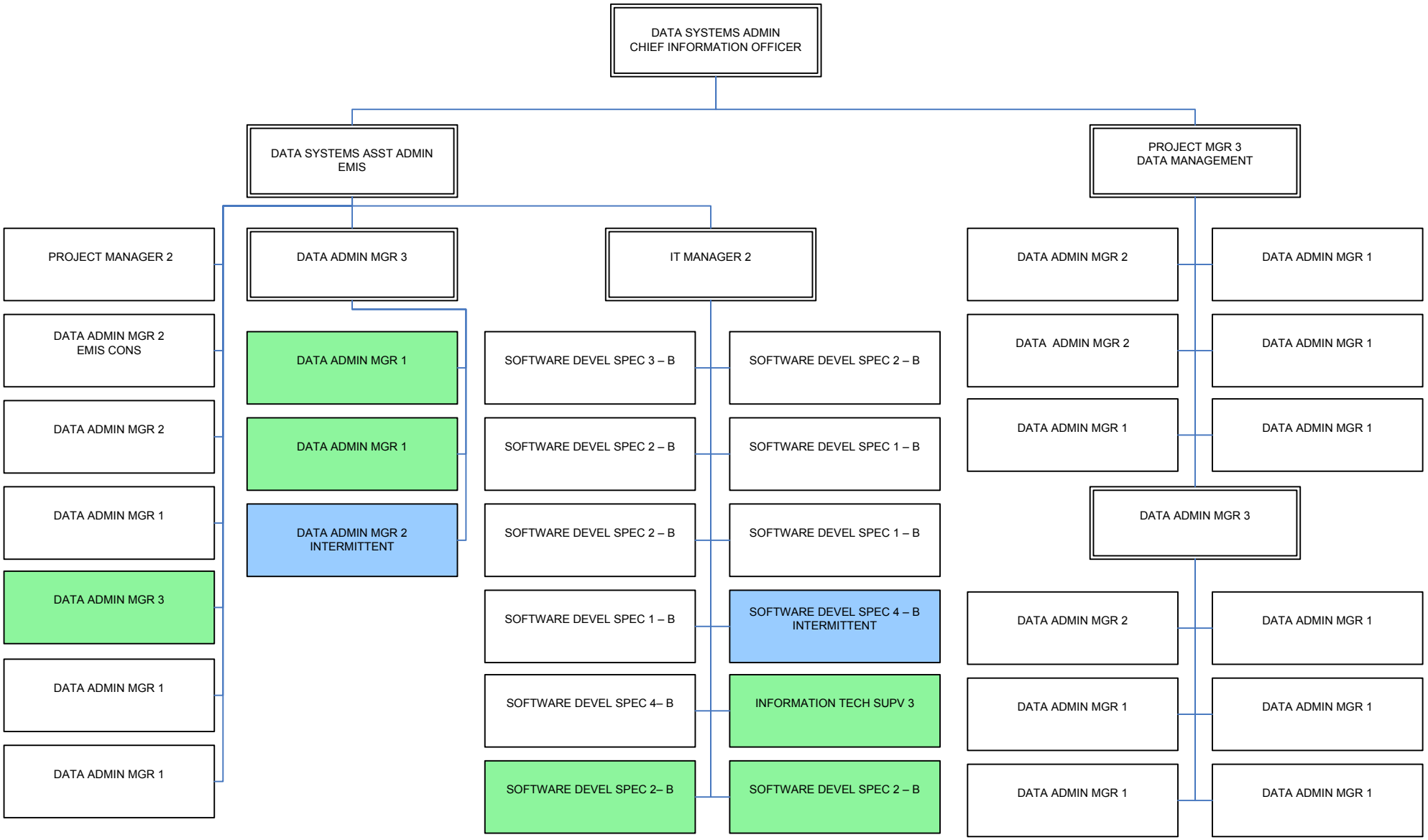
Date: _____

The list of ODE applications documented in the OIT Application Lifecycle Planning System (ALPS)

- EDU - Electronic Teacher and Principal Evaluation System (eTPES)
- EDU - Electronic Transcript and Student Record Exchange
- EDU - HRMS (Human Resource Management System)
- EDU - Instructional Improvement System (IIS)
- EDU - Statewide Student Enrollment Data and Student Cross Reference System (SSED-SCR)
- OEC
- Ohio Learns
- P-20 Data Warehouse
- Application Phase: 2. In Production
- Application Stage: 3. In Production (App)
- 10,000 Exemption Payment System
- AYP (Adequate Yearly Progress) Web Site
- CATS (Commodities Allocation Tracking System)
- Charon VMS
- CNCS (Communication News Center System)
- Community School Funding Reports
- CORE Educator Profile
- CPS (Central Payment System)
- CRRS (Claims Reimbursement Reporting System)
- CSADM-FLI
- CTAE Program Directory
- CTAE Weighted Funds
- CTEP (Career Technical Education Planning System)
- CTPD (Career-Technical Planning Districts System)
- Decision Framework
- Documentum
- Due Process Cases
- EAS (Enterprise Application System)
- ECE Preschool Units
- EDU - Academic Content Standards (ACS)
- EDU - CCIP (Comprehensive Continuous Improvement Planning System)
- EDU - CORE (Connected Ohio Records for Educators Systems)
- EDU - EDFacts Reporting
- EDU - iLRC (Interactive Local Report Card)
- EDU - Secure Data Center (SDC)
- EDU - Teacher Student Data Link
- EDU - Web Based Recruitment System
- EDU - Web Site
- Educational Choice - Cleveland Scholarship
- EDU-Student ID Management System (SSID)
- ELISA (Early Learning Integrated Suite of Applications)

EMIS ODS (Operational Data Store)
EMIS(Education Management Information System)
EMIS-R
ESC-District Contract Reports
ESC-District Payment Reports
GED (General Education Development System)
Informatica PowerCenter
Legislative Search
LRC (Local Report Card archive)
Manufactured Homes Payment System
MediaWeb
Microstrategy
MRDD Reports
Nonpublic Administrative Cost
Nonpublic Auxiliary Services
NS3 (Nonpublic School Services System)
ODE Interactive
ODE NET Framework
OEDS-R
OEDS-WS
Ohio Child
Oracle Enterprise Edition
PACTS (Program Audit and Compliance Tracking System)
Payment Detail
PCCM (Professional Conduct Case Management)
Postsecondary Payment System
Professional Case Conduct Management (PCCM)
Rollback and Homestead Payment System
SAFE (Security Application For the Enterprise)
School Foundation System
SES (Supplemental Educational Service Providers)
SFIR
SFPS Transportation and Non-Public
Sharepoint MOSS
Similar Districts
SQL Server
Staffing Analysis System
STARS (System To Achieve Results for Students)
TRAC (Tool for Recording Assistance Contacts)
Vovici

Ohio Department of Education
Chief of Staff
ITO – Data Quality and Governance
10/29/2013



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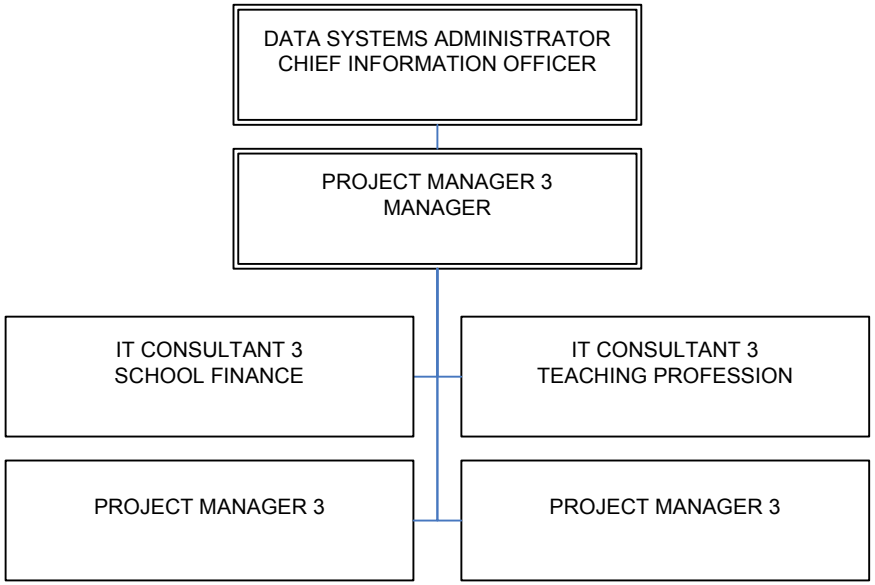
10/29/2013



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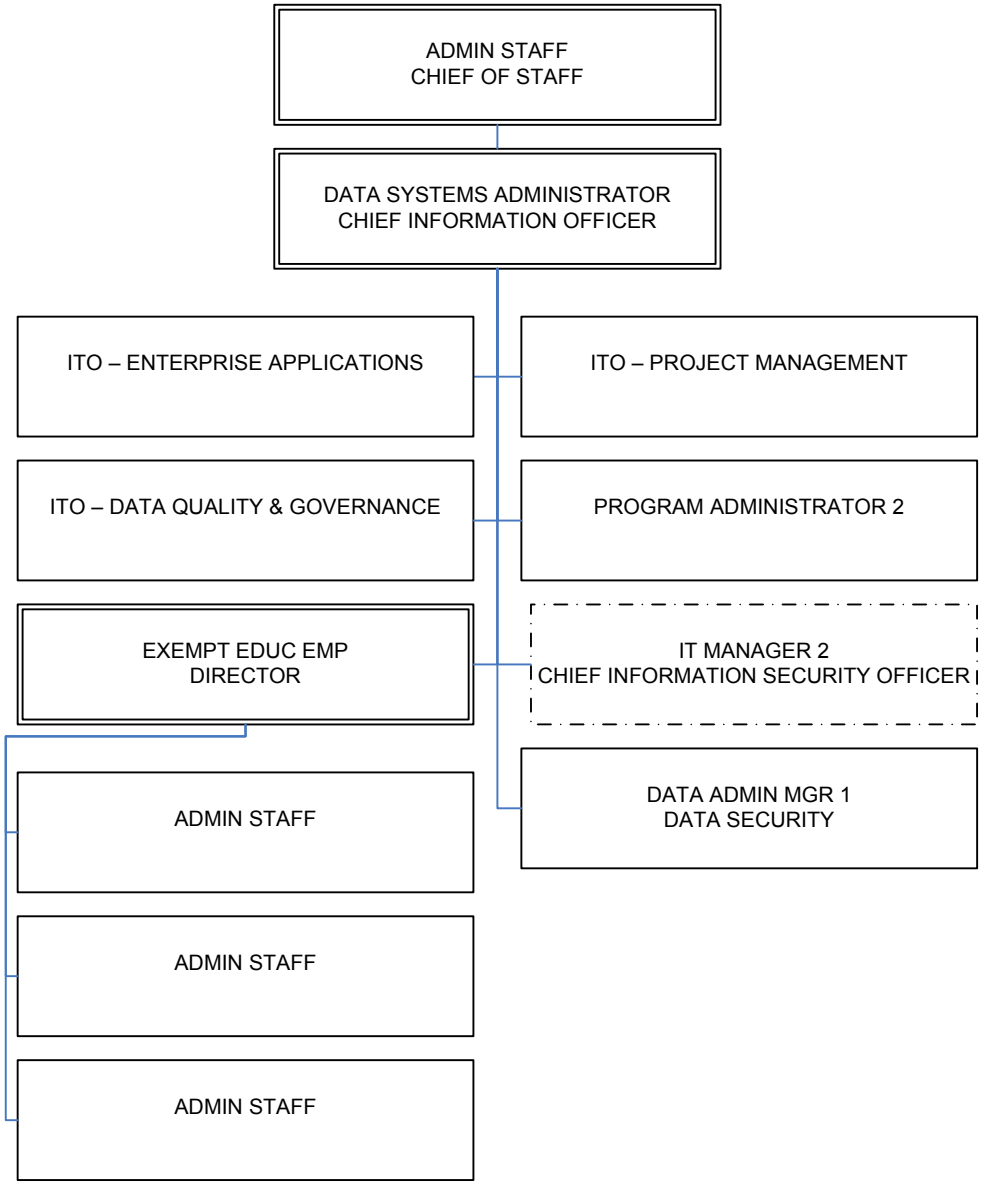
10/29/2013



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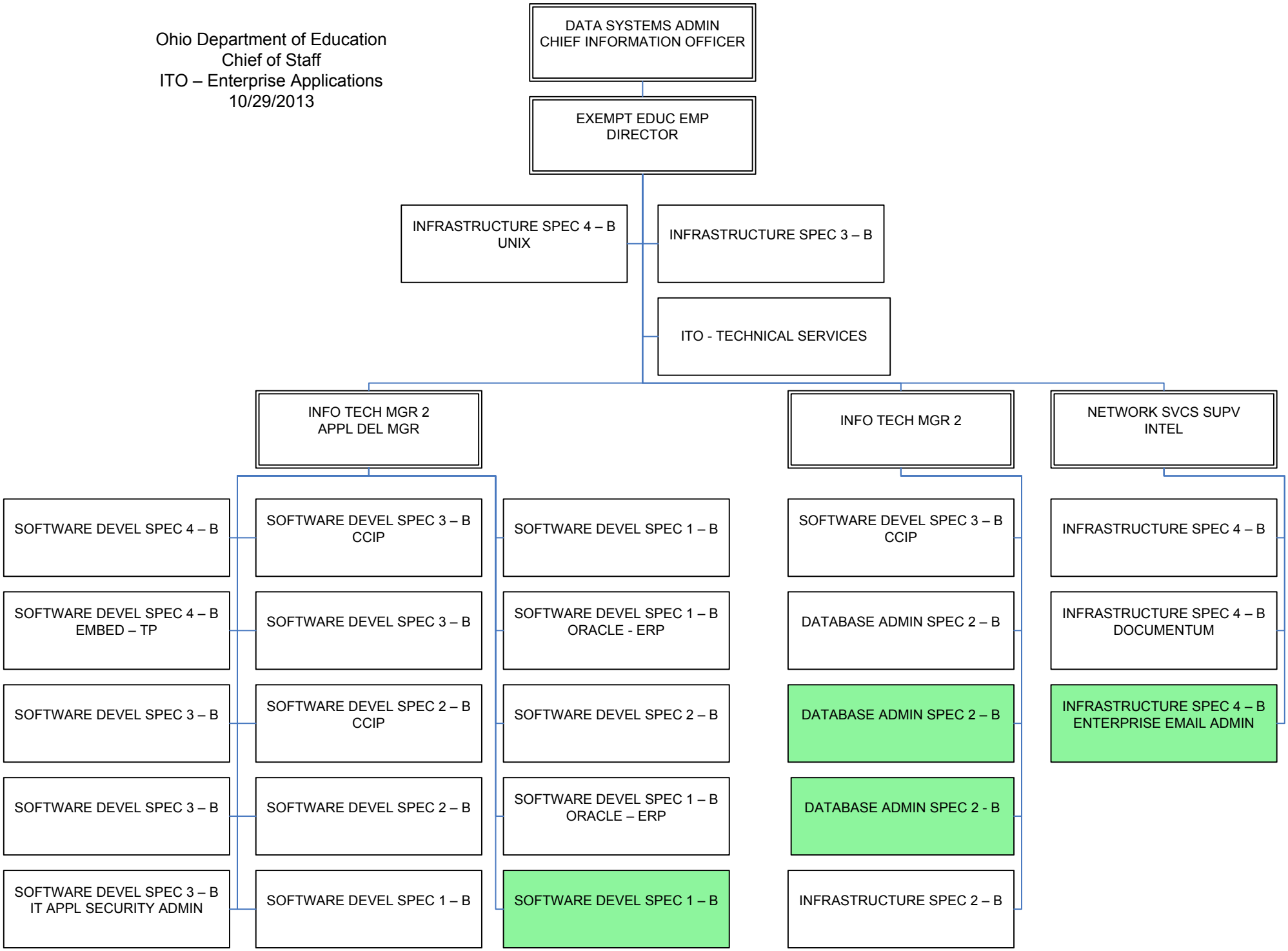
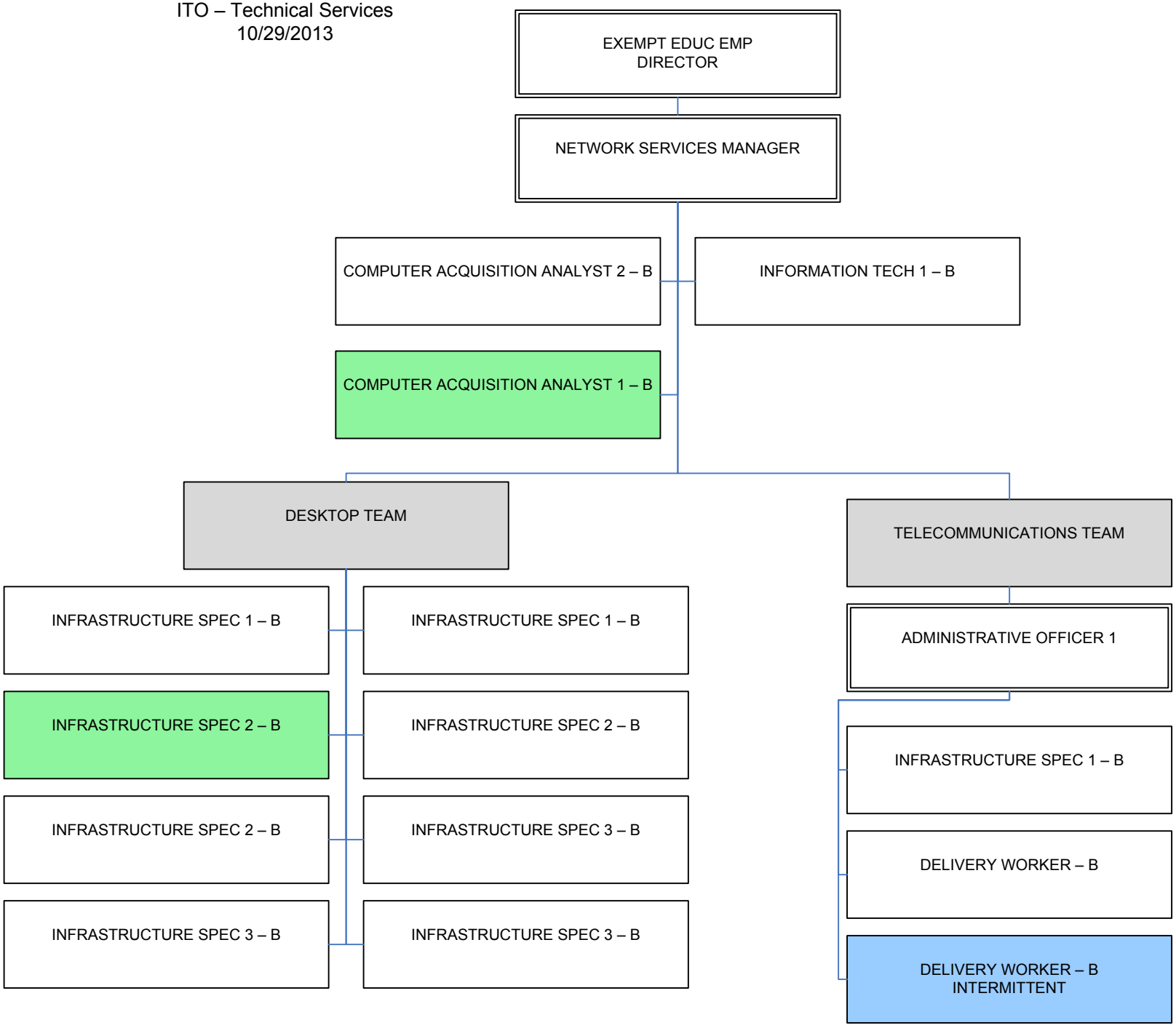
ITO – Enterprise Applications
10/29/2013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10/29/2013