

Ohio University Purchasing & Contracting Office
Request for Proposal #: 08-011MG
Name: Shared Services Proposal
Due: 2:00PM EST, October 24, 2007

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Section 1 General Information

1.1 Proposal Description

Ohio University of Athens, Ohio (hereafter called The University) invites proposals for a consulting firm with strong expertise in shared services to assist The University with developing and implementing a shared services operation. This proposal focuses on data collection and strategic advice relating to identifying the nature and scope of the best shared services operation for The University.

The University will receive proposals only by email at the following email address: gibbsm@ohio.edu . Proposals are due at 2:00PM EST October 24, 2007. The date and time that is generated by the University's oak email system will serve as the official date stamp. You must use the guidelines listed in section 5.1.2. to email your response.

Any proposal received after the time and date specified or improperly marked, prepared or submitted, may not be eligible for consideration and may be returned unopened.

1.2 Method of Award

Awards for goods and services will be made to the bidder(s) providing the best value to Ohio University as determined by the selection committee. The University reserves the right to reject any or all proposals and is not bound to accept the lowest-cost proposal if that proposal is not in the best interest of the University. In making an award, factors such as the firm's service capability, integrity, staff, facilities, reputation and past performance will be weighed.

1.3 Compliance with Federal, State and Local Laws

Any vendor warrants, in submitting a proposal and in the performance of any resulting award, that they have complied with or will comply with all applicable federal, state, University and local laws, ordinances and all lawful orders, rules and regulations thereunder. The vendor agrees: 1) Not to discriminate against any employee or applicant for employment because of race, color, creed, religion, sexual orientation, national origin, sex, age, handicap or Vietnam era veteran status, 2) That every sub-contract for any ensuing order will contain a provision requiring non-discrimination in employment as specified above, and 3) That it is not now, and will not become subject to an unresolved finding for recovery under ORC 9.24, prior to the award of any contract or agreement arising out of this RFP, without notifying the University of such finding. This covenant is required pursuant to Executive Order 11246, Laws and Regulations of the State of Ohio. Any breach thereof may be regarded as a material breach of contract or purchase order and cause for cancellation.

Section 2 Institutional Background

2.1 General

Ohio University was chartered by the state of Ohio in 1804. It is a state-assisted University, with a total enrollment exceeding 28,000 students. The main campus, in Athens, Ohio, has an enrollment of approximately 19,000 students. The remaining 9,000 students are served by five regional campuses in Ironton, St Clairsville, Lancaster, Zanesville, and Chillicothe as well as College of Osteopathic sites. The University employs an estimated 3,500 full and part-time faculty and staff.

2.2 Specific History and Current Information

The University has completed some research on shared services and a fledgling operation is in place providing some basic financial and human resource services to the Finance and Administration area. This proposal involves broadening the scope of the operation to include: College of Arts and Sciences, Marketing and Communications, Office of Information Technology, Intercollegiate Athletics, University Advancement, President's Office, and Finance and Administration.

Section 3 Scope of Work

3.1 Description

The University seeks to create a partnership with a consulting firm that has strong expertise in shared services design and implementation, focusing on data collection and strategic advice relating to identifying the nature and scope of the most effective shared services operation for the University. Knowledge of higher education, business process best practices, change management, and business process redesign is preferred, but it is understood that there has been limited adoption of shared services in higher education. Most operations that we have identified in higher education are more appropriately classified as "leveraged" operations. OHIO University actually wishes to move towards more of a multi-functional shared services environment in order to maximize the benefits that can be gained from this business structure in terms of scale, efficiencies and cost savings.

There are three components (see section 3.3 below) that would provide the initial scope of work:

1. Work with project team to identify appropriate survey content,
2. Collect data on who is doing what work at what cost
3. Collect data on customer satisfaction with current processes
4. Provide strategic advice relative to design and implementation.

3.2 Objectives

The University wants to develop an ongoing relationship with a consulting firm to support this project over a period of three to five years. As part of this partnership the University would like to obtain strategic advice relative to the design and implementation of a shared services operation at OHIO University.

This RFP might result in work over a three to five year period however there is no guarantee of exclusivity or volume of work under this agreement.

3.3 Specific Requirements

1. Work with project team to identify and create appropriate survey content with useful and easy to understand questions for the survey population that will allow the University to understand who is doing what work, at what cost, to the University. This survey will generally focus on business processes related to finance, human resources, IT, student services, and marketing and communications. In addition, we are expecting the survey information to assist the University in prioritizing business process redesign efforts in order to create quick wins to increase customer satisfaction and buy-in as well as prioritize process redesign efforts where there is the most potential for cost savings. OHIO University estimates that we would need to survey approximately 800 to 1,000 employees. Along with the above, describe how the University would determine the appropriate survey sample.
2. As part of the survey work the University also wants to obtain information to establish a baseline for customer satisfaction. The information obtained in this survey process will be used in much the same way but will also serve as the basis for establishing performance goals and metrics for the planned shared services center. Once again, we would want an easy to use, easy to understand survey format. The University also would need to determine how many customers should be surveyed in order to have a sufficient population and response rate in which to make sense of the information obtained as part of this process. Along with the above, describe how the University would determine the appropriate survey sample.
3. Given the size of the estimated survey population the University would require the use of web-based surveys.
4. Provide guidance on what decisions, processes, organizational or job duties must change in order to achieve the appropriate cost goals as well as service goals. Determine the appropriate staffing and cost requirements necessary for OHIO University to operate a shared services center that achieves the desired outcomes.
5. The University would expect the consultant to evaluate the design and implementation plan for shared services. Please describe the types of services the vendor provides in this area.
6. Provide strategic advice relative to design and implementation, including:
 - Cost per business process and full time employee equivalents,
 - Strategic assessment of survey results,
 - Identify best opportunities for initial services,
 - Evaluate design and implementation plans, and
 - Best practices
 - Assist in determining the governance structure and infrastructure necessary to meet business objectives

3.4 Timeline (estimate)

Ohio University plans to award by November 16, 2007, for work to begin immediately. Contract will be for one year, with two, two-year extensions available thereafter.

Section 4 Proposal Evaluation

4.1 Evaluation Criteria (in no particular order)

- . Economic Costs and Benefits: *Overall price and cost efficiency of purchase*
- . Comprehensiveness of shared services practice
- . Knowledge of higher education
- . Comprehensiveness of staff expertise and of services offered
- . References
- . Quality and adequacy of response: *Completeness, responsiveness, clarity*
- . Ability to meet requirements as described
- . Ability to meet timeline as described
- . Ability to provide support and/or service requirements
- . Demonstrated success of the respondent's firm and/or specific products and/or methods offered, to provide items and services as requested.

4.2 Method of Evaluation

Responses will be reviewed by qualified University representatives. Bidders selected after preliminary proposal evaluations may be asked for further information and clarification, and/or to give an oral presentation. Individual interviews will be held with the firms that are deemed to be most responsive to the RFP. A responsive bid must include:

- Firm's capacity in terms staff expertise and experience designing and implementing shared services operations
- References for work similar to the work outlined in section 3.3
- Specific proposal for how the bidder would address the work identified in section 3.3, including an estimate of cost.

4.3 Negotiations

The University reserves the right to conduct discussions with bidders, and to accept revisions of proposals, and to negotiate price changes. During this discussion period, the University will not disclose any information derived from proposals submitted. Once an award is made, proposal documents are public record and will be disclosed upon request (see Additional Terms & Conditions, in the Instructions for Bidders Section, below).

Section 5 Instructions for Bidders

5.1 Receipt and Opening of Proposals

5.1.1 *Deadline & delivery*

Ohio University will receive proposals until 2:00PM EST October 24, 2007. Firms submitting proposals will be responsible for email delivery of the documents to the proper place and prior to the time of the proposal opening (as specified above).

5.1.2 *Emailing the response*

Proposals may be emailed to Matt Gibbs: gibbsm@ohio.edu. The date and time that is generated by the University's oak email system will serve as the official date stamp. You must use the guidelines below to email your response. Failure to follow these guidelines could void your response:

- Email the response to the University official listed above only. Do not include any other recipient on the response.
- Email the response from a company email system – i.e., use only an email account provided by your firm. Do not email proposals from a personal email account.
- The Subject (i.e., the email message title) should be: *RFP 08-01IMG Response..*
- Clearly identify yourself, your company, and the RFP number, in the body of the email.
- Do not include any proposal information in the body of the e-mail. Proposal information should be only in the attachments to the email. Attachments will not be opened until after the RFP due date.

5.2 Preparation of Proposals

Proposals must be prepared on the forms provided. Bidders should also provide their own sheets/documents, as needed, to fully describe their proposal. All spaces are to be fully completed and all prices must be clearly set forth. Bidders are cautioned to write all descriptions and prices clearly so there is no doubt as to the intent and scope of the proposal. Erasures and other changes in the proposal must bear the signature or initials of the bidder. In the event of a price discrepancy, unit prices will prevail. **ALL PROPOSALS MUST BE SIGNED.**

Bidders must submit the following with their proposal:

1. Section 6 Response pages, completed and signed in Section 6.1.
2. Complete description of all items and services proposed. As mentioned in Section 4.2, a responsive bid must include:
 - Firm's capacity in terms staff expertise and experience designing and implementing shared services operations
 - References for work similar to the work outlined in section 3.3
 - Specific proposals for how the bidder would address the work outlined in section 3.3, including an estimate of cost.
3. Sample contract.
4. Separate pricing sheet. Using the work outlined in Section 3.3, show project pricing & payment structure proposed for that project. You may propose more than one option if desired. Include good faith estimate of the total cost, based on information provided. (NOTE: Information is incomplete and estimate will not be binding. It will be used solely to generally evaluate the

bidder's usual pricing and billing practices for such projects. True final costs will be determined after further information sharing and negotiation with the successful bidder.) Also provide pricing and payment structure options for brief, as-needed consultations (time & materials pricing). Include all possible costs and fees to the University.

Failure to provide this information may result in rejection of the proposal.

5.3 Questions Regarding this Proposal

If you have informal questions about the items requested, please contact Terry Conry, associate vice president for finance and administration, 209 Cutler Hall, Ohio University, Athens, Ohio 45701, 740-593-0736, conry@ohio.edu. Questions about proposal procedure should be directed to Matt Gibbs, Purchasing & Contracting Office, 740-593-1957, gibbsm@ohio.edu. The University will answer informal questions orally. No guarantee is implied as to the correctness of any oral answers; oral answers are provided solely to provide minor clarifications rapidly. Oral statements or instructions do not constitute an amendment to the Request for Proposal.

All formal requests for information and interpretation, about substantial issues that could result in an addendum to this Request for Proposal, should be directed to Matt Gibbs, in writing, as soon as possible. Requests can be e-mailed to gibbsm@ohio.edu, faxed to 740-593-2144 or mailed to the address shown above. All questions will be gathered and answered in an addendum, which will be sent to all bidders as soon as possible.

5.4 Additional Terms & Conditions of Submitting a Proposal

5.4.1 *Costs incurred by bidder*

The bidder, by submitting a proposal, agrees that any cost incurred by the bidder in responding to this RFP, or in support of activities associated with this request, are to be borne by the bidder and may not be billed to the University. The University will incur no obligation or liability whatsoever to anyone by reason of issuance of this RFP, or action by anyone relative thereto.

5.4.2 *Signature & submission*

Proposals must be dated, signed by an official authorized to bind the bidder to the terms of the proposal and submitted to the Ohio University Purchasing & Contracting Office in accordance with the terms and conditions of this RFP.

5.4.3 *Obtaining clarification*

All issues and questions raised in this RFP must be answered in full. Each bidder understands and agrees that it has a duty to inquire about and clarify any RFP issue that the bidder does not fully understand or believes may be interpreted in more than one way. Every attempt will be made to promptly answer all inquiries from each bidder.

5.4.4 *No Bid Requirement*

If you are unable to submit a proposal, please date and sign the Terms & Conditions sheet, and indicate "NO BID". Give a brief explanation, and return the sheet before the due date.

5.4.5 *Contractual obligations*

The contents of proposals submitted by the successful bidder will be considered contractual obligations upon award.

5.4.6 Sales Tax

The University, as an instrumentality of the State of Ohio, is exempt from Ohio sales tax and Federal excise tax, including Federal transportation tax.

5.4.7 Formal & Informal RFPs/Proposal opening

This is an informal RFP and will not be read at a public opening. Written requests for proposal results must include the Request for Proposal number and closing date. If the bidder wishes to obtain a copy of the proposal tabulation and/or evaluation form(s) once award is complete, bidder should provide a self-addressed, stamped envelope with the proposal.

5.4.8 Proprietary Information

All evaluation documents for proposals are non-proprietary and subject to public disclosure after contract award. All proposal documents and information are subject to public disclosure under Ohio Revised Code Section 149.43. To exempt information provided in the proposal from public disclosure, bidders should identify any and all sections of their proposal they consider trade secrets or proprietary information. In the event of a public document request, the Ohio University Legal Affairs Office will review the sections so identified, and will make the final determination as to the need to disclose. Bidders will be solely responsible for protecting their own trade secret or proprietary information, and will be responsible for all costs associated with protecting this information from disclosure. The University will keep one (1) copy of proposals in accordance with its record retention schedule.

5.4.9 Use of Ohio University's Name

No Supplier providing proposals, products or services to the University will appropriate or make use of Ohio University's name or other identifying marks or property in its advertising without prior written consent of Ohio University.

5.4.10 Gratuities and gifts

Gratuities are not acceptable. Ohio University, by written notice to Bidder, may immediately reject any proposal, or cancel any contract that results from this RFP, if the University finds that gratuities were given or offered. Gratuities are defined as gifts, entertainment, or any other compensation offered or given by the Bidder, or any agent or representative of the Bidder, to an Ohio University officer or employee, in an effort to secure an award or preferential treatment.

Section 6 Proposal Response Sheets

This section must be completed and returned with your proposal. This document has been prepared using Microsoft Word.

6.1 Terms & Conditions

Provide complete Company Name and address to which to send a Purchase Order (if awarded):

Fax number for order	
Website address	

Proposal Prices are valid for _____ days (a minimum of 60 days is preferred).	
FOB pt	Destination
Payment Terms	
Representative name	
Rep Phone number	Fax number
Email address	

For reporting purposes only:

Is bidder's firm a certified Minority Business Enterprise in the State of OHIO (Y or N)? _____

Certified with the State of Ohio as an EDGE Supplier? _____

Otherwise certified as a Disadvantaged Business Enterprise? (if yes, explain): _____

If needed, provide complete information about proposed terms and conditions on your own forms.

Signature | _____ Date | _____

6.2 References

Provide a minimum of 2 and a maximum of 6 references. Several references should be similar to Ohio University - i.e., mid to large size state-funded institutions of higher learning, who have contracted with the bidder for the same services and/or products. Also, private sector business references that indicate a knowledge of and success with implementing best practices would be helpful. If such references are not available, list references which match as closely as possible.

Company Name			
Address			
Contact Name			
Phone		Email address	

Company Name			
Address			
Contact Name			
Phone		Email address	

Company Name			
Address			
Contact Name			
Phone		Email address	

Company Name			
Address			
Contact Name			
Phone		Email address	

Company Name			
Address			
Contact Name			
Phone		Email address	

Company Name			
Address			
Contact Name			
Phone		Email address	

6.3 Vendor Profile

1. How many years have you been in business?
2. How many persons do you employ?
3. How many locations do you have? How many locations in Ohio?
4. How many years have you provided the type of service proposed?
5. List any partners or subcontractors you expect to participate in providing the service proposed:
6. Name(s) of person(s) who may be assigned to University's projects:

Name	Title	# of yrs with your firm

Please provide brief biographies or resumes for the persons listed above.

Questions

1. What information would be required for the consultant to provide a strategic assessment of the survey results?
2. Would the vendor need to have an idea of what the desired outcomes are in terms of cost, service levels, etc.?
3. What would be required for a vendor to identify best practices or opportunities based on the survey results?
4. How would the University determine appropriate survey sample sizes?