



STATE OF ALASKA
Department of Administration
Division of Administrative Services
PO Box 110208
Juneau, Alaska 99811-0208

Request for Proposals
RFP Number 2009-0200-8355
Date of Issue: March 13, 2009
UPDATED MARCH 31, 2009

Human Resources Structure Consultant

The State of Alaska, Department of Administration, Division of Personnel and Labor Relations is seeking a contractor to perform a comprehensive study of the statewide human resources structure. The study shall identify efficiencies/deficiencies in the current centralized structure and recommend changes to maximize efficiencies and improve the quality of services provided with existing staffing levels.

Offerors Are Not Required To Return This Form.

Important Notice: If you received this solicitation from the State of Alaska's "Online Public Notice" web site, you must register with the procurement officer listed in this document to receive subsequent amendments. Failure to contact the procurement officer may result in the rejection of your offer.

Staci Augustus
Procurement Officer
Department of Administration
Division of Administrative Services

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SECTION ONE INTRODUCTION AND INSTRUCTIONS

1.01 Return Mailing Address, Contact Person, Telephone, Fax Numbers and Deadline for Receipt of Proposals

Offerors must submit proposals in sealed packages to the procurement officer. The Cost Proposal must be sealed separately from the Technical Proposal and must be clearly identified on the outside of the sealed package. The sealed Cost Proposal may be shipped in the same container as the Technical Proposal.

The **Technical Proposal** package must contain the following:

- (a) One clearly marked hard copy original technical proposal, in writing, and
- (b) Three copies of the technical proposal.

The **Cost Proposal** package must contain the following:

- (a) one clearly marked hard copy original cost proposal, in writing.

Proposals must be mailed or delivered to one of the following addresses, formatted as shown. Whether a single package or multiple packages are used to transmit proposals, each package must be clearly labeled with the package sequence and total number of packages.

If using U.S. Mail:

Division of Administrative Services Attention: Staci Augustus P.O. Box 110208 Juneau, AK 99811-0208 Request for Proposal (RFP) Number: 2009-0200-8355 Project name: Human Resource Structure Consultant Box n of n
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If using delivery service:

Department of Administration Division of Administrative Services Attention: Staci Augustus State Office Building, 10th Floor 333 Willoughby Ave. Juneau, AK 99801 Request for Proposal (RFP) Number: 2009-0200-8355 Project name: Human Resource Structure Consultant Box n of n
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Proposals must be received no later than 1:30 P.M., Alaska Time on April 7, 2009. Faxed, oral, or emailed proposals are not acceptable. An Offeror's failure to submit its proposal prior to the deadline will cause the proposal to be disqualified. **Please note that overnight delivery to Alaska and within Alaska rarely occurs.** Late proposals or amendments will not be opened or accepted for evaluation.

All questions concerning this RFP must be directed to the procurement officer:

Procurement officer: Staci Augustus
Phone (907) 465-5656, Fax (907) 465-2194, TDD (907) 465-2805

Email Address: staci.augustus@alaska.gov

1.02 Contract Term and Work Schedule

The contract term and work schedule set out herein represents the State of Alaska's best estimate of the schedule that will be followed. If a component of this schedule, such as the opening date, is delayed, the rest of the schedule will be shifted by the same number of days.

The length of the contract will be from the date of award, approximately May 1, 2009, for approximately 100 calendar days until completion, approximately July 10, 2009.

Unless otherwise provided in this RFP, the State and the successful Offeror/contractor agree: (1) that any holding over of the contract excluding any exercised renewal options, will be considered as a month-to-month extension, and all other terms and conditions shall remain in full force and effect and (2) to provide written notice to the other party of the intent to cancel such month-to-month extension at least 30-days before the desired date of cancellation.

The approximate contract schedule is as follows:

- | | |
|--|--|
| • RFP Issue Date | March 13, 2009 |
| • Pre-proposal Conference | 9:00 A.M., Alaska Time, March 24, 2009 |
| • Deadline for Receipt of Proposals | 1:30 P.M., Alaska Time, April 7, 2009 |
| • Evaluation Completion Date | April 16, 2009 |
| • Negotiations | April 17, 2009 |
| • Notice of Intent to Award a Contract | April 17, 2009 |
| • Contract Award Date | April 28, 2009 |
| • Contract Start Date | May 1, 2009 |
| • Contractor submits final report | July 6, 2009 |
| • Contract End Date | July 10, 2009 |

1.03 Purpose of the RFP

The State of Alaska, Department of Administration, Division of Personnel and Labor Relations is soliciting proposals for a contractor to perform a comprehensive study of the statewide human resources structure. The study shall identify efficiencies/deficiencies in the current centralized structure and recommend changes to maximize efficiencies and improve the quality of services provided with existing staffing levels.

1.04 Budget

Department of Administration, Division of Personnel and Labor Relations, estimates a budget of between \$75,000 and \$150,000 for completion of this project. Proposals priced at more than \$150,000 will be considered non-responsive.

1.05 Location of Work

The location(s) of the work is to be performed, completed, and managed in the United States, preferably in Alaska. It is anticipated that portions of the work may require travel between Juneau, Alaska and Anchorage, Alaska.

While onsite in Juneau and Anchorage, the State will provide a workspace for the contractor. The contractor must include in their price proposal: transportation, lodging, and per diem sufficient to pay for the required number of staff to make the appropriate number of trips to complete this project.

By signature on their proposal, the Offeror certifies that:

- (a) all services provided under this contract by the contractor and all subcontractors shall be performed in the United States; and
- (b) the Offeror is not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: <http://www.state.gov/g/tip/>.

Failure to comply with (a) and (b) of this requirement will cause the State to reject the proposal as non-responsive, or cancel the contract.

1.06 Assistance to Offerors with a Disability

Offerors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the procurement officer no later than ten days prior to the deadline for receipt of proposals.

1.07 Required Review

Offerors should carefully review this solicitation for defects and questionable or objectionable material. Comments concerning defects and objectionable material must be made in writing and received by the procurement officer at least ten days before the proposal opening. This will allow issuance of any necessary amendments. It will also help prevent the opening of a defective solicitation and exposure of Offeror's proposals upon which award could not be made. Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the procurement officer, in writing, at least ten days before the time set for opening.

1.08 Questions Received Prior to Opening of Proposals

All questions must be in writing and directed to the issuing office, addressed to the procurement officer. The interested party must confirm telephone conversations in writing.

Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. These questions may be answered over the telephone. Other questions may be more complex and may require a written amendment to the RFP. The procurement officer will make that decision.

1.09 Amendments

If an amendment is issued, it will be provided to all who were mailed a copy of the RFP and to those who have registered with the procurement officer as having downloaded the RFP from the State of Alaska Online Public Notice web site.

1.10 Alternate Proposals

Offerors may only submit one proposal for evaluation.

In accordance with 2 AAC 12.830 alternate proposals (proposals that offer something different than what is asked for) will be rejected.

1.11 Right of Rejection

Offerors must comply with all of the terms of the RFP, the State Procurement Code (AS 36.30), and all applicable local, state, and federal laws, codes, and regulations. The procurement officer may reject any proposal that does not comply with all of the material and substantial terms, conditions, and performance requirements of the RFP.

Offerors may not qualify the proposal nor restrict the rights of the State. If an Offeror does so, the procurement officer may determine the proposal to be a non-responsive counter-offer and the proposal may be rejected.

Minor informalities that:

- do not affect responsiveness;
- are merely a matter of form or format;
- do not change the relative standing or otherwise prejudice other offers;
- do not change the meaning or scope of the RFP;
- are trivial, negligible, or immaterial in nature;
- do not reflect a material change in the work; or
- do not constitute a substantial reservation against a requirement or provision;

may be waived by the procurement officer.

The State reserves the right to refrain from making an award if it determines that to be in its best interest.

A proposal from a debarred or suspended Offeror shall be rejected.

1.12 State Not Responsible for Preparation Costs

The State will not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal.

1.13 Disclosure of Proposal Contents

All proposals and other material submitted become the property of the State of Alaska and may be returned only at the State's option. AS 40.25.110 requires public records to be open to reasonable inspection. All proposal information, including detailed price and cost information, will be held in confidence during the evaluation process and prior to the time a Notice of Intent to Award is issued. Thereafter, proposals will become public information.

Trade secrets and other proprietary data contained in proposals may be held confidential if the Offeror requests, in writing, that the procurement officer does so, and if the procurement officer agrees, in writing, to do so. Material considered confidential by the Offeror must be clearly identified and the Offeror must include a brief statement that sets out the reasons for confidentiality.

1.14 Subcontractors

Subcontractors may be used to perform work under this contract. If an Offeror intends to use subcontractors, the Offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform.

If a proposal with subcontractors is selected, the Offeror must provide the following information concerning each prospective subcontractor within five working days from the date of the State's request:

- (a) complete name of the subcontractor;
- (b) complete address of the subcontractor;
- (c) type of work the subcontractor will be performing;
- (d) percentage of work the subcontractor will be providing;
- (e) evidence that the subcontractor holds a valid Alaska business license; and
- (f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

An Offeror's failure to provide this information, within the time set, may cause the State to consider their proposal non-responsive and reject it. The substitution of one subcontractor for another may be made only at the discretion and prior written approval of the project director.

1.15 Joint Ventures

Joint ventures are acceptable. If submitting a proposal as a joint venture, the Offeror must submit a copy of the joint venture agreement which identifies the principals involved and their rights and responsibilities regarding performance and payment.

1.16 Offeror's Certification

By signature on the proposal, Offerors certify that they comply with the following:

- (a) the laws of the State of Alaska;
- (b) the applicable portion of the Federal Civil Rights Act of 1964;
- (c) the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;
- (d) the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;

- (e) all terms and conditions set out in this RFP;
- (f) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury;
- (g) that the offers will remain open and valid for at least 90 days; and
- (h) that programs, services, and activities provided to the general public under the resulting contract conform with the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government.

If any Offeror fails to comply with [a] through [h] of this paragraph, the State reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

1.17 Conflict of Interest

Each proposal shall include a statement indicating whether or not the firm or any individuals working on the contract has a possible conflict of interest (e.g., currently employed by the State of Alaska or formerly employed by the State of Alaska within the past two years) and, if so, the nature of that conflict. The Commissioner, Department of Administration, reserves the right to cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the Offeror. The Commissioner's determination regarding any questions of conflict of interest shall be final.

1.18 Right to Inspect Place of Business

At reasonable times, the State may inspect those areas of the contractor's place of business that are related to the performance of a contract. If the State makes such an inspection, the contractor must provide reasonable assistance.

1.19 Solicitation Advertising

Public notice has been provided in accordance with 2 AAC 12.220.

1.20 News Releases

News releases related to this RFP will not be made without prior approval of the project director.

1.21 Assignment

Per 2 AAC 12.480, the contractor may not transfer or assign any portion of the contract without prior written approval from the procurement officer.

1.22 Disputes

Any dispute arising out of this agreement will be resolved under the laws of the State of Alaska. Any appeal of an administrative order or any original action to enforce any provision of this agreement or to obtain relief from or remedy in connection with this agreement may be brought only in the Superior Court for the State of Alaska.

1.23 Severability

If any provision of the contract or agreement is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected; and, the rights and obligations of the parties will be construed and enforced as if the contract did not contain the particular provision held to be invalid.

1.24 Federal Requirements

The Offeror must identify all known federal requirements that apply to the proposal, the evaluation, or the contract.

SECTION TWO

STANDARD PROPOSAL INFORMATION

2.01 Authorized Signature

All proposals must be signed by an individual authorized to bind the Offeror to the provisions of the RFP. Proposals must remain open and valid for at least 90 days from the opening date.

2.02 Pre-proposal Conference

A pre-proposal conference will be held at 9:00 A.M., Alaska Time, March 24, 2009, in the small conference room on the 10th floor of the State Office Building in Juneau, Alaska. The pre-proposal conference will be available as a teleconference by following the instructions shown below.

The purpose of the conference is to discuss the work to be performed with the prospective Offerors and allow them to ask questions concerning the RFP. Questions and answers will be transcribed and sent to prospective Offerors as soon as possible after the meeting. Attendance in person is not mandatory.

Pre-proposal teleconference instructions: dial 1-800-315-6338 and follow the voice prompts. When prompted, the participants should enter the participant PIN code 4425 and the # key. You will be connected to the conference if your PIN is correct.

Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for the pre-proposal conference so that reasonable accommodation can be made.

2.03 Site Inspection

The State may conduct on-site visits to evaluate the Offeror's capacity to perform the contract. An Offeror must agree, at risk of being found non-responsive and having its proposal rejected, to provide the State reasonable access to relevant portions of its work sites. Individuals designated by the procurement officer at the State's expense will make site inspection.

2.04 Amendments to Proposals

Amendments to or withdrawals of proposals will only be allowed if acceptable requests are received prior to the deadline that is set for receipt of proposals. No amendments or withdrawals will be accepted after the deadline unless they are in response to the State's request in accordance with 2 AAC 12.290.

2.05 Supplemental Terms and Conditions

Proposals must comply with Section 1.11 **Right of Rejection**. However, if the State fails to identify or detect supplemental terms or conditions that conflict with those contained in this RFP or that diminish the State's rights under any contract resulting from the RFP, the term(s) or condition(s) will be considered null and void. After award of contract:

- a) if conflict arises between a supplemental term or condition included in the proposal and a term or

- condition of the RFP, the term or condition of the RFP will prevail; and
- b) if the State's rights would be diminished as a result of application of a supplemental term or condition included in the proposal, the supplemental term or condition will be considered null and void.

2.06 Clarification of Offers

In order to determine if a proposal is reasonably susceptible for award, communications by the procurement officer or the proposal evaluation committee are permitted with an Offeror to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Clarifications may not result in a material or substantive change to the proposal. The evaluation by the procurement officer or the proposal evaluation committee may be adjusted as a result of a clarification under this section.

2.07 Discussions with Offerors

The State may conduct discussions with Offerors in accordance with AS 36.30.240 and 2 AAC 12.290. The purpose of these discussions will be to ensure full understanding of the requirements of the RFP and proposal. Discussions will be limited to specific sections of the RFP or proposal identified by the procurement officer. Discussions will only be held with Offerors who have submitted a proposal deemed reasonably susceptible for award by the procurement officer. Discussions, if held, will be after initial evaluation of proposals by the PEC. If modifications are made as a result of these discussions they will be put in writing. Following discussions, the procurement officer may set a time for best and final proposal submissions from those Offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final proposal submissions.

If an Offeror does not submit a best and final proposal or a notice of withdrawal, the Offeror's immediate previous proposal is considered the Offeror's best and final proposal.

Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for discussions so that reasonable accommodation can be made. Any oral modification of a proposal must be reduced to writing by the Offeror.

2.08 Prior Experience

In order for offers to be considered responsive Offerors must clearly demonstrate within their proposal that they meet the following minimum prior experience requirements. Offerors are required to return Attachment 3- Minimum Experience Cross Reference Sheet with their proposal.

Firm: The firm must have at least five years of experience within the past ten years performing organizational design studies and analyses within the public sector human resource environment.

Personnel: At least one person(s) assigned to the project must have at least three years experience within the last seven years in organizational design and analyses and have completed at least two consulting projects of similar scope and size within the public sector human resource environment.

Note: "Human resource environment" is defined as an environment where at minimum, three of the following functions are performed for an organization of at least 15,000 employees:

- Payroll Processing
- Recruitment
- Position Classification and Salary Assignment
- Training and Development
- Workforce Planning
- Employee/Labor Relations

Offerors must include references that can verify the Offeror's experience. Offerors must provide the reference's organization name, a contact with the organization, telephone number of the contact, and an email address for the contact. A letter from the reference may satisfy this requirement, however, if no letter accompanies the proposal, the procurement officer will verify the experience. An Offeror's failure to meet these minimum prior experience requirements will cause their proposal to be considered non-responsive and their proposal will be rejected.

2.09 Evaluation of Proposals

The procurement officer, or an evaluation committee made up of at least three State employees or public officials, will evaluate proposals. The evaluation will be based solely on the evaluation factors set out in Section SEVEN of this RFP.

After receipt of proposals, if there is a need for any substantial clarification or material change in the RFP, an amendment will be issued. The amendment will incorporate the clarification or change, and a new date and time established for new or amended proposals. Evaluations may be adjusted as a result of receiving new or amended proposals.

2.10 Vendor Tax ID

A valid Vendor Tax ID must be submitted to the issuing office with the proposal or within five days of the State's request.

2.11 F.O.B. Point

Not used.

2.12 Alaska Business License and Other Required Licenses

At the time the proposals are opened, all Offerors must hold a valid Alaska business license and any necessary applicable professional licenses required by Alaska Statute. Proposals must be submitted under the name as appearing on the person's current Alaska business license in order to be considered responsive. Offerors should contact the Department of Commerce, Community and Economic Development, Division of Corporations, Business, and Professional Licensing, P. O. Box 110806, Juneau, Alaska 99811-0806, for information on these licenses. Offerors must submit evidence of a valid Alaska business license with the proposal. An Offeror's failure to submit this evidence with the proposal will cause their proposal to be determined non-responsive. Acceptable evidence that the Offeror possesses a valid Alaska business license may consist of any one of the following:

- (a) copy of an Alaska business license with the correct NAICS code;
- (b) certification on the proposal that the Offeror has a valid Alaska business license and has included the license number in the proposal;
- (c) a canceled check for the Alaska business license fee;
- (d) a copy of the Alaska business license application with a receipt stamp from the State's occupational licensing office; or
- (e) a sworn and notarized affidavit that the Offeror has applied and paid for the Alaska business license.

You are not required to hold a valid Alaska business license at the time proposals are opened if you possess one of the following licenses and are offering services or supplies under that specific line of business:

- Fisheries business licenses issued by Alaska Department of Revenue or Alaska Department of Fish and Game.
- Liquor licenses issued by Alaska Department of Revenue for alcohol sales only.
- Insurance licenses issued by Alaska Department of Commerce, Community and Economic Development, Division of Insurance.
- Mining licenses issued by Alaska Department of Revenue.

2.13 Application of Preferences

Certain preferences apply to all contracts for professional services, regardless of their dollar value. The Alaskan Bidder and Offeror preferences are the two most common preferences involved in the RFP process. Additional preferences that may apply to this procurement are listed below. Guides that contain excerpts from the relevant statutes and codes, explain when the preferences apply and provide examples of how to calculate the preferences are available at the Department of Administration, Division of General Services' web site:

<http://www.state.ak.us/local/akpages/ADMIN/dgs/policy.htm>

Alaska Products Preference - AS 36.30.332

Recycled Products Preference - AS 36.30.337

Local Agriculture and Fisheries Products Preference - AS 36.15.050

Employment Program Preference - AS 36.30.170(c)

Alaskans with Disability Preference - AS 36.30.170 (e)

Employers of People with Disabilities Preference - AS 36.30.170 (f)

The Division of Vocational Rehabilitation in the Department of Labor and Workforce Development keeps a list of qualified employment programs; a list of individuals who qualify as persons with a disability; and a list of persons who qualify as employers with 50 percent or more of their employees being disabled. A person must be on this list at the time the bid is opened in order to qualify for a preference under this section.

As evidence of an individual's or a business' right to a certain preference, the Division of Vocational Rehabilitation will issue a certification letter. To take advantage of the Employment Program Preference, Alaskans with Disability Preference or Employers of People with Disabilities Preference described above, an individual or business must be on the appropriate Division of Vocational Rehabilitation list at the time the proposal is opened, and must provide the procurement officer a copy of their certification letter. Offerors must attach a copy of their certification letter to the proposal. The Offeror's failure to provide the certification letter mentioned above with the proposal will cause the State to disallow the preference.

2.14 5 Percent Alaskan Bidder Preference 2 AAC 12.260 & AS 36.30.170

An Alaskan Bidder Preference of five percent will be applied prior to evaluation. The preference will be given to an Offeror who:

- (a) holds a current Alaska business license;
- (b) submits a proposal for goods or services under the name on the Alaska business license;
- (c) has maintained a place of business within the state staffed by the Offeror, or an employee of the Offeror, for a period of six months immediately preceding the date of the proposal;
- (d) is incorporated or qualified to do business under the laws of the state, is a sole proprietorship and the proprietor is a resident of the state, is a limited liability company organized under AS 10.50 and all

members are residents of the state, or is a partnership under AS 32.05 or AS 32.11 and all partners are residents of the state; and

(e) if a joint venture, is composed entirely of entities that qualify under (a)-(d) of this subsection.

Alaskan Bidder Preference Affidavit

In order to receive the Alaskan Bidder Preference, proposals must include a statement certifying that the Offeror is eligible to receive the Alaskan Bidder Preference.

**2.15 Formula Used to Convert Cost to Points
AS 36.30.250 & 2 AAC 12.260**

The distribution of points based on cost will be determined as set out in 2 AAC 12.260 (c). The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out below. In the generic example below, cost is weighted as 70% of the overall total score. The weighting of cost may be different in your particular RFP. See section SEVEN to determine the value, or weight of cost for this RFP.

EXAMPLE

Formula Used to Convert Cost to Points

[STEP 1]

List all proposal prices, adjusted where appropriate by the application of all applicable preferences.

Offeror #1 - Non-Alaskan Offeror	\$40,000
Offeror #2 - Alaskan Offeror	\$42,750
Offeror #3 - Alaskan Offeror	\$47,500

[STEP 2]

Convert cost to points using this formula.

$$\frac{[(\text{Price of Lowest Cost Proposal}) \times (\text{Maximum Points for Cost})]}{(\text{Cost of Each Higher Priced Proposal})} = \text{POINTS}$$

The RFP allotted 70% (70 points) of the total of 100 points for cost.

Offeror #1 receives 70 points.

The reason they receive that amount is because the lowest cost proposal, in this case \$40,000, receives the maximum number of points allocated to cost, 70 points.

Offeror #2 receives 65.5 points.

$$\begin{array}{r} \$40,000 \\ \text{Lowest} \\ \text{Cost} \end{array} \times \begin{array}{r} 70 \\ \text{Max} \\ \text{Points} \end{array} = 2,800,000 \div \begin{array}{r} \$42,750 \\ \text{Offeror \#2} \\ \text{Adjusted By} \\ \text{The Application Of} \\ \text{All Applicable} \\ \text{Preferences} \end{array} = \begin{array}{r} 65.5 \\ \text{Points} \end{array}$$

Offeror #3 receives 58.6 points.

$$\begin{array}{rcccccc} \$40,000 & \times & 70 & = & 2,800,000 & \div & \$47,500 & = & 58.9 \\ \text{Lowest} & & \text{Max} & & & & \text{Offeror \#3} & & \text{Points} \\ \text{Cost} & & \text{Points} & & & & \text{Adjusted By} & & \\ & & & & & & \text{The Application Of} & & \\ & & & & & & \text{All Applicable} & & \\ & & & & & & \text{Preferences} & & \end{array}$$

2.16 Alaskan Offeror's Preference AS 36.30.250 & 2 AAC 12.260

2 AAC 12.260(e) provides Alaskan Offerors a 10 percent overall evaluation point preference. Alaskan Bidders, as defined in AS 36.30.170(b), are eligible for the preference. This preference will be added to the overall evaluation score of each Alaskan Offeror. Each Alaskan Offeror will receive 10 percent of the total available points added to their evaluation score as a preference.

EXAMPLE

Alaskan Offeror's Preference

[STEP 1]

Determine the number of points available to Alaskan Offerors under the preference.

Total number of points available - 100 Points

$$\begin{array}{rcccccc} 100 & \times & 10\% & = & 10 \\ \text{Total Points} & & \text{Alaskan Offerors} & & \text{Number of Points} \\ \text{Available} & & \text{Percentage Preference} & & \text{Given to Alaskan Offerors} \\ & & & & \text{Under the Preference} \end{array}$$

[STEP 2]

Add the preference points to the Alaskan offers. There are three Offerors: Offeror #1, Offeror #2, and Offeror #3. Offeror #2 and Offeror #3 are eligible for the Alaskan Offeror's Preference. For the purpose of this example presume that all of the proposals have been completely evaluated based on the evaluation criteria in the RFP. Their scores at this point are:

Offeror #1 - 89 points

Offeror #2 - 80 points

Offeror #3 - 88 points

Offeror #2 and Offeror #3 each receive 10 additional points. The final scores for all of the offers are:

Offeror #1 - 89 points

Offeror #2 - 90 points

Offeror #3 - 98 points

Offeror #3 is awarded the contract.

2.17 Contract Negotiation

2 AAC 12.315 CONTRACT NEGOTIATIONS After final evaluation, the procurement officer may negotiate with the Offeror of the highest-ranked proposal. Negotiations, if held, shall be within the scope of the request for proposals and limited to those items which would not have an effect on the ranking of proposals. If the highest-ranked Offeror fails to provide necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the State may terminate negotiations and negotiate with the Offeror of the next highest-ranked proposal. If contract negotiations are commenced, they may be held in the 10th Floor Commissioner's Office conference room in the State Office Building in Juneau, Alaska or telephonically.

If the contract negotiations take place in Juneau, Alaska, the Offeror will be responsible for their travel and per diem expenses.

2.18 Failure to Negotiate

If the selected Offeror

- fails to provide the information required to begin negotiations in a timely manner; or
- fails to negotiate in good faith; or
- indicates they cannot perform the contract within the budgeted funds available for the project; or
- if the Offeror and the State, after a good faith effort, simply cannot come to terms,

the State may terminate negotiations with the Offeror initially selected and commence negotiations with the next highest ranked Offeror.

2.19 Notice of Intent to Award (NIA) — Offeror Notification of Selection

After the completion of contract negotiation the procurement officer will issue a written Notice of Intent to Award (NIA) and send copies to all Offerors. The NIA will set out the names of all Offerors and identify the proposal selected for award.

2.20 Protest

AS 36.30.560 provides that an interested party may protest the content of the RFP.

An interested party is defined in 2 AAC 12.990(a) (7) as "an actual or prospective bidder or Offeror whose economic interest might be affected substantially and directly by the issuance of a contract solicitation, the award of a contract, or the failure to award a contract."

If an interested party wishes to protest the content of a solicitation, the protest must be received, in writing, by the procurement officer at least ten days prior to the deadline for receipt of proposals.

AS 36.30.560 also provides that an interested party may protest the award of a contract or the proposed award of a contract.

If an Offeror wishes to protest the award of a contract or the proposed award of a contract, the protest must be received, in writing by the procurement officer within ten days after the date the Notice of Intent to Award the contract is issued.

A protester must have submitted a proposal in order to have sufficient standing to protest the proposed award of a contract. Protests must include the following information:

- a. the name, address, and telephone number of the protester;
 - b. the signature of the protester or the protester's representative;
 - c. identification of the contracting agency and the solicitation or contract at issue;
 - d. a detailed statement of the legal and factual grounds of the protest including copies of relevant documents; and
- (b) the form of relief requested.

Protests filed by telex or telegram are not acceptable because they do not contain a signature. Fax copies containing a signature are acceptable.

The procurement officer will issue a written response to the protest. The response will set out the procurement officer's decision and contain the basis of the decision within the statutory time limit in AS 36.30.580. A copy of the decision will be furnished to the protester by certified mail, fax or another method that provides evidence of receipt.

All Offerors will be notified of any protest. The review of protests, decisions of the procurement officer, appeals, and hearings, will be conducted in accordance with the State Procurement Code (AS 36.30), Article 8 "Legal and Contractual Remedies."

SECTION THREE STANDARD CONTRACT INFORMATION

3.01 Contract Type

This contract is a firm fixed price contract.

3.02 Contract Approval

This RFP does not, by itself, obligate the State. The State's obligation will commence when the contract is approved by the Commissioner of the Department of Administration, or the Commissioner's designee. Upon written notice to the contractor, the State may set a different starting date for the contract. The State will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to the contract start date set by the State.

3.03 Standard Contract Provisions

The contractor will be required to sign and submit the attached State's Standard Agreement Form for Professional Services Contracts (form 02-093/Appendix A). The contractor must comply with the contract provisions set out in this attachment. No alteration of these provisions will be permitted without prior written approval from the Department of Law. Objections to any of the provisions in Appendix A must be set out in the Offeror's proposal.

3.04 Proposal as a Part of the Contract

Part or all of this RFP and the successful proposal may be incorporated into the contract.

3.05 Additional Terms and Conditions

The State reserves the right to add terms and conditions during contract negotiations. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations.

3.06 Insurance Requirements

The successful Offeror must provide proof of workers' compensation insurance prior to contract approval.

The successful Offeror must secure the insurance coverage required by the State. The coverage must be satisfactory to the Department of Administration Division of Risk Management. An Offeror's failure to provide evidence of such insurance coverage is a material breach and grounds for withdrawal of the award or termination of the contract.

Offerors must review form APPENDIX B1, attached, for details on required coverage. No alteration of these requirements will be permitted without prior written approval from the Department of Administration, Division of Risk Management. Objections to any of the requirements in APPENDIX B1 must be set out in the Offeror's proposal.

3.07 Bid Bond - Performance Bond - Surety Deposit

Not used

3.08 Contract Funding

Payment for the contract is subject to funds already appropriated and identified.

3.09 Proposed Payment Procedures

UPDATED 3/31/09: DELETE THE FOLLOWING AND REPLACE WITH: ~~The State will make two payments, one payment of twenty five percent (25%) upon contract signature and the remainder when all of the deliverables are received and the contract is completed and approved by the project director.~~

The State will make three payments:

- 25% upon contract signature
- 50% upon delivery of the Preliminary Report
- 25% upon delivery and presentation (2 presentations) of Final Report

3.10 Contract Payment

No payment will be made until the contract is approved by the Commissioner of the Department of Administration or the Commissioner's designee. Under no conditions will the State be liable for the payment of any interest charges associated with the cost of the contract.

The State is not responsible for and will not pay local, state, or federal taxes. All costs associated with the contract must be stated in U.S. currency.

3.11 Informal Debriefing

When the contract is completed, an informal debriefing may be performed at the discretion of the project director. If performed, the scope of the debriefing will be limited to the work performed by the contractor.

3.12 Contract Personnel

Any change of the project team members named in the proposal must be approved, in advance and in writing, by the project director. Personnel changes that are not approved by the State may be grounds for the State to terminate the contract.

3.13 Inspection & Modification - Reimbursement for Unacceptable Deliverables

The contractor is responsible for the completion of all work set out in the contract. All work is subject to inspection, evaluation, and approval by the project director. The State may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the contract. The project director may instruct the

contractor to make corrections or modifications if needed in order to accomplish the contract's intent. The contractor will not unreasonably withhold such changes.

Substantial failure of the contractor to perform the contract may cause the State to terminate the contract. In this event, the State may require the contractor to reimburse monies paid (based on the identified portion of unacceptable work received) and may seek associated damages.

3.14 Termination for Default

If the project director determines that the contractor has refused to perform the work or has failed to perform the work with such diligence as to ensure its timely and accurate completion, the State may, by providing written notice to the contractor, terminate the contractor's right to proceed with part or all of the remaining work.

This clause does not restrict the State's termination rights under the contract provisions of Appendix A, attached.

3.15 Liquidated Damages

Not used

3.16 Contract Changes - Unanticipated Amendments

During the course of this contract, the contractor may be required to perform additional work. That work will be within the general scope of the initial contract. When additional work is required, the project director will provide the contractor a written description of the additional work and request the contractor to submit a firm time schedule for accomplishing the additional work and a firm price for the additional work. Cost and pricing data must be provided to justify the cost of such amendments per AS 36.30.400.

The contractor will not commence additional work until the project director has secured any required State approvals necessary for the amendment and issued a written contract amendment, approved by the Commissioner of the Department of Administration or the Commissioner's designee.

3.17 Contract Invalidation

If any provision of this contract is found to be invalid, such invalidation will not be construed to invalidate the entire contract.

3.18 Nondisclosure and Confidentiality

Contractor agrees that all confidential information shall be used only for purposes of providing the deliverables and performing the services specified herein and shall not disseminate or allow dissemination of confidential information except as provided for in this section. The contractor shall hold as confidential and will use reasonable care (including both facility physical security and electronic security) to prevent unauthorized access by, storage, disclosure, publication, dissemination to and/or use by third parties of, the confidential information. "Reasonable care" means compliance by the contractor with all applicable federal and state law, including the Social Security Act and HIPAA. The contractor must promptly notify the State in writing if it becomes aware of any storage, disclosure, loss, unauthorized access to or use of the confidential information.

Confidential information, as used herein, means any data, files, software, information or materials (whether prepared by the State or its agents or advisors) in oral, electronic, tangible or intangible form and however stored, compiled or memorialized that is classified confidential as defined by State of Alaska classification and

categorization guidelines (i) provided by the State to the contractor or a contractor agent or otherwise made available to the contractor or a contractor agent in connection with this contract, or (ii) acquired, obtained or learned by the contractor or a contractor agent in the performance of this contract. Examples of confidential information include, but are not limited to: technology infrastructure, architecture, financial data, trade secrets, equipment specifications, user lists, passwords, research data, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc).

If confidential information is requested to be disclosed by the contractor pursuant to a request received by a third party and such disclosure of the confidential information is required under applicable state or federal law, regulation, governmental or regulatory authority, the contractor may disclose the confidential information after providing the State with written notice of the requested disclosure (to the extent such notice to the State is permitted by applicable law) and giving the State opportunity to review the request. If the contractor receives no objection from the State, it may release the confidential information within 30 days. Notice of the requested disclosure of confidential information by the contractor must be provided to the State within a reasonable time after the contractor's receipt of notice of the requested disclosure and, upon request of the State, shall seek to obtain legal protection from the release of the confidential information.

The following information shall not be considered confidential information: information previously known to be public information when received from the other party; information freely available to the general public; information which now is or hereafter becomes publicly known by other than a breach of confidentiality hereof; or information which is disclosed by a party pursuant to subpoena or other legal process and which as a result becomes lawfully obtainable by the general public.

SECTION FOUR BACKGROUND INFORMATION

4.01 Background Information

The following section provides a brief overview of how the State of Alaska has structured its human resource operations in the past under a decentralized model and how it is currently structured under a centralized model.

Prior to October 16, 2003, the State of Alaska operated primarily under a decentralized model. Each of the fourteen departments within the Executive Branch included a Human Resources Office, which employed a Human Resource Manager that typically reported to the department's Administrative Services Director. Although the functions that were performed by department Human Resource staff varied over time, immediately prior to this date the functions included position allocation, nonpermanent position establishment, hire approval (including minimum qualification determinations, and advance step placement determinations), personnel action processing, time and attendance processing, lower level grievance/complaint response, and various other related tasks.

Under the decentralized model, the Division of Personnel's staffing level was approximately 40 staff. The division provided statewide policy and procedure development and guidance, oversight and maintenance of the online recruitment system, supervisory training and conducted classification studies.

Effective October 16, 2003, all human resource functions and personnel were consolidated under the Department of Administration, Division of Personnel. The goal of this centralization was to develop and implement an enterprise-wide human resources system. There were three objectives:

- Standardize human resource policies and practices within the Executive Branch
- Increase operational efficiency
- Reduce administrative costs

The staff were reorganized into program areas; Classification, Employee Services (recruitment, absence management and employee records), Technical Services (personnel action and payroll processing), Management Services (employee/labor relations), Equal Employment Opportunity, Training and Development, and Statewide Planning and Research. Technical Services and Management Services were further divided into five services centers organized by employee count and community of interest.

An internal review of the structure in early 2007 revealed that the lack of coordination and communication between programs was causing frustration both internally and externally and was a contributing factor toward the dissemination of incorrect information and essential tasks "falling through the cracks." In an effort to improve services, the division restructured into five service centers which are each under the supervision of a Human Resources Manager. Each service center provides personnel and payroll processing, recruitment services and employee/labor relations support and guidance. Classification, Equal Employment Opportunity, Training and Development and Employee Planning, Information and Research (formerly Statewide Planning and Research and Employee Records) remained as separate program areas and Statewide Human Resource Operations was created which includes recruitment and payroll related policy and procedure development, absence management and law enforcement related recruitment services. About this same time, the Division of Labor Relations was merged with the Division of Personnel to form the Division of Personnel and Labor Relations. This is the structure the division is operating under today.

It is important to note that the decision to move to a centralized model was made without discussion with key stakeholders (department management and human resources staff). Consequently, the initial restructure met significant resistance, some of which still exists today.

SECTION FIVE SCOPE OF WORK

The State of Alaska, Department of Administration, Division of Personnel and Labor Relations is seeking a contractor to perform a comprehensive study of the statewide human resources structure. The study shall identify efficiencies/deficiencies in the current centralized structure and recommend changes to maximize efficiencies and improve the quality of services provided within existing staffing levels.

The contractor will interview the division's management staff and Administrative Services Directors, as well as a sampling of line staff and client department staff to determine functions that work well and areas in need of improvement.

UPDATED 3/31/09: At a minimum, the State of Alaska will require the selected consultant to interview each of the administrative directors for the fourteen executive branch agencies, twelve DOP program managers (includes the director and deputy director), and a sampling of DOP operating staff and department (the fourteen departments) operating staff to ensure that a variety of people are spoken to.

5.01 Reliability and Validity

Due to the sensitive nature of this study, the end results must be reliable, valid and defensible. Recommendations must include the rationale for the recommendation and how any potential changes would improve current services.

5.02 Deliverables

Upon completion of the Statewide Human Resources Structure Review, the following must be presented to the State in both hard copy and electronic format. The electronic version should be in pdf format.

Preliminary Report:

The preliminary report will be provided to the State upon completion of the initial information gathering and analysis process. The report will include a detailed narrative with statements that clearly describe the methodologies used to identify the efficiencies and deficiencies within the current structure. The report will provide recommendations on changes to the current structure that will increase efficiencies and improve client services. An analysis will be included in support of each recommendation with best practices noted.

Executive Summary:

The executive summary must illustrate the results of the review and provide a brief explanation of the methodologies used to identify efficiencies and deficiencies within the current structure. The executive summary must also include a brief explanation of how the recommended changes in structure will increase efficiencies and improve client services. The executive summary should be no more than ten pages in length.

Final Report:

The final report will be a detailed narrative with statements that clearly describe the methodologies used to identify the efficiencies and deficiencies within the current structure. The report will provide recommendations on changes to the current structure that will increase efficiencies and improve client services. An analysis will be included in support of each recommendation with best practices noted.

UPDATED 3/31/09: The State expects two on-site presentations. One will be presented to the fourteen administrative services directors and the other to Department of Administration and DOP executives. Costs must include at least one trip to Anchorage and one trip to Juneau during the research portion of the contract, and at least one trip to Juneau for the presentation of the findings as described.

SECTION SIX PROPOSAL FORMAT AND CONTENT

6.01 Proposal Format and Content

The State discourages overly lengthy and costly proposals, however, in order for the State to evaluate proposals fairly and completely, Offerors must follow the format set out in this RFP and provide all information requested.

6.02 Introduction

Proposals must include the complete name and address of Offeror's firm and the name, mailing address, and telephone number of the person the State should contact regarding the proposal.

Proposals must confirm that the Offeror will comply with all provisions in this RFP; and, if applicable, provide notice that the firm qualifies as an Alaskan bidder. Proposals must be signed by a company officer empowered to bind the company. An Offeror's failure to include these items in the proposals may cause the proposal to be determined to be non-responsive and the proposal may be rejected.

6.03 Understanding of the Project

Offerors must provide comprehensive narrative statements that illustrate their understanding of the requirements of the project and the project schedule.

6.04 Methodology Used for the Project

Offerors must provide comprehensive narrative statements that set out the methodology they intend to employ and illustrate how the methodology will serve to accomplish the work and meet the State's project schedule.

6.05 Management Plan for the Project

Offerors must provide comprehensive narrative statements that set out the management plan they intend to follow and illustrate how the plan will serve to accomplish the work and meet the State's project schedule.

6.06 Experience and Qualifications

In addition to the minimum experience requirements defined in Section 2.08, Offerors must provide an organizational chart specific to the personnel assigned to accomplish the work called for in this RFP; illustrate the lines of authority; designate the individual responsible and accountable for the completion of each component and deliverable of the RFP.

Offerors must provide a narrative description of the organization of the project team and a personnel roster that identifies each person who will actually work on the contract and provide the following information about each person listed:

- a. title,

- b. resume,
- c. location(s) where work will be performed,

UPDATED 3/31/09: Remove the following and replace with:

- ~~d. itemize the total cost and the number of estimated hours for each individual named above.~~
- d. provide the % of participation in the project for each individual named above.

Offerors must provide reference names and phone numbers for similar projects the Offeror's firm has completed.

6.07 Cost Proposal

Offerors must complete the cost proposal in Attachment 1 and return it with their proposal as described in Section 1.01.

The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out in Section 2.15.

6.08 Evaluation Criteria

All proposals will be reviewed to determine if they are responsive. They will then be evaluated using the criterion that is set out in Section Seven.

An evaluation may not be based on discrimination due to the race, religion, color, national origin, sex, age, marital status, pregnancy, parenthood, disability, or political affiliation of the Offeror.

A proposal shall be evaluated to determine whether the Offeror responds to the provisions, including goals and financial incentives, established in the request for proposals in order to eliminate and prevent discrimination in State contracting because of race, religion, color, national origin, sex, age, marital status, pregnancy, parenthood, or disability.

SECTION SEVEN

EVALUATION CRITERIA AND CONTRACTOR SELECTION

**THE TOTAL NUMBER OF POINTS USED
TO SCORE THIS PROPOSAL IS 100**

7.01 Understanding of the Project (10 Percent)

Proposals will be evaluated against the questions set out below:

- [a] To what extent has the Offeror demonstrated a thorough understanding of the purpose and scope of the project?
- [b] How well has the Offeror identified pertinent issues and potential problems related to the project?
- [c] To what degree has the Offeror demonstrated an understanding of the deliverables the State expects it to provide?
- [d] To what extent has the Offeror demonstrated an understanding of the State's time schedule and that they can meet it?

7.02 Methodology Used for the Project (15 Percent)

Proposals will be evaluated against the question set out below:

- [a] How comprehensive is the methodology and to what extent does it depict a logical approach to fulfilling the requirements of the RFP?

7.03 Management Plan for the Project (15 Percent)

Proposals will be evaluated against the questions set out below:

- [a] How well does the management plan support all of the project requirements and to what extent does it logically lead to the deliverables required in the RFP?
- [b] How well is accountability completely and clearly defined?
- [c] To what extent is the organization of the project team clear?
- [d] How well does the management plan illustrate the lines of authority and communication?
- [e] To what extent does it appear that the Offeror can meet the schedule set out in the RFP?
- [f] To what degree is the proposal practical and feasible?
- [g] To what extent has the Offeror identified potential problems?

7.04 Experience and Qualifications (10 Percent)

Proposals will be evaluated against the questions set out below:

Questions regarding the personnel assigned to the project:

- [a] To what extent do the individuals assigned to the project have experience on similar projects?
- [b] To what extent are resumes complete and do they demonstrate backgrounds that would be desirable for individuals engaged in the work the project requires?
- [c] How extensive is the applicable education and experience of the personnel designated to work on the project?

Questions regarding the firm:

- [d] To what extent has the offeror demonstrated experience in completing similar projects on time and within budget?
- [e] If a subcontractor or joint venture partner will perform work on the contract, how well do they measure up to the evaluation used for the Offeror?

7.05 Contract Cost (40 Percent)

Overall, a maximum of 40 percent of the total evaluation points will be assigned to cost. The cost amount used for evaluation may be affected by one or more of the preferences referenced under Section 2.13.

Converting Cost to Points

The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out in Section 2.15.

7.06 Alaskan Offeror's Preference (10 Percent)

If an Offeror qualifies for the Alaskan Bidder Preference, the Offeror will receive an Alaskan Offeror's Preference. The preference will be 10 percent of the total available points. This amount will be added to the overall evaluation score of each Alaskan Offeror.

SECTION EIGHT ATTACHMENTS

8.01 Attachments

Attachments

1. Cost Proposal
2. Proposal Evaluation Form
3. Minimum Experience Cross Reference
4. Standard Agreement Form/Appendix A
5. Appendix B1
6. Notice of Intent to Award

Attachment 1 Cost Proposal

Offeror Name: _____

COMPLETE THIS FORM AND RETURN IT IN A SEPARATE ENVELOPE PER THE INSTRUCTIONS IN SECTION 1.01.

NOTE: THE COST PROPOSAL PORTION WILL BE EVALUATED SEPARATELY.

Offerors must provide all costs for providing the services requested in this RFP.

For evaluation of proposals, Offerors must provide an all-inclusive single cost to perform all services covered under this RFP. The cost must include all costs associated with the performance of the resulting contract, including, but not limited to, travel, administrative overhead, supplies, client software, long distance charges, salary, profit, labor, etc.

Cost: \$ _____

PROPOSAL EVALUATION FORM

All proposals will be reviewed for responsiveness and then evaluated using the criteria set out herein.

Offeror Name _____

Name of Proposal Evaluation (PEC) Member _____

Date of Review _____

EVALUATION CRITERIA AND SCORING

THE TOTAL NUMBER OF POINTS USED TO SCORE THIS PROPOSAL IS 100

7.01 Understanding of the Project—10 Percent

Maximum Point Value for this Section - 10 Points
100 Points x 10 Percent = 10 Points

Proposals will be evaluated against the questions set out below.

[a] To what extent has the Offeror demonstrated a thorough understanding of the purpose and scope of the project?

EVALUATOR'S NOTES _____

[b] How well has the Offeror identified pertinent issues and potential problems related to the project?

EVALUATOR'S NOTES _____

[c] To what degree has the Offeror demonstrated an understanding of the deliverables the State expects it to provide?

EVALUATOR'S NOTES _____

[d] To what extent has the Offeror demonstrated an understanding of the State's time schedule and that they can meet it?

EVALUATOR'S NOTES _____

EVALUATOR'S POINT TOTAL FOR 7.01 _____

7.02 Methodology Used for the Project—15 Percent

Maximum Point Value for this Section - 15 Points
100 Points x 15 Percent = 15 Points

Proposals will be evaluated against the questions set out below.

- [a] How comprehensive is the methodology and to what extent does it depict a logical approach to fulfilling the requirements of the RFP?

EVALUATOR'S NOTES _____

EVALUATOR'S POINT TOTAL FOR 7.02 _____

7.03 Management Plan for the Project—15 Percent

Maximum Point Value for this Section - 15 Points
100 Points x 15 Percent = 15 Points

Proposals will be evaluated against the questions set out below.

- [a] How well does the management plan support all of the project requirements and logically lead to the deliverables required in the RFP?

EVALUATOR'S NOTES _____

- [b] How well is accountability completely and clearly defined?

EVALUATOR'S NOTES _____

- [c] To what extent is the organization of the project team clear?

EVALUATOR'S NOTES _____

- [d] How well does the management plan illustrate the lines of authority and communication?

EVALUATOR'S NOTES _____

- [e] To what extent does it appear that Offeror can meet the schedule set out in the RFP?

EVALUATOR'S NOTES _____

[f] To what degree is the proposal practical and feasible?

EVALUATOR'S NOTES _____

[g] To what extent has the Offeror identified potential problems?

EVALUATOR'S NOTES _____

EVALUATOR'S POINT TOTAL FOR 7.03 _____

7.04 Experience and Qualifications—10 Percent

Maximum Point Value for this Section - 10 Points
100 Points x 10 Percent = 10 Points

Proposals will be evaluated against the questions set out below.

Questions regarding the personnel.

[a] To what extent do the individuals assigned to the project have experience on similar projects?

EVALUATOR'S NOTES _____

[b] To what extent are resumes complete and do they demonstrate backgrounds that would be desirable for individuals engaged in the work the RFP requires?

EVALUATOR'S NOTES _____

[c] How extensive is the applicable education and experience of the personnel designated to work on the project?

EVALUATOR'S NOTES _____

Questions regarding the firm.

[d] To what extent has the firm demonstrated experience in completing similar projects on time and within budget?

EVALUATOR'S NOTES _____

[e] If a subcontractor or joint venture partner will perform work on the project, how well do they measure up to the evaluation used for the Offeror?

EVALUATOR'S NOTES _____

EVALUATOR'S POINT TOTAL FOR 7.04 _____

EVALUATOR'S COMBINED POINT TOTAL FOR ALL SECTIONS _____

Minimum Experience Cross Reference Sheet Attachment 3

Offerors are required to complete and return this form with their general proposal. Failure to return the form may cause the proposal to be deemed non-responsive and rejected. Please note that in addition to completing the form, evidence must be provided that confirms the Offeror meets the minimum experience requirements. **If the minimum experience requirements are not met, the proposal will be deemed non-responsive and rejected.**

Acceptable evidence includes a letter from the client that verifies the Offeror performed the services as specified with Section 2.08. If a letter is not included in the proposal, the client will be contacted to verify the experience.

Note: "Human resource environment" is defined as an environment where at minimum, three of the following functions are performed for an organization of at least 15,000 employees:

- Payroll Processing
- Recruitment
- Position Classification and Salary Assignment
- Training and Development
- Workforce Planning
- Employee/Labor Relations

	Minimum Experience Required	Length of Time in Requirement	Location of Evidence within Proposal	Name of Client/Contact Name/Telephone #/Email Address
1. Firm must have at least five years of experience within the past ten years performing organizational design studies and analyses within the public sector human resource environment.	Five years			
2. Personnel: At least one person(s) assigned to the project must have at least three years experience within the last seven years in organizational design and analyses and have completed at least two consulting projects of similar scope and size within the public sector human resource environment.	Three years			

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Example of language for the client letter to meet Requirement 1:

To Whom It May Concern:

This is to verify that Acme HR Consultants has provided human resources consulting for XX.

Acme HR Consultants has provided the services for over five years, beginning in March 2004 to present date.