Preparing Requests for Proposals



Presented by: Melissa Pettrey Senior Buyer

Process/Law Changes to Help You

Simplify RFP (2018)

- Revising the Request for Proposal and Expression of Interest Standard Formats to provide clarification and more ease of use
- The Purchasing Division created an RFP Recommendation for Award template, which includes a certification for the manual search verifications, removing the need for agencies to print them as documentation. These templates, which streamline the recommendation for award process, are now required (effective Oct. 1, 2022).

Expand RFP Availability (2018)

 Lowering the limit from \$250,000 to \$100,000 for allowable use of the Request for Proposal process, upon the Purchasing Director's approval

ebrating 90 Years of West Virginia Purchasing

Part 1: Preparing an RFP

Objectives:

- Learn to prepare and adequately plan for a Request for Proposals (RFP), including how to submit the appropriate request in wvOASIS
- Review the various sections of the RFP Standard Format
- Learn the two parts included in the process, technical and cost
- Better understand the role of the RFP evaluation committee in the evaluation process.
- Better understand the basis for awarding contracts utilizing the RFP method of procurement.
- To determine which vendor can provide the service at the best value to the state of West Virginia.

Planning: Determine the Procurement Method

Request for Proposals

- Two-part process (technical and cost)
- Willing to entertain multiple solutions
- Limited to service contracts
- Subjective and objective evaluations
- Award to highest scoring (70% technical / 30% cost)
- Less mandatories than RFQ

Request for Quotations

- Know what you want or only one solution is acceptable
- Standard procurement method for goods and services
- Only objective evaluation
- Award to lowest responsible bidder



- Conduct market research (begin planning for your vendor lists on the wvOASIS requisition)
- RFP's are reserved for procurements over 100k where best value is required
- Written pre-approval required from Purchasing Division (WV-110) for estimated dollar value over 100k
 - Description of project
 - Estimated dollar value
 - Should you need RFP for under 100k, make your case
 - Under \$100,000 may be approved by Director
 - Why the RFP process is the best suited procurement method



Request letter WV110 Revised 07/01/2019



REQUEST FOR PROPOSAL: Agency Approval Request

Instructions

Statutory Authority: Pursuant to W. Va. Code §5A-3-10b, and W. Va. CSR §148-1-7.7, a state agency may request, and the Director of the Purchasing Division may approve, the use of a request for proposal provided that certain requirements are met. Those requirements have been incorporated into this request form

Agency Request: By submitting this form, the agency identified below is requesting that the Purchasing Division grant permission to utilize the request for proposal method of procurement. The requesting agency must completely fill out the form and include any additional documentation that supports its request when submitting this form.

Requestor Information

- Agency / Department: West Virginia Office of Technology/Department of Administration
- Procurement Officer: Andrew Lore, ISMII/Procurement Manager
- Date of Request: August 12, 2022

General Information

- Description of service being sought with RFP:

The West Virginia Office of Technology (WVOT) is requesting permission to utilize the Request for Proposal (RFP) process in order to obtain consulting services for a strategic review of the WVOT's business and technical operations. The winning Vendor will supply the WVOT with a top-to-bottom strategic review of its current operating environment, provide specific deliverables to WVOT Senior Leadership, and make recommendations to align with best practices for the industry. This request is in direct response to the 2022 WV Legislative Session.

- Estimated Budget (Spend through contract established by RFP):

\$2,000,000\$ for two firm-fixed phases and hourly consulting services. The WVOT will utilize an Excess appropriation for the 2022 WV Legislature.

Solicitations utilized to procure this service in the Past:

This is a new initiative for the WVOT but is not dissimilar to the review recently released by the Department of Health and Human Resources. This is also a rebid of the failed solicitation below:

	Date of Procurement	Procurement Folder Number	Type of Procurement (RFQ, RFP, Direct Award, Etc.)
1.	Closed 07/12/2022	1057641	CRFP OOT22*02
2.			
3.			

Support for Request for Proposal

 Provide justification explaining why an evaluation based on price and compliance with specifications alone (request for quotation) would not be adequate.

The WVOT is requesting use of the RFP process for two main reasons: 1. The WVOT is seeking to partner with a Vendor that has relevant experience in both providing strategic reviews of technology-based government entities and success in assisting those entities in transform business practices. 2. While many Vendors may claim that they have the experience to accomplish a robust review and deliver the required outcomes, the evaluation of a Vendor's experience and qualifications is vital for the success of the project.

The WVOT's business and operating model is unique. The WVOT cares for approximately 25,000 users across the State and is charged with providing and overseeing those users' technical needs. Over the years, however, with changes in staff and little in-depth analysis, it is unclear how the State can better leverage modern technologies to reduce/replace existing systems. There are seven specific areas the WVOT would like for the Vendor to concentrate on: Technology Investment Management, Enterprise IT Spend, Technical Debt, Technology Spend Analysis, Project Assurance, Information Technology and Investment Portfolio System, and Enterprise Architecture.

Contracting with a Vendor with experience in the technology industry, as well as working with government entities, is crucial for the WVOT to meet its goals. Additionally, it is not only important for the Vendor to have that relevant experience, but it is equally as important for the WVOT to be able to evaluate the Vendor's approach and methodology in delivering the requested services. In short, not all consulting services are equal. By utilizing the RFP process, the WVOT can evaluate and compare Vendor responses in a way the standard RFQ does not allow.

- Explain how utilizing the RFP method of procurement is in the best interest of the State.

The RFP process is in the best interest of the State because it allows for best value. While the WVOT could obtain a Vendor with the RFQ process, the WVOT and its agencies would lose the advantages of evaluation, specifically subject matter expertise and experience critical to the project's success. Additionally, because this will affect all the WVOT's customers, and because the work outputs will be used to engage with the Legislature directly, obtaining the best value firm is paramount. Rather than 'low cost, meeting specifications', the complexity and importance of this initiative requires careful consideration of Vendor solutions and the RFP process.

Additional Information/Special Requests

The WVOT is requesting the inclusion of 'progress payments' for the subsequent contract. The WVOT has determined benchmark moments for the project phases and the appropriate compensation for each of those. By allowing for progress payments, the WVOT will be able to compensate the Vendor for its work in stages and motivate the Vendor to reach the next phase of the project in a timely manner.

No special term is being requested – the resulting contract will be the standard term (one year plus three optional annual renewals). The contract will be a CMA with the phases projected to be completed by the end of year two and professional services hours released as needed. Should the project be finished, the WVOT would simply not renew the contract for the remaining optional renewal years.

Should you need any further information, please do not hesitate to contact me.

C.K	08/12/2022	
Agency Frocurement Officer Signature	Date:	
For Purchasing Division's Use Only		
☐ Request to Utilize RFP Denied		
🖈 Request to Utilize RFP Approved		
L Min	08/12/22	
Purchasing Director / Designee Signature	Date:	

Who should be on your evaluation committee?

- Identify and justify committee members and advisors. Include any request for an irregular committee (i.e. more than five members, Procurement Officer not a member, etc.)
- Committee request form due with requisition prior to publication of solicitation
- No evaluation can commence without approved Committee request form (WV-111)



Who should be on your evaluation committee?

- Voting members (3-5) (must have pre-approval for more than five)
 - Chairperson
 - Mediates discussions and time management
 - Prepares consensus evaluation
 - Represents committee in protest
 - Agency Procurement Officer (must have pre-approval to not participate; can be primary or backup)
 - Subject matter experts
- Non-voting advisory members



Who should be on your evaluation committee?

- Names must be submitted prior to the release of the RFP
 - RFP evaluation training required for the agency procurement officer serving on the committee
 - All other voting members are encouraged to take the training prior to commencing the evaluation
- What is their role in the evaluation process and when do you get them involved? Committee members and advisors are required to submit the Non-Conflict of Interest form.

- Include any other request for pre-approval from Purchasing (i.e. long-term contract, etc.)
- Submit by email to your Purchasing Division Buyer, who will forward to the Director (or his designee) for review and approval/rejection
- Attach all pre-approvals to a Procurement Note and comments such as "RFP Pre-approvals" in the requisition's Procurement Folder.



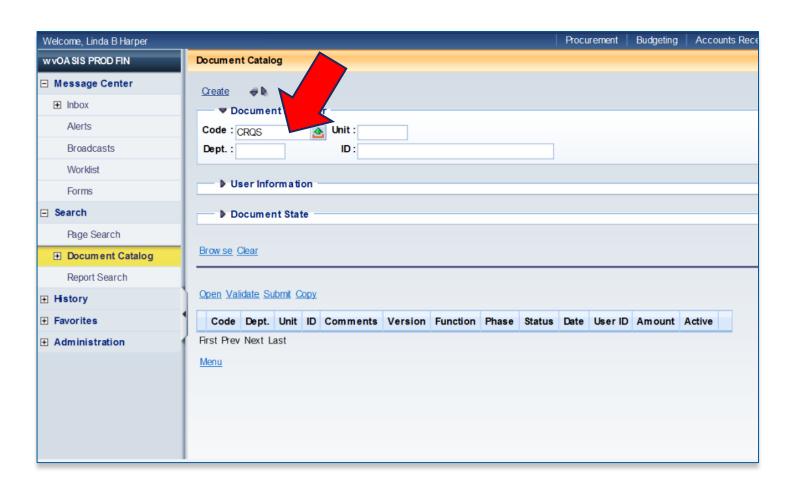
What type of Requisition should you use?

- Centralized Purchasing Requisition (CRQS) for an Award Document that you anticipate will be fixed cost: CPO or CCT
- Centralized Master Agreement Requisition (CRQM) for an Award Document that you anticipate will be Open-Ended: CMA



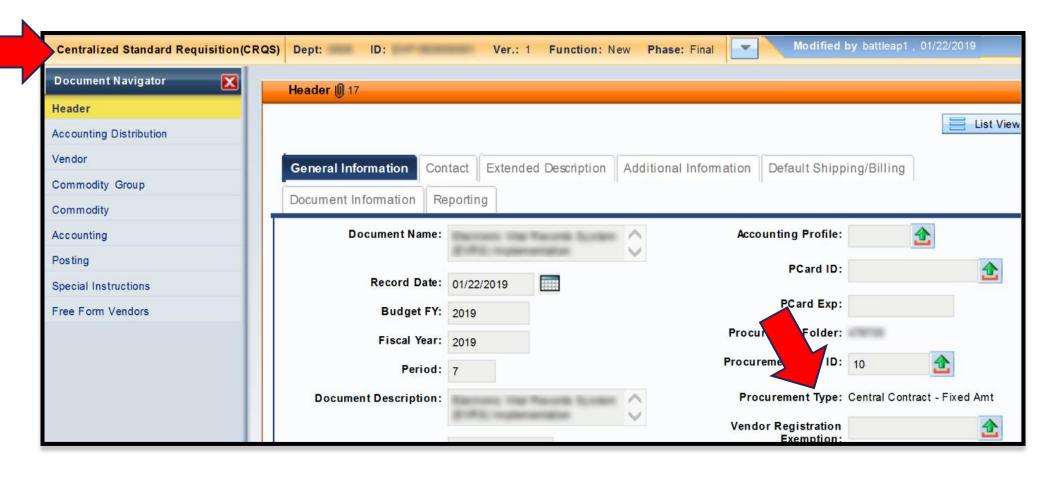
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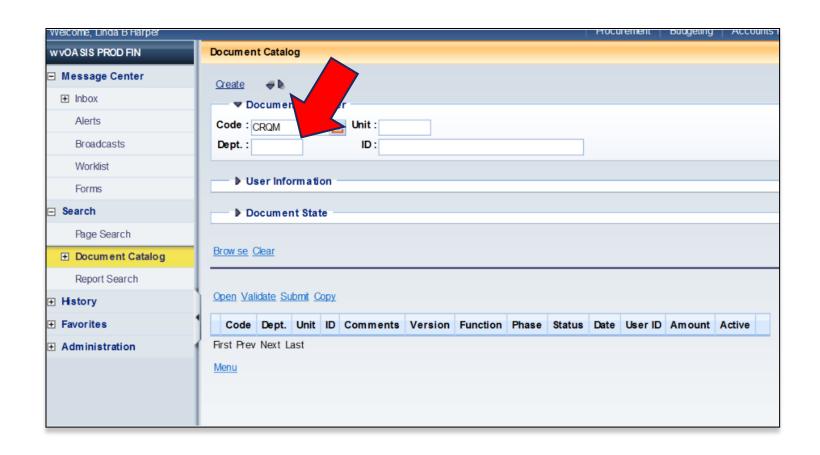
What type of Requisition should you use?

• CRQS (Centralized Purchasing Requisition)



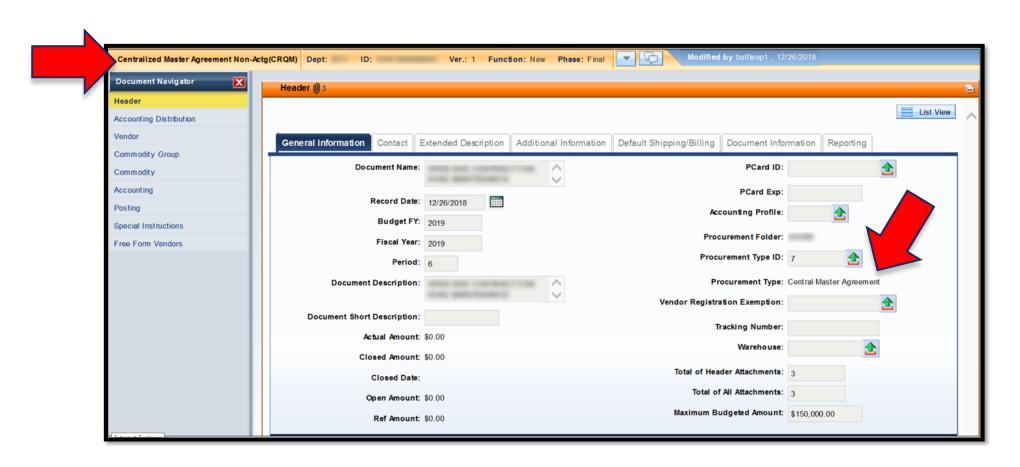
What type of Requisition should you use?

 Centralized Master Agreement Requisition (CRQM) for an Award Document that you anticipate will be Open-Ended: CMA



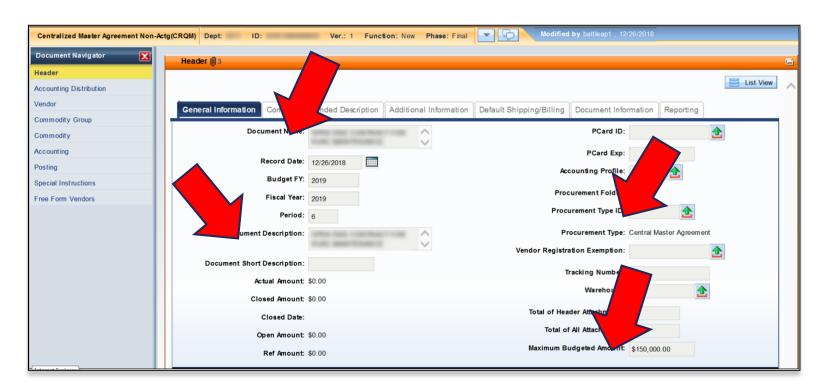
What type of Requisition should you use?

• CRQM (Centralized Master Agreement Requisition)



How do you complete the Requisition?

- Header:
 - Document name and document description
 - Procurement Type ID (CPO, CCT, or CMA? Consequences of wrong choice?)
 - Maximum budgeted amount



How do you complete the Requisition?

- Header, Continued
 - Shipping/Billing
 - Reporting 1 Field: Number 8, Request for Proposal
 - Attachments:
 - Completed RFP Standard Format with attachments
 - Purchasing Master Terms and Conditions (see Sections Two and Three)

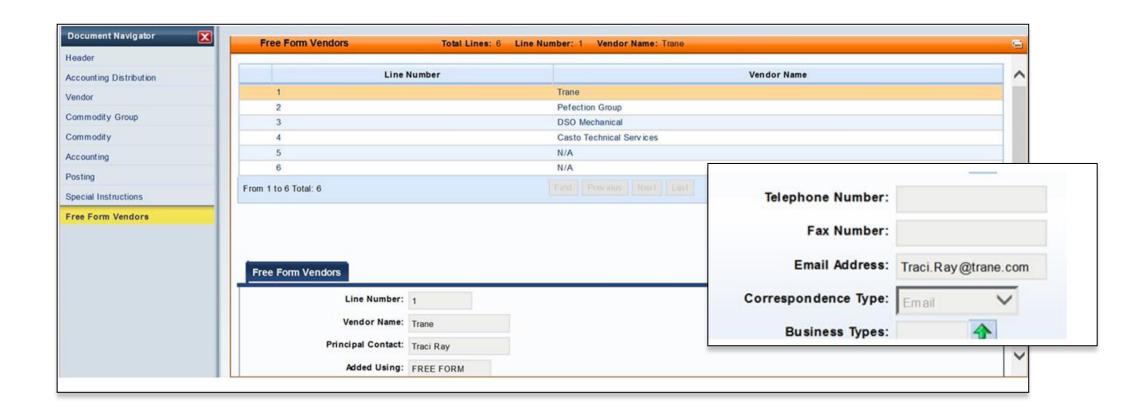


How do you complete the Requisition?

- Vendor Lists
 - Vendor: Use wvOASIS entities
 - Free-Form Vendor:
 - For non-wvOASIS entities, or
 - wvOASIS entities where Agency has alternate contact information than what appears in VCUST, or
 - Agency representatives who want notified of publication in the VSS (Default Correspondence: Email)

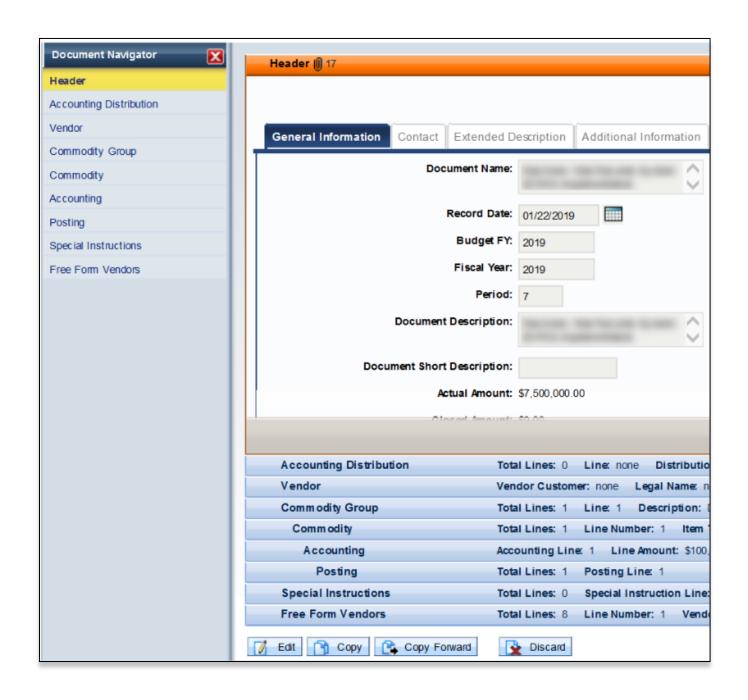
How do you complete the Requisition?

Vendor List



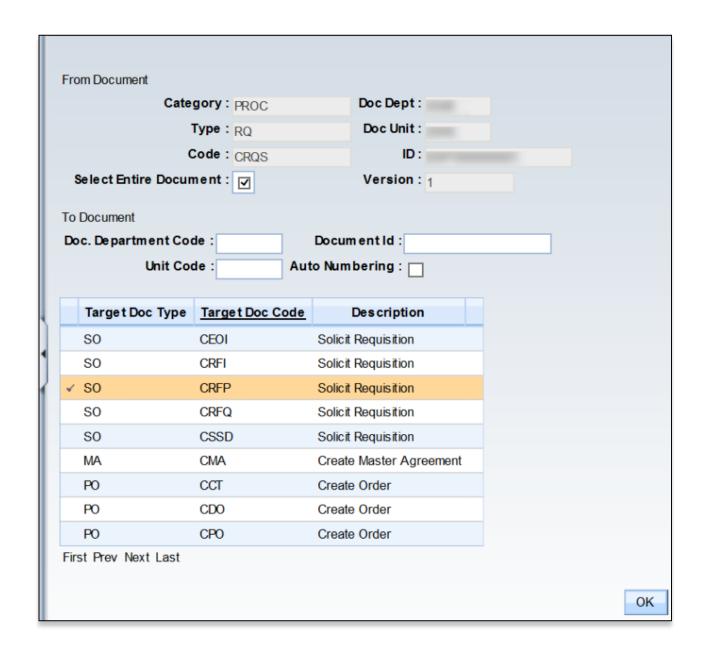
How do you complete the Requisition?

 Processing: Validate and Submit



How do you complete the Requisition?

 Once you have submitted your Requisition, your Buyer will generate CRFP document by Copying Forward from the Final Requisition and completing the information in the "To Document" section



Section 1: General Information and Instructions

Current Standard Format

REQUEST FOR PROPOSAL

(Agency Name and RFP #)

TABLE OF CONTENTS

- 1. Table of Contents
- 2. Section 1: General Information and Instructions
- 3. Section 2: Instructions to Vendors Submitting Bids
- 4. Section 3: General Terms and Conditions
- 5. Section 4: Project Specifications
- 6. Section 5: Vendor Proposal
- 7. Section 6: Evaluation and Award
- 8. Certification and Signature Page

SECTION 1: GENERAL INFORMATION

1.1. Introduction:

The West Virginia Department of Administration, Purchasing Division (hereinafter referred to as the "Purchasing Division") is issuing this solicitation as a request for proposal ("RFP"), as authorized by W. Va. Code §5A-3-10b, for the [insert official title of state agency] (hereinafter referred to as the "Agency") to provide [insert goods and/or services to be provided].

The RFP is a procurement method in which vendors submit proposals in response to the request for proposal published by the Purchasing Division. It requires an award to the highest scoring vendor, rather than the lowest cost vendor, based upon a technical evaluation of the vendor's technical proposal and a cost evaluation. This is referred to as a best value procurement. Through their proposals, vendors offer a solution to the objectives, problem, or need specified in the RFP, and define how they intend to meet (or exceed) the RFP requirements.

First page of Section 2 of RFP template should be intentionally left blank

Section 2: Instructions to Vendors Submitting Bids

- Located in the master terms and conditions and contains information regarding the following:
 - Pre-bid meetings (Agency)
 - Deadline for vendor questions (Buyer, with Agency input)
 - Verbal communication guidelines (fixed)
 - Bid submission and opening (Buyer, with Agency input)
 - Addendum acknowledgment (fixed)
 - Bid formatting (e.g., convenience copies, Agency)



First page of Section 3 of RFP template should be intentionally left blank

Section 3: General Terms and Conditions

- General terms and conditions are to be completed and added to this section of the RFP:
 - Contract term
 - Quantities (if applicable)
 - Insurance requirements
 - Liquidated damages



Section 4: Project Specifications

- 4.1. Background and Current Operating Environment (where work will be performed, current processes, etc.)
- 4.2. Project Goals and Mandatory Requirements
 - Separate more clearly goals and objectives from mandatory project requirements and how they should be split
- 4.3. Qualifications and Experience
- 4.4. Oral Presentations



Section 4, Subsection 4.2: Project Goals (desirables, non-mandatory) and Mandatory Requirements

- 4.2.1 Goals and Objectives
 - Give the vendor an overview of your problem(s)
 - Define the expectations for evaluating responses in terms of meeting the project goals (What would you like to have, if possible?)
 - Use as benchmarks for deductions and should be flexible enough to allow for the vendor to propose how they will meet your goals (solve your problem)



Section 4, Subsection 4.2.2

- 4.2.2 Mandatory Project Requirements
 - Must be met by the vendor
 - May score vendors if they exceed the mandatory requirement
 - Best solution to mandatory requirement gets all points for that requirement, and lesser solutions that still met mandatory get point deductions



Meets vs. Exceeds

- Take points away instead of adding points
 - Phone is an example
 - Mandatory need something to talk on
 - Motorola meets mandatory but not as good as iPhone
 - iPhone gets full points, Motorola gets points taken away
 - "iPhone sets the bar"
 - Warranty just because it's longer doesn't mean it holds more value



Section 4, Subsection 4.3: Qualifications and Experience

- 4.3.1 Qualification and Experience Information (desirables, non-mandatory)
 - Vendor to describe how it meets the desirable qualification and experience requirements listed in this section



Section 4, Subsection 4.3: Qualifications and Experience

- 4.3.2 Mandatory Qualification/Experience Requirements
 - Must be met by the vendor
 - Failure to meet will lead to disqualification
 - May score vendors if they exceed the mandatory requirement.
 - Best solution to mandatory requirement gets all points for that requirement, and lesser solutions that still met mandatory get point deductions

Cost Sheet

Attachment A: Cost Sheet

- Must match the content of the specifications
- Must allow for an "apples to apples" comparison of the received proposals
- Should consider all factors applicable to the cost to assure that the lowest received cost is the lowest cost for the project
- Must match the intent of the Award document (Type: Item vs Type: Service)

Additional attachments should be included after Attachment A Cost Sheet



Section 4, Subsection 4.4: Oral Presentations

Optional for agency

Used to clarify information as part of submitted proposal

Scored as part of technical proposal



Technical Evaluation

- Oral presentations
 - If required by the Agency, all Vendors participating in the RFP will provide an oral presentation
 - Any vendors missing mandatory requirements are not invited to orals
 - Permitted for clarification only
 - May not alter, add, subtract, or otherwise modify the content of the vendor's proposal
 - Agency may have set guidelines for oral interview/demonstration
 - Conducted in the same format (call-in vs. in-person)



Section 5: Vendor Proposal

- 5.1 Economy of Preparation
- 5.2 Incurring Cost
- 5.3 Proposal Format
 - 5.3.1 Two-Part Submission
 - Technical and Cost
 - 5.3.2 Title Page
 - Includes RFP subject, number, vendor's name, signature, date and other contact information



Section 5: Vendor Proposal, Continued

- 5.3 Proposal Format
 - 5.3.3 Table of Contents
 - Clearly identified by section and page number
- 5.3.4 Response Reference
- 5.3.5 Proposal Submission



RFP Standard Format / Evaluation

Section 6: Evaluation and Award

- 6.1 Evaluation Process
 - Proposals evaluated in two parts: technical and cost
- 6.2 Evaluation Criteria
 - Proposals will be evaluated based on criteria in the solicitation and information in the responses.
 - The technical evaluation will be based upon the point allocations designated on the next slide for a total of 70 of the 100 points. Cost represents 30 of the 100 total points.
 - 1,000 point scale can be used if needed (refer to Purchasing Division Handbook)

Evaluation Criteria

• All evaluation criteria must be clearly defined in the specifications section of the RFP and based on a 70/30 scoring split where 70% of the total score is based on the technical evaluation and 30% of the score based on the cost evaluation. Any deviation from this 70%/30% point allocation must be approved in writing by the Purchasing Director.



Evaluation Criteria

• Note: The most common scoring is based on a 100 point scale with 70 points for technical scoring and 30 for cost scoring. The second most common scoring is a 1,000 point scale with 700 points for technical scoring and 300 for cost. The 1,000 point scale is used to obtain more granularity in point allocation. Agencies are permitted to use any point scale provided that 70% of the total points in the scale are designated for technical scoring and 30% for cost scoring, and technical points are limited to whole numbers. Any other point percentage allocation must be approved in writing by the Purchasing Division in advance.



RFP Standard Format / Evaluation

Evaluation Point Allocation:

Project Goals and Proposed Approach

Approach & Methodology to Goals/Objectives (#) Points Possible

 Approach & Methodology to Compliance with Mandatory Project Requirements

(#) Points Possible

Qualifications and experience

- Qualifications and Experience Generally (#) Points Possible

 Exceeding Mandatory Qualification/Experience Requirements

(#) Points Possible

(Oral interview, if applicable) (#) Points Possible

Total Technical Score: 70 Points Possible

Total Cost Score: 30 Points Possible

Total Proposal Score: 100 Points Possible

RFP Standard Format / Evaluation

Section 6: Evaluation and Award

- 6.3 Technical Bid Opening
 - Proposals are provided to the Agency evaluation committee for technical evaluation

- 6.4 Technical Evaluation
 - Committee will review, assign points, and make a final written recommendation



RFP Standard Format/ Evaluation

Section 6: Evaluation and Award

- 6.5 Proposal Disqualification
 - 6.5.1 Minimum Acceptable Score ("MAS"):
 - Vendors must score a minimum of 70% (49 points) of the total technical points possible in order to have their cost proposal evaluated.
 - 6.5.2 Failure to Meet Mandatory Requirement:
 - Vendors must meet all mandatory requirements in order to have their cost proposals evaluated. Proposals failing to meet one or more mandatory requirements of the RFP will be disqualified.



Minimum Acceptable Score

- Determine which vendors meet the minimum acceptable score, known as MAS
 - 70% of the technical points available
 - 49 points in most typical RFPs
- Vendors not meeting MAS or failing to meet a mandatory specification are disqualified



Evaluation Criteria: *Mandatory Requirements*

- Failure to meet a mandatory requirement will result in disqualification
- Cross comparison on meeting mandatories allowed
 - Vendor should describe how it meets or exceeds all the mandatory requirements
 - Best in class receives full points; points deducted from other vendor proposals as long as base mandatory requirement is met
 - Scores included in technical score



- If there was a mandatory pre-bid meeting, did highest scoring vendor attend?
- Did the vendor propose alternate terms and conditions?
 - If any Terms and Conditions other than the Purchasing Master are submitted, Purchasing Division buyer needs notified ASAP.
 - Boilerplate Terms and Conditions. If covered in WV-96, easy.
 - Exceptions require a deeper dive evaluation committee must review this and consider if vendor meets or not
 - Identify in independent review but discuss with committee

- Committee Member Independent Review
 - Re-review RFP document
 - Check mandatory requirements
 - Review and independently score proposals
 - All proposals start with a perfect score
 - Deductions taken for deficiencies
 - Deductions also taken if cross comparison results in better or worse solution



- Collective Committee Member Evaluation Review
 - Discuss mandatory requirements
- Review independent scoring for each proposal
 - Discuss scores and reasons why score is appropriate
- Determine consensus score



- Final evaluation signed by all voting members
 - be careful about use of language, positive or negative
 - "Vendor failed to fully respond to..."
 - becomes a factor during protest
- Submitted to the Purchasing Division
 - Buyer reviews for:
 - Clarity and consistency in deductions
 - Content
 - Scores (whole numbers only)
- Best Value Committee Review of Technical Proposal
 - completed at Purchasing Division



Cost Opening & Evaluation

- Preparing for Cost opening
 - After buyer agrees and best value review committee signs off, buyer schedules cost opening, usually for next day
 - All vendors notified via email
 - All cost bids are opened (FOIA/bid disclosure laws)
 - Only those vendors who meet the minimum acceptable score will have their cost considered
 - Agency reviews cost formula Cost goes to best value review committee



RFP Standard Format / Evaluation

Section 6: Evaluation and Award

- 6.6 Cost Opening
 - All cost proposals received will be opened.
 - Cost proposals for disqualified vendors will be opened for record keeping purposes only and will not be evaluated or considered.
 - Proposals will be provided to the Agency evaluation committee for cost evaluation.

Cost Opening & Evaluation

Step 1: Lowest Cost of All Proposals / Cost of Proposal Being Evaluated = Cost Score Percentage

Step 2: Cost Score Percentage X Points Allocated to Cost Proposal = Total Cost Score

Example:

Proposal 1 Cost is \$1,000,000

Proposal 2 Cost is \$1,100,000

Points Allocated to Cost Proposal is 30

Proposal 1: Step 1 - 1,000,000 / 1,000,000 = Cost Score Percentage of 1 (100%)

Step $2 - 1 \times 30 = \text{Total Cost Score of } 30$

Proposal 2: Step 1— \$1,000,000 / \$1,100,000 = Cost Score Percentage of 0.909091

(90.9091%)

Step 2 - 0.909091 X 30 = Total Cost Score of 27.27273

The Final Evaluation

- RFP Recommendation for Award Template
 - must be clear on disqualifications and what part of the proposal speaks to the missed mandatory requirements
 - Add cost scores to technical scores
 - Show all math and double check for accuracy
- Don't include Best and Final Offer
 - can't be used to negotiate lower prices
- Final Evaluation and Award Recommendation submitted to the Purchasing Division for final Best Value Committee review and award.
 - Signed by all voting members
 - Both Technical & Cost scoring sheets must be included with this submission.

Contract Management

- Purchasing Division Procedures Handbook, Section 6.5
 - For contracts of commodities and services exceeding \$1 million, the following contract management procedures apply:
 - Post award conferences: Ensure a clear and mutual understanding of all contract terms and conditions and the respective responsibilities of all parties
 - Monitoring: Measure outcomes, monitor compliance with contract requirements, and assess contractor performance
 - Reports: Status reports and activity reports



Effective Evaluations



- A good evaluation can help:
 - Avoid protests
 - Prevent cancellations
 - Keep your name and/or project name out of the media

- Reduce bias and/or the appearance of impropriety
 - Ethics
 - Impartiality

QUESTIONS



