

**OHIO ATTORNEY GENERAL'S OFFICE  
REQUEST FOR PROPOSALS**

**COLLECTIONS ENFORCEMENT PROCESS REVIEW CONSULTANT**

**RFP Identifier: AGO-Collections Enforcement**

**Sealed Proposals must be received by:**

**Ohio Attorney General's Office  
Collections Enforcement Section  
[Marcia.Macon-Bruce@ohioattorneygeneral.gov](mailto:Marcia.Macon-Bruce@ohioattorneygeneral.gov)**

**On or before:**

**July 27, 2012 at 4:00 PM local time**

## TABLE OF CONTENTS

<u>Section</u>		<u>Page</u>
<b>SECTION 1.0</b>	<b>RFP OVERVIEW</b>	
	1.1 Purpose	3
	1.2 Mission of the Attorney General’s Office	3
	1.3 Timetable	3
<b>SECTION 2.0</b>	<b>SUBMISSIONS AND INQUIRIES</b>	
	2.1 Proposal Submission	4
	2.2 Communications and Inquiries	5
	2.3 Public Record Information	5
<b>SECTION 3.0</b>	<b>FORMAT AND REQUIREMENTS</b>	
	3.1 Proposal Format	6
	3.2 Cover Letter	6
	3.3 Proposal Content	6
<b>SECTION 4.0</b>	<b>SCOPE OF WORK</b>	
	4.1 Scope of Work	7
	4.2 Project Specifics	7
<b>SECTION 5.0</b>	<b>EVALUATION</b>	
	5.1 Evaluation Process	8
	5.2 Method of Award	9
<b>SECTION 6.0</b>	<b>APPLICANT WARRANTIES AND CERTIFICATIONS</b>	
	6.1 Applicant Warranties and Certifications	10

## SECTION 1.0 RFP OVERVIEW

### 1.1 Purpose

This Request for Proposals (this “RFP”) is issued by the Ohio Attorney General (the “AGO”) to engage a consultant to examine and evaluate the Collections Enforcement section’s organizational structure and business operations. The selected consultant will analyze current collections-related operations, workflows, policies and procedures, and make recommendations for improving AGO internal collections procedures to maximize the amount of annual dollars recovered on behalf of its state clients. The selected consultant will assist the AGO in establishing proper business logic for account assignments and payment processes.

### 1.2 Mission of the Ohio Attorney General’s Office

The mission of the AGO is to protect Ohio families and represent all state agencies, boards, commissions, and institutions. This very important work is accomplished through numerous programs and services that provide justice, root out public wrongdoing, and uphold the law. As a part of this work, the AGO Collections Enforcement section, pursuant to Ohio Revised Code 131.02, is responsible for collecting outstanding debt owed to the State of Ohio, including state colleges and universities. The section performs collections for over 150 public sector clients, including state agencies, institutions and local government entities with millions of dollars in accounts receivables. Account types include taxes, fines, penalties, service fees, worker’s compensation debts, student loans, and hospital receivables.

### 1.3 Timetable

RFP Release	July 16, 2012
Inquiry Period	July 17, 2012 through July 25, 2012
Deadline to Submit Proposals	July 27, 2012 by 4:00 PM local time
Proposal Review	July 30, 2012 through August 10, 2012
Applicant Presentations, if any	To be determined
Contract Award	Estimated August 17, 2012
Contract Period	Until June 30, 2013 renewable at the AGO’s discretion for up to one year (through June 30, 2014)

The AGO may, at any time and in its sole discretion, adjust the dates listed above. The AGO shall incorporate any schedule changes or other amendments to this RFP according to the process identified in Section 2.2, Communications and Inquiries.

While the RFP dates are subject to change, respondents to this RFP (each, an “Applicant”) must be prepared to meet them as they currently stand. **Any failure to meet a deadline or the assertion of any objection to the dates for performance may result in the AGO, in its sole discretion, refusing to consider the Applicant’s response to this RFP (each, a “Proposal”).**

The AGO may, at any time and in its sole discretion, request additional information to assist in the review process, reissue the RFP requiring new proposals from interested parties, or reject all Proposals if it determines that it is in the AGO’s best interests to do so.

## SECTION 2.0 SUBMISSIONS AND INQUIRIES

Proposals are sought from organizations with an interest and expertise in business process review and management consulting. In particular, the AGO seeks organizations with extensive knowledge of and experience with Collection Operations and or with government entities that process accounts payable and accounts receivables.

To be considered, Applicants must respond to this RFP and clearly demonstrate how they meet the requirements stated herein.

Organizations holding a current State Term Schedule (STS) are encouraged to respond, and to include with their Proposal a copy of their current STS.

Ohio-based organizations are encouraged to respond.

### 2.1 Proposal Submission

All Proposals must be sent in pdf format via electronic mail to: [Marcia.Macon-Bruce@ohioattorneygeneral.gov](mailto:Marcia.Macon-Bruce@ohioattorneygeneral.gov) and must be received no later than 4:00 p.m. local time on Friday, July 27, 2012. Any Proposals received in hard copy or by facsimile may be rejected as nonresponsive. **Proposals received after 4:00 p.m. local time on July 27, 2012 will not be considered for review. Requests for extensions of the deadline will not be granted.** Late Proposals will remain unopened and will not be returned. Incomplete Proposals will not be accepted or considered and will not be returned. The AGO will reject late responses regardless of the cause for the delay.

An individual who is authorized to bind the Applicant to the provisions of the Proposal must sign the Proposal prior to submission. Proposals must address all requirements of this RFP.

It is essential that Applicants carefully review all elements in their Proposals. Once submitted, Proposals cannot be altered, except as allowed by this RFP. The AGO may also reject any Proposal that it believes is not in its interests to accept and may decide not to do business with any Applicant. Moreover, the AGO may decide to cancel this RFP for any reason, or issue another RFP, if it is in its best interests to do so.

The AGO shall not be liable for any costs incurred by an Applicant in responding to this RFP,

including any expenses associated with a presentation at the AGO's offices in Columbus, Ohio, regardless of whether the AGO awards any Contract (as defined below) through this process, decides to cancel this RFP for any reason, or issues another RFP, if it determines that it is in its best interests to do so.

The AGO is not responsible for the accuracy of any information that was gathered through a source different from the inquiry process described in the RFP.

The AGO prohibits multiple Proposals from a single Applicant. Only the first Proposal submitted by an Applicant will be eligible for consideration.

## **2.2 Communication and Inquiries**

From the date of release of this RFP until an Applicant is selected and a Contract executed, Applicants shall not communicate with any AGO staff and/or reviewer concerning this RFP, except by the methods described herein. The AGO may, in its sole discretion, reject the Proposal of an Applicant who attempts unauthorized communications with any member of the AGO staff.

Upon release of this RFP, Applicants may submit questions regarding the RFP in writing and via email to [Marcia.Macon-Bruce@ohioattorneygeneral.gov](mailto:Marcia.Macon-Bruce@ohioattorneygeneral.gov) with the subject line: "RFP Collections Consultant Inquiry." Questions will be accepted until July 25, 2012 at 4:00 PM local time. The questions and answers will be promptly posted to the AGO's web site. After July 25, 2012, Applicants may not communicate any further questions regarding the RFP to the AGO.

The AGO reserves the right to clarify or modify the RFP through the issuance of written amendments. Such amendments may set forth changes including, but not limited to, modifications of, additions to, or deletions of, any of the requirements and specifications set forth in the RFP. Copies of such amendments shall be posted to the AGO's web site and provided to all parties who have submitted an intent to submit a proposal via email notification to [Marcia.Macon-Bruce@ohioattorneygeneral.gov](mailto:Marcia.Macon-Bruce@ohioattorneygeneral.gov) not later than July 25, 2012.

Nothing in this RFP or any communication between the AGO and any Applicant shall be deemed to grant any Applicant an awarded Contract. Appointment as a consultant shall only become effective upon execution of a written Contract and fulfillment of the established procedures of the AGO.

## **2.3 Public Record Information**

The AGO is subject to the requirements of the Ohio Public Records Law, O.R.C. Section 149.43. Accordingly, Applicants are advised that information and other materials submitted in response to this RFP or in connection with any Contract resulting from this RFP may be subject to disclosure as a public record, except to the extent the materials are protected from disclosure by applicable state and/or federal laws.

By submitting a Proposal, the Applicant agrees that if, after a request for disclosure is made, litigation is brought attempting to compel production of the material or to protect the materials from production, the Applicant shall be solely responsible, at its cost, for establishing the basis

for non-disclosure of the information. Further, if an appropriate tribunal determines that the information must be disclosed or fails to protect the information from disclosure, the AGO will release the material and the Applicant shall indemnify and hold the AGO harmless and immune from any and all claims for injury or damages arising out of the litigation including, but not limited to, attorneys' fees.

## **SECTION 3.0 FORMAT AND REQUIREMENTS**

### **3.1 Proposal Format**

Proposals must be double-spaced on 8½-inch by 11-inch paper with one-inch margins, and must include the RFP identifier on each page of the Proposal. Proposals are to be converted to pdf format and submitted via email to the address above.

### **3.2 Cover Letter**

A cover letter is required with every Proposal submission. The letter shall be in the form of a standard business letter, on company letterhead, and shall be signed by an individual authorized to legally bind the Applicant. It must contain:

- The name, telephone number, mailing address and email address of a contact person with authority to answer questions regarding the Proposal and an individual to be notified regarding contractual issues.
- A summary of the Applicant's knowledge, experience and ability to perform the work requested in the RFP.
- The total cost of the proposed work, the proposed number of hours needed to complete the work and a proposed engagement start and end date.
- An affirmation that the Applicant will undertake the project stated in the Proposal.
- An affirmation that all statements made in the cover letter and Proposal are true and accurate.

### **3.3 Proposal Content**

Proposals are to be prepared in such a way as to provide a straightforward, concise description of Applicant's capabilities to satisfy the requirements described in Section 4.0 of this RFP. Emphasis should be on conformance to the RFP instructions, responsiveness to the RFP requirements, completeness and clarity of content. Costs for developing Proposals are entirely the responsibility of the Applicant and shall not be chargeable to the AGO and/or the State of Ohio. Errors or omissions may cause rejection of the Proposal. Applicants must agree to all conditions contained in this RFP and Proposals must provide sufficient information to fully establish the Applicant's ability to satisfy all requirements and perform all of the actions, activities and functions described in this RFP.

Minimum Qualifications of Applicants: Applicants should have at least seven (7) years of industry experience in various areas including business processes, compliance analysis, enterprise architecture, reengineering and strategic planning.

The Proposal shall contain at least the following information:

- A table of contents.
- A cover letter as described in Section 3.2.
- A summary and statement of understanding of the Scope of Work described in Section 4.0.
- The Applicant’s proposed approach/methodology for conducting the review and making recommendations, including phases of review suggested by the Applicant.
- A summary of how the Applicant will report project status.
- At least three, but no more than five, references for which the Applicant successfully completed projects of similar size and scope within the prior five years. Each reference must include at least the following:
  - a. Organization name
  - b. Organization contact person’s email address and telephone number
  - c. Brief project description
- A proposed personnel list, to include titles, roles and responsibilities, certifications and hourly rates.
- A resume for each individual on the proposed personnel list.
- A cost proposal summary for each phase of the project.

The Proposal shall not contain any legal terms or conditions for any contract arising out of the RFP. Pursuant to Section 6.1, Applicant Warranties and Certifications, any Contract arising out of the RFP shall be in a form provided by the AGO and the Applicant shall negotiate such Contract in good faith.

## **SECTION 4.0 SCOPE OF WORK**

### **4.1 Scope of Work**

All work performed will be in compliance with AGO policies and procedures, and using industry standard best practices. The successful Applicant must demonstrate to the AGO’s satisfaction that they can meet the objectives of this RFP at a reasonable cost.

The final scope of work may change at the time of selection, and any changes will be incorporated into the Contract.

### **4.2 Project Specifics**

Following Contract award, the AGO will provide the successful Applicant (the “Consultant”) with internally-completed analysis and reports to serve as a foundation for the Consultant’s work. A “Kaizen” process improvement event was completed under the facilitation of the State of Ohio Department of Administrative Services’ LEAN Ohio staff in late 2011. This event examined AGO Collections Enforcement accounting procedures and process and identified several areas for improvement. An implementation action plan is in place. As part of the Consultant’s work, the Consultant will review the action plan and provide recommendations or strategies that will incorporate the new processes in accounting and any new strategies for

internal collections.

Additionally, the Collections Enforcement section is in the final phases of selecting a vendor to update the information technology system used by the section to manage the debt collection process. The Consultant will provide specific recommendations to assist Collections Enforcement with establishing procedures in the updated collection system that will ensure that accounts and payments are being processed more efficiently.

The Consultant will:

1. Review the effectiveness of and make recommendations for improving the efficiency and effectiveness of AGO internal collections processes, including:
  - The collection letter series;
  - The telephone and IVR system (Interactive Voice Recognition system);
  - The assignment of accounts (Forward Master, packeting of accounts);
  - Payments On-line;
  - Document Management system (how payments are posted); and
  - The Collections Enforcement section's organizational chart.
2. Review the effectiveness of and make recommendations for improving the efficiency and effectiveness of the Collections Enforcement section's business operations including:
  - Analysis of the Kaizen action plan and status of implementation; and
  - Data integrity and client certification process for new accounts and methods to edit or amend existing accounts.

## **SECTION 5.0 EVALUATION**

### **5.1 Evaluation Process**

A selection committee will evaluate the Proposals. The selection committee reserves the right to reject in whole or in part, at any time during the process, any or all Proposals.

The award of a Contract hereunder, if any, will be with one or more Applicants whose Proposal response best meets the AGO's interests and needs based upon the evaluation criteria set forth below.

Each Proposal will be evaluated on the ability of the Applicant to deliver the services described in this RFP. The Applicant will be evaluated on at least the following:

- Completeness of the Proposal and how well it addresses the requirements set forth in the RFP.
- Previous experience in business process review and management consulting.
- Proposed methodology.
- Information obtained from references provided by Applicant.
- Credentials of proposed personnel.

- Reasonableness of proposed costs.

During the Proposal review process, the selection committee may, in its sole discretion, require some Applicants to make a presentation about their Proposal to certain AGO staff and members of the selection committee. The presentations and demonstrations, if any, will be scheduled prior to the award of a Contract and at the convenience and discretion of the selection committee.

The AGO reserves the right to conduct negotiations with one or more Applicants during the Proposal review process. Applicants may negotiate only the specific aspects of the RFP that the AGO, in its sole discretion, selects for negotiation. Negotiated terms may include, in the AGO's sole discretion, compensation. The AGO may determine during negotiations that it is no longer reasonably likely for an Applicant to be awarded a Contract under this RFP. If the AGO makes this determination, the AGO will notify the Applicant in writing of its determination to terminate negotiations. The AGO may re-evaluate which of the remaining Applicants are reasonably likely to be awarded a Contract under this RFP and begin negotiations with a new Applicant and/or continue negotiations with other Applicants. Applicants shall not submit a Proposal assuming that there will be an opportunity to negotiate.

## **5.2 Method of Award**

The AGO may award and sign a Contract with one or more Applicant(s) (each, upon full execution of the Contract, a "Consultant") for an initial term beginning no earlier than August of 2012 and expiring no later than June 30, 2013. Each Contract shall also include an optional renewal term that shall expire no later than June 30, 2014. Each Contract's beginning and expiration dates and the option to renew shall be in the AGO's sole discretion. No Contract award is effective until approved and fully executed by the AGO.

Any Contract awarded pursuant to this RFP shall be subject to O.R.C. Section 126.07. Accordingly, no rights, duties, or obligations under a Contract shall be binding on the AGO until such time as all necessary funds are available or encumbered and, when required, such expenditure of funds is approved by the Controlling Board of the State of Ohio.

Any Applicant that is awarded a Contract under this RFP must sign and return a Contract within ten days after receipt of the Contract for the Applicant's signature. If the Contract is not returned as stated, it will be just cause for annulment of the award.

The relationship between any Consultant and the AGO will be defined by the Contract, and neither the Consultant nor the Consultant's staff will be considered to be employees of the AGO or any State client. Any Consultant will be considered to be an independent contractor subject to the rules, regulations and laws of the State of Ohio.

## SECTION 6.0 WARRANTIES AND CERTIFICATIONS

### 6.1 Applicant Warranties and Certifications

By submitting a Proposal, the Applicant warrants and certifies that:

- It is eligible for award of a Contract by the AGO, pursuant to O.R.C. Sections 9.24, 125.11, 125.25, 2909.33, 3517.13 and the Governor's Executive Order No. 2011-12K.
- It has familiarized itself with the ethics statutes governing state employees and appointees, including those concerning employment of former government employees, gifts and lobbying.
- It has read the RFP, understands it, and agrees to be bound by its requirements.
- If awarded a Contract arising out of this RFP, it shall negotiate such Contract in good faith, which Contract shall be in a form provided by the AGO.
- Has not included any legal terms or conditions for the Contract in its Proposal.