

FINANCIAL SUMMARY

Ikaso is available to perform contract services via a fixed-fee, deliverable-based, all-inclusive pricing schedule to be negotiated at the time of engagement with the Purchasing Entity. We are also available to perform contract services on an hourly basis if requested.

Position Categories and Descriptions represent levels of staff expected to be provided within the contract. Fully Burdened Hourly Rates will remain unchanged for the initial two-year contract term and include all costs associated with the activities and tasks referenced in the Detailed Scope of Work and Recommended Options sections of the contract.

Table 1: Initial Two-Year Hourly Rates

Item	Position Category	Prospective Contractor's Position Description(s)	Fully Burdened Hourly Rate (off-site)
1	Director	<p>Provides high-level oversight to ensure alignment with Purchasing Entity priorities and consistent quality across engagements. Maintains visibility into project timelines, monitors deliverable quality and performance metrics, supports strategic decision-making, and ensures compliance with Arkansas procurement laws and policies throughout the engagement.</p> <p><i>Typically 20+ years of experience providing strategic oversight for public sector initiatives.</i></p>	\$225.00
2	Manager	<p>Leads day-to-day execution of project work and manages deliverables across engagements. Facilitates collaboration with agency staff and ensures all deliverables are completed on time, accurately, and in compliance with requirements. Serves as the primary point of contact, proactively addressing issues and maintaining project momentum.</p> <p><i>Typically 10–20 years of experience managing complex public sector projects and deliverables.</i></p>	\$225.00
3	Associate	<p>Supports all phases of project delivery by conducting research, performing analysis, and developing content for deliverables. Associates help ensure that deliverables are accurate, well-documented, and aligned with engagement goals.</p> <p><i>Typically 5–10 years of experience delivering subject matter expertise in public sector strategy or operations.</i></p>	\$225.00
4	Analyst	<p>Supports all phases of project delivery by conducting research, performing analysis, and preparing documentation and materials.</p> <p><i>Typically 1–5 years of experience supporting data-driven decision-making in the public sector.</i></p>	\$225.00

5	Consultant	Provides specialized support based on project-specific needs, including meeting facilitation, documentation and material preparation, or analytical work. <i>Note: Given the broad and variable nature of this role, Ikaso has not assigned a fixed corresponding years-of-experience.</i>	\$225.00
6	Support Staff	Delivers logistical, scheduling, and administrative support for project operations. Coordinates project activities, manages documentation, and maintains internal communication among team members. <i>Typically 1–5 years of experience providing administrative and coordination support in a consulting environment.</i>	\$225.00
Item	Description		Monthly Cost
7	Reporting & Invoicing		\$0.00
8	Other Monthly Fees (If Applicable)		\$0.00

Recommended Options

Optional Service Area 1	Project Management		
Item Description:	Project management keeps procurements on schedule by actively tracking deadlines, managing timelines, establishing clear lines of communication, and providing Purchasing Entities with a structured framework to drive successful procurements. Detailed work plans clearly outline roles, responsibilities, timelines, dependencies, and necessary processes for decisions and completion.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 2	Category Management Support		
Item Description:	Category management is a proactive strategic approach to managing solicitation and contract management business processes in order to improve pricing and service levels. These analyses and recommendations can result in expanded utilization of State contracts while increasing the State's competitive advantage in future procurements.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 3	Source Selection		
Item Description:	<p>Source selection support involves identifying the benefits and drawbacks of each source selection method available to Purchasing Entities to ensure the best method is deployed. Examples of source selection methods include, but are not limited to:</p> <ul style="list-style-type: none"> • Requests for Information • Invitation for Bids • Request for Quotes • Request for Qualifications • Request for Proposals • Emergency Procurements • Proprietary or Sole Source Procurements 		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 4	Stakeholder Engagement		
Item Description:	Stakeholder engagement support can include assessing the stakeholder landscape, identifying a relevant range of stakeholders, coordinating virtual and in-person meetings, tracking feedback, and crafting communications materials. It can also include helping establish and facilitate relationships with federal partners to receive timely approval for initiatives. This service can		

	enhance strategic initiatives by ensuring that relevant parties are engaged and aware of important information.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 5	Procurement Training		
Item Description:	Procurement training includes developing and delivering targeted and customized training on any phase of the procurement life cycle, equipping staff with the information they need to engage effectively in the process and ultimately improving outcomes.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 6	Evaluations Support		
Item Description:	Evaluations support includes guiding Purchasing Entities through the evaluation process, assisting in the drafting of evaluation criteria and evaluation sheets, supporting evaluator training, supporting facilitation of scoring evaluation sessions, facilitating engagement with subject matter experts, and creating draft award decision materials. This helps ensure the process is run smoothly, without error, and requires the least possible effort from Purchasing Entity staff.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 7	Procurement Protest Support		
Item Description:	Procurement protest support includes assisting the Purchasing Entity and relevant review authorities in breaking down the core issues and contentions within a protest, and developing fact-based foundations for the subsequent response. While protests cannot be completely avoided, effective protest response efforts help minimize the effort and durations which can impact contract schedules.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 8	Contract Development / Contract Formation and Negotiations Support		
Item Description:	Contract development / contract formation and negotiations support includes supporting negotiations with an awarded vendor or existing contractor to finalize a contract, using strategy and options development, negotiation scripts, and meeting support to help ensure the terms of the contract align with procurement code, approved legal boilerplates, and the overall objectives of the Purchasing Entity and the solicitation. This can be done in advance of the release of the solicitation, during the evaluation process, and after award. The outcome of these services is contracts that reflect the goals and specifications of the procurement, memorialize all vendor commitments and clarifications		

	from the proposal and evaluation process, and adhere to both government entity and vendor requirements.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 9	Change Management and Transformation Assistance		
Item Description:	Change management and transformation assistance is a customizable approach to guiding Purchasing Entities through complex improvement initiatives. This can include goal setting, review of written materials, interviews, benchmarking research, and development of reports that highlight what is working well, areas for improvement, potential next steps, and a road map for a transformation initiative. This can proceed to support in implementing recommendations or other directives.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 10	Policy and Manual Development Support		
Item Description:	Policy and manual development support includes drafting policy to reflect updates, drafting documentation of new policy, consolidating, compiling, and aligning policy documents, and updating and optimizing manuals for digitization and dissemination.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 11	Grant Assistance and Management		
Item Description:	Grant assistance and management support includes compiling content from various sources to support Purchasing Entities in developing and submitting response packages that adhere to funding rules for federal or private funding opportunities. It can also include developing budgets, support in drafting, and provision of subsequent reporting and monitoring services to ensure grant processes are efficient and carefully tracked.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 12	Leadership Development and Executive Coaching		
Item Description:	Leadership development and executive coaching support can include developing, implementing, facilitating, and managing leadership development programs for Purchasing Entity staff. It can also include executive coaching across an array of topic areas, including work prioritization, strategic communications, team structure, and long-term planning.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 13	Strategic Communications		
Item Description:	Strategic communications support includes drafting holistic strategic communication plans informed by factors such as public visibility, relationship dynamics, format, intended audiences, timing, accessibility, and other elements. It is tailored to align with the Purchasing Entity's goals and needs, for both internal and external parties.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Optional Service Area 14	Cross-Agency Strategic Initiatives		
Item Description:	Cross-agency strategic initiative support involves assisting Purchasing Entities in designing and implementing new programs and transformations that can span multiple agencies and funding streams, using a combination of various other services, including change management, stakeholder engagement, strategic communication, project management, and procurement services. It can also involve assisting Purchasing Entity leadership in reviewing and evaluating programs and initiatives, identifying best practices, analytical techniques, and future strategy development.		
Additional Cost (if any):	Based on hourly rate	Agency Acceptance: (Y/N)	

Proposed Payment Schedule

Ikaso is available to perform contract services on a fixed-fee, deliverable-based, all-inclusive pricing schedule to be negotiated at the time of engagement with the Purchasing Entity. The following table represents an example of the typical steps and deliverable payments within an end-to-end procurement project. Specific steps and payment points will be defined and priced on a deliverable-based fee structure specific to each project's scope. Ikaso is also available to perform contract services on an hourly basis when requested.

WORK PERIOD/DELIVERABLE	DESCRIPTION	CRITERIA
Project Kick-off	Includes planning and facilitation of project kick-off meeting with Ikaso project team and state determined attendees, and submission of the initial draft work plan for the project cycle.	Purchasing Entity to determine kick-off meeting attendees and provide meeting location.
Scope of Work Drafted and Submitted	Includes procurement strategy planning, market research, and draft SOW development.	Purchasing Entity to provide timely review and feedback on draft SOWs for Ikaso updates.
Solicitation Finalized and Ready for Posting	Includes source selection recommendation, SOW finalization, solicitation pricing model, with relevant analysis, minimum qualifications for vendor selection, and solicitation process materials.	Purchasing Entity to provide timely review and feedback on draft solicitation materials. Purchasing Entity to finalize and post solicitation.
Questions and Answers Posted, Solicitation Addendum(s) Posted	Includes reviewing vendor submitted questions, drafting responses to questions as assigned by the State, and drafting solicitation addendums as assigned by the State	Purchasing Entity to provide timely review and feedback on draft answers. Purchasing Entity to finalize and post QA and addendums.
Evaluation Methodology and Materials Submitted	Includes drafting an evaluation methodology summary that describes the evaluation process steps and formulas, with complementary evaluation worksheets for technical and cost point calculations.	Purchasing Entity to provide timely review and feedback on draft methodology and materials.

		Purchasing Entity to finalize methodology and materials before proposal due date.
Evaluation Facilitation Completed	Includes planning and facilitating evaluator training, supporting facilitation of evaluation sessions, facilitating engagement with subject matter experts, and supporting the aggregation and review of qualitative and cost evaluation worksheets.	Purchasing Entity to determine evaluation training and session dates and locations. All evaluators and subject matter experts attend and participate in training and sessions.
Anticipation to Award Posted, Protest Support through Protest Determination (if needed)	Includes drafting award decision materials, reviewing protest materials, drafting an itemized list of protest issues and contentions, and developing fact-based foundations for State protest response.	Purchasing Entity to provide timely review and feedback on draft award materials. Purchasing Entity to finalize and post anticipation to award. Purchasing Entity determines and drafts protest response.
Contract Negotiations Completed	Includes attending contract negotiation planning meetings, developing contract-specific negotiation scripts, attending and facilitating contract negotiation sessions with Purchasing Entity and vendor (as desired), and drafting negotiation session agreements and outcomes.	Purchasing Entity to determine negotiation meeting and session dates and locations. Purchasing Entity to provide timely review and feedback on draft negotiation strategy, scripts, agreements, and outcomes. Purchasing Entity to attend all negotiation meetings and sessions.
Full Suite of Contract Materials Submitted	Includes drafting base contract and full suite of exhibits and attachments.	Purchasing Entity to provide timely review and feedback on draft contract outline,

		base contract, and suite of exhibits and attachments.
Approval Received and Contract Fully Executed	Includes supporting the response to questions or issues that arise during contract review by approving authorities.	Purchasing Entity to submit final contract for review, approval, and required signatures.
Contract Administration and Vendor Performance Plan Submitted	Includes drafting contract management strategies, contract administration plans, and vendor performance plans, as applicable.	Purchasing Entity to provide timely review and feedback on draft contract administration and vendor performance plan.
Contract Monitoring Tool(s) Submitted, Knowledge Transfer Session(s) Completed	Includes developing a custom contract monitoring tool based on Purchasing Entity monitoring needs and contract requirements. Includes planning and facilitating knowledge transfer session(s) to train Purchasing Entity designees on maintaining contract monitoring tool.	Purchasing Entity to provide timely review and feedback on draft custom contract monitoring tool(s). Purchasing Entity to determine knowledge transfer session date(s) and location.

Performance Standards

Purchasing Entity and Contractor may negotiate and modify performance standards and damages for each project engagement.

Criteria	Performance Standards	Damages
Timeliness	Contractor provides all Purchasing Entity identified scheduled deliverables by the agreed-upon deadlines established in the approved and most up to date Work Plan for each project.	<p>\$100 for each business day beyond the agreed upon delivery date.</p> <p>Approved schedule changes agreed to with the Purchasing Entity would not trigger any damages.</p> <p>Delays caused by the Purchasing Entity would not trigger damages. All damages will be assessed at the end of each project.</p>
Responsiveness	Contractor responds to Purchasing Entity's communications and requests that could have a material impact within one (1) Business Day* or as otherwise agreed upon.	<p>\$500 for each documented instance of failure to respond within the specified timeframe plus \$25 per hour for each subsequent hour delay.</p> <p>Damages are not assessed if Contractor provides advance notice of Contractor absence.</p> <p>If an out-of-office message is received, the Purchasing Entity will send the message on to the next person responsible before the measurement period begins.</p>
Assigned Staff	Contractor maintains continuity of key project personnel as identified in the Contract. In the event of a change to any key project personnel, Contractor notifies and obtains approval from Purchasing Entity at least one (1) week prior to the effective date of the staff transition. All changes must be pre-approved by the Purchasing Entity and replacements must have equivalent or higher qualifications.	\$500 one-time assessment of damages if key project personnel are replaced without prior approval from the Purchasing Entity.

Criteria	Performance Standards	Damages
Quality of Deliverables	Deliverables are complete, accurate, and comply with all agreed upon contractual obligations and applicable laws, rules, and policies.	If a deliverable is rejected, the Purchasing Entity will provide all details of the deliverable's deficiencies and a timeline for delivery of a corrected version. Contractor shall provide a corrected version to the Purchasing Entity in the timeline provided, as may be adjusted based on mutual agreement. The original timeline for subsequent, dependent tasks remains unchanged. The Contractor dedicates sufficient resources at no additional cost to the Purchasing Entity to mitigate downstream impact. Three (3) or more rejections of the deliverable shall result in a corrective action plan and immediate reduction of cost of the deliverable by 20% to the Purchasing Entity, up to a maximum of \$5,000. Contractor completes corrective actions based upon the agreed upon date(s) requested by the Purchasing Entity.
Knowledge Transfer	Contractor completes all end of contract transition duties within timeframes set forth by the Purchasing Entity and agreed upon during negotiations.	<p>\$100 for each business day beyond the agreed upon delivery date.</p> <p>Approved schedule changes agreed to with the Purchasing Entity would not trigger any damages.</p> <p>Delays caused by the Purchasing Entity would not trigger damages. All damages will be assessed at the end of each project.</p>
Conflict of Interest	Contractor complies with the Purchasing Entity's Conflict of Interest agreement and addresses any actual, apparent, or potential conflicts to the satisfaction of the Purchasing Entity.	\$1,000 per day for each business day past five (5) business days for each actual, apparent, or potential conflict of interest it fails to disclose.
FOIA Compliance	Contractor cooperates with Purchasing Entity requests for information and documents required to fulfill Arkansas Freedom of Information Act (FOIA) request and provides all documents in its possession or control to Purchasing Entity according to the Purchasing Entity's request.	Contractor may be subject to actual penalties, fees, and costs imposed on the Purchasing Entity attributable to the Contractor's sole failure to timely and accurately provide the requested information and documents.

Criteria	Performance Standards	Damages
Data Confidentiality	Contractor complies with applicable State and federal laws, rules, policies and confidentiality agreements as required by the Purchasing Entity upon engagement.	\$10,000 for each improper disclosure of data.

*Business Day means Monday through Friday from 8 am to 5 pm CT, excluding State holidays, which can be found here:

<https://www.sos.arkansas.gov/about-the-office/media-center/news/state-holiday-calendar/>