

# REQUEST FOR PROPOSALS

**RFP NUMBER:** 0A1148  
**DATE ISSUED:** May 1, 2015

The State of Ohio, through the Department of Administrative Services, for the Office of Information Technology within the Department of Administrative Services is requesting proposals for: **Managed Services Provider for IT Staff Augmentation Services**

**INQUIRY PERIOD BEGINS:** May 1, 2015  
**INQUIRY PERIOD ENDS:** June 5, 2015  
**OPENING DATE:** June 12, 2015  
**OPENING TIME:** 1:00 P.M.  
**OPENING LOCATION:** Department of Administrative Services  
Office of Information Technology  
IT Procurement Services  
Bid Desk  
4200 Surface Road  
Columbus, Ohio 43228-1313

This RFP consists of five Parts and 11 Attachments, totaling 62 consecutively numbered pages. Supplements also are attached to this RFP. Please verify that you have a complete copy.

## PART ONE: EXECUTIVE SUMMARY

**Purpose.** This is a Request for Competitive Sealed Proposals (“RFP”) under Sections 125.071 and 125.18 of the Ohio Revised Code (the “Revised Code”) and Section 123:5-1-8 of the Ohio Administrative Code (the “Administrative Code”). The Department of Administrative Services (DAS), Office of Information Technology (OIT) is soliciting competitive sealed proposals (“Proposals”) for the provision of hourly based information technology services through a Managed Services Provider (MSP) model (the “Work”), and this RFP to fulfill that request.

If a suitable offer is made in response to this RFP, the State of Ohio (the “State”), through the Office of Information Technology, may enter into a contract (the “Contract”) to have the selected Offeror (the “Contractor”) perform all or part of the Work. The State is pursuing a statewide agreement for a comprehensive MSP solution that will manage and administer a network of enrolled providers (or “Subcontractors”), a Vendor Management System (VMS), and the IT staff augmentation process (the “IT Staff Augmentation Services Program”). This RFP provides details on what is required to submit a Proposal for the Work, how the State will evaluate the Proposals, and what will be required of the Contractor in performing the Work.

This RFP also gives the estimated dates for the various events in the submission process, selection process, and performance of the Work. As a contractual vehicle to select a qualified offer to deliver an MSP solutions, and no minimum guarantee for the Work, this RFP does not provide dates for Performance of the Work. While these dates are subject to change, prospective Offerors must be prepared to meet them as they currently stand.

Once awarded, the term of the Contract will be from the award date until the Work is completed to the satisfaction of the State and the Contractor is paid or June 30, 2017 whichever is sooner. The State may renew this Contract for up to two additional two-year term(s), subject to and contingent on the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium. Any such renewal of all or part of the Contract also is subject to the satisfactory performance of the Contractor and the needs of OIT. The maximum term of the Contract, including all optional renewals, will be from the date of award through June 30, 2021.

Although this Contract is intended to be the State of Ohio’s main IT Staff Augmentation Services procurement vehicle, it is not an exclusive contract. Throughout the term of the Contract, the state of Ohio retains full control and flexibility with regard to the types, quantities, and timing of contractor personnel usage. The state of Ohio is not required to end current contract agreements and reserves the right to enter into new agreements with vendors for similar services throughout the term of the Contract. The State of Ohio also reserves the right to consider expanding the scope of staff augmentation services beyond IT staff augmentation if it is determined to be in the State’s best interest. Any expansion of the types of staff augmentation resources available beyond IT resources will be mutually agreed upon and contained in a Contract Amendment.

**The State may reject any Proposal if the Offeror fails to meet a deadline in the submission or evaluation phases of the selection process or objects to the dates for performance of the Work or the terms and conditions in this RFP.**

**Background.** The State has had an MSP solution for IT staff augmentation services since February 2012 and its current MSP is Computer Aid, Inc. More information on this contract is available at <http://www.das.ohio.gov/Divisions/GeneralServices/ProcurementServices/ITStaffAugmentation.aspx>. The State is seeking an experienced Contractor who can continue the initiative to provide the processes, resources, expertise and technology to manage the State’s IT staff augmentation workforce needs. The program provides Ohio state agencies and other eligible public entities with an effective and efficient process that is consistent and transparent for procuring and managing quality IT staff augmentation services.

Supplement Three, Current Contract Utilization, of this RFP shows the number of hours billed by job title and

skill category under the current Contract. Supplement Three also contains enrolled network provider utilization, which shows the number of engagements for providers in the network.

**Overview.** It is the State's intention that the Contractor will provide cost savings and process improvement benefits to the State while providing a high level of quality candidates for job titles listed in Supplement Four, Job Titles and Descriptions. The State is seeking a vendor neutral model where the MSP and its VMS solution will not push orders to itself or give an unfair advantage to any enrolled network provider in the placement of any IT staff augmentation services order. The MSP awarded this Contract will not be permitted to provide staff augmentation services under this Contract unless authorized by DAS in writing. DAS will make any exception determinations on a case-by-case basis.

The goals of the IT Staff Augmentation Services program are to:

1. reduce the costs associated with engaging and managing IT staff augmentation services;
2. increase competition for IT staff augmentation services;
3. provide opportunities for all suppliers of IT staff augmentation services, including Minority Business Enterprise (MBE) and Encouraging Diversity, Growth and Equity (EDGE) programs;
4. implement processes and policies that ensure compliance with State and Federal legal, statutory, and regulatory requirements;
5. track, monitor and manage Supplier (MSP/VMS) and enrolled network provider performance;
6. enhance visibility into the State's IT staff augmentation services spending;
7. increase the overall quality and speed of supplemental staff replacements; and
8. allow other governmental entities to utilize the Contract and contracted rates.

To meet these goals, the State is seeking an IT staff augmentation services solution administered by a Managed Services Provider that:

1. Provides a broad range of IT staff augmentation resources for State of Ohio Agencies and other eligible entities by:
  - a) Providing timely and responsive service;
  - b) Providing a service structure with flexible rates and categories to meet emerging business needs and recognize service duration and engagement stability.
2. Provides visibility and oversight of the IT staff augmentation services program by:
  - a) Managing spend;
  - b) Ensuring rates in line with market;
  - c) Managing enrolled network provider(s) throughout engagement lifecycle;
  - d) Ensuring and tracking performance of IT Staff Augmentation Services Program, enrolled network providers, and engagements;
  - e) Standardizing definition of job categories and specialty areas;
  - f) Ensuring and tracking compliance with state policy and program procedures.
3. Promotes efficiency in Government by:
  - a) Implementing repeatable, consistent processes;
  - b) Implementing a simple workflow;
  - c) Adapting a service and rate structure in response to market driven rates;
  - d) Supporting future demands and market changes.

4. Supports statewide initiatives including:
  - a) Addressing the State's goals for Minority Business Enterprise (MBE) and Encouraging Diversity, Growth and Equity (EDGE) programs;
  - b) Mentoring MBE and EDGE enrolled network providers;
  - c) Identifying opportunities for creating efficiencies in state government;
  - d) Exploring innovative ways to deliver state services at the lowest cost and best value to Ohio taxpayers;
  - e) Seeking out means to more effectively and efficiently perform core state functions;
  - f) Demonstrating opportunities for the IT staff augmentation services program to be more transparent, user friendly and accountable to the citizens of the State of Ohio.

**Objectives.** The state of Ohio wishes to enter into a single contract with an offeror serving as the State's Managed Services Provider for IT Staff Augmentation Services to implement a standardized approach for acquiring Staff Augmentation Services utilizing a Vendor Management System.

**Calendar of Events.** The schedule for the RFP process and the Work is given below. The State may change this schedule at any time. If the State changes the schedule before the Proposal due date, it will do so through an announcement on the State Procurement Website's question and answer area for this RFP. The Website announcement will be followed by an amendment to this RFP, also available through the State's Procurement Website. After the Proposal due date and before the award of the Contract, the State will make schedule changes through the RFP amendment process. Additionally, the State will make changes in the Work schedule after the Contract award through the change order provisions in the General Terms and Conditions Attachment to this RFP. It is each prospective Offeror's responsibility to check the Website question and answer area for this RFP for current information regarding this RFP and its Calendar of Events through award of the Contract.

**Dates:**

Firm Dates

RFP Issued:	May 1, 2015
Inquiry Period Begins:	May 1, 2015
Inquiry Period Ends:	June 5, 2015, at 8:00 a.m.
Proposal Due Date:	June 12, 2015, at 1:00 p.m.

Estimated Dates

Award Date:	September 2015
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Estimated Work Dates

Work Begins:	September 2015
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There are references in this RFP to the Proposal due date. Unless it is clearly provided to the contrary in this RFP, any such reference means the date and time (Columbus, Ohio local time) that the Proposals are due and not just the date.

## **PART TWO: STRUCTURE OF THIS RFP**

**Organization.** This RFP is organized into five parts and has 10 attachments. The parts and attachments are listed below. There also may be one or more supplements to this RFP listed below.

### **Parts:**

- Part 1 Executive Summary
- Part 2 Structure of this RFP
- Part 3 General Instructions
- Part 4 Evaluation of Proposals
- Part 5 Award of the Contract

### **Attachments:**

- Attachment One Evaluation Criteria
- Attachment Two Work Requirements and Special Provisions
- Attachment Three Requirements for Proposals
- Attachment Four General Terms and Conditions
- Attachment Five Sample Contract
- Attachment Six Offeror Certification Form
- Attachment Seven Offeror Mandatory Requirements
- Attachment Eight Candidate Profile Forms
- Attachment Nine Standard Affirmation and Disclosure Form (EO 2011-2012K)
- Attachment Ten Cost Proposal

- Supplement One Scope of Work
- Supplement Two State Security and Privacy Requirements
- Supplement Three Current Contract Utilization
- Supplement Four Job Titles and Descriptions
- Supplement Five Service Level Agreements
- Supplement Six Sample Reports
- Supplement Seven Ohio IT Staff Augmentation Services Contract  
Skill Matrix

## PART THREE: GENERAL INSTRUCTIONS

The following sections provide details on how to get more information about this RFP and how to respond to it. All responses must be complete and in the prescribed format.

**Contacts.** The following person will represent the State during the RFP process:

Procurement Representative:

Jackie Flemmings  
OIT Procurement Analyst  
Office of Information Technology  
Enterprise IT Contracting  
30 East Broad Street, 39<sup>th</sup> Floor  
Columbus, Ohio 43215

During the performance of the Work, a State representative (the "Work Representative") will represent the Office of Information Technology and be the primary contact for the Work. The State will designate the Work Representative in writing after the Contract award.

**Inquiries.** Offerors may make inquiries regarding this RFP anytime during the inquiry period listed in the Calendar of Events. To make an inquiry, Offerors must use the following process:

- Access the State's Procurement Website at <http://procure.ohio.gov/>;
- From the Navigation Bar on the left, select "**Find It Fast**";
- Select "Doc/Bid/Schedule #" as the Type;
- Enter the RFP number found on the first page of this RFP (the RFP number begins with zero followed by the letter "A");
- Click the "Find It Fast" button;
- On the document information page, click the "Submit Inquiry" button;
- On the document inquiry page, complete the required "Personal Information" section by providing:
  - First and last name of the prospective Offeror's representative who is responsible for the inquiry,
  - Name of the prospective Offeror,
  - Representative's business phone number, and
  - Representative's email address;
- Type the inquiry in the space provided including:
  - A reference to the relevant part of this RFP,
  - The heading for the provision under question, and
  - The page number of the RFP where the provision can be found; and
- Click the "Submit" button.

An Offeror submitting an inquiry will receive an immediate acknowledgement that the State has received the inquiry as well as an email acknowledging receipt. The Offeror will not receive a personalized response to the question nor notification when the State has answered the question.

Offerors may view inquiries and responses on the State's Procurement Website by using the "Find It Fast" feature described above and by clicking the "View Q & A" button on the document information page.

The State usually responds to all inquiries within three business days of receipt, excluding weekends and State holidays. But the State will not respond to any inquiries received after 8:00 a.m. on the inquiry end date.

The State does not consider questions asked during the inquiry period through the inquiry process as

exceptions to the terms and conditions of this RFP.

**Amendments to the RFP.** If the State revises this RFP before the Proposals are due, it will announce any amendments on the State Procurement Website.

Offerors may view amendments by using the “Find It Fast” function of the State’s Procurement Webpage (described in the Inquiries Section above) and then clicking on the amendment number to display the amendment.

When an amendment to this RFP is necessary, the State may extend the Proposal due date through an announcement on the State Procurement Website. The State may issue amendment announcements any time before 5:00 p.m. on the day before Proposals are due, and it is each prospective Offeror’s responsibility to check for announcements and other current information regarding this RFP.

After the Proposal due date, the State will distribute amendments only to those Offerors whose Proposals are under active consideration. When the State amends the RFP after the due date for Proposals, the State will permit Offerors to withdraw their Proposals within five business days after the amendment is issued. This withdrawal option will allow any Offeror to remove its Proposal from active consideration should the Offeror feel that the amendment changes the nature of the transaction so much that the Offeror’s Proposal is no longer in its interest. Alternatively, the State may allow Offerors that have Proposals under active consideration to modify their Proposals in response to the amendment.

If the State allows Offerors to modify their Proposals in response to an amendment, the State may limit the nature and scope of the modifications. Unless otherwise provided in the State’s notice, Offerors must make any modifications or withdrawals in writing and submit them to the State within five business days after the amendment is issued at the address and in the same manner required for the submission of the original Proposals. If this RFP provides for a negotiation phase, this submission procedure will not apply to changes negotiated during that phase. The State may reject any modification that is broader in scope than the State has authorized in the announcement of the amendment and treat it as a withdrawal of the Offeror’s Proposal.

**Proposal Submittal.** Each Offeror must submit a technical section and a cost section as part of its total Proposal before the opening time on the Proposal due date. The Offeror must submit the technical section as a separate package from the cost section of its Proposal, and each section must be submitted in its own separate, opaque package. The package with the technical section of the Proposal must be sealed and contain one (1) originally signed technical section and four (4) copies of the technical section, and the package with the cost section also must be sealed and contain one (1) complete copy of the cost section of the Proposal. Further, the Offeror must mark the outside of each package with either “Managed Services Provider for IT Staff Augmentation Services RFP – Technical Proposal” or “Managed Services Provider for IT Staff Augmentation Services RFP – Cost Proposal,” as appropriate.

Included in each sealed package, the Offeror also must provide an electronic copy of everything contained within the package on CD-ROM in Microsoft Office, Microsoft Project, and Adobe Acrobat format, as appropriate. If there is a discrepancy between the hard copy and the electronic copy of the Proposal, the hard copy will control, and the State will base its evaluation of the Offeror’s Proposal on the hard copy.

Proposals are due no later than 1:00 p.m. on the Proposal due date. Proposals submitted by email, fax, or other electronic means are not acceptable, and the State may reject them. Offerors must submit their Proposals to:

Department of Administrative Services  
I.T. Procurement Services  
Attn: Bid Room  
4200 Surface Road  
Columbus, Ohio 43228

The State may reject any Proposals or unsolicited modifications it receives after the deadline. An Offeror that mails its Proposal must allow for adequate mailing time to ensure its timely receipt. Offerors also must allow for potential delays due to increased security. The Bid Room accepts packages between the hours of 7:30 A.M. to 5:00 P.M. Monday through Friday, excluding State Holidays. No deliveries will be accepted before or after these hours without prior arrangements. Offerors must allow sufficient time since the State may reject late Proposals regardless of the cause for the delay.

Each Offeror must carefully review the requirements of this RFP and the contents of its Proposal. Once opened, Proposals cannot be altered or withdrawn, except as allowed by this RFP.

By submitting a Proposal, the Offeror acknowledges it has read this RFP, understands it, and agrees to be bound by its requirements. The State is not responsible for the accuracy of any information regarding this RFP that was gathered through a source other than the inquiry process described in the RFP.

Revised Code Section 9.24 prohibits the State from awarding a contract to any entity against whom the Auditor of State has issued a finding for recovery (a "Finding"), if the Finding is unresolved at the time of the award. This also applies to renewals of contracts. By submitting a Proposal, the Offeror warrants it is not subject to an unresolved Finding under Section 9.24 at the time of its submission. Additionally, the Offeror warrants it will notify the Department of Administrative Services in writing immediately upon becoming subject to such an unresolved Finding after submitting its Proposal and before the award of a Contract under this RFP. Should the State select the Offeror's Proposal for award of a Contract, this warranty of immediate written notice will apply during the term of the Contract, including any renewals or extensions. Further, the State may treat any unresolved Finding against the Contractor that prevents a renewal of the Contract as a breach, in accordance with the provisions of Attachment Four, General Terms and Conditions.

The State may reject any Proposal if the Offeror takes exception to the terms and conditions of this RFP, includes unacceptable assumptions or conditions in its Proposal, fails to comply with the procedure for participating in the RFP process, or fails to meet any requirement of this RFP. The State also may reject any Proposal it believes is not in its interest to accept and may decide not to award a contract to any or all of the Offerors responding to this RFP.

Offerors may not prepare or modify their Proposals on State premises.

All Proposals and other material Offerors submit will become the property of the State and may be returned only at the State's option. Offerors should not include any confidential information in a Proposal or other material submitted as part of the evaluation process. All Proposals will be open to the public after the State has awarded the Contract.

The State will retain all Proposals, or a copy of them, as part of the Contract file for at least three years. After the three-year retention period, the State may return, destroy, or otherwise dispose of the Proposals and any copies of them.

**Waiver of Defects.** The State may waive any defects in any Proposal or in the submission process followed by an Offeror, but the State will only do so if it believes that it is in the State's interest and will not cause any material unfairness to other Offerors.

**Multiple or Alternate Proposals.** The State will not accept multiple Proposals from a single Offeror or any alternative solutions or options to the requirements of this RFP. Additionally, any Offeror that disregards a requirement in this RFP simply by proposing an alternative to it will have submitted a defective Proposal that the State may reject. Further, any Offeror that submits multiple Proposals may have all its Proposals rejected.

**Changes to Proposals.** The State will allow modifications or withdrawals of Proposals only if the State receives them before the Proposal due date. No modifications or withdrawals will be permitted after the due date, except as authorized by this RFP.

**Proposal Instructions.** Each Proposal must be organized in an indexed binder ordered in the same manner as the response items are ordered in the applicable attachments to this RFP. The requirements for a Proposal's contents and formatting are contained in the attachments to this RFP. The State wants clear and concise Proposals, but Offerors must answer questions completely and meet all the RFP's requirements.

The State is not liable for any costs an Offeror incurs in responding to this RFP or from participating in the evaluation process, regardless of whether the State awards the Contract through this process, decides not to go forward with the Work, cancels this RFP for any reason, or contracts for the Work through some other process or through another RFP.

## **PART FOUR: EVALUATION OF PROPOSALS**

**Disclosure of Proposal Contents.** The State will seek to open the Proposals in a manner that avoids disclosing their contents. Additionally, the State will seek to keep the contents of all Proposals confidential until the Contract is awarded. But the State will prepare a registry of Proposals that contains the name of each Offeror. The public may inspect that registry after the State opens the Proposals.

**Rejection of Proposals.** The State may reject any Proposal that is not in the required format, does not address all the requirements of this RFP, objects to the terms or conditions of this RFP, or that the State determines is excessive in price or otherwise not in the State's interest to accept. In addition, the State may cancel this RFP, reject all the Proposals, and seek to do the Work through a new RFP or other means.

**Evaluation of Proposals Generally.** The evaluation process may consist of up to six distinct phases:

1. Initial review;
2. Technical evaluation;
3. Evaluation of costs;
4. Requests for more information;
5. Determination of responsibility; and
6. Contract Negotiations.

The State may decide whether phases four and six are necessary, and the State may rearrange the order in which it proceeds with the phases. The State also may add or remove sub-phases to any phase at any time, if the State believes doing so will improve the evaluation process.

**Clarifications and Corrections.** During the evaluation process, in the State's sole discretion, it may request clarifications from any Offeror under active consideration and may give any Offeror the opportunity to correct defects in its Proposal, if the State believes doing so would not result in an unfair advantage for the Offeror, and it is in the State's interest. The State may reject any clarification that is non-responsive or broader in scope than what the State requested. If the State does so, or if the Offeror fails to respond to the request for clarification, the State then may request a corrected clarification, consider the Offeror's Proposal without the clarification, or disqualify the Offeror's Proposal.

Corrections and clarifications must be completed off State premises.

**Initial Review.** The State will review all Proposals for their format and completeness. The State normally rejects incomplete or incorrectly formatted Proposals, though it may waive any defects or allow an Offeror to submit a correction, if the State believes doing so would not result in an unfair advantage for the Offeror and it is in the State's interest. Further, if the Auditor of State does not certify a Proposal due to lateness, the State will not open it. After the initial review, the State will forward all timely, complete, and properly formatted Proposals to an evaluation team, which the Procurement Representative will lead.

**Technical Evaluation.** The State will evaluate each Proposal that it has determined is timely, complete, and properly formatted. The evaluation will be scored according to the requirements identified in this RFP,

including the requirements in Attachment One. Other attachments to this RFP may further refine these requirements, and the State has a right to break these requirements into components and weight any components of a requirement according to their perceived importance.

The State also may have the Proposals or portions of them reviewed and evaluated by independent third parties or various State personnel with experience that relates to the Work or to a criterion in the evaluation process. Additionally, the State may seek reviews from end users of the Work or the advice or evaluations of various State personnel that have subject matter expertise or an interest in the Work. The State may adopt or reject any recommendations it receives from such reviews and evaluations or give them such weight as the State believes is appropriate.

During the technical evaluation, the State will calculate a point total for each Proposal that it evaluates. At the sole discretion of the State, it may reject any Proposal receiving a significant number of zeros for sections in the technical portions of the evaluation. The State may select those Offerors submitting the highest rated Proposals for the next phase. The number of Proposals that advance to the next phase will be within the State's discretion, but regardless of the number of Proposals selected, they always will be the highest rated Proposals from this phase.

At any time during this phase, in the State's sole discretion, it may ask an Offeror to correct, revise, or clarify any portions of its Proposal.

The State will document all major decisions and make these a part of the Contract file, along with the evaluation results for each Proposal considered.

**Requirements.** Attachment One provides requirements the State will use to evaluate the Proposals, including any mandatory requirements. If the Offeror's Proposal meets all the mandatory requirements, the Offeror's Proposal may be included in the next phase of the evaluation, which will consider other requirements described in a table in Attachment One.

In the case of any requirements for a team of people the Offeror is proposing, the Offeror must submit a team to do the Work that collectively meets all the team requirements. But the experience of multiple candidates may not be combined to meet a single requirement. Further, previous experience of the candidate submitted for a Work Manager position may not be used to meet any other team member requirements. Each candidate proposed for the Work team must meet at least one of the requirements.

This RFP asks for responses and submissions from Offerors, most of which represent components of the requirements in Attachment One. While each requirement represents only a part of the total basis for a decision to award the Contract to an Offeror, a failure by an Offeror to make a required submission or meet a mandatory requirement normally will result in a rejection of that Offeror's Proposal. The value assigned above to each requirement is only a value used to determine which Proposal is the most advantageous to the State in relation to the other Proposals that the State received. It is not a basis for determining the importance of meeting that requirement.

If the State does not receive any Proposal that meets all the mandatory requirements, the State may cancel this RFP. Alternatively, if the State believes it is in its interest, the State may continue to consider the highest-ranking Proposals despite their failure to meet all the mandatory requirements. In doing this, the State may consider one or more of the highest-ranking Proposals. But the State may not consider any lower-ranking Proposals unless all Proposals ranked above it are also considered, except as provided below.

In any case where no Proposal meets all the mandatory requirements, it may be that an upper ranking Proposal contains a failure to meet a mandatory requirement that the State believes is critical to the success of the RFP's objectives. When this is so, the State may reject that Proposal and consider lower ranking Proposals. Before doing so, the State may notify the Offeror of the situation and allow the Offeror an opportunity to cure its failure to meet that mandatory requirement.

If the Offeror cures its failure to meet a mandatory requirement that the State has deemed critical to the success of the RFP's objectives, the State may continue to consider the Offeror's Proposal. But if the Offeror is unwilling or unable to cure the failure, its Proposal may be rejected. The State then may continue to consider the other remaining Proposals, including, if the State so chooses, Proposals that ranked lower than the rejected Proposal.

**Cost Evaluation.** Once the technical merits of the Proposals are considered, the State may consider the costs of one or more of the highest-ranking Proposals. But it is within the State's discretion to wait until after any interviews, presentations, and demonstrations to evaluate costs. Also, before evaluating the technical merits of the Proposals, the State may do an initial review of costs to determine if any Proposals should be rejected because of excessive cost. And the State may reconsider the excessiveness of any Proposal's cost at any time in the evaluation process.

The State may select one or more of the Proposals for further consideration in the next phase of the evaluation process based on the price performance formula contained in Attachment One. The Proposal(s) selected for consideration in the next phase always will be the highest-ranking Proposal(s) based on this analysis. That is, the State may not move a lower-ranking Proposal to the next phase unless all Proposals that rank above it also are moved to the next phase, excluding any Proposals that the State disqualifies because of excessive cost or other irregularities.

If the State finds that it should give one or more of the highest-ranking Proposals further consideration, the State may move the selected Proposals to the next phase. The State alternatively may choose to bypass any or all subsequent phases and make an award based solely on its scoring of the preceding phases, subject only to its review of the highest-ranking Offeror's responsibility, as described below.

**Requests for More Information.** The State may require some Offerors to interview, make a presentation about their Proposals, or demonstrate their products or services. If the presentations, demonstrations, or interviews are held as part of the technical evaluation phase, all Offerors that have Proposals under evaluation may participate. Alternatively, if the presentations, demonstrations, or interviews are held after the technical evaluation, the State normally will limit them to one or more of the highest ranking Offerors. The State normally will limit such presentations, demonstrations, and interviews to areas in which it seeks further information from the highest ranking Offeror or Offerors. Typically, these discussions provide an Offeror with an opportunity to do one or more of the following:

- Clarify its Proposal and ensure a mutual understanding of the Proposal's content;
- Showcase its approach to the Work; and
- Demonstrate the professionalism, qualifications, skills, and work knowledge of its proposed candidates.

The State will schedule the presentations, demonstrations, and interviews at its convenience and discretion. The State will determine the scope and format of any such presentations, demonstrations, and interviews and may record them. Additionally, if the State moves more than one Offeror to this phase, the scope and format of these presentations, demonstrations, and interviews may vary from one Offeror to the next, depending on the particular issues or concerns the State may have with each Offeror's Proposal.

The State normally will not rank interviews, demonstrations, and presentations. Rather, if the State conducts the interviews, demonstrations, or presentations as part of the technical evaluation, the State may use the information it gathers during this process in evaluating the technical merits of the Proposals. If the State holds the demonstrations, presentations, or interviews only for one or more of the top-ranking Offerors after the evaluation phase, the State may decide to revise its existing Proposal evaluations based on the results of this process.

**Determination of Responsibility.** The State may review the background of one or more of the highest-ranking Offerors and its or their key team members and subcontractors to ensure their responsibility. For purposes of this RFP, a key team member is a person that an Offeror identifies by name in its Proposal as a

member of its proposed team. The State will not award the Contract to an Offeror that it determines is not responsible or that has proposed candidates or subcontractors to do the Work that are not responsible. The State's determination of an Offeror's responsibility may include the following factors: experience of the Offeror and its key team members and subcontractors, its and their past conduct on previous contracts, past performance on previous contracts, ability to execute this Contract properly, and management skill. The State may make this determination of responsibility based on the Offeror's Proposal, reference evaluations, a review of the Offeror's financial ability, and any other information the State requests or determines is relevant.

Some of the factors used in determining an Offeror's responsibility, such as reference checks, may also be used in the technical evaluation of Proposals in phase two of the evaluation process. In evaluating those factors in phase two, the weight the State assigns to them, if any, for purposes of the technical evaluation will not preclude the State from rejecting a Proposal based on a determination that an Offeror is not responsible. For example, if the Offeror's financial ability is adequate, the value, if any, assigned to the Offeror's relative financial ability in relation to other Offerors in the technical evaluation phase may or may not be significant, depending on the nature of the Work. If the State believes the Offeror's financial ability is inadequate, the State may reject the Offeror's Proposal despite its other merits.

The State may make a responsibility determination at any time during the evaluation process, but it typically will do so only once it has evaluated the technical merits and costs of the Proposals. The State always will review the responsibility of an Offeror selected for an award before making the award, if it has not already done so earlier in the evaluation process. If the State determines that the Offeror selected for award is not responsible, the State then may go down the line of remaining Offerors, according to rank, and determine responsibility with the next highest-ranking Offeror.

**Reference Checks.** As part of the State's determination of an Offeror's responsibility, the State may conduct reference checks to verify and validate the Offeror's and its proposed candidates' and subcontractors' past performance. Reference checks that indicate poor or failed performance by the Offeror or a proposed candidate or subcontractor may be cause for rejection of the Offeror's Proposal. Additionally, the State may reject an Offeror's Proposal as non-responsive if the Offeror fails to provide requested reference contact information.

The State may consider the quality of an Offeror's and its candidates' and subcontractors' references as part of the technical evaluation phase, as well as in the State's determination of the Offeror's responsibility. The State also may consider the information it receives from the references in weighing any requirement contained in the technical evaluation phase, if that information is relevant to the requirement. In checking an Offeror's or any of its proposed candidates' or subcontractors' references, the State will seek information that relates to the Offeror's previous contract performance. This may include performance with other governmental entities, as well as any other information the State deems important for the successful operation and management of the Work and a positive working relationship between the State and the Offeror. In doing this, the State may check references other than those provided in the Offeror's Proposal. The State also may use information from other sources, such as third-party reporting agencies.

**Financial Ability.** Part of State's determination of an Offeror's responsibility may include the Offeror's financial ability to perform the Contract. This RFP may expressly require the submission of audited financial statements from all Offerors in their Proposals, but if this RFP does not make this an express requirement, the State still may insist that an Offeror submit audited financial statements for up to the past three years, if the State is concerned that an Offeror may not have the financial ability to carry out the Contract. Also, the State may consider financial information other than the information that this RFP requires as part of the Offeror's Proposal, such as credit reports from third-party reporting agencies.

**Contract Negotiations.** The final phase of the evaluation process may be contract negotiations. It is entirely within the discretion of the State whether to permit negotiations. An Offeror must not submit a Proposal assuming that there will be an opportunity to negotiate any aspect of the Proposal, and any Proposal that is contingent on the State negotiating with the Offeror may be rejected. The State is free to limit negotiations to particular aspects of any Proposal or the RFP, to limit the Offerors with whom the State negotiates, and to

dispense with negotiations entirely. If negotiations are held, they will be scheduled at the convenience of the State, and the selected Offeror or Offerors must negotiate in good faith.

The State may limit negotiations to specific aspects of the RFP or the Offeror's Proposal. Should the evaluation result in a top-ranked Proposal, the State may limit negotiations to only that Offeror and not hold negotiations with any lower-ranking Offeror. If negotiations are unsuccessful with the top-ranked Offeror, the State then may go down the line of remaining Offerors, according to rank, and negotiate with the next highest-ranking Offeror. Lower-ranking Offerors do not have a right to participate in negotiations conducted in such a manner.

If the State decides to negotiate simultaneously with more than one Offeror, or decides that negotiations with the top-ranked Offeror are not satisfactory and therefore negotiates with one or more of the lower-ranking Offerors, the State then will determine if an adjustment in the ranking of the Offerors with which it held negotiations is appropriate based on the negotiations. The Contract award, if any, then will be based on the final ranking of Offerors, as adjusted.

Auction techniques that reveal one Offeror's price to another or disclose any other material information derived from competing Proposals are prohibited. Any oral modification of a Proposal will be reduced to writing by the Offeror as described below.

Following negotiations, the State may set a date and time for the Offeror(s) with which the State conducted negotiations to submit a best and final Proposal. If negotiations were limited and all changes were reduced to signed writings during negotiations, the State need not require a best and final Proposal.

If best and final Proposals are required, they may be submitted only once, unless the State determines that it is in the State's interest to conduct additional negotiations. In such cases, the State may require another submission of best and final Proposals. Otherwise, discussion of or changes in the best and final Proposals will not be allowed. If an Offeror does not submit a best and final Proposal, the State will treat that Offeror's previous Proposal as its best and final Proposal.

The State usually will not rank negotiations and normally will hold them only to correct deficiencies in or enhance the value of the highest-ranked Offeror's Proposal.

From the opening of the Proposals to the award of the Contract, everyone evaluating Proposals on behalf of the State will seek to limit access to information contained in the Proposals solely to those people with a need to know the information. The State also will seek to keep this information away from other Offerors, and the State may not tell one Offeror about the contents of another Offeror's Proposal in order to gain a negotiating advantage.

Before the award of the Contract or cancellation of the RFP, any Offeror that seeks to gain access to the contents of another Offeror's Proposal may be disqualified from further consideration.

Negotiated changes will be reduced to writing and become a part of the Contract file, which will be available for public inspection after award of the Contract or cancellation of the RFP, provided the State does not plan to reissue the RFP. If the State plans to reissue the RFP, the Contract file will not be available until the subsequent RFP process is completed. Unless the State agrees otherwise in writing, the Offeror must draft and sign the written changes and submit them to the State within five business days. If the State accepts the changes, the State will give the Offeror written notice of the State's acceptance, and the negotiated changes to the successful offer will become a part of the Contract.

**Failure to Negotiate.** If an Offeror fails to provide the necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the State may terminate negotiations with that Offeror, remove the Offeror's Proposal from further consideration, and seek such other remedies as may be available in law or in equity.

## **PART FIVE: AWARD OF THE CONTRACT**

### **Contract Award**

The State plans to award the Contract based on the schedule in the RFP, if the State decides the Work is in its best interest and has not changed the award date.

Included with this RFP, as Attachment Five, is a sample of the Contract for the RFP. The State will issue two originals of the Contract to the Offeror proposed for award. The Offeror must sign and return the two originals to the Procurement Representative. The Contract will bind the State only when the State's duly authorized representative signs all copies and returns one to the Contractor with an award letter, the State issues a purchase order, and all other prerequisites identified in the Contract have occurred.

The Contractor must begin work within 15 business days after the State issues a purchase order, or on a mutually agreed state date, under the Contract. If the State awards a Contract pursuant to this RFP, and the Contractor is unable or unwilling to perform the Work, the State may cancel the Contract, effective immediately on notice to the Contractor. The State then may return to the evaluation process under this RFP and resume the process without giving further consideration to the originally selected Proposal. Additionally, the State may seek such other remedies as may be available to the State in law or in equity for the selected Contractor's failure to perform under the Contract.

### **Contract Components**

If this RFP results in a Contract award, the Contract will consist of:

1. The one-page Contract (Attachment Five) in its final format; and
2. The State's Managed Services Provider for IT Staff Augmentation Services Contract dated \_\_\_\_\_, 2015 which includes the referenced RFP, and the Best and Final Offer (BAFO).

The Contract is the result of and includes agreed upon changes to the RFP its attachments and supplements including any written amendments to the RFP, any materials incorporated by reference in the RFP, the Contractor's Proposal, and written, authorized amendments and clarifications to the Contractor's Proposal. It also includes any purchase orders and change orders issued under the Contract.

Change Orders and amendments issued after the Contract is executed may expressly change the provisions of the Contract. If they do so expressly, then the most recent of them will take precedence over anything else that is part of the Contract.

**ATTACHMENT ONE**  
**EVALUATION CRITERIA**

**Mandatory Requirements.** The first table lists the RFP’s Mandatory requirements. If the offerors proposal meets all the mandatory requirements, the offeror’s proposal may be included in the next part of the technical evaluation phase described in the scored criteria table. Mandatory requirements are listed below in Table 1.

For the purpose of the evaluation, scoring and ranking, the technical requirements have been divided into the categories below. The following table, reflects the weights associated with each technical requirement category and the maximum number of points that may be awarded in each category.

<b>Mandatory Requirements</b>	<b>Reject</b>	<b>Accept</b>
The offeror must have demonstrated experience on a minimum of two (2) contracts as the MSP providing IT staff augmentation resources obtained from a network of subcontractors to a customer organization. At least one (1) of the contracts provided must involve placement of at least 200 IT resources providing IT staff augmentation services during a twelve (12) month period.		
The offeror must have a minimum of one (1) contract that is completed or has been in full operation for at least 12 months using the proposed Vendor Management System (VMS).		
The offeror must propose an Implementation Manager (e.g., Contractor Project Manager) for the MSP Project		
The offeror must propose an Account Manager Team for MSP Project that is able to meet on-site with Agencies using the Contract		
The offeror must designate an individual to serve as the Contract Manager to support the management of the Contract, facilitate dispute resolution, and to advise the State of performance under the terms and conditions of the Contract.		

**Scored Criteria.** In the technical evaluation phase, the State will rate the technical merits of the proposals based on the following requirements.

Each proposal will be evaluated against the technical requirements using the evaluation criteria listed in Table 3 – Evaluation criteria. The requirements in each category will be assigned a value of either 0, 5 or 7 points based on the evaluation criteria guide.

<b>Scored Criteria</b>	<b>Weight</b>	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Staffing Capabilities</b>	5	0	5	7
<b>Implementation Manager</b>  The proposed Implementation Manager (e.g., Contractor Project Manager) for the MSP Project must:  1. Have a minimum of sixty (60) months of Project Management experience managing implementations of IT related projects.	8	0	5	7

<b>Account Manager Team</b>	10	0	5	7
Each member of the proposed Account Manager Team for the MSP Project must: 1. Must demonstrate a minimum of twenty-four (24) months experience reviewing, evaluating and screening candidates for IT related positions based on their knowledge of the IT industry. 2. Must demonstrate at least twenty-four (24) months experience providing account management responsibilities in direct contact with customer's end users. The account management experience provided must be in the IT field preferably involving provision of staff augmentation resources.				
<b>Contract Manager</b>	7	0	5	7
The proposed Contract Manager for the MSP Project must:  Have a minimum of thirty-six (36) months experience supporting the management of Contracts, facilitating dispute resolution, and to advising client customers of performance under the terms and conditions of the Contract.				
<b>Work Plan - General Requirements</b>				
<i>Implementation</i>	12	0	5	7
<i>Contract Start-up Transition Plan</i>	8	0	5	7
<i>Establishing, Maintaining and Developing a Network of Enrolled Providers</i>	5	0	5	7
<i>Maintaining Job Titles</i>	5	0	5	7
<i>Establishing and Maintaining Competitive Hourly Staff Augmentation Rates for the Central Ohio Region.</i>	7	0	5	7
<i>End of Contract Turnover</i>	3	0	5	7
<b>Work Plan - System Requirements</b>				
<i>Vendor Management System</i>				
<i>General Provisions</i>	3	0	5	7
<i>Role Based Access and Workflow</i>	10	0	5	7
<i>Supplier and Contractor Management</i>	10	0	5	7
<i>Record Tracking and Report Generation</i>	5	0	5	7
<i>Usability</i>	5	0	5	7
<i>Staff Augmentation Website Portal</i>	7	0	5	7
<b>Work Plan - Ongoing Operations</b>				
<i>Agency consultation</i>	7	0	5	7
<i>Response Management</i>	3	0	5	7
<i>Candidate Screening and Validation</i>	7	0	5	7
<i>Interview Facilitation</i>	3	0	5	7



initial 12 months, the Cost Evaluation will permit offerors to propose a MSP Mark-up Percentage applicable for the first 12 months of an individual staff augmentation resource placement and a potentially different MSP Mark-up Percentage for months 13 and beyond.

The offeror proposing the best Cost Proposal Value for Months 1 -12 (Mark-up Percentage that is complete and inclusive of all project costs including Revenue Share) according to the cost analysis will receive 150 points. The remaining offerors will receive a percentage of the maximum cost points available based upon the following formula:

$$\begin{array}{rcccl}
 \text{Cost Proposal} & & \text{Lowest Proposed Mark-up Fee for Months 1 through} & & \\
 \text{Points for Months} & & 12 & & \\
 \text{1-12} & = & \frac{\hspace{10em}}{\hspace{10em}} & \times & 150 \\
 & \text{(equals)} & \text{(divided by)} & \text{(times)} & \\
 & & \text{Offeror's Cost Proposal Mark-up Fee for Months 1} & & \\
 & & \text{through 12} & & 
 \end{array}$$

The offeror proposing the best Cost Proposal Value for Months 13+ (Mark-up Percentage that is complete and inclusive of all project costs including Revenue Share) according to the cost analysis will receive 250 points. The remaining offerors will receive a percentage of the maximum cost points available based upon the following formula:

$$\begin{array}{rcccl}
 \text{Cost Proposal} & & \text{Lowest Proposed Mark-up Fee for Months 13+} & & \\
 \text{Points for Months} & & & & \\
 \text{13+} & = & \frac{\hspace{10em}}{\hspace{10em}} & \times & 250 \\
 & \text{(equals)} & \text{(divided by)} & \text{(times)} & \\
 & & \text{Offeror's Cost Proposal Mark-up Fee for Months} & & \\
 & & \text{13+} & & 
 \end{array}$$

**Total Points Score:** The total points score is calculated using the following formula:

$$\begin{array}{rcccl}
 \text{Total} & & \text{Technical} & & \text{Cost} \\
 \text{Points} & = & \text{Proposal} & + & \text{Proposal} \\
 \text{Score} & \text{(equals)} & \text{Points} & \text{(plus)} & \text{Points for} \\
 & & & & \text{Months} \\
 & & & & \text{13+}
 \end{array}$$

## ATTACHMENT TWO: WORK REQUIREMENTS AND SPECIAL PROVISIONS

### PART ONE: WORK REQUIREMENTS

The scope of work and requirements are contained in Supplement 1 to this RFP.

**Statement of Work.** The Statement of Work, Contractors Responsibilities and deliverables are contained in the following supplements:

- Supplement One: Statement of Work
- Supplement Two: State Security and Privacy Requirements
- Supplement Three: Current Contract Utilization
- Supplement Four: Job Titles and Descriptions
- Supplement Five: Service Level Agreements

### PART TWO: SPECIAL PROVISIONS

**Work Hours and Conditions.** The State shall be available to participate in the Project during normal business hours Monday through Friday (generally 8:00 a.m. to 5 p.m.) during non-State holidays. The offeror shall indicate, as part of its response, any dependencies on the State by way of work location, hours outside those indicated and any other project delivery work, location or conditions requirements.

**Inconsistencies between Contract and Deliverables.** Any terms and conditions that may be incorporated in a User, Operations, Training Document or Guide or Contractor created Deliverable, work product, assumption, responsibility or activity that are inconsistent or conflicts with the Contract, the Contract shall prevail.

**The Contractor's Fee Structure.** The Contract award will be for a Firm Fixed Mark-up Percentage, payable in accordance with the selected Contractor's Cost Summary (Attachment 10). All orders and payment will be issued directly to the Contractor.

Offeror proposals must specify a Firm Fixed Mark-up percentage fee for completion of all activities set forth in this RFP, including Revenue Share. This fee will be based on a percentage mark-up of the hourly rate actually paid to the enrolled network provider for the engaged staff augmentation resource. The applicable Mark-up Percentage is the only compensation the Contractor awarded the Contract may claim for services provided. The Contractor must not charge enrolled network providers additional fees for participating in the program. The Contractor is not permitted to charge other fees from the enrolled network providers for invoicing, registration, or any other portion of the provider's involvement in the program.

**Contractor's Sales Report.** The Contractor must report the quarterly dollar value (in US currency rounded to the nearest whole dollar) of the sales under this Contract each calendar quarter (i.e., January-March, April-June, July-September and October-December). The dollar value of the sales reported must equal the price paid by all State agencies and Political Subdivisions for Deliverables under this Contract during the reporting period.

The Contractor must report the quarterly dollar value of sales to the State via the Internet using the Web form at the Department of Administrative Services, OIT vendor portal, <https://cm.ohio.gov>. If no sales occur, the Contractor must show zero sales on the report. The report must be submitted 30 days after the completion of the reporting period.

The Contractor also must submit a closeout report within 120 days after the expiration of this Contract. The Contract expires on the physical completion of the last, outstanding task or delivery order of the Contract.

The closeout report must cover all sales not shown in the final quarterly report and reconcile all errors and credits. If the Contractor reported all Contract sales and reconciled all errors and credits on the final quarterly report, then the Contractor should show zero sales in the closeout report.

If the Contractor fails to submit any sales report in a timely manner or falsifies any sales report, the State may terminate this Contract for cause.

**Contractor's Revenue Share.** The Contractor must pay the State a share of the sales transacted under this Contract. The Contractor must remit the revenue share in US dollars within 30 days after the end of the quarterly reporting period. The revenue share that the Contractor must pay equals .0075 of the total quarterly sales reported. The revenue share is included in the Contractor's Mark-up Percentage, and the Contractor may not add a surcharge to orders under this Contract to cover the cost of the revenue share.

The Contractor must remit any amount due as the result of a quarterly or closeout report at the time the quarterly or closeout report is submitted to the Department of Administrative Services, Office of Information Technology. The Contractor also must pay the revenue share by check. To ensure the payment is credited properly, the Contractor must identify the check as a "Revenue Share" and include the applicable Contract Number, total report amount, and reporting period covered.

The Contractor must make each check payable to "Treasurer, State of Ohio", and forward it to the following address:

Department of Administrative Services  
L-3686  
Columbus, OH 43260-3686

If the full amount of the revenue share is not paid within 30 days after the end of the applicable reporting period, the non-payment will constitute a contract debt to the State. The State may setoff any unpaid revenue share from any amount owed to the Contractor under this Contract and employ all other remedies available to it under Ohio law for the non-payment of the revenue share. Additionally, if the Contractor fails to pay the revenue share in a timely manner, the failure will be a breach of this Contract, and the State may terminate this Contract for cause and seek damages for the breach.

**Service Level Agreements (SLA):** The State requires that the Contractor demonstrate a high level of quality control standards and service to the State. The State has developed a set of minimum SLAs, defined in Supplement Five, Service Level Agreements, which the Contractor must meet or exceed throughout the term of the Contract. Failure to achieve an SLA will result in a service credit as described in Supplement Five, Service Level Agreements. In addition, the Contractor must submit a corrective action plan to the State within fifteen (15) days of the quarter's end for any missed SLA. This plan is subject to State approval. The Contractor shall execute the corrective action plan upon State approval.

The Contractor will be allowed a ninety (90) day grace period during the implementation phase of the Contract to ramp up services, without being evaluated on the SLAs in Supplement Five, Service Level Agreements. After the grace period, tracking of each of the SLAs will begin, and the first report shall be due to the Contract Manager one (1) month after the grace period ends.

Note: SLA calculations shall be limited to requisitions that have been released to the Contractor's network of staff augmentation resource suppliers.

**MBE Set-aside and Reporting.** In the State's commitment to make more State contracts, services, benefits and opportunities available to minority business enterprises (MBE), the State included in the Scope of Work a provision for the Contractor to enable State agencies the ability to seek and set aside work for MBEs. In seeking staff augmentation resources as a MBE Set-Aside, the Contractor must:

- Utilize a process to which only Ohio certified MBEs may respond;
- Issue the requisition to all Ohio certified MBEs enrolled in the provider network;
- Require the MBE to maintain their certification throughout the term of the Contract, including any renewals; and

The Contractor must submit monthly reports to the DAS Contract Manager or designee and to the named contact person within the DAS Equal Opportunity Division documenting the work performed by Ohio Certified MBE companies as a result of a MBE Set-Aside requisition process. The reports must be filed at a time and in a form prescribed by the DAS Contract Manager or designee and/or the DAS Equal Opportunity Division.

**Reimbursable Expenses.** None. The State will not pay for any costs in addition to the rate for the appropriate job title and skill category set forth in the Contract for a staff augmentation resource to perform his or her duties during an engagement with the State. This includes, but is not limited to, training, certifications, parking, background checks and security badges.

**Travel Expenses.** In some cases, at the State's request and with its prior written approval, Contractor provided personnel may be required to travel and work away from their assigned work station. Any travel expenses can only be reimbursed in accordance with Office of Budget and Management Travel Rules (See [http://www.obm.ohio.gov/TravelRule/doc/Revised\\_TravelRule\\_2014-07-01.pdf](http://www.obm.ohio.gov/TravelRule/doc/Revised_TravelRule_2014-07-01.pdf)).

**Overtime Policy.** No overtime premiums will be paid to the selected Contractor or its subcontractors (enrolled network providers) for work which is performed after normal business hours. All hours worked during an engagement will be paid in accordance with the rate for the appropriate job title and skill category set forth in the Contract for the resource's job title and skill category.

**Bill to Address.** The State will provide the bill to address(s) after contract award. The bill to address may vary depending upon the work or services delivered.

**Location of Data.** The Contractor must perform all work required and keep all State data within the United States, and the State may reject any Proposal that proposes to do any work or make State data available outside the United States. The State also may reject any Proposal for which the Contractor has not submitted the affirmation and disclosure form EXECUTIVE ORDER 2011-12K representing that it will ensure that all work will be done within the United States and that all State data will remain in the United States. Additionally, the Contractor must provide written notification for approval if at any time the location of work or data changes.

**Political Subdivisions.** Ohio political subdivisions, such as Ohio cities, counties, and townships ("Political Subdivisions"), may rely on this Contract. Whenever a Political Subdivision relies on this Contract to issue a purchase order, the Political Subdivision will step into the shoes of the State under this Contract for purposes of its order, and, as to the Political Subdivision's order, this Contract will be between the Contractor and the Political Subdivision. The Contractor must look solely to the Political Subdivision for performance, including but not limited to payment, and must hold the State harmless with regard to such orders and the Political Subdivision's performance. But the State will have the right to terminate this Contract and seek such remedies on termination as this Contract provides should the Contractor fail to honor its obligations under an order from a Political Subdivision. Nothing in this Contract requires the Contractor to accept an order from a Political Subdivision, if the Contractor reasonably believes that the Political Subdivision is or will be unable to perform its obligations in relation to that order.

**Submittal of Deliverables:** Any State form authorizing payment and the payment itself do not indicate that the State has accepted the Deliverables associated with the payment. The State's acceptance of the Deliverables that are part of developing the Project is conditioned on a successful performance test upon completion of the Project.

## ATTACHMENT THREE: REQUIREMENTS FOR PROPOSALS

**Proposal Format.** These instructions describe the required format for a responsive Proposal. The Offeror may include any additional information it believes is relevant. The Offeror's proposal submission must be submitted using the Microsoft Word version of the RFP to provide an **in-line response** to the RFP. An identifiable tab sheet must precede each section of the Proposal, and each Proposal must follow the format outlined below. All pages, except pre-printed technical inserts, must be sequentially numbered. Any material deviation from the format outlined below may result in a rejection of the non-conforming Proposal.

Offeror responses must use a consistent contrasting color (blue is suggested to contrast with the black text of this document) to provide their response to each requirement so that the Offeror response is readily distinguishable to the State. Below is an example of the required format for responding to the RFP requirements. To aid Offerors in the creation of the most favorable depiction of their responses, alternative formats are acceptable that use typefaces, **styles** or shaded backgrounds, so long as the use of these formats are consistent throughout the Offerors response and readily distinguishable from the baseline RFP. Alterations to the State provided baseline RFP language is strictly prohibited. The State will electronically compare Offeror responses to the baseline RFP and deviations or alterations to the State's RFP requirements may result in a rejection of the Offeror's Proposal.

To ensure that each Proposal addresses the required Scope of Work (Supplement One) and required sections of the Proposal format (Attachment Three), Offerors must address each RFP requirement by section and sub-section heading and provide the Offeror's proposed solution or response to the requirement by section and subsection **in-line** using the provided Microsoft Word version of this RFP.

Additionally, Offerors must include the entire content of Attachment Four and Supplement Two as a single section in their proposal. **Offerors must include a statement at the beginning of the section** indicating that the Offeror has read, understands and agrees to the General Terms and conditions contained in Attachment Four.

**Example of acceptable in-line section response (in italics below):**

***Assumptions.** The Offeror must list all the assumptions the Offeror made in preparing the Proposal. If any assumption is unacceptable to the State, the State may reject the Proposal. No assumptions may be included regarding negotiation, terms and conditions, or requirements.*

*Offeror Response: Offeror describes how it will address the Assumptions section within the Proposal.*

Each Proposal must respond to every request for information in this attachment and Supplement 2, whether the request requires a simple "yes" or "no" or requires a detailed explanation. Simply repeating the RFP's requirement and agreeing to comply may be an unacceptable response and may cause the Proposal to be rejected.

Each Proposal must contain the following **tabbed sections in the in-line response**:

- Cover Letter
- Vendor Information Form (OBM-5657)
- Subcontractor Letters
- Offeror Certification Form
- MBE Certification
- Mandatory Requirements
- Offeror Organization Overview and Requirements
- Staffing Capabilities
- Assumptions
- Work Plan
- Support Requirements

Proof of Insurance  
Payment Address  
Legal Notice Address  
W-9 Form  
Independent Contractor Acknowledgement Form  
Standard Affirmation and Disclosure Form (EO 2011-2012K)  
Acceptance of Attachment Four – General Terms and Conditions  
Acceptance of Supplement Two – Security and Privacy, State IT Computing Policy and State Data Handling Requirements  
Additional Value Added Services  
Cost Proposal (separate sealed package)

**Cover Letter.** The cover letter must be in the form of a standard business letter and must be signed by an individual authorized to legally bind the Offeror. The cover letter must include a brief executive summary of the solution the Offeror plans to provide. The letter must also have the following:

- a. A statement regarding the Offeror's legal structure (e.g., an Ohio corporation), Federal tax identification number, and principal place of business;
- b. A list of the people who prepared the Proposal, including their titles; and
- c. The name, address, e-mail, phone number, and fax number of a contact person who has authority to answer questions regarding the Proposal.

**Vendor Information Form.** The Offeror must submit a signed and completed Vendor Information Form (OBM-5657). The form is available at <http://ohiosharedservices.ohio.gov/VendorsForms.aspx>

**Subcontractor Letters.** For each proposed subcontractor, excluding subcontractors that will comprise the IT staff augmentation services network providers, the Offeror must attach a letter from the subcontractor, signed by someone authorized to legally bind the subcontractor, with the following included in the letter:

1. The subcontractor's legal status, federal tax identification number, D-U-N-S number, and principal place of business address;
2. The name, phone number, fax number, email address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations;
3. A description of the work the subcontractor will do;
4. A commitment to do the work if the Offeror is selected; and
5. A statement that the subcontractor has read and understood the RFP and will comply with the requirements of the RFP.

**Offeror Certifications.** The Offeror must complete Attachment Six, Offeror Certification Form.

**Mandatory Requirements.** All Offerors must demonstrate experience to meet all of the mandatory requirements identified below by providing the requested documentation or completing the Mandatory Requirement pages provided in Attachment Seven that summarizes the relevant experience to verify how the offeror meets the requirement.

**Offeror Organization Overview and Requirements.** The offeror must provide an organizational overview. The description must include the date the Offeror was established, its leadership, number of employees, number of employees the Offeror will engage in tasks directly related to the Project. Each Proposal must include a description of the Offeror's capability, capacity, experience in the industry and any other background information that will help the State gauge the ability of the Offeror to fulfill the obligations of the Contract.

If the offeror has audited financial statements, it must provide them for the past three years. If the offeror's most recently completed fiscal year is not yet audited, the previous three years may be acceptable. If the

offeror has no audited financial records, it may submit its financial statements for the last three years without an auditor's certification.

All Offerors must demonstrate experience to meet the offeror requirements identified below by providing the requested documentation or completing the Offeror Requirement pages provided in Attachment xx that summarizes the relevant experience to verify how the offeror meets the requirement.

**Staffing Capabilities.** The offeror must provide a staffing plan that identifies the required key personnel by position that the offeror proposes to complete the Project. The Offeror must provide an organizational chart highlighting the key people assigned to manage the personnel called for in this RFP, and illustrating the lines of authority

At a minimum, the offeror's proposal shall address the following key personnel positions:

- An Implementation Manager who will oversee the project during implementation.
- Account Manager Team who will be responsible for the day-to-day activities related to this Contract throughout the Contract term. The State requires a qualified account team to manage the relationship between the State and the MSP, and the MSP and the enrolled network providers. These team members should have extensive knowledge of IT industry trends and best practices. The offeror's proposal must identify and provide detailed information for team members demonstrating their experience and capability to perform their assigned duties and to handle key responsibilities after implementation "go-live. The State requires that the Contractor provide a team of qualified account managers of sufficient size to manage the volume of work required to be performed as part of the Contract. The State requires the Contractor to provide a plan for managing peaks and valleys in demand for resources.
- An individual to serve as the Contract Manager for the provision of services pursuant to this RFP. The duties of the Contractor's Contract Manager shall include but not be limited to:
  - supporting the management of the Contract,
  - facilitating dispute resolution, and
  - advising the State of performance under the terms and conditions of the Contract.

The staffing plan must show each individual's responsibilities on the Project. The State also requires a staffing plan that matches the skills and experience of the proposed Implementation Manager and Project Team to the activities and tasks that will be completed on the Project.

Resumes must be provided for the proposed key personnel to demonstrate proven experience on projects of similar scale and complexity. Representative resumes are not acceptable.

The resumes must include:

1. The person's name;
2. The proposed role on this Project;
3. Listings of completed projects that are comparable to this Project or required similar skills based on the person's assigned role/responsibility on this Project. Each project listed should include at a minimum the beginning and ending dates, client/company name for which the work was performed, client contact information (name, phone number, email address, company name, etc.), project title, project description, and a detailed description of the person's role/responsibility on the project;
4. Education;
5. Professional licenses, certifications, and memberships; and
6. Employment history.

In addition to the resumes requested above, the offeror must also provide in this section of their proposal completed profile forms contained within Attachment Eight for the proposed Implementation Manager and each proposed member of Account Manager Team.

A contingency plan that shows the ability to add more staff if needed to ensure meeting the Project's implementation "go-live" date and to manage the peaks in demands for IT staff augmentation resources within the Contract's SLA requirements.

Offerors must provide a statement that clearly indicates the time commitment of each proposed candidate. The Offeror also must include a statement indicating to what extent, if any, the proposed candidate may work on other projects during the term of the Contract. The State may reject any Proposal that commits the proposed candidate to other projects during the term of the Project, if the State believes that any such commitment may be detrimental to the Offeror's performance.

**Assumptions.** The Offeror must list all the assumptions the Offeror made in preparing the Proposal. If any assumption is unacceptable to the State, the State may at its sole discretion request that the Offeror remove the assumption or choose to reject the Proposal. No assumptions may be included regarding the outcomes of negotiation, terms and conditions, or requirements. Assumptions must be provided as part of the Offeror response as a stand-alone response section that is inclusive of all assumptions with reference(s) to the section(s) of the RFP that the assumption is applicable to. Offerors must not include assumptions elsewhere in their response.

**Work Plan.** The State encourages responses that demonstrate a thorough understanding of the nature of the Work and what the Contractor must do to get the Work done properly. To this end, the Offeror must submit a Work Plan that includes detail sufficient to give the State an understanding of how the Offeror's meet the requirements for project management and each Work Area defined in Supplement One. Offerors must complete an in-line response within Supplement One to fulfill the submission requirements for the work plan.

**Support Requirements.** The Offeror must describe the support it wants from the State other than what the State has offered in this RFP. Specifically, the Offeror must address the following:

- Nature and extent of State support required in terms of staff roles, percentage of time available, and so on;
- Assistance from State staff and the experience and qualification levels required; and
- Other support requirements.

The State may not be able or willing to provide the additional support the Offeror lists in this part of its Proposal. The Offeror therefore must indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, the State may reject the Offeror's Proposal, if the State is unable or unwilling to meet the requirements.

**Proof of Insurance.** The Offeror must provide the certificate of insurance required by Attachment Four. The policy may be written on an occurrence or claims made basis.

**Payment Address.** The Offeror must give the address to which the State will send payments under the Contract.

**Legal Notice Address.** The Offeror must give the name, title, and address to which the State should send legal notices under the Contract.

**W-9 Form.** The Offeror must complete a W-9 form in its entirety. The Offeror must submit at least one originally signed W-9. All other copies of a Proposal may contain copies of the W-9. The Offeror must indicate on the outside of the binder which Proposal contains the originally signed W-9. A current version of the Internal Revenue's W-9 form is available at <http://www.irs.gov/pub/irs-pdf/fw9.pdf>.

**Independent Contractor Acknowledgement Form.** Unless the offeror is a "business entity" as that term is defined in ORC. 145.037 ("an entity with five or more employees that is a corporation, association, firm, limited liability company, partnership, sole proprietorship, or other entity engaged in business"), the offeror must complete and submit an originally signed Independent Contractor Acknowledgement form in its entirety.

All other copies of a Proposal may contain copies of the Independent Contractor Acknowledgement form. The offeror must indicate on the outside of the binder which Proposal contains the originally signed Independent Contractor Acknowledgement form. A current version of the Independent Contractor Acknowledgement form is available at <https://www.opers.org/forms-archive/PEDACKN.pdf#zoom=80>

**Standard Affirmation and Disclosure Form (EO 2011-2012K).** The Offeror must complete and sign the Affirmation and Disclosure Form (Attachment Nine) as part of its Proposal. Executive Order 2011-12K is available at <http://www.governor.ohio.gov/Portals/0/pdf/executiveOrders/EO%202011-12K.pdf>

**Acceptance of Attachment Four – General Terms and Conditions.** Offerors must include the entire content of Attachment Four as a single section in their proposal. The Offerors must include a statement at the beginning of the section indicating that the Offeror has read, understands and agrees to the General Terms and conditions contained in Attachment Four.

**Acceptance of Supplement 2 – Security and Privacy, State IT Computing Policy and State Data Handling Requirements.** Offerors must include the entire content of Supplement Two as a single section in their proposal. The Offerors must include a statement at the beginning of the section indicating that the Offeror has read, understands and agrees to the Requirements contained in Supplement Two.

**Additional Value Added Services** – Offerors may describe in this section of their proposal additional value added services or other options relevant to the scope of this solicitation that have not been specifically described elsewhere in the RFP. This section of the proposal response shall not exceed five (5) letter size pages of material. Pricing information is permitted, but offerors must not include this pricing in the Cost Proposal section of their response. This information will not be considered in scoring of offeror proposals.

**Cost Proposal.** This RFP includes a Cost Proposal Form provided as an attachment. Offerors may not reformat this form. Each Offeror must complete the Cost Proposal Form in the exact format provided, since the State may reject any Proposal with a reformatted Cost Proposal Form or that is not separately sealed. (See: Part Three: General Instructions, Proposal Submittal.)

The Cost Proposal Form must not include exceptions, additional terms and conditions, or assumptions.

**The State will not be liable for or pay any Work costs that the Offeror does not identify in its Proposal.**

## ATTACHMENT FOUR: GENERAL TERMS AND CONDITIONS

### PART ONE: PERFORMANCE AND PAYMENT

**Statement of Work.** The selected Offeror's proposal (the "Proposal") and the State's Request for Proposals (the "RFP"), which are collectively referred to as the "RFP Documents", are a part of this contract (the "Contract") and describe the work (the "Work") the selected Offeror (the "Contractor") must do and any materials the Contractor must deliver (the "Deliverables") under this Contract. The Contractor must do the Work in a professional, timely, and efficient manner and must provide the Deliverables in a proper fashion. The Contractor also must furnish its own support staff necessary for the satisfactory performance of the Work.

The Contractor must consult with the appropriate State representatives and others necessary to ensure a thorough understanding of the Work and satisfactory performance. The State may give instructions to or make requests of the Contractor relating to the Work, and the Contractor must comply with those instructions and fulfill those requests in a timely and professional manner. Those instructions and requests will be for the sole purpose of ensuring satisfactory completion of the Work and will not amend or alter the scope of the Work.

**Term.** Unless this Contract is terminated or expires without renewal, it will remain in effect until the Work is completed to the satisfaction of the State and the Contractor is paid. But the current General Assembly cannot commit a future General Assembly to an expenditure. Therefore, this Contract will automatically expire at the end of each fiscal year or biennium, the first of which is June 30, 2017. The State may renew this Contract in the next fiscal year or biennium by issuing written notice to the Contractor of the decision to do so. This expiration and renewal procedure also will apply to the end of any subsequent term during which the Work continues, subject to the State's approval. Termination or expiration of this Contract will not limit the Contractor's continuing obligations with respect to Deliverables that the State pays for before or after termination or limit the State's rights in such.

The State's funds are contingent upon the availability of lawful appropriations by the Ohio General Assembly. If the General Assembly fails to continue funding for the payments and other obligations due as part of this Contract, the State's obligations under this Contract will terminate as of the date that the funding expires without further obligation of the State.

The Work has a completion date that is identified in the RFP Documents. The RFP Documents also may have several dates for the delivery of Deliverables or reaching certain milestones in the Work. The Contractor must make those deliveries, meet those milestones, and complete the Work within the times the RFP Documents require. If the Contractor does not meet those dates, the Contractor will be in default, and the State may terminate this Contract under the Suspension and Termination Section contained in Part II of this Attachment Four.

But the State also may have certain obligations to meet. Those obligations, if any, also are listed in the RFP Documents. If the State agrees that the Contractor's failure to meet the delivery, milestone, or completion dates in the RFP Documents is due to the State's failure to meet its own obligations in a timely fashion, then the Contractor will not be in default, and the delivery, milestone, and completion dates affected by the State's failure to perform will be extended by the same amount of time as the State's delay. The Contractor may not rely on this provision unless the Contractor has in good faith exerted reasonable management skill to avoid an extension and has given the State meaningful written notice of the State's failure to meet its obligations within five business days of the Contractor's realization that the State's delay may impact the Work. The Contractor must deliver any such notice to both the Work Representative and Procurement Representative and title the notice as a "Notice of State Delay." The notice must identify any delay in detail, as well as the impact the delay has or will have on the Work. Unless the State decides, in its sole and exclusive judgment, that an equitable adjustment in the Contractor's Fee is warranted in the case of an extended delay, an extension of the Contractor's time to perform will be the Contractor's exclusive remedy for the State's delay. Should the State determine that an equitable adjustment in the Contractor's Fee is warranted, the equitable

adjustment will be handled as a Change Order under the Changes Section of this Contract, and the extension of time and equitable adjustment will be the exclusive remedies of the Contractor for the State's delay.

The State seeks a complete solution to what the Work is intended to accomplish, and the Contractor must provide any incidental items omitted in the RFP Documents as part of the Contractor's Firm Fixed Mark-up percentage. All required components and processes for the Work to be complete and useful to the State are included in the Work and the Firm Fixed Mark-up percentage, unless the RFP expressly provides otherwise.

**Compensation:** In consideration of the Contractor's promises and satisfactory performance, the State will pay the Contractor the Firm Fixed Mark-up percentage fee identified in this RFP (the "Fee"). In no event, however, will payments for staff augmentation services under this Contract exceed the hourly rate of the specific staff augmentation resource plus the Firm Fixed Mark-up percentage without the prior written approval of the Department of Administrative Services. The Contractor's right to the Fee is contingent on the complete and satisfactory performance of the Work or, in the case of milestone payments or periodic payments of an hourly, daily, weekly, monthly, or annual rate, all relevant parts of the Work tied to the applicable milestone or period. Payment of the Fee also is contingent on the Contractor delivering a proper invoice and any other documents the RFP Documents require. An invoice must comply with the State's then current policies regarding invoices and their submission. The State will notify the Contractor in writing within 15 business days after it receives a defective invoice of any defect and provide the information necessary to correct the defect.

The Contractor must send all invoices under this Contract to the "bill to" address in the RFP Documents or in the applicable purchase order.

The State will pay the Contractor interest on any late payment, as provided in Section 126.30 of the Ohio Revised Code (the "Revised Code"). If the State disputes a payment for anything covered by an invoice, within 15 business days after receipt of that invoice, the State will notify the Contractor, in writing, stating the grounds for the dispute. The State then may deduct the disputed amount from its payment as a nonexclusive remedy. If the Contractor has committed a material breach, in the sole opinion of the State, the State also may withhold payment otherwise due to the Contractor. Both parties will attempt to resolve any claims of material breach or payment disputes through discussions among the Work Manager, the Contractor's executive responsible for the Work, the Work Representative, and the State Contract Management Administrator. The State will consult with the Contractor as early as reasonably possible about the nature of the claim or dispute and the amount of payment affected. When the Contractor has resolved the matter to the State's satisfaction, the State will pay the disputed amount within 30 business days after the matter is resolved. The State has no obligation to make any disputed payments until the matter is resolved, and the Contractor must continue its performance under this Contract pending resolution of the dispute or claim.

If the State has already paid the Contractor on an invoice but later disputes the amount covered by the invoice, and if the Contractor fails to correct the problem within 30 calendar days after written notice, the Contractor must reimburse the State for that amount at the end of the 30 calendar days as a nonexclusive remedy for the State. On written request from the Contractor, the State will provide reasonable assistance in determining the nature of the problem by giving the Contractor reasonable access to the State's facilities and any information the State has regarding the problem.

If the RFP Documents provide for any retainage, the State will withhold from each invoice paid the percentage specified in the RFP Documents as retainage. The State will pay the retainage only after the State has accepted all the Work and then only in accordance with the payment schedule specified in the RFP Documents. The State will withhold all amounts under this section arising from claims or disputes in addition to any retainage specified in the RFP Documents.

**Reimbursable Expenses.** The State will pay all reimbursable expenses identified in the RFP Documents, if any, in accordance with the terms in the RFP Documents and, where applicable, Section 126.31 of the Revised Code. The Contractor must assume all expenses that it incurs in the performance of this Contract that are not identified as reimbursable in the RFP Documents.

In making any reimbursable expenditure, the Contractor always must comply with the more restrictive of its own, then current internal policies for making such expenditures or the State's then current policies. All reimbursable travel will require the advance written approval of the State's Work Representative. The Contractor must bill all reimbursable expenses monthly, and the State will reimburse the Contractor for them within 30 business days of receiving the Contractor's invoice.

Reimbursable Expenses shall not include expenses incurred by employees and consultants in connection with the services including but not limited to airfare, parking, car rental, hotel, meals and tips associated with travel, increased insurance premiums resulting from additional insurance coverage(s) requested by the State, printing, plotting, and courier and overnight delivery expenses. Expenses of this nature are to be included in the Contractor's proposal as part of the proposed fee structure and (if applicable) hourly proposed rate of Contractor personnel.

**Right of Offset.** The State may set off the amount of any Ohio tax liability or other obligation of the Contractor or its subsidiaries to the State, including any amounts the Contractor owes to the State under this or other contracts, against any payments due from the State to the Contractor under this or any other contracts with the State.

**Certification of Funds.** None of the rights, duties, or obligations in this Contract will be binding on the State, and the Contractor will not begin its performance, until all the following conditions have been met:

- (a) All statutory provisions under the Revised Code, including Section 126.07, have been met;
- (b) All necessary funds are made available by the appropriate State entities;
- (c) If required, the Controlling Board of Ohio approves this Contract; and
- (d) If the State is relying on federal or third-party funds for this Contract, the State gives the Contractor written notice that such funds are available.

**Employment Taxes.** All people furnished by the Contractor (the "Contractor Personnel") are employees or subcontractors of the Contractor, and none are or will be deemed employees or contractors of the State. No Contractor Personnel will be entitled to participate in, claim benefits under, or become an "eligible employee" for purposes of any employee benefit plan of the State by reason of any work done under this Contract. The Contractor will pay all federal, state, local, and other applicable payroll taxes and make the required contributions, withholdings, and deductions imposed or assessed under any provision of any law and measured by wages, salaries, or other remuneration paid by or which may be due from the Contractor to the Contractor Personnel. The Contractor will indemnify, defend (with the consent and approval of the Ohio Attorney General), and hold the State harmless from and against all claims, losses, liability, demands, fines, and expense (including court costs, defense costs, and redeemable attorney fees) arising out of or relating to such taxes, withholdings, deductions, and contributions with respect to the Contractor Personnel. The Contractor's indemnity and defense obligations also apply to any claim or assertion of tax liability made by or on behalf of any Contractor Personnel or governmental agency on the basis that any Contractor Personnel are employees or contractors of the State, that the State is the "joint employer" or "co-employer" of any Contractor Personnel, or that any Contractor Personnel are entitled to any employee benefit offered only to eligible regular fulltime or regular part-time employees of the State.

**Independent Contractor Acknowledgement.** It is fully understood and agreed that Contractor is an independent contractor and is not an agent, servant, or employee of the State of Ohio or the Ohio Department of Administrative Services. Contractor declares that it is engaged as an independent business and has complied with all applicable federal, state, and local laws regarding business permits and licenses of any kind, including but not limited to any insurance coverage, workers' compensation, or unemployment compensation that is required in the normal course of business and will assume all responsibility for any federal, state, municipal or other tax liabilities. Additionally, Contractor understands that as an independent contractor, it is not a public employee and is not entitled to contributions from DAS to any public employee retirement system.

Contractor acknowledges and agrees any individual providing personal services under this agreement is not a public employee for purposes of Chapter 145 of the Ohio Revised Code. Unless Contractor is a “business entity” as that term is defined in ORC. 145.037 (“an entity with five or more employees that is a corporation, association, firm, limited liability company, partnership, sole proprietorship, or other entity engaged in business”) Contractor shall have any individual performing services under this agreement complete and submit to the ordering agency the Independent Contractor/Worker Acknowledgement found at the following link:

<https://www.opers.org/forms-archive/PEDACKN.pdf#zoom=80>

Contractor’s failure to complete and submit the Independent/Worker Acknowledgement prior to commencement of the work, service or deliverable, provided under this agreement, shall serve as Contractor’s certification that contractor is a “Business entity” as the term is defined in ORC Section 145.037

**Sales, Use, Excise, and Property Taxes.** The State is exempt from any sales, use, excise, and property tax. To the extent sales, use, excise, or any similar tax is imposed on the Contractor in connection with the Work, such will be the sole and exclusive responsibility of the Contractor. And the Contractor will pay such taxes, together with any interest and penalties not disputed with the appropriate taxing authority, whether they are imposed at the time the services are rendered or a later time.

## PART TWO: WORK AND CONTRACT ADMINISTRATION

**Related Contracts.** The Contractor warrants that the Contractor has not and will not enter into any contracts without written approval of the State to perform substantially identical services for the State, such that the Work under this Contract duplicates the work done or to be done under the other State contracts.

**Other Contractors.** The State may hold other contracts for additional or related work, including among others independent verification and validation (IV&V) efforts for the Work. The Contractor must fully cooperate with all other contractors and State employees and coordinate its Work with such other contractors and State employees as may be required for the smooth and efficient operation of all related or additional work. The Contractor may not act in any way that may unreasonably interfere with the work of any other contractors or the State's employees. Further, the Contractor must fully cooperate with any IV&V contractor assigned to the Work. Such cooperation includes expeditiously providing the IV&V contractor with full and complete access to all Work product, records, materials, personnel, meetings, and correspondence as the IV&V contractor may request. If the State assigns an IV&V contractor to the Work, the State will obligate the IV&V contractor to a confidentiality provision similar to the Confidentiality Section contained in this Contract. The Contractor must include the obligations of this provision in all its contracts with its subcontractors for the Work.

**Subcontracting.** The Contractor may not enter into subcontracts related to the Work after award without written approval from the State. But the Contractor will not need the State's written approval to subcontract for the purchase of commercial goods that are required for satisfactory completion of the Work. All subcontracts will be at the sole expense of the Contractor unless expressly stated otherwise in the RFP Documents.

The State's approval of the use of subcontractors does not mean that the State will pay for them. The Contractor will be solely responsible for payment of its subcontractor and any claims of subcontractors for any failure of the Contractor or any of its other subcontractors to meet the performance schedule or performance specifications for the Work in a timely and professional manner. The Contractor must hold the State harmless for and must indemnify the State against any such claims.

The Contractor assumes responsibility for all Deliverables whether it, a subcontractor, or third-party manufacturer produces them in whole or in part. Further, the Contractor will be the sole point of contact with regard to contractual matters, including payment of all charges resulting from the Contract. And the Contractor will be fully responsible for any default by a subcontractor, just as if the Contractor itself had defaulted.

If the Contractor uses any subcontractors, each subcontractor must have a written agreement with the Contractor. That written agreement must incorporate this Contract by reference. The agreement also must pass through to the subcontractor all provisions of this Contract that would be fully effective only if they bind both the subcontractor and the Contractor. Among such provisions are the limitations on the Contractor's remedies, the insurance requirements, record keeping obligations, and audit rights. Some sections of this Contract may limit the need to pass through their requirements to subcontracts to avoid placing cumbersome obligations on minor subcontractors. But this exception is applicable only to sections that expressly provide an exclusion for small-dollar subcontracts. Should the Contractor fail to pass through any provisions of this Contract to one of its subcontractors and the failure damages the State in any way, the Contractor must indemnify the State for the damage.

**Record Keeping.** The Contractor must keep all financial records in accordance with generally accepted accounting principles consistently applied. The Contractor also must file documentation to support each action under this Contract in a manner allowing the documentation to be readily located. And the Contractor must keep all Work-related records and documents at its principal place of business or at its office where the work was performed. Should the Contractor deem for confidentiality obligations to other customers that these records be maintained separately from other customer records, the Contractor is permitted to maintain and keep these records separate.

**Audits.** During the term of this Contract and for three years after the payment of the Contractor's Fee, on reasonable notice and during customary business hours, the State may audit the Contractor's records and other materials that relate to the Work provided by the Contractor to the State. This audit right also applies to the State's duly authorized representatives and any person or organization providing financial support for the Work. State audit rights shall apply to those Contractor materials that are required to verify the accuracy of a Contractor invoice to the State inclusive of: Contractor personnel timesheets; Contractor purchased or provided equipment for benefit of the State that shall remain in the State's possession; State deliverable acceptance documentation; any required State written approvals as required herein; final work products and deliverables; any partial or incomplete work products or deliverables that should the Contractor submit for partial compensation from the State as a result of termination of this contract.

**Right to Terminate as a Result of Audit Findings.** In the event the State determines that the results of any examination of the Contractor is unsatisfactory per the requirements of the Contract and not remedied within a 90 day period following written notice from the State, the State may terminate this Agreement, in part or in full.

If the Contractor fails to satisfy the requirements of the State with regard to security of information, or if an examination reveals information that would result in a continuing contractual relationship that causes the State to be in violation of any law, the State may terminate this Contract immediately without notice.

If the Contractor fails to satisfy the requirements of the State with regard to matters not related to items contained in the preceding two (2) paragraphs, the State will provide Contractor with notice and an opportunity to cure the failure within forty-five (45) days. If the failure is not cured by Contractor within such forty-five (45) day period, the State may terminate this Contract without further notice.

**Insurance.** The Contractor must provide the following insurance coverage at its own expense throughout the term of this Contract:

- (a) Workers' compensation insurance, as required by Ohio law, and if some of the Work will be done outside Ohio, the laws of the appropriate state(s) where any portion of the Work will be done. The Contractor also must maintain employer's liability insurance with at least a \$1,000,000.00 limit.
- (b) Commercial General Liability insurance coverage for bodily injury, personal injury, wrongful death, and property damage. The defense cost must be outside of the policy limits. Such policy must designate the State of Ohio as an additional insured, as its interest may appear. The policy also must be endorsed to include a waiver of subrogation. At a minimum, the limits of the insurance must be:

- \$ 2,000,000 General Aggregate
- \$ 2,000,000 Products/Completed Operations Aggregate
- \$ 1,000,000 Per Occurrence Limit
- \$ 1,000,000 Personal and Advertising Injury Limit
- \$ 100,000 Fire Legal Liability
- \$ 10,000 Medical Payments

The Contractor shall, for each policy required by this Contract provide the State with 30-days prior written notice of cancellation, material change, or non-renewal, except a ten (10) day notice of non-payment of premium. And the Contractor's Commercial General Liability must be primary over any other insurance coverage.

- (c) Commercial Automobile Liability insurance with a combined single limit of \$500,000.
- (d) Professional Liability insurance covering all staff with a minimum limit of \$1,000,000 per incident and

\$3,000,000 aggregate. If the Contractor's policy is written on a "claims made" basis, the Contractor must provide the State with proof of continuous coverage at the time the policy is renewed. If for any reason the policy expires, or coverage is terminated, the Contractor must purchase and maintain "tail" coverage through the applicable statute of limitations.

The certificate(s) must be in a form that is reasonably satisfactory to the State as to the contents of the policies and the quality of the insurance carriers. All carriers must have at least an "A-" rating by A.M. Best.

**Replacement Personnel.** If the RFP Documents contain the names of specific people who will do the Work, then the quality and professional credentials of those people were material factors in the State's decision to enter into this Contract. Therefore, the Contractor must use all commercially reasonable efforts to ensure the continued availability of those people. Also, the Contractor may not remove those people from the Work without the prior, written consent of the State, except as provided below.

The Contractor may remove a person listed in the RFP Documents from the Work, if doing so is necessary for legal or disciplinary reasons. But the Contractor must make a reasonable effort to give the State 30 calendar days' prior, written notice of the removal.

If the Contractor removes a person listed in the RFP Documents from the Work for any reason other than those specified above, the State may assess liquidated damages in the amount of \$1,500.00 for every day between the date on which the individual was removed and the date that this Contract is terminated or the individual's qualified replacement, selected in accordance with the process identified in this section, starts performing on the Work. The State also may provide the Contractor with written notice of its default under this section, which the Contractor must cure within 30 days. Should the Contractor fail to cure its default within the 30 day cure period, this Contract will terminate immediately for cause, and the State will be entitled to damages in accordance with the Suspension and Termination Section of this Contract due to the termination. Should the State assess liquidated damages or otherwise be entitled to damages under this provision, it may offset these damages from any Fees due under this Contract.

The Contractor must have qualified replacement people available to replace any people listed in the RFP Documents by name or identified as a key individual on the Work. When the removal of a listed person is permitted under this Section, or if a person becomes unavailable, the Contractor must submit the resumes for two replacement people to the State for each person removed or who otherwise becomes unavailable. The Contractor must submit the two resumes, along with such other information as the State may reasonably request, within five business days after the decision to remove a person is made or the unavailability of a listed person becomes known to the Contractor.

The State will select one of the two proposed replacements or will reject both of them within ten business days after the Contractor has submitted the proposed replacements to the State. The State may reject the proposed replacements for any legal reason. Should the State reject both replacement candidates due to their failure to meet the minimum qualifications identified in the RFP Documents, or should the Contractor fail to provide the notice required under this Section or fail to provide two qualified replacement candidates for each removed or unavailable person, the Contractor will be in default and the cure period for default specified elsewhere in this Contract will not apply. In any such case, the State will have the following options:

- (a) The State may assess liquidated damages in the amount of \$1,500.00 for every day between the date on which the Contractor failed to provide the applicable notice, failed to provide the two replacement candidates, or the date the State rejected all candidates for cause and the date on which the Contractor affects a cure or the Contract expires without renewal or is terminated.
- (b) The State may terminate this Contract immediately for cause and without any cure period.

Should the State exercise its option under item (a) above, it nevertheless will be entitled anytime thereafter to exercise its option under item (b) above. Additionally, should the State terminate this Contract under this provision, it will be entitled to damages in accordance with the Suspension and Termination Section of this

Contract due to the termination. Should the State assess liquidated damages or otherwise be entitled to damages under this provision, it may offset these damages from any Fees due under this Contract.

The State may determine that the proposed replacement candidates meet the minimum qualifications of this Contract and still substantially reduce the value the State perceived it would receive through the effort of the original individual(s) the Contractor proposed and on whose credentials the State decided to enter into this Contract. Therefore, the State will have the right to reject any candidate that the State determines may provide it with diminished value.

Should the State reject both proposed candidates for any legal reason other than their failure to meet the minimum qualifications identified in the RFP Documents, the State may terminate this Contract for its convenience.

The State has an interest in providing a healthy and safe environment for its employees and guests at its facilities. The State also has an interest in ensuring that its operations are carried out in an efficient, professional, legal, and secure manner. Therefore, the State will have the right to require the Contractor to remove any individual involved in the Work, if the State determines that any such individual has or may interfere with the State's interests identified above. In such a case, the request for removal will be treated as a case in which an individual providing services under this Contract has become unavailable, and the Contractor must follow the procedures identified above for replacing unavailable people. This provision also applies to people that the Contractor's subcontractors engage, if they are listed by name or as a key person in the RFP Documents.

**Suspension and Termination.** The State may terminate this Contract for cause if the Contractor defaults in meeting its obligations under this Contract and fails to cure its default within the time allowed by this Contract, or if a petition in bankruptcy (or similar proceeding) has been filed by or against the Contractor. The State also may terminate this Contract if the Contractor violates any law or regulation in doing the Work, or if it appears to the State that the Contractor's performance is substantially endangered through no fault of the State. In any such case, the termination will be for cause, and the State's rights and remedies will be those identified below for termination for cause.

Upon termination for cause on written notice, the Contractor will have 30 calendar days to cure any breach of its obligations under this Contract, provided the breach is curable. If the Contractor fails to cure the breach within 30 calendar days after written notice, or if the breach is not one that is curable, the State will have the right to terminate this Contract immediately on notice to the Contractor. The State also may terminate this Contract in the case of breaches that are cured within 30 calendar days but are persistent. "Persistent" in this context means that the State has notified the Contractor in writing of the Contractor's failure to meet any of its obligations three times. After the third notice, the State may terminate this Contract on written notice to the Contractor without a cure period if the Contractor again fails to meet any obligation. The three notices do not have to relate to the same obligation or type of failure. Some provisions of this Contract may provide for a shorter cure period than 30 calendar days or for no cure period at all, and those provisions will prevail over this one. If a particular section does not state what the cure period will be, this provision will govern.

Moreover, the State may terminate this Contract for its convenience and without cause or if the Ohio General Assembly fails to appropriate funds for any part of the Work. If a third party is providing funding for the Work, the State also may terminate this Contract should that third party fail to release any funds for the Work. The RFP Documents normally identify any third party source of funds for the Work, but an absence of such in the RFP Documents will not diminish the State's rights under this section.

The notice of termination, whether for cause or without cause, will be effective as soon as the Contractor receives it. Upon receipt of the notice of termination, the Contractor must immediately cease all activity on the Work and take all steps necessary to minimize any costs the Contractor will incur related to this Contract. The Contractor also must immediately prepare a report and deliver it to the State. The report must be all-inclusive and must detail the Work completed at the date of termination, the percentage of the Work's completion, any costs incurred in doing the Work to that date, and any Deliverables completed or partially

completed but not delivered to the State at the time of termination. The Contractor also must deliver all the completed and partially completed Deliverables to the State with its report. But if the State determines that delivery in that manner would not be in its interest, then the State may designate a suitable alternative form of delivery, which the Contractor must honor.

If the State terminates this Contract for cause, the State will be entitled to cover for the Work by using another Contractor on such commercially reasonable terms as the State and the covering contractor may agree. The Contractor will be liable to the State for all costs related to covering for the Work to the extent that such costs, when combined with payments already made to the Contractor for the Work before termination, exceed the costs that the State would have incurred under this Contract. The Contractor also will be liable for any other direct damages resulting from its breach of this Contract or other action leading to termination for cause.

If the termination is for the convenience of the State, the Contractor will be entitled to compensation for any Work that the Contractor has performed before the termination. Such compensation will be the Contractor's exclusive remedy in the case of termination for convenience and will be available to the Contractor only once the Contractor has submitted a proper invoice for such, with the invoice reflecting the amount that the State determines it owes to the Contractor. The State will make that determination based on the lesser of the percentage of the Work completed or the hours of work performed in relation to the estimated total hours required to perform all the Work.

The State will have the option of suspending rather than terminating the Work, if the State believes that doing so would better serve its interests. In the event of a suspension for the convenience of the State, the Contractor will be entitled to receive payment for the work performed before the suspension. In the case of suspension of the Work for cause rather than termination for cause, the Contractor will not be entitled to any compensation for any work performed. If the State reinstates the Work after suspension for cause, rather than terminating this Contract after the suspension, the Contractor may be entitled to compensation for work performed before the suspension, less any damage to the State resulting from the Contractor's breach of this Contract or other fault. Any amount due for work before or after the suspension for cause will be offset by any damage to the State from the default or other event giving rise to the suspension.

In the case of a suspension for the State's convenience, the State will calculate the amount of compensation due to the Contractor for work performed before the suspension in the same manner as provided in this section for termination for the State's convenience. The Contractor will not be entitled to compensation for any other costs associated with a suspension for the State's convenience, and the State will make no payment under this provision to the Contractor until the Contractor submits a proper invoice. If the State decides to allow the Work to continue rather than terminating this Contract after the suspension, the State will not be required to make any payment to the Contractor other than those payments specified in this Contract and in accordance with the payment schedule specified in this Contract for properly completed Work.

Any notice of suspension, whether with or without cause, will be effective immediately on the Contractor's receipt of the notice. The Contractor will prepare a report concerning the Work just as is required by this Section in the case of termination. After suspension of the Work, the Contractor may not perform any Work without the consent of the State and may resume the Work only on written notice from the State to do so. In any case of suspension, the State retains its right to terminate this Contract rather than to continue the suspension or resume the Work. If the suspension is for the convenience of the State, then termination of the Contract will be a termination for convenience. If the suspension is with cause, the termination will also be for cause.

The State may not suspend the Work for its convenience more than twice during the term of this Contract, and any suspension for the State's convenience may not continue for more than 30 calendar days. If the Contractor does not receive notice to resume or terminate the Work within the 30-day suspension, then this Contract will terminate automatically for the State's convenience at the end of the 30 calendar day period.

Any default by the Contractor or one of its subcontractors will be treated as a default by the Contractor and all of its subcontractors. The Contractor will be solely responsible for satisfying any claims of its subcontractors

for any suspension or termination and must indemnify the State for any liability to them. Notwithstanding the foregoing, each subcontractor must hold the State harmless for any damage caused to them from a suspension or termination. They must look solely to the Contractor for any compensation to which they may be entitled.

**Representatives.** The State's representative under this Contract will be the person identified in the RFP Documents or in a subsequent notice to the Contractor as the "Work Representative." The Work Representative will review all reports the Contractor makes in the performance of the Work, will conduct all liaison with the Contractor, and will accept or reject the Deliverables and the completed Work. The Work Representative may delegate his or her responsibilities for individual aspects of the Work to one or more managers, who may act as the Work Representative for those individual portions of the Work.

The Contractor's Work Manager under this Contract will be the person identified on the RFP Documents as the "Work Manager." The Work Manager will be the Contractor's liaison with the State under this Contract. Additionally, the Work Manager will conduct all Work meetings and prepare and submit to the Work Representative all reports, plans, and other materials that the RFP Documents require from the Contractor.

Either party, upon written notice to the other party, may designate another representative. However, the Contractor may not replace the Work Manager without the approval of the State if that person is identified in the RFP Documents by name or as a key individual on the Work.

**Work Responsibilities.** The State will be responsible for providing only those things, if any, expressly identified in the RFP Documents. If the State has agreed to provide facilities or equipment, the Contractor, by signing this Contract, warrants that the Contractor has either inspected the facilities and equipment or has voluntarily waived an inspection and will use the equipment and facilities on an "as is" basis.

The Contractor must assume the lead in the areas of management, design, and development of the Work. The Contractor must coordinate the successful execution of the Work and direct all Work activities on a day-to-day basis, with the advice and consent of the Work Representative. The Contractor will be responsible for all communications regarding the progress of the Work and will discuss with the Work Representative any issues, recommendations, and decisions related to the Work.

If any part of the Work requires installation on the State's property, the State will provide the Contractor with reasonable access to the installation site for the installation and any site preparation that is needed. After the installation is complete, the Contractor must complete an installation letter and secure the signature of the Work Representative certifying that installation is complete and the Work, or applicable portion of it, is operational. The letter must describe the nature, date, and location of the installation, as well as the date the Work Representative certified the installation as complete and operational.

Unless otherwise provided in the RFP Documents, the Contractor is solely responsible for obtaining all official permits, approvals, licenses, certifications, and similar authorizations required by any local, state, or federal agency for the Work and maintaining them throughout the duration of this Contract.

**Changes.** The State may make reasonable changes within the general scope of the Work. The State will do so by issuing a written order under this Contract describing the nature of the change ("Change Order"). Additionally, if the State provides directions or makes requests of the Contractor without a change order, and the Contractor reasonably believes the directions or requests are outside the specifications for the Work, the Contractor may request a Change Order from the State. The parties will handle such changes as follows: The Contractor will provide pricing to the State. The State will execute a Change Order once it and the Contractor have agreed on the description of and specifications for the change, as well as any equitable adjustments that need to be made in the Contractor's Fee or the performance schedule for the work. Then within five business days after receiving the Change Order, the Contractor must sign it to signify agreement with it.

If a change causes an increase in the cost of, or the time required for, the performance of the Work, the

Contractor must notify the State in writing and request an equitable adjustment in its Fee, the delivery schedule, or both before the Contractor signs the Change Order. If the Contractor claims an adjustment under this section in connection with a change to the Work not described in a written Change Order, the Contractor must notify the State in writing of the claim within five business days after the Contractor is notified of the change and before work on the change begins. Otherwise, the Contractor will have waived the claim. In no event will the State be responsible for any increase in the Fee or revision in any delivery schedule unless the State expressly ordered the relevant change in writing and the Contractor has complied with the requirements of this section. Provided the State has complied with the procedure for Change Orders in this section, nothing in this clause will excuse the Contractor from proceeding with performance of the Work, as changed.

Where an equitable adjustment to the Contractor's Fee is appropriate, the State and the Contractor may agree upon such an adjustment. If the State and the Contractor are unable to agree, either party may submit the dispute to the senior management of the Contractor and the senior management of the State's Office of Information Technology for resolution. If within 30 calendar days following referral to senior management, the claim or dispute has not been resolved, the Contractor must submit its actual costs for materials needed for the change (or estimated amount if the precise amount of materials cannot be determined) and an estimate of the hours of labor required to do the work under the Change Order. The Contractor must break down the hours of labor by employee position, and provide the actual hourly pay rate for each employee involved in the change. The total amount of the equitable adjustment for the Change Order then will be made based on the actual cost of materials (or estimated materials) and actual rate for each person doing the labor (based on the estimated hours of work required to do the change). Labor rates will be increased by 25% to cover benefits and taxes. The equitable adjustment for the Change Order then will be set based on this amount, plus 15% to cover overhead and profit. This amount will be the not-to-exceed amount of the Change Order. If the change involves removing a requirement from the Work or replacing one part of the Work with the change, the State will get a credit for the work no longer required under the original scope of the Work. The credit will be calculated in the same manner as the Contractor's Fee for the change, and the not-to-exceed amount will be reduced by this credit.

The Contractor is responsible for coordinating changes with its subcontractors and adjusting their compensation and performance schedule. The State will not pay any subcontractor for the Change Order. If a subcontractor will perform any work under a Change Order, that work must be included in the Contractor's not-to-exceed amount and calculated in the same manner as the Contractor's equitable adjustment for the portion of the work the Contractor will perform. The Contractor will not receive an overhead percentage for any work a subcontractor will do under a Change Order.

If the RFP Documents provide for the retainage of a portion of the Contractor's Fee, all equitable adjustments for Change Orders also will be subject to the same retainage, which the State will pay only on completion and acceptance of the Work, as provided in the RFP Documents.

**Excusable Delay.** Neither party will be liable for any delay in its performance that arises from causes beyond its control and without its negligence or fault. The delayed party must notify the other promptly of any material delay in performance and must specify in writing the proposed revised performance date as soon as practicable after notice of delay. In the event of any such excusable delay, the date of performance or of delivery will be extended for a period equal to the time lost by reason of the excusable delay. The delayed party also must describe the cause of the delay and what steps it is taking to remove the cause. The delayed party may not rely on a claim of excusable delay to avoid liability for a delay if the delayed party has not taken commercially reasonable steps to mitigate or avoid the delay. Things that are controllable by the Contractor's subcontractors will be considered controllable by the Contractor, except for third-party manufacturers supplying commercial items and over whom the Contractor has no legal control.

**Publicity.** The Contractor may not advertise or publicize that it is doing business with the State or use this Contract or the Contractor's relationship with the State as a marketing or sales tool, unless the State agrees otherwise in writing.

## **PART THREE: OWNERSHIP AND HANDLING OF INTELLECTUAL PROPERTY AND CONFIDENTIAL INFORMATION**

**Confidentiality.** The State may disclose to the Contractor written material or oral or other information that the State treats as confidential ("Confidential Information"). Title to the Confidential Information and all related materials and documentation the State delivers to the Contractor will remain with the State. The Contractor must treat such Confidential Information as secret, if it is so marked, otherwise identified as such, or when, by its very nature, it deals with matters that, if generally known, would be damaging to the best interest of the public, other contractors, potential contractors with the State, or individuals or organizations about whom the State keeps information. By way of example, information must be treated as confidential if it includes any proprietary documentation, materials, flow charts, codes, software, computer instructions, techniques, models, information, diagrams, know-how, trade secrets, data, business records, or marketing information. By way of further example, the Contractor also must treat as confidential materials such as police and investigative records, files containing personal information about individuals or employees of the State, such as personnel records, tax records, and so on, court and administrative records related to pending actions, any material to which an attorney-client, physician-patient, or similar privilege may apply, and any documents or records excluded by Ohio law from public records disclosure requirements.

The Contractor may not disclose any Confidential Information to third parties and must use it solely to do the Work. The Contractor must restrict circulation of Confidential Information within its organization and then only to people in the Contractor's organization that have a need to know the Confidential Information to do the Work. The Contractor will be liable for the disclosure of such information, whether the disclosure is intentional, negligent, or accidental, unless otherwise provided below.

The Contractor will not incorporate any portion of any Confidential Information into any work or product, other than a Deliverable, and will have no proprietary interest in any of the Confidential Information. Furthermore, the Contractor must cause all of its Personnel who have access to any Confidential Information to execute a confidentiality agreement incorporating the obligations in this section.

The Contractor's obligation to maintain the confidentiality of the Confidential Information will not apply where such: (1) was already in the Contractor's possession before disclosure by the State, and such was received by the Contractor without obligation of confidence; (2) is independently developed by the Contractor; (3) except as provided in the next paragraph, is or becomes publicly available without breach of this Contract; (4) is rightfully received by the Contractor from a third party without an obligation of confidence; (5) is disclosed by the Contractor with the written consent of the State; or (6) is released in accordance with a valid order of a court or governmental agency, provided that the Contractor (a) notifies the State of such order immediately upon receipt of the order and (b) makes a reasonable effort to obtain a protective order from the issuing court or agency limiting disclosure and use of the Confidential Information solely for the purposes intended to be served by the original order of production. The Contractor must return all originals of any Confidential Information and destroy any copies it has made on termination or expiration of this Contract.

Information that may be available publicly through other sources about people that is personal in nature, such as medical records, addresses, phone numbers, social security numbers, and similar things are nevertheless sensitive in nature and may not be disclosed or used in any manner except as expressly authorized in this Contract. Therefore, item (3) in the preceding paragraph does not apply, and the Contractor must treat such information as Confidential Information whether it is available elsewhere or not.

The Contractor may disclose Confidential Information to its subcontractors on a need-to-know basis, but the Contractor first must obligate them to the requirements of this section.

**Confidentiality of Information.** The parties agree that they shall not use any information, systems, or records made available to either party for any purpose other than to fulfill the obligations specified herein, and specifically agree to comply with state and federal confidentiality laws, rules, and regulations applicable to programs under which this Agreement is funded, specifically Title 7 of the Code of Federal Regulations, section 246.26 (d). The terms of this paragraph shall be included in any subcontracts executed by either

party for work under this Agreement.

The parties assure that they:

- will maintain applicant and participant confidentiality and not release or allow access to data and information in full or in part to any third person party or program;
- will not present or publish data and information in a manner in which any individual can be identified; and
- will not attempt to link or permit others to link data or information with individually identified records in another database, file, or other information source.

**Confidentiality Agreements.** When the Contractor performs services under this Contract that require the Contractor's and its subcontractors' personnel to access facilities, data, or systems that the State, in its sole discretion, deems sensitive, the State may require the Contractor's and its subcontractors' personnel with such access to sign an individual confidential agreement and policy acknowledgements, and have a background check performed before accessing those facilities, data, or systems. Each State agency, board, and commission may require a different confidentiality agreement or acknowledgement, and the Contractor's and its subcontractors' personnel may be required to sign a different confidentiality agreement or acknowledgement for each agency. The Contractor must immediately replace any of its or its subcontractors' personnel who refuse to sign a required confidentiality agreement or acknowledgment or have a background check performed.

**Return of State Data.** The Contractor may use Confidential Information only as necessary for Contractor's performance under or pursuant to rights granted in this Agreement and for no other purpose. The Contractor's limited right to use Confidential Information expires upon expiration or termination of this Agreement for any reason. The Contractor's obligations of confidentiality and non-disclosure survive termination or expiration for any reason of this Agreement.

**Ownership of Deliverables.** The State owns all Deliverables that the Contractor produces under this Contract, with all rights, title, and interest in all intellectual property that come into existence through the Contractor's custom work being assigned to the State. Additionally, the Contractor waives any author rights and similar retained interests in custom-developed material. The Contractor must provide the State with all assistance reasonably needed to vest such rights of ownership in the State. The Contractor will retain ownership of all tools, methods, techniques, standards, and other development procedures, as well as generic and preexisting shells, subroutines, and similar material incorporated into any custom Deliverable ("Pre-existing Materials"), if the Contractor provides the non-exclusive license described in the next paragraph.

The Contractor may grant the State a worldwide, non-exclusive, royalty-free, perpetual license to use, modify, and distribute all Pre-existing Materials that are incorporated into any custom-developed Deliverable rather than grant the State ownership of the Pre-existing Materials. The State may distribute such Pre-existing materials to third parties only to the extent required by governmental funding mandates. The Contractor may not include in any custom Deliverable any intellectual property unless such has been created under this Contract or qualifies as Pre-existing Material. If the Contractor wants to incorporate any Pre-existing Materials into a custom Deliverable, the Contractor must first disclose that desire to the State in writing and seek the State's approval for doing so in advance. The State will not be obligated to provide that approval, unless the Contractor disclosed its intention to do so in the RFP Documents. On the Contractor's request, the State will incorporate into any copies of a custom Deliverable any proprietary notice that the Contractor included with the original copy, if that notice is reasonably necessary to protect the Contractor's interest in any Pre-existing Materials contained in the custom Deliverable.

Subject to the limitations and obligations of the State with respect to Pre-existing Materials, the State may make all custom Deliverables available to the general public without any proprietary notices of any kind.

**License in Commercial Material.** As used in this section, "Commercial Material" means anything that the Contractor or a third party has developed at private expense, is commercially available in the marketplace, subject to intellectual property rights, and readily copied through duplication on magnetic media, paper, or other media. Examples include written reports, books, pictures, videos, movies, computer programs, and computer source code and documentation.

Any Commercial Material that the Contractor intends to deliver as a Deliverable must have the scope of the license granted in such material disclosed in the RFP Documents or as an attachment referenced in the RFP Documents, if that scope of license is different from the scope of license contained in this section for Commercial Materials.

Except for Commercial Material that is software ("Commercial Software"), if the Commercial Material is copyrighted and published material, then the State will have the rights permitted under the federal copyright laws for each copy of the Commercial Material delivered to it by the Contractor.

Except for Commercial Software, if the Commercial Material is patented, then the State will have the rights permitted under the federal patent laws for each copy of the Commercial Material delivered to it by the Contractor.

Except for Commercial Software, if the Commercial Material consists of trade secrets, then the State will treat the material as confidential. In this regard, the State will assume all obligations with respect to the Commercial Material that the Contractor assumes under the Confidentiality section of this Contract with respect to the State's Confidential Information. Otherwise, the State will have the same rights and duties permitted under the federal copyright laws for each copy of the Commercial Material delivered to it by the Contractor, whether or not the material is copyrighted when delivered to the State.

For Commercial Software, the State will have the rights in items (1) through (6) of this section with respect to the software. The State will not use any Commercial Software except as provided in the six items below or as expressly stated otherwise in this Contract. The Commercial Software may be:

- (1) Used or copied for use in or with the computer or computers for which it was acquired, including use at any State installation to which such computer or computers may be transferred;
- (2) Used or copied for use in or with a backup computer for disaster recovery and disaster recovery testing purposes or if any computer for which it was acquired is inoperative;
- (3) Reproduced for safekeeping (archives) or backup purposes;
- (4) Modified, adapted, or combined with other computer software, but the modified, combined, or adapted portions of the derivative software incorporating any of the Commercial Software will be subject to same restrictions set forth in this Contract;
- (5) Disclosed to and reproduced for use on behalf of the State by support service contractors or their subcontractors, subject to the same restrictions set forth in this Contract; and
- (6) Used or copied for use in or transferred to a replacement computer.

Commercial Software delivered under this Contract is licensed to the State without disclosure restrictions unless it is clearly marked as confidential or secret. The State will treat any Commercial Software that is marked as confidential or secret as Confidential Information to the extent that such is actually the case.

## **PART FOUR: REPRESENTATIONS, WARRANTIES, AND LIABILITIES**

**General Warranties.** The Contractor warrants that the recommendations, guidance, and performance of the Contractor under this Contract will: (1) be in accordance with sound professional standards and the requirements of this Contract and without any material defects; and (2) unless otherwise provided in the RFP Documents, be the work solely of the Contractor. The Contractor also warrants that: (1) no Deliverable will infringe on the intellectual property rights of any third party; and (2) the Contractor's work and the

Deliverables resulting from that work will be merchantable and fit for the particular purposes described in the RFP Documents.

Additionally, with respect to the Contractor's activities under this Contract, the Contractor warrants that: (1) the Contractor has the right to enter into this Contract; (2) the Contractor has not entered into any other contracts or employment relationships that restrict the Contractor's ability to perform the contemplated services; (3) the Contractor will observe and abide by all applicable laws and regulations, including those of the State regarding conduct on any premises under the State's control; (4) the Contractor has good and marketable title to any goods delivered under this Contract and in which title passes to the State; (5) the Contractor has the right and ability to grant the license granted in any Deliverable in which title does not pass to the State; and (6) the Contractor is not subject to any unresolved findings of the Auditor of State under Revised Code Section 9.24 and will not become subject to an unresolved finding that prevents the extension or renewal of this Contract.

The warranties regarding material defects, merchantability, and fitness are one-year warranties. All other warranties will be continuing warranties. If any portion of the Work fails to comply with these warranties, and the Contractor is so notified in writing, the Contractor must correct such failure with all due speed or must refund the amount of the compensation paid for such portion of the Work. The Contractor also must indemnify the State for any direct damages and claims by third parties based on a breach of these warranties. This obligation of indemnification will not apply where the State has modified or misused the Deliverable and the claim is based on the modification or misuse. The State will give the Contractor notice of any such claim as soon as reasonably practicable. If a successful claim of infringement is made, or if the Contractor reasonably believes that an infringement claim that is pending may actually succeed, the Contractor must do one of the following things: (1) modify the Deliverable so that it is no longer infringing; (2) replace the Deliverable with an equivalent or better item; (3) acquire the right for the State to use the infringing Deliverable as it was intended for the State to use under this Contract; or (4) remove the Deliverable and refund the amount the State paid for the Deliverable and the amount of any other Deliverable or item that requires the availability of the infringing Deliverable for it to be useful to the State.

**GENERAL EXCLUSION OF WARRANTIES. THE CONTRACTOR MAKES NO WARRANTIES, EXPRESS OR IMPLIED, OTHER THAN THOSE EXPRESS WARRANTIES CONTAINED IN THIS CONTRACT.**

**Indemnity for Property Damage and Bodily Injury.** The Contractor must indemnify the State for all liability and expense resulting from bodily injury to any person (including injury resulting in death) and damage to tangible or real property arising out of the performance of this Contract, provided that such bodily injury or property damage is due to the negligence or other tortious conduct of the Contractor, its employees, agents, or subcontractors. The Contractor will not be responsible for any damages or liability to the extent caused by the negligence or willful misconduct of the State, its employees, other contractors, or agents.

**Limitation of Liability.** Neither party will be liable for any indirect, incidental, or consequential loss or damage of the other party, including but not limited to lost profits, even if the parties have been advised, knew, or should have known of the possibility of such damages. Additionally, the Contractor shall be liable for direct or other damages in an amount not to exceed two (2) times the Annual Contract Value, up to a maximum of \$25,000,000. The limitations in this paragraph do not apply to any obligation of the Contractor to indemnify the State against claims made against it or for damages to the State caused by the Contractor's negligence or other tortious conduct.

## **PART FIVE: ACCEPTANCE AND MAINTENANCE**

**Acceptance.** There will be no formal acceptance procedure unless the RFP Documents expressly provide otherwise. If the RFP Documents do not provide otherwise, the acceptance procedure will be an informal review by the Work Representative to ensure that each Deliverable and the Work as a whole comply with the requirements of this Contract. The Work Representative will have up to 30 calendar days to do this. No formal letter of acceptance will be issued, and passage of the 30 calendar days will imply acceptance, though the State will issue a notice of noncompliance if a Deliverable or the Work as a whole does not meet the

requirements of this Contract. If the Work Representative issues a letter of noncompliance, then the Contractor will have 30 calendar days to correct the problems listed in the noncompliance letter. If the Contractor fails to do so, the Contractor will be in default without a cure period. If the Work Representative has issued a noncompliance letter, the Deliverables or the Work as a whole will not be accepted until the Work Representative issues a letter of acceptance indicating that each problem noted in the noncompliance letter has been cured. If the problems have been fixed during the 30 day period, the Work Representative will issue the acceptance letter within 15 calendar days.

If the Work fails to meet the standard of performance after 90 calendar days from the start of the performance period, the Contractor will be in default and will not have a cure period. In addition to all other remedies the State may have under this Contract, the State will have the right to request correction or replacement of the relevant portion of the Work.

**Passage of Title.** Title to any Deliverable will pass to the State only on acceptance of the Deliverable. All risk of loss, regardless of the cause, will remain with the Contractor until title to the Deliverable passes to the State.

## **PART SIX: CONSTRUCTION**

**Entire Document.** This Contract is the entire agreement between the parties with respect to its subject matter and supersedes any previous statements or agreements, whether oral or written.

**Binding Effect.** This Contract will be binding upon and inure to the benefit of the respective successors and assigns of the State and the Contractor.

**Amendments – Waiver.** No change to any provision of this Contract will be effective unless it is in writing and signed by both parties. The failure of either party at any time to demand strict performance by the other party of any of the terms of this Contract will not be a waiver of those terms. Waivers must be in writing to be effective, and either party may at any later time demand strict performance.

**Severability.** If any provision of this Contract is held by a court of competent jurisdiction to be contrary to law, the remaining provisions of this Contract will remain in full force and effect to the extent that such does not create an absurdity.

**Construction.** This Contract will be construed in accordance with the plain meaning of its language and neither for nor against the drafting party.

**Headings.** The headings used herein are for the sole sake of convenience and may not be used to interpret any section.

**Notices.** For any notice under this Contract to be effective, it must be made in writing and sent to the address of the appropriate contact provided elsewhere in the Contract, unless such party has notified the other party, in accordance with the provisions of this section, of a new mailing address. This notice requirement will not apply to any notices that this Contract expressly authorized to be made orally.

**Continuing Obligations.** The terms of this Contract will survive the termination or expiration of the time for completion of Work and the time for meeting any final payment of compensation, except where such creates an absurdity.

**Time.** Unless otherwise expressly provided, any reference in this document to a number of days for an action or event to occur means calendar days, and any reference to a time of the day, such as 5:00 p.m., is a reference to the local time in Columbus, Ohio.

## **PART SEVEN: LAW AND COURTS**

**Compliance with Law.** The Contractor must comply with all applicable federal, state, and local laws while performing under this Contract.

**Drug-Free Workplace.** The Contractor must comply with all applicable state and federal laws regarding keeping a drug-free workplace. The Contractor must make a good faith effort to ensure that all the Contractor's Personnel, while working on state property, will not have or be under the influence of illegal drugs or alcohol or abuse prescription drugs in any way.

**Conflicts of Interest.** None of the Contractor's Personnel may voluntarily acquire any personal interest that conflicts with their responsibilities under this Contract. Additionally, the Contractor may not knowingly permit any public official or public employee who has any responsibilities related to this Contract or the Work to acquire an interest in anything or any entity under the Contractor's control, if such an interest would conflict with that official's or employee's duties. The Contractor must disclose to the State knowledge of any such person who acquires an incompatible or conflicting personal interest related to this Contract. And the Contractor must take steps to ensure that such a person does not participate in any action affecting the work under this Contract. But this will not apply when the State has determined, in light of the personal interest disclosed, that person's participation in any such action would not be contrary to the public interest.

**Ohio Ethics Law and Limits on Political Contributions.** The Contractor certifies that it is currently in compliance and will continue to adhere to the requirements of the Ohio ethics laws. The Contractor also certifies that all applicable parties listed in Ohio Revised Code Section 3517.13 are in full compliance with Ohio Revised Code Section 3517.13.

**Governing the Expenditure of Public Funds on Offshore Services (EO 2011-12K).** The Contractor affirms to have read and understands Executive Order 2011-12K and shall abide by those requirements in the performance of this Contract. Notwithstanding any other terms of this Contract, the State reserves the right to recover any funds paid for services the Contractor performs outside of the United States for which it did not receive a waiver. The State does not waive any other rights and remedies provided the State in this Contract.

The Contractor agrees to complete the attached Executive Order 2011-12K Affirmation and Disclosure Form that is incorporated and becomes a part of this Agreement.

**Security & Safety Rules.** When using or possessing State data or accessing State networks and systems, the Contractor must comply with all applicable State rules, policies, and regulations regarding data security and integrity. And when on any property owned or controlled by the State, the Contractor must comply with all security and safety rules, regulations, and policies applicable to people on those premises.

**Unresolved Finding for Recovery.** If the Contractor was subject to an unresolved finding of the Auditor of State under Revised Code Section 9.24 on the date the parties sign this Contract, the Contract is void. Further, if the Contractor is subject to an unresolved finding of the Auditor of State under Revised Code Section 9.24 on any date on which the parties renew or extend this Contract, the renewal or extension will be void.

**Equal Employment Opportunity.** The Contractor will comply with all state and federal laws regarding equal employment opportunity and fair labor and employment practices, including, but not limited to Ohio Revised Code Section 125.111 and all related Executive Orders.

Before a contract can be awarded or renewed, an Affirmative Action Program Verification Form must be submitted to the DAS Equal Opportunity Division to comply with the affirmative action requirements. Affirmative Action Verification Forms and approved Affirmative Action Plans can be found by going to the Equal Opportunity Departments web site: <http://www.das.ohio.gov/Eod/AAEEO.htm>

**USE OF MBE AND EDGE VENDORS.** The State encourages Contractor to purchase goods and services from Minority Business Enterprises (MBE) and Encouraging Diversity, Growth, and Equity (EDGE) vendors.

**Injunctive Relief.** Nothing in this Contract is intended to limit the State's right to injunctive relief, if such is necessary to protect its interests or to keep it whole.

**Assignment.** The Contractor may not assign this Contract or any of its rights or obligations under this Contract without the prior, written consent of the State. The State is not obligated to provide its consent to any proposed assignment.

**Governing Law.** This Contract will be governed by the laws of Ohio, and venue for any disputes will lie exclusively with the appropriate court in Franklin County, Ohio.

**ATTACHMENT FIVE  
SAMPLE CONTRACT**

**A CONTRACT BETWEEN  
THE OFFICE OF INFORMATION TECHNOLOGY  
ON BEHALF OF THE**

\_\_\_\_\_  
**AND**

\_\_\_\_\_  
**(CONTRACTOR)**

**THIS CONTRACT**, which results from RFP 0A1148, entitled Managed Services Provider for IT Staff Augmentation Services, is between the State of Ohio, through the Department of Administrative Services, on behalf of the Ohio Department of Administrative Services and \_\_\_\_\_ (the "Contractor").

The Contract is the result of and includes agreed upon changes to the RFP its attachments and supplements including any written amendments to the RFP, any materials incorporated by reference in the RFP, the Contractor's Proposal, and written, authorized amendments and clarifications to the Contractor's Proposal. It also includes any purchase orders and change orders issued under the Contract.

This Contract consists of:

1. The one-page Contract (Attachment Five) in its final format; and
2. The State's Managed Services Provider for IT Staff Augmentation Services Contract dated \_\_\_\_\_, 2015 which includes the referenced RFP, and the Best and Final Offer (BAFO).
3. The applicable Purchase Order.

Change Orders and amendments issued after the Contract is executed may expressly change the provisions of the Contract. If they do so expressly, then the most recent of them will take precedence over anything else that is part of the Contract.

This Contract has an effective date of the later of \_\_\_\_\_, 2015 or the occurrence of all conditions precedent specified in the General Terms and Conditions.

**TO SHOW THEIR AGREEMENT**, the parties have executed this Contract as of the dates below.

CONTRACTOR

STATE OF OHIO  
OFFICE OF INFORMATION TECHNOLOGY

**SAMPLE – DO NOT FILL OUT**

By: \_\_\_\_\_

By: [Robert Blair](#)

Title: \_\_\_\_\_

Title: [Director](#)

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT SIX

### OFFEROR CERTIFICATION FORM

1. The Offeror is not currently subject to an “unresolved” finding for recovery under Revised Code Section 9.24, and the Offeror will notify the Procurement Representative any time it becomes subject to such a finding before the award of a Contract arising out of this RFP.
2. The Offeror certifies that it will not and will not allow others to perform work for the State of Ohio outside the geographic limitations contained in Attachment Two and Supplement One or take data that belongs to the State of Ohio outside the geographic limitations contained in Attachment Two and Supplement One without express written authorization from the State.
3. The Offeror certifies that its responses to the following statements are true and accurate. The Offeror’s answers apply to the last seven years. Please indicate yes or no in each column.

Yes/No	Description
	The Offeror has had a contract terminated for default or cause.
	The Offeror has been assessed any penalties in excess of \$10,000.00, including liquidated damages, under any of its existing or past contracts with any organization (including any governmental entity).
	The Offeror was the subject of any governmental action limiting the right of the Offeror to do business with that entity or any other governmental entity.
	Trading in the stock of the company has ever been suspended with the date(s) and explanation(s).
	The Offeror, any officer of the Offeror, or any owner of a 20% interest or greater in the Offeror has filed for bankruptcy, reorganization, a debt arrangement, moratorium, or any proceeding under any bankruptcy or insolvency law, or any dissolution or liquidation proceeding.
	The Offeror, any officer of the Offeror, or any owner with a 20% interest or greater in the Offeror has been convicted of a felony or is currently under indictment on any felony charge.

If the answer to any item above is affirmative, the Offeror must provide complete details about the matter. While an affirmative answer to any of these items will not automatically disqualify an Offeror from consideration, at the sole discretion of the State, such an answer and a review of the background details may result in a rejection of the Proposal. The State will make this decision based on its determination of the seriousness of the matter, the matter’s possible impact on the Offeror’s performance under the Contract, and the best interest of the State.

4. The Offeror certifies that neither it nor any of its people that may work on or benefit from the Contract through the Offeror has a possible conflict of interest (e.g., employed by the State of Ohio, etc.) other than the conflicts identified immediately below:

Potential Conflicts (by person or entity affected)

(Attach an additional sheet if more space is need.)

The State may reject a Proposal in which an actual or apparent conflict is disclosed. And the State may cancel or terminate the Contract for cause if it discovers any actual or apparent conflict of interest that the Offeror did not disclose in its Proposal.

5. The Offeror certifies that all its and its subcontractors' personnel provided for the Work will have a valid I-9 form on file with the Offeror or subcontractor, as appropriate, and will have presented valid employment authorization documents, if they are not United States citizens.
6. The following is a complete list of all subcontractors, if any, that the Offeror will use on the Work, if the State selects the Offeror to do the Work:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

The Offeror certifies that it has obtained and submitted a subcontractor letter, as required by Attachment Three, for each subcontractor, excluding subcontractors that will comprise the IT staff augmentation services network providers, it plans to use to do the Work.

Please provide the following information for a contact person who has authority to answer questions regarding the Offeror's Proposal:

Name:	
Title:	
Mailing Address:	
Office Phone Number:	
Cell Phone Number:	
Fax Number:	
Email Address:	

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Company D-U-N-S Number





## ATTACHMENT SEVEN: MANDATORY REQUIREMENTS

**MANDATORY REQUIREMENT:** The offeror must propose an Implementation Manager (e.g., Contractor Project Manager) for the MSP Project.

Provide name of proposed Implementation Manager (e.g., Contractor Project Manager) for the MSP Project below:

---

Indicate whether the proposed Implementation Manager is an employee or a subcontractor. If the proposed Implementation Manager is employed by a subcontractor, provide the name of the subcontractor below:

---

## ATTACHMENT SEVEN: MANDATORY REQUIREMENTS

**MANDATORY REQUIREMENT:** The offeror must propose an Account Manager Team for MSP Project that is able to meet on-site with Agencies using the Contract.

Provide name of each proposed Account Manager for the MSP Project below:

---

---

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---

---

Provide a statement indicating understanding that the offeror understands that each Account Manager must be a fulltime an employee.







**ATTACHMENT NINE:  
STANDARD AFFIRMATION AND DISCLOSURE FORM  
EXECUTIVE ORDER 2011-2012K**

Governing the Expenditure of Public Funds on Offshore Services

All of the following provisions must be included in all invitations to bid, requests for proposals, state term schedules, multiple award contracts, requests for quotations, informal quotations and statements of work. This information is to be submitted as part of the response to any of the procurement methods listed.

---

**CONTRACTOR/SUBCONTRACTOR AFFIRMATION AND DISCLOSURE:**

By the signature affixed to this response, the Bidder/Offeror affirms, understands and will abide by the requirements of Executive Order 2011-12K. If awarded a contract, the Bidder/Offeror becomes the Contractor and affirms that both the Contractor and any of its Subcontractors shall perform no services requested under this Contract outside of the United States.

The Bidder/Offeror shall provide all the name(s) and location(s) where services under this Contract will be performed in the spaces provided below or by attachment. Failure to provide this information may subject the Bidder/Offeror to sanctions, termination or a damages assessment. If the Bidder/Offeror will not be using Subcontractors, indicate "Not Applicable" in the appropriate spaces.

1. Principal location of business of Contractor:

\_\_\_\_\_  
(Address)

\_\_\_\_\_  
(City, State, Zip)

Name/Principal location of business of subcontractor(s):

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Address, City, State, Zip)

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Address, City, State, Zip)

2. Location where services will be performed by Contractor:

\_\_\_\_\_  
(Address)

\_\_\_\_\_  
(City, State, Zip)

Name/Location where services will be performed by subcontractor(s):

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Address, City, State, Zip)

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Address, City, State, Zip)

**ATTACHMENT NINE - CONTINUED**

**STANDARD AFFIRMATION AND DISCLOSURE FORM  
EXECUTIVE ORDER 2011-12K**

Governing the Expenditure of Public Funds on Offshore Services

3. Location where state data will be stored, accessed, tested, maintained or backed-up, by Contractor:

\_\_\_\_\_  
(Address) (Address, City, State, Zip)

Name/Location(s) where state data will be stored, accessed, tested, maintained or backed-up by Sub-contractor(s):

\_\_\_\_\_  
(Name) (Address, City, State, Zip)

4. Location where services to be performed will be changed or shifted by Contractor:

\_\_\_\_\_  
(Address) (Address, City, State, Zip)

Name/Location(s) where services will be changed or shifted to be performed by Subcontractor(s):

\_\_\_\_\_  
(Name) (Address, City, State, Zip)

## ATTACHMENT TEN OFFEROR COST PROPOSAL

Offerors must use the Cost Proposal form included within this RFP. No changes may be made to the cost proposal format.

Offeror proposals must specify a Firm Fixed Mark-up percentage fee for completion of all activities set forth in this RFP, including Revenue Share. This fee will be based on a percentage mark-up of the hourly rate actually paid to the enrolled network provider (subcontractor) for the engaged staff augmentation resource. The applicable Mark-up Percentage is the only compensation the Contractor awarded the Contract may claim for services provided. The Contractor must not charge enrolled network providers additional fees for participating in the program. The Contractor is not permitted to charge other fees from the enrolled network providers for invoicing, registration, or any other portion of the provider's involvement in the program.

Description	Mark-up Percentage
Mark-up Fee for Months 1 through 12	%
Mark-up Fee for Months 13+	%

## Attachment Eleven - Blank Rate Card Form

Affiliated Job Title	Level	Legacy		Core		Emerging	
		Wage Rate	Vendor Rate	Wage Rate	Vendor Rate	Wage Rate	Vendor Rate
Architect 1	AR1						
Functional Architect 1	FA1						
Functional Architect 2	FA2						
Functional Architect 3	FA3						
Help Desk Analyst 1	HDA1						
Help Desk Analyst 2	HDA2						
Help Desk Analyst 3	HDA3						
Product Specialist 1	PS1						
Product Specialist 2	PS2						
Product Specialist 3	PS3						
Product Specialist 4	PS4						
Product Specialist 5	PS5						
Programmer 1	PR1						
Programmer 2	PR2						
Programmer 3	PR3						
Programmer 4	PR4						
Programmer 5	PR5						
Service Desk 2	SD2						
Service Desk 3	SD3						
Software Process Engineer 1	SPS1						
Software Process Engineer 2	SPS2						
Software Process Engineer 3	SPS3						
System Administrator 1	SA1						
System Administrator 2	SA2						
System Administrator 3	SA3						
System Administrator 4	SA4						
System Specialist 1	SS1						
System Specialist 2	SS2						
System Specialist 3	SS3						
Technical Architecture Specialist 1	TAS1						
Technical Architecture Specialist 2	TAS2						
Technical Architecture Specialist 3	TAS3						
Technical Specialist 1	TS1						
Technical Specialist 2	TS2						
Technical Specialist 3	TS3						

Technical Specialist 4	TS4						
		<b>Legacy</b>		<b>Core</b>		<b>Emerging</b>	
<b>Affiliated Job Title</b>	<b>Level</b>	<b>Wage Rate</b>	<b>Vendor Rate</b>	<b>Wage Rate</b>	<b>Vendor Rate</b>	<b>Wage Rate</b>	<b>Vendor Rate</b>
Video Conference Specialist 1	VCS1						
Video Conference Specialist 2	VCS2						
Exception-DAS Approval Only	EXC						

<b>Non-Affiliated Job Title</b>	<b>Level</b>	<b>Wage Rate</b>	<b>Vendor Rate</b>
Business Analyst 1	BA1		
Business Analyst 2	BA2		
Business Analyst 3	BA3		
Business Analyst 4	BA4		
Business Analyst 5	BA5		
CADD/GIS Administrator 1	CGA1		
CADD/GIS Administrator 2	CGA2		
CADD/GIS Administrator 3	CGA3		
Data Entry Operator 1	DE1		
Data Entry Operator 2	DE2		
Database Administrator 1	DBA1		
Database Administrator 2	DBA2		
Database Administrator 3	DBA3		
Database Administrator 4	DBA4		
Intern 1	INT1		
Intern 2	INT2		
Intern 3	INT3		
Mobile Specialist 1	MS1		
Mobile Specialist 2	MS2		
Program Manager 1	PM1		
Program Manager 2	PM2		
Program Manager 3	PM3		
Program Manager 4	PM4		
Program Manager 5	PM5		
Quality Assurance Specialist 1	QAS1		
Quality Assurance Specialist 2	QAS2		
Quality Assurance Specialist 3	QAS3		
Quality Assurance Specialist 4	QAS4		
Senior Architect 1	SAR1		

Senior Business Subject Matter Expert 1	SME1		
Senior Database Architect 1	SDA1		
<b>Non-Affiliated Job Title</b>	<b>Level</b>	<b>Wage Rate</b>	<b>Vendor Rate</b>
Senior Program Manager 1	SPM1		
Team Lead 1	TL1		
Team Lead 2	TL2		
Technical Writer 1	TW1		
Technical Writer 2	TW2		
Technical Writer 3	TW3		
Technical Writer 4	TW4		
Telecom Engineer 1	TE1		
Telecom Engineer 2	TE2		
Telecom Engineer 3	TE3		
Tester 1	Test1		
Tester 2	Test2		
Tester 3	Test3		
Tester 4	Test4		
Voice/Data Engineer 1	VDE1		
Voice/Data Engineer 2	VDE2		
Voice/Data Engineer 3	VDE3		

## SUPPLEMENT ONE

Offerors are to respond to each section in this Supplement.

**Scope of Work.** The State is seeking a qualified offeror that will provide an MSP solution to manage the hourly based IT Staff Augmentation Services Program. The Contractor will manage a supplier network that will meet the State's IT staffing requirements. The State is seeking a supplier neutral, not-to-exceed (NTE) price rate card MSP model in which the selected MSP will manage the candidate sourcing and ongoing administration of the program. The Contractor should provide a full services model which will include but not be limited to on-site account management, consultation with DAS/OIT and State Agency staff, managing and mentoring of the supplier network, and a flexible candidate screening process. The Contractor must utilize a Vendor Management System (VMS) to automate and support the IT staff augmentation lifecycle and to provide standard and customized reports to the State.

The Contractor shall provide an MSP solution that includes the following processes, components, and attributes:

### GENERAL REQUIREMENTS

#### Contractor Key Personnel Roles and Responsibilities

- a) The Contractor must provide, and update when changed, an organizational chart highlighting the key people assigned to manage the personnel called for in this RFP, and illustrating the lines of authority. If at any time during the term of the Contract the selected Contractor's organizational structure or personnel involved with the Contract changes, a new organizational chart must be provided to the State's Contract Manager within thirty (30) days of the change.
- b) The Contractor must identify an Implementation Manager who will oversee the project during implementation. The Implementation Manager must be identified as a Key Personnel subject to the State's interview and approval. The Implementation Manager must be a full-time employee of the Contractor or its subcontractor
- c) The Contractor must identify an Account Manager Team who will be responsible for the day-to-day activities related to this Contract throughout the Contract term. The State requires a qualified account team to manage the relationship between the State and the MSP, and the MSP and the enrolled network providers. These team members should have extensive knowledge of IT industry trends and best practices. The offeror's proposal must identify and provide detailed information for team members demonstrating their experience and capability to perform their assigned duties and to handle key responsibilities after implementation "go-live. The State requires that the Contractor provide a team of qualified account managers of sufficient size to manage the volume of work required to be performed as part of the Contract. The State requires the Contractor to provide a plan for managing peaks and valleys in demand for resources. Any changes to the Account Manager Team must be approved by the State a minimum of ten (10) business days in advance. The State reserves the right to request changes in the account team if performance is not satisfactory. The Account Manager Team members must be identified as a Key Personnel subject to the State's interview and approval. The Account Manager Team must be fulltime employees of the Contractor.
- d) The Contractor must designate an individual to serve as the Contract Manager for the provision of services pursuant to this RFP. The duties of the Contractor's Contract Manager shall include but not be limited to:
  - supporting the management of the Contract,
  - facilitating dispute resolution, and
  - advising the State of performance under the terms and conditions of the Contract.

The Contract Manager must be identified as a Key Personnel subject to the State's interview and approval. The State reserves the right to require a change in the Contractor's Contract Manager if the assigned Contract Manager is not, in the opinion of the State, adequately serving the needs of the State. The Contract Manager must be available to meet with State staff, if needed, to resolve issues that may arise.

**Implementation.** The State requires that the implementation plan for the proposed solution be developed by the Contractor and approved by the State. In its proposal, offerors shall submit its project implementation methodology and draft implementation plan which it proposes to use for implementation of the project. The Contractor must meet with the State to review potential technical and logistical issues of the proposed implementation plan. The Contractor shall provide a finalized implementation plan based on the feedback received from the State. To ensure a timely and satisfactory implementation, the Contractor and the State must jointly agree to a final implementation plan.

The implementation plan must include detail sufficient to give the State an understanding of how the Offeror's knowledge and approach will:

- Manage the Project;
- Guide Project execution;
- Document planning assumptions and decisions;
- Facilitate communication among stakeholders;
- Define key management review as to content, scope, and schedule; and
- Provide a baseline for progress measurement and Project control.

The following is a list of what the implementation plan must include but is not limited to:

- A. At a minimum, the implementation plan must include the structure of account managers who will be dedicated to the State and the process the Contractor will use to ensure all billing meets State standards.
- B. An implementation team (remote and on-site) that will be assigned to implement the solution must be identified. These representatives should have extensive knowledge of IT industry trends and best practices.
- C. The Offeror must provide a clear plan for managing the implementation of the Contract, which will take place in a peak period of demand for IT staff augmentation services by the State. The Offeror must be prepared to work with agencies which have not utilized this type of contract in the past. The Offeror must describe the plan for taking on a large volume of requests during this first phase of the Contract, adding employees, if necessary, to the Offeror's internal resource pool, partnering with additional subcontractors to meet State staffing needs and assigning dedicated account managers and other resources to work with the State in implementing the Contract
- D. A rollout plan for the VMS tool.
- E. Work breakdown structure
- F. Who is assigned responsibility for each Deliverable within the work breakdown structure to the level at which control will be exercised
- G. High Level Project schedule for all Project Deliverables and milestones
- H. Major milestones and target date(s) for each milestone that are consistent with this RFP's dates
- I. Designated deployment (go-live) dates.
- J. The solution should be deployed within a 60 day timeframe of award.
- K. Definition of the review processes for each milestone and Deliverable (e.g. mandatory design review) and a description of how the parties will conduct communication and status review;
- L. A plan for information, data, and knowledge transfer from the current MSP, if necessary.
- M. Monitoring and tracking of progress throughout the entire implementation phase.
- N. Discovery sessions with subject matter experts from agencies that use the program must be conducted.
- O. All agencies must be trained in the use of the new program by the MSP prior to "go live". Training should include developing requirements with an Account Manager Team representative, use of the VMS tool, and other program functions. It is desirable to have multiple training sessions offered to provide scheduling options for agency staff requiring training. There are currently 355 agency users with active PeopleFluent sign-ons. A total of 109 people were trained at implementation in 2012. There are 31 State agencies using PeopleFluent and 4 cooperative purchasing members using the current contract. The desired location of training for agencies is within the Central Ohio area in a State occupied facility.

- P. The Contractor must develop and maintain an agency user guide for the Contract. The agency user guide must define the staff augmentation process from resource engagement development to the conclusion of the resource engagement. The agency user guide must describe the process for agencies using the Contract to obtain IT staff augmentation resources. The agency user guide must describe the Contract in general, guidelines for use, user roles and the process for using the Contract. The agency user guide is subject to State approval.
- Q. All enrolled network providers must be trained in the use of the new program by the Contractor. Network provider training should include responding to requisitions, use of the VMS tool, and other program functions. It is desirable to have multiple training sessions offered to provide scheduling options for enrolled network provider staff requiring training. The desired location of enrolled network providers is within the Central Ohio area in a Contractor provided facility.
- R. The Contractor must develop and maintain enrolled network provider user guide for the Contract. The enrolled network provider user guide must define the staff augmentation process from release of the requisition to the provider network to the conclusion of the resource engagement. The enrolled network provider user guide must describe the process for enrolled network providers to offer and provide IT staff augmentation resources. The enrolled network provider user guide must describe the Contract in general, guidelines for use, user roles and the process for participating on the Contract. The enrolled network provider user guide is subject to State approval.
- S. The State requires that a standard communication process be proposed for issue management and resolution, including specific points of contact for escalating issues. This process shall address both implementation and ongoing operations phases of the Contract.

**Contract Start-up Transition Plan.** It is essential that contracted resources performing work under our current contract with CAI must be transitioned to the new contract resulting from this RFP. The Contractor must identify and execute critical tasks that need to occur to provide a smooth and orderly transition of functions between the outgoing contractor and the selected Offeror (the Contractor) with minimum disruption to operations. The Start-up Transition Plan must specifically address how it will approach transitioning engaged staff augmentation resources currently providing services through CAI, the incumbent contractor. The Contract Start-up Transition Plan must address the proposed approach for two different transition approach alternatives. The first transition approach alternative is a mid-fiscal year transition of all or a portion of the incumbent existing resources. The second transition approach alternative is a transition of all incumbent resources at the beginning of a new fiscal year. The Start-up Transition Plan must identify and describe responsibilities of each party, provide a breakdown of all activities that must be performed in the transition phase. All existing resources during transition shall be on boarded at the existing hourly vendor rates currently paid to subcontractors by CAI for the applicable position. The proposed MSP Mark-up for months 13+ will then be applied to the existing vendor rate paid to subcontractors by CAI resulting in the Bill Rate that will be paid to the Managed Services Provider (Contractor) awarded the new Contract.

**Establishing, Maintaining and Developing a Network of Enrolled Providers.** The Contractor must establish, maintain and develop a network of enrolled providers (subcontractors) with the ability to provide candidates for all Job Titles and Skill Categories listed in Supplement Four.

The Contractor shall seek to build and maintain an open network of qualified subcontractors which will provide resources for work assignments made under the Contract. In addition to actively pursuing MBE and EDGE companies, the Contractor shall seek to develop a network of providers comprised of a substantial number of companies with a current Ohio State Term Schedule containing IT consulting services and companies with a significant economic presence in Ohio. Significant Economic Presence means business organizations that:

- 1) Pay required taxes to the state of Ohio; and
- 2) Are registered and licensed to do business in the state of Ohio with the office of the Secretary of State; and
- 3) Have ten or more employees based in Ohio, or seventy-five percent or more of their employees based in Ohio.

The Contractor shall provide the following outreach services, initial and ongoing, to Ohio's MBE and EDGE vendors:

- 1) Provide coaching, mentoring, and training on the Contract and best practices;
- 2) Provide feedback on candidates and insight into requisitions to help such businesses focus on the content and quality of their responses, i.e., how best to represent the capabilities of their individual staff, matched to the State's requirements;
- 3) Coach such businesses on how to be most effective in responding to specific requisitions, i.e., by matching skills required/desired by the requisition with matching skills in the candidate;
- 4) Review the businesses' submission metrics (response ratio, fill ratio, etc.) with them.

The Contractor shall ensure that all required documents such as insurance and MBE and/or EDGE certifications are current and on file for all enrolled network providers.

The Contractor will be responsible for addressing, managing and resolving issues between engaged staff augmentation resources and enrolled network suppliers.

The Contractor must pay enrolled network providers (subcontractors) in a timely manner for staff augmentation resources provided by the enrolled network provider.

A signed agreement must exist between the Contractor and each subcontractor listed as enrolled network provider. The Contractor shall not include language in its subcontractor agreements that would prevent providers from participating in a future procurement(s) to replace this Contract for a Managed Services Provider or portions of the work contained in this Contract. The Contractor shall make these agreements available to the State upon request.

A copy of the proposed subcontractor agreement shall be provided within the offeror's proposal submitted in response to this RFP.

The Contractor, its parent company and any of its subsidiaries are prohibited from providing staff augmentation services under the Contract unless authorized by DAS in writing. Additionally, the Contractor is prohibited from providing resources to an enrolled network provider as a subcontractor. DAS will make any exception determinations on a case-by-case basis.

**Maintaining Job Titles.** The Contractor must maintain and recommend for consideration additional Job Titles and/or Skill Categories throughout the term of the Contract to, in general, meet State agency's staff augmentation services needs. The job titles and descriptions listed in Supplement Four represent the skills required at the time this RFP is issued. As new technologies emerge, the State expects that specific skills sets and technical needs will change. The State reserves the right to update job titles, skill categories and position descriptions found in Supplement Four according to current market situations, such as moving previous skills to a more mature skill category, or adding new technologies to the appropriate skill category. The State will monitor the changing technology environment, with the help of the Contractor, and will make changes to job titles, skill categories and position descriptions, and may propose changes to the Contractor based on current market conditions. Any resulting mutually agreed upon changes will be implemented by executing a Contract Amendment.

**Establishing and Maintaining Competitive Hourly Staff Augmentation Rates for the Central Ohio Region.** Offerors shall provide a detailed description of their process and methodology for establishing and/or validating hourly rates for the positions included in the RFP. The proposal must also address how a regular review the IT Staff Augmentation marketplace rates will be accomplished throughout the term of the Contract to, in general, ensure that Competitive Hourly Staff Augmentation Rates for the Central Ohio Region are in place.

Supplement Seven contains Rate Card and Skill Matrix information for the current contract with Computer Aid Inc. (CAI). The "Wage Rate" is the hourly rate that market research indicated individuals earn. The "Vendor Rate" is the hourly rate paid to enrolled network providers (subcontractors) are paid by CAI. Offerors should indicate in their proposal response any specific instances where the current rate structure employed for the state of Ohio may not be supported by market data and/or which may negatively impact SLA compliance. The State may consider this information in establishing a revised rate card in coordination with the top-ranked offeror. The Office

of Information Technology (OIT) requires the Managed Services Provider (MSP) to provide regular benchmarking and trend analysis for Central Ohio IT labor market rates in the course of operations. Changes to the Rate Card require the approval of OIT, and OIT may choose to implement new classifications and rates, changes to some or all engagements, or some or all specific job titles.

Attachment Eleven contains a blank Rate Card form that may be used by offerors to indicate specific instances where it believes the current rates may not be supported by market data and/or which may negatively impact SLA compliance. In these specific instances, offerors may populate the form with maximum hourly rates it believes reflects the current marketplace. Offerors populating portions of Attachment Eleven should include the document in this section of their proposal. Attachment Eleven should not be included within offeror's separately sealed cost proposal.

**End of Contract Turnover:** The Contractor must submit a turnover plan within 180 days prior to the end of the term of the Contract. At a minimum, the turnover plan must identify the critical tasks that need to occur to provide a seamless transition of functions between the Contractor as the incumbent contractor and the new contractor with minimal disruption to operations. The Contractor must execute the turnover plan upon the State's request.

## **SYSTEM REQUIREMENTS**

### **VENDOR MANAGEMENT SYSTEM REQUIREMENTS**

The State requires the Contractor to provide a hosted Vendor Management System (VMS).

#### **General Provisions**

1. All costs related to the use of the VMS must be included within the MSP's fees. The State or the network providers (subcontractors) must not incur any direct costs for use of the VMS.
2. The State requires the VMS to be accessible by end users through the internet. A web-based application is required.
3. The VMS solution to provide data in real-time.
4. The VMS must allow for/support customer configuration modifications.

#### **Role Based Access and Workflow**

5. The MSP must administer the VMS and register users based on their role in the process
6. The VMS must have role-based security, grouping users by their roles and granting permission to perform various functions to system users based upon their membership in a group.
7. In addition to State Agency approval within the workflow, the VMS must be able to support Office of Information Technology (OIT) review and approval of requisitions for staff augmentation resources within the workflow prior to release.
8. The VMS must allow for additional users and different types of user groups to be added on an as-needed basis.
9. User authentication methods must be used in the VMS.
10. The VMS give supervisors the ability to delegate approval authority on a case by case basis.
11. The VMS must automate communication via automatic e-mails.
12. The VMS must automate workflow for:
13. Requisitions, allowing users to view where the requisition is in the process at any point.
14. Enrolled network providers submitting candidates.
15. Resume and interview management.
16. Selection and on-boarding.
17. Issue or problem resolution
18. The VMS must allow attachments to requisitions.
19. The VMS must provide functionality that after requisitions are entered into the VMS they can be edited by approvers.
20. The VMS must have the capability to bypass requisition approvers when directed by contract administrators.

### **Supplier and Contractor Management**

21. The VMS must provide the ability to name specific candidates within a requisition.
22. The VMS must automatically generate requisition status updates to all interested parties.
23. The VMS must allow State Agencies and enrolled network providers to view the status of each requisition.
24. The VMS must allow authorized users to view all candidate resumes that were submitted for each requisition at any time.
25. The proposed VMS must capture all activities in the lifecycle of a resource's assignment/engagement or from the initial requisition and approval to selection, on-boarding, time collection, invoicing, and disengagement.
26. The VMS must allow enrolled network providers to submit candidates and a proposed hourly rate for the candidate. The hourly rate must not exceed the maximum rate for the assignment/engagement.
27. The VMS must be able to accommodate single candidates working on multiple assignments/engagements.
28. The VMS must allow resources to enter time (hours or days worked) and managers to approve timesheets electronically on a weekly basis.
29. In addition to entering a resource's hours in the VMS, resources may be required to enter time worked into an agency timekeeping system for audit, chargeback, or capacity management/tracking purposes, at the agencies discretion.

### **Record Tracking and Report Generation**

30. The VMS must auto generate requisition numbers.
31. State agencies must be able to access reports showing Contract utilization, for their specific agency based on user login, and the Department of Administrative Services must have the ability to access full Contract utilization reports
32. The VMS must allow users to create their own reports to extract and review data

### **Usability**

33. The VMS must be user-friendly and easy to navigate. Demonstrations may be requested to determine usability of primary system requirements

## **STAFF AUGMENTATION WEBSITE PORTAL REQUIREMENTS**

**Staff Augmentation Website Portal.** The State requires that the proposed solution include a hosted Staff Augmentation Website Portal for the primary purpose of providing prospective staff augmentation services providers and enrolled network providers with pertinent information. The State must review and approve the content of the website prior to implementation.

Additionally, the website must fit within any Ohio policies or Executive Orders regarding advertising. See <http://das.ohio.gov/Portals/0/DASDivisions/DirectorsOffice/pdf/policies/informationtechnology/ITP-F.35.pdf>

This website targeted to the vendor community should include information including, but not limited to the following:

- General Information on the MSP Program
- Frequently Asked Questions
- Contract information
- Criteria for Participating
- How to Join the Network of Providers
- Contract Metrics and Key Performance Data
- Contact Information for General Questions

The State may request a similar site targeted to State Agencies.

## ONGOING OPERATIONS

The Contractor will be responsible for overseeing all on-going service delivery tasks including but not limited to the following:

- **Agency consultation** - Account Managers must have the ability to schedule on-site meetings with agency staff, if necessary, Monday to Friday, 8 a.m. to 5 p.m. local time. Account Managers shall assist agencies with developing detailed requisitions for staff augmentation resources. Additionally, Account Managers must be available to assist and support agency staff with all other tasks or issues related to utilizing the Contract to fulfill their staff augmentation resource needs. Additional Contractor staff should also be available by phone, email or other method during the same time frame to assist the State with needs such as creating ad-hoc reports. Contractor staff must also perform any additional training for new agency staff or remedial training for previously trained agency staff during the term of the Contract.
- **Response Management** – Account Managers shall be responsible for releasing approved requisitions to the agency designated group of enrolled network providers. Agencies shall indicate how they want to solicit candidates from enrolled network providers. The following contains a list of solicitation options that must be available:
  - MBE Set-Aside - Only Ohio Certified MBE companies enrolled in the network are eligible to submit candidates. (Agency will receive MBE set-aside credit)
  - EDGE - Only Ohio Certified EDGE Companies enrolled in the network are eligible to submit candidates. (Agency will not receive MBE set-aside credit)
  - MBE and EDGE - Ohio Certified MBE and Ohio Certified EDGE companies enrolled in the network are eligible to submit candidates. (Agency will not receive MBE set-aside credit)
  - Open Market – All enrolled network providers are eligible to submit candidates
- **Candidate Screening and Validation** – The Contractor shall be responsible for reviewing and screening all candidates submitted in response to requisitions. All candidates submitted prior to the submission deadline must be fully reviewed and considered, even if three (3) or more qualified candidates have already been identified. The Contractor must then provide a group of resumes best matching the requirements contained within the requisition. The Contractor shall also ensure that any candidate forwarded to an agency for consideration is eligible to perform work in the U.S. for the entire anticipated duration of the engagement. A minimum of three (3) candidates per requests shall be forwarded to the agency to review within four (4) business days unless otherwise specified by the agency. The agency may request a two (2) business day Urgent Resume Submittal Response time. The agency may also elect to allow more than four (4) business days to receive candidates. If more than four (4) business days is allowed by the agency, the SLAs described in Supplement Five will not apply. The agency may request more than three (3) candidates and has the right to request that all candidates be forwarded for its review. The agency will provide notification to the Contractor indicating which candidates have been selected to participate in interviews.

If the agency selects one or more candidates from this first group of resumes, then the next step in the process will be to begin candidate interviews. If the agency determines the resumes submitted do not meet the requirements as stated in the requisition, the agency will notify the Account Manager and request a new group of resumes. If a second group of resumes is provided (minimum of three (3)), and no resumes within the second group meet the requirements as stated in the requisition and clarified in the reorder process, the agency may continue with the process described above or after consulting with OIT Enterprise IT Contracting staff receive direction to utilize a separate procurement method or contract to meet the service need.

- **Interview Facilitation** – The Account Managers or other Contractor staff must coordinate and facilitate

candidate interviews and/or skills assessments (phone interviews, face to face interviews, capabilities tests, etc.). Face-to-face interviews may be required to be conducted onsite at the agency's location or remote interviews (web conference, video conference, phone etc.) may be permitted. The decision as to whether onsite or remote interviews are required will be determined solely by the agency.

If the agency conducts interviews and/or skills assessments and determines that the candidate(s) do not meet the skill requirements of the position, the agency will reject the candidate(s) and request another batch of resumes from which to select candidate for interviews and/or skills assessments. If this process occurs twice with the same requisition, and the agency is still unable to find a candidate who meets the skills requirements of the position, the agency, after consulting with OIT Enterprise IT Contracting staff, may receive direction to utilize a separate procurement method or contract to meet the service need.

- **Selected Candidate Background Checks** – Any staff augmentation resource placed on assignment at a State Agency must undergo a complete and thorough background check prior to the start of the Resource's assignment, at no expense to the State Agency. This will include previous work addresses for the last ten (10) years. The Contractor must ensure that background checks are performed to determine if the selected candidate to fulfill a requisition for staff augmentation services has any types of convictions in the following areas:

1. Any record of violence, domestic or otherwise;
2. Drug-related convictions;
3. Theft;
4. Other offenses deemed at risk to the facility or its population.

Those employees and potential employees of the Contractor and subcontractor(s) with felony convictions or other criminal records, unless specifically approved by the requesting State Agency, will not be permitted to be engaged to provide services. Depending on the nature of the work, additional federal and state background checks may be required

- **Resource Onboarding** – The Contractor will be responsible for ensuring that its resources are properly on boarded at the agency site and its enrolled network provider (subcontractor) and/or its resource has provided and completed any required documents or forms. Additionally, the State requires that Contractor ensure that engaged resources are properly trained on any VMS requirements, such as appropriate time entry systems.

- **Initial Candidate Performance Period.** If a resource begins work for a particular agency, and the agency determines within the first week (5 business days) that the resource does not have the skills or capabilities necessary to complete the job as requested in the original requisition, the agency may request that the resource be replaced immediately, and the agency will not pay for the work conducted by the unacceptable resource. An agency may also reject any replacement resource according to these procedures.

- **Invoice processing** – The Contractor will be responsible for ensuring that its resources enter time weekly into the VMS, for approval by the appropriate person within the State Agency receiving the services. In addition to entering a resource's hours in the VMS, resources may be required to enter time worked into an agency timekeeping system for audit, chargeback, or capacity management/tracking purposes, at the agencies discretion. The State Agency will receive invoices from the Contractor for approved time monthly. The State Agency will pay invoices in accordance with the Contract terms and conditions. The Contractor will charge the appropriate MSP Mark-up for each resource identified in the invoice.

- **Help desk support** - The State requires the solution to provide helpdesk services to the State and

suppliers (8 a.m. to 5 p.m., local time for any US time zone) to address VMS issues, to respond to general inquiries regarding the staff augmentation program and to respond to general requests for information or assistance.

## REPORTING AND MEETING REQUIREMENTS

The selected Offeror is responsible for periodic reports and meetings covering activities, problems and recommendations. Supplement Six contains sample reports currently provided by the incumbent contractor.

**DAS/OIT Quarterly Meeting:** A quarterly meeting will take place among the Contractor's Account Managers, the Contractor's Contract Manager and various DAS/OIT representatives, including the State's Work Representative, to review the quality of service provided to the State by the Contractor. It is at this time the State will evaluate the Contractor on a variety of performance metrics, including, but not limited to, the SLA's as outlined within the Contract. If any service deficiencies are identified across the entire Contract, the Contractor and DAS/OIT representatives will determine a plan of action to ensure that the level of service improves. Remedies for missing specific SLA-defined targets will be imposed. If three consecutive quarterly meetings occur with minimal or no improvement in the identified areas, the Contractor may be considered in default and the State may terminate the Contract.

As part of the meeting, the Contractor must present reports including, but not limited to the following:

- Active enrolled network providers (subcontractors)
- Pending network providers (subcontractors)
- Inactive network providers (subcontractors)
- MBE Set-Aside utilization
- MBE Participation
- Industry trends
- Market Rate and Contract Not-to-Exceed Hourly Rate Review
- Contract utilization by agency and job category
- SLA Performance Review
- Activities seeking potential subcontractors to be added to the enrolled provider network

Quarters are defined by the State as follows:

- Quarter 1: January through March
- Quarter 2: April through June
- Quarter 3: July through September
- Quarter 4: October through December

**Provider Network Quarterly Meeting:** The Contractor shall hold quarterly meetings with the enrolled network providers to update them with Contract information and performance metrics. The selected Contractor must notify the State when these meetings will occur, at least five (5) business days prior to the date of the meeting. The State reserves the right to attend.

**Quarterly Reports:** The Contractor must submit quarterly reports to DAS/OIT within fifteen (15) business days of the quarter's end. Quarterly reports shall include at a minimum, a summary report with the sales for the period, subtotaled by agency, current hours and bill rates, a detailed report containing the line item details of each PO by agency, bureau/purchasing organization and enrolled network provider (subcontractor), a utilization report and an SLA achievement report.

**Monthly Reports:** The Contractor must make all monthly reports available to the agencies through the VMS. Monthly reports must contain a utilization report, MBE Set-Aside spend and a PO Limit report if requested by the agency.

**Ad-hoc Reports:** The Contractor must provide any additional reports requested by the State or any State Agency at no additional cost.

**Customer Service Survey:** The Contractor shall conduct monthly surveys of the satisfaction of the agency for the resource(s) placed at that agency by the Contractor. Surveys must be used to highlight both positive and negative points about the Contractor's processes and resources. Survey results shall be used to identify areas for improvement. All survey metrics must be submitted to the State's Contract Manager no later than ten (10) business days past the end of the month that is being reported on.

# Supplement Two

Security and Privacy, State IT Computing Policy  
and State Data Handling Requirements

## Overview and Scope

This Supplement shall apply to any and all Work, Services, Locations and Computing Elements that the Contractor will perform, provide, occupy or utilize in conjunction with the delivery of work to the State and any access of State resources in conjunction with delivery of work.

This scope shall specifically apply to:

- Major and Minor Projects, Upgrades, Updates, Fixes, Patches and other Software and Systems inclusive of all State elements or elements under the Contractor's responsibility utilized by the State;
- Any systems development, integration, operations and maintenance activities performed by the Contractor;
- Any authorized Change Orders, Change Requests, Statements of Work, extensions or Amendments to this agreement;
- Contractor locations, equipment and personnel that access State systems, networks or data directly or indirectly; and
- Any Contractor personnel, or sub-Contracted personnel that have access to State confidential, personal, financial, infrastructure details or sensitive data.

The terms in this Supplement are additive to the Standard State Terms and Conditions contained elsewhere in this agreement. In the event of a conflict for whatever reason, the highest standard contained in this agreement shall prevail.

### 1. General State Security and Information Privacy Standards and Requirements

The Contractor will be responsible for maintaining information security in environments under the Contractor's management and in accordance with State IT Security Policies. The Contractor will implement an information security policy and security capability as set forth in this agreement.

The Contractor's responsibilities with respect to Security Services will include the following:

- Provide vulnerability management Services for the Contractor's internal secure network connection, including supporting remediation for identified vulnerabilities as agreed.
- Support the implementation and compliance monitoring for State IT Security Policies.
- Provide support in implementation of programs to educate State and Contractor end-users and staff on security policies and compliance.
- Install and update Systems software security, assign and reset passwords per established procedures, assist in processing State security requests, perform security reviews to confirm that adequate security procedures are in place on an ongoing basis, and provide incident investigation support (jointly with the State )
- Perform physical security functions (e.g., identification badge controls, alarm responses) at the facilities under the Contractor's control.

The State will:

- Assist the Contractor in performing a baseline inventory of access IDs for the systems for which the Contractor has security responsibility;

#### 1.1. Portable Devices, Data Transfer and Media

Any encryption requirement identified in this Supplement means encryption that complies with National Institute of Standards Federal Information Processing Standard 140-2 as demonstrated by a valid FIPS certificate number.

Any sensitive State Data transmitted over a network, or taken off site via removable media must be encrypted pursuant to the State's Data encryption standard ITS-SEC-01 Data Encryption and Cryptography.

The Contractor must have reporting requirements for lost or stolen portable computing devices authorized for use with State Data and must report any loss or theft of such to the State in writing as quickly as reasonably possible. The Contractor also must maintain an incident response capability for all security breaches involving State Data whether involving mobile devices or media or not. The Contractor must detail this capability in a written policy that defines procedures for how the Contractor will detect, evaluate, and respond to adverse events that may indicate a breach or attempt to attack or access State Data or the infrastructure associated with State Data.

To the extent the State requires the Contractor to adhere to specific processes or procedures in addition to those set forth above in order for the Contractor to comply with the managed services principles enumerated herein, those processes or procedures are set forth in this agreement.

## **1.2. Limited Use; Survival of Obligations.**

Contractor may use PI/SSI only as necessary for Contractor's performance under or pursuant to rights granted in this Agreement and for no other purpose. Contractor's limited right to use PI/SSI expires upon conclusion, non-renewal or termination of this Agreement for any reason. Contractor's obligations of confidentiality and non-disclosure survive termination or expiration for any reason of this Agreement.

## **1.3. Disposal of PI/SSI.**

Upon expiration of Contractor's limited right to use PI/SSI, Contractor must return all physical embodiments to the State or, with the State's permission; Contractor may destroy PI/SSI. Upon the State's request, Contractor shall provide written certification to the State that Contractor has returned, or destroyed, all such PI/SSI in Contractor's possession.

## **1.4. Remedies**

If Contractor or any of its representatives or agents breaches the covenants set forth in these provisions, irreparable injury may result to the State or third parties entrusting PI/SSI to the State. Therefore, the State's remedies at law may be inadequate and the State shall be entitled to seek an injunction to restrain any continuing breach. Notwithstanding any limitation on Contractor's liability, the State shall further be entitled to any other rights or remedies that it may have in law or in equity.

The Contractor will provide resources for the work described herein with natural persons who are lawful permanent residents as defined in 8 U.S.C. 1101 (a)(20) or who are protected individuals as defined by 8 U.S.C. 1324b(a)(3). It also means any corporation, business association, partnership, society, trust, or any other entity, organization or group that is incorporated to do business in the U.S. It also includes any governmental (federal, state, local), entity.

The State specifically excludes sending, taking or making available remotely (directly or indirectly), any State information including data, software, code, intellectual property, designs and specifications, system logs, system data, personal or identifying information and related materials out of the United States in any manner, except by mere travel outside of the U.S. by a person whose personal knowledge includes technical data; or transferring registration, control, or ownership to a foreign person, whether in the U.S. or abroad, or disclosing (including oral or visual disclosure) or transferring in the United States any State article to an embassy, any agency or subdivision of a foreign government (e.g., diplomatic missions); or disclosing (including oral or visual disclosure) or transferring data to a foreign person, whether in the U.S. or abroad

It is the responsibility of all individuals working at the State to understand and comply with the policy set forth in this document as it pertains to end-use export controls regarding State restricted information.

Where the Contractor is handling confidential employee or citizen data associated with Human Resources data, the Contractor will comply with data handling privacy requirements associated with HIPAA and as further defined

by The United States Department of Health and Human Services Privacy Requirements and outlined in <http://www.hhs.gov/ocr/privacysummary.pdf>

## **2. Contractor Responsibilities Related to Reporting of Concerns, Issues and Security/Privacy Issues**

### **2.1. General**

If over the course of the agreement a security or privacy issue arises, whether detected by the State, a State auditor or the Contractor, that was not existing within an in-scope environment or service prior to the commencement of any Contracted service associated with this agreement, the Contractor must:

- notify the State of the issue or acknowledge receipt of the issue within two (2) hours;
- within forty-eight (48) hours from the initial detection or communication of the issue from the State, present an potential exposure or issue assessment document to the State Account Representative and the State Chief Information Security Officer with a high level assessment as to resolution actions and a plan;
- within four (4) calendar days, and upon direction from the State, implement to the extent commercially reasonable measures to minimize the State's exposure to security or privacy until such time as the issue is resolved; and
- upon approval from the State implement a permanent repair to the identified issue at the Contractor's cost; and

### **2.2. Actual or Attempted Access or Disclosure**

If the Contractor determines that there is any actual, attempted or suspected theft of, accidental disclosure of, loss of, or inability to account for any PI/SSI by Contractor or any of its subcontractors (collectively "Disclosure"), Contractor must immediately:

- Notify the State within two (2) hours of the Contractor becoming aware of the theft, disclosure or loss;
- Fully cooperate with the State in estimating the effect of the theft, disclosure, or loss on the State and fully cooperate to mitigate the consequences;
- Specify corrective action to be taken; and
- Take corrective action to prevent further occurrences or damage.
- Cooperate fully with all government regulatory agencies and/or law enforcement agencies having jurisdiction to investigate the matter.

### **2.3. Security Breach Reporting and Indemnification Requirements**

- In case of an actual security breach that may have compromised State Data, the Contractor must notify the State in writing of the breach within two (2) hours of the Contractor becoming aware of the breach and fully cooperate with the State to mitigate the consequences of such a breach. This includes any use or disclosure of the State data that is inconsistent with the terms of this Contract and of which the Contractor becomes aware, including but not limited to, any discovery of a use or disclosure that is not consistent with this Contract by an employee, agent, or subcontractor of the Contractor.
- The Contractor must give the State full access to the details of the breach and assist the State in making any notifications to potentially affected people and organizations that the State deems are necessary or appropriate. The Contractor must document all such incidents, including its response to them, and make that documentation available to the State on request.

- In addition to any other liability under this Contract related to the Contractor's improper disclosure of State data, and regardless of any limitation on liability of any kind in this Contract, the Contractor will be responsible for acquiring one year's identity theft protection service on behalf of any individual or entity whose personally identifiable information is compromised while it is in the Contractor's possession. Such identity theft protection must provide coverage from all three major credit reporting agencies and provide immediate notice through phone or email of attempts to access the individuals' credit history through those services.

### **3. Return of State Data**

Upon request made and within 90 days after the effective date of termination or expiration of the Contract, the Service Provider will make available to the State for download its State Data in XML format, at market competitive rates. After such 90-day period, the Service Provider will have no obligation to maintain the State Data covered by an expired Contract and must thereafter, unless legally prohibited, delete the applicable State Data in its systems or otherwise in its possession or under its control.

### **4. Disentanglement Service**

The Service Provider will provide to the State termination Services ("Disentanglement Service") according to the terms of the Disentanglement Plan, in connection with the termination or expiration without renewal of this Contract.

To the extent the Termination Service include any tasks that Service Provider is not otherwise obligated to perform under, the charges will be based on market competitive rates. Termination Service means, to the extent requested by a State, the provisioning of such assistance, cooperation, and information as is reasonably necessary to enable a smooth transition of the Services to the State or its designated third party provider ("Successor") in accordance with the Disentanglement Plan.

As part of Disentanglement Service, the Service Provider will, in accordance with the Disentanglement Plan, manage the migration, to the extent requested and provide such information as the State may reasonably request relating to the number and function of each of the Service Provider personnel performing the Services, and Service Provider will make such information available to the Successor designated by the State.

### **5. Disentanglement Plan**

Upon the State's request, the Service Provider will prepare a disentanglement plan with the input from the State and the Successor, if there is one. The contents of the Disentanglement Plan will be as mutually agreed upon and will include at least the following activities, unless the State and the Service Provider agree otherwise:

- Documentation of existing and planned support activities.
- Identification of the Service and related positions or functions that require transition and a schedule, plan, and procedures for the State or the Successor assuming or reassuming responsibility.
- Description of actions to be taken by the Service Provider, State, and, if applicable, the Successor in performing the disentanglement.
- Description of how the transfer of (i) relevant information regarding the Services, (ii) resources (if any), and (iii) operations will be achieved.
- Description in detail of any dependencies the State and, if applicable, the Successor must fulfill for the Service Provider to perform the Disentanglement Service (including an estimate of the specific staffing and time required).
- Inventory of documentation and work products required to facilitate the transition of responsibilities.

- Identification of significant potential risk factors relating to the transition and in designing plans and contingencies to help mitigate the risk.
- A timeline for the transfer of each component of the Disentanglement Service (including key milestones to track the progress of the transfer).
- A schedule and plan for Service Provider's return to the State of (i) the systems held by the Service Provider and belonging to the State, and (ii) all documents, records, files, tapes, and disks in Service Provider's possession that belong to the State or relate to the migrating system(s).

## **6. Disentanglement Management Team**

The Service Provider will provide a project manager who will be responsible for Service Provider's overall performance of the Disentanglement Service and who will be the primary point of contact for the State and any Successor during the transfer. The State also will appoint a project manager who will be the primary point of contact for Service Provider during the disentanglement period.

## **7. Operational Transfer**

The Service Provider also will provide the State and any Successor access to those resources described in the Disentanglement Plan reasonably necessary during the planning and execution of the Disentanglement Service.

Any migration testing, test plans, back out procedures, and contingency plans shall be as described in the Disentanglement Plan.

After the transfer of the system(s) to the State or a Successor, the Service Provider will give the State or the Successor additional assistance as reasonably requested to facilitate continuity of operations in accordance with the Disentanglement Plan.

## **8. IRS Publication 1075**

In consideration of the mutual promises and obligations contained in the Agreement and this Amendment, the parties agree to add language to the Agreement as follows:

In order to protect risk of loss, breach, or misuse of Federal Tax Information ("FTI") held by certain government agencies, the Internal Revenue Service issued Publication 1075 which requires specific language to be included in any State contract where FTI is involved. If FTI is involved and the following state entities are making the purchase:

- 1) Department of Administrative Services;
- 2) Department of Job and Family Services;
- 3) Department of Medicaid;
- 4) Department of Taxation;
- 5) Attorney General; or
- 6) Cooperative Purchasing Member

then the following IRS Publication 1075 language applies:

### **I. Performance**

In performance of this Contract, the Contractor agrees to comply with and assume responsibility for compliance by his or her employees with the following requirements:

- (1) All work will be done under the supervision of the Contractor or the Contractor's employees.
- (2) Any return or return information made available in any format shall be used only for the purpose of carrying out the provisions of this Contract. Information contained in such material will be treated as confidential and will not be divulged or made known in any manner to any person except as may be necessary in the performance of this Contract. Disclosure to anyone other than an officer or employee of the Contractor will be prohibited.
- (3) All returns and return information will be accounted for upon receipt and properly stored before, during, and after processing. In addition, all related output will be given the same level of protection as required for the source material.
- (4) The Contractor certifies that the data processed during the performance of this Contract will be completely purged from all data storage components of his or her computer facility, and no output will be retained by the Contractor at the time the work is completed. If immediate purging of all data storage components is not possible, the Contractor certifies that any IRS data remaining in any storage component will be safeguarded to prevent unauthorized disclosures.
- (5) Any spoilage or any intermediate hard copy printout that may result during the processing of IRS data will be given to the agency or his or her designee. When this is not possible, the Contractor will be responsible for the destruction of the spoilage or any intermediate hard copy printouts, and will provide the agency or his or her designee with a statement containing the date of destruction, description of material destroyed, and the method used.
- (6) All computer systems receiving, processing, storing or transmitting FTI must meet the requirements defined in IRS Publication 1075. To meet functional and assurance requirements, the security features of the environment must provide for the managerial, operations, and technical controls. All security features must be available and activated to protect against unauthorized use of and access to Federal Tax Information.
- (7) No work involving Federal Tax Information furnished under this Contract will be subcontracted without prior written approval of the IRS.
- (8) The Contractor will maintain a list of employees authorized access. Such list will be provided to the agency and, upon request, to the IRS reviewing office.
- (9) The agency will have the right to void the Contract if the Contractor fails to provide the safeguards described above.

## **II. Criminal Sanctions**

- (1) Each officer or employee of any person to whom returns or return information is or may be disclosed will be notified in writing by such person that returns or return information disclosed to such officer or employee can be used only for a purpose and to the extent authorized herein, and that further disclosure of any such returns or return information for a purpose or to an extent unauthorized herein constitutes a felony punishable upon conviction by a fine of as much as \$5,000 or imprisonment for as long as 5 years, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized further disclosure of returns or return information may also result in an award of civil damages against the officer or employee in an amount not less than \$1,000 with respect to each instance of unauthorized disclosure. These penalties are prescribed by IRCs 7213 and 7431 and set forth at 26 CFR 301.6103(n)-1.
- (2) Each officer or employee of any person to whom returns or return information is or may be disclosed shall be notified in writing by such person that any return or return information made available in any format shall be used only for the purpose of carrying out the provisions of this Contract. Information contained in such material shall be treated as confidential and shall not be divulged or made known in any manner to any person except as may be necessary in the performance of the Contract. Inspection by or disclosure to anyone without an official need-to-know constitutes a criminal misdemeanor punishable upon conviction by a fine of as much as \$1,000 or imprisonment for as long as 1 year, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized inspection or disclosure of the officer or employee (United States for Federal employees) in an amount equal to the sum of the greater of \$1,000 for each act of unauthorized inspection or disclosure

with respect to which such defendant is found liable or the sum of the actual damages sustained by the plaintiff as a result of such unauthorized inspection or disclosure plus in the case of a willful inspection or disclosure which is the result of gross negligence, punitive damages, plus the costs of the action. These penalties are prescribed by IRC 7213A and 7431.

- (3) Additionally, it is incumbent upon the Contractor to inform its officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a(i)(1), which is made applicable to contractors by 5 U.S.C. 552a(m)(1), provides that any officer or employee of a contractor, who by virtue of his/her employment or official position, has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.
- (4) Granting a contractor access to FTI must be preceded by certifying that each individual understands the agency's security policy and procedures for safeguarding IRS information. Contractors must maintain their authorization to access FTI through annual recertification. The initial certification and recertification must be documented and placed in the agency's files for review. As part of the certification and at least annually afterwards, contractors must be advised of the provisions of IRCs 7431, 7213, and 7213A (See Exhibit 4, *Sanctions for Unauthorized Disclosure*, and Exhibit 5, *Civil Damages for Unauthorized Disclosure*). The training provided before the initial certification and annually thereafter must also cover the incident response policy and procedure for reporting unauthorized disclosures and data breaches. For both the initial certification and the annual certification, the contractor must sign, either with ink or electronic signature, a confidentiality statement certifying their understanding of the security requirements.

### **III. Inspection**

The IRS and the Agency shall have the right to send its officers and employees into the offices and plants of the Contractor for inspection of the facilities and operations provided for the performance of any work under this Contract. On the basis of such inspection, specific measures may be required in cases where the Contractor is found to be noncompliant with contract safeguards.

# Supplement Three

## Current Contract Utilization

## FY 2012 Contract Utilization

Title	Level	FY 2011-2012 Head Count	FY 2011-2012 Hours Billed
Architect	AR1	4	1191
Business Analyst	BA1		
	BA2	3	659
	BA3	3	673
	BA4		
	BA5		
CADD/GIS Administrator	CGA2	1	138
	CGA3		
Database Administrator	DBA1		
	DBA3	1	67
	DBA4		
Exception			
Functional Architect	FA1		
	FA2		
Help Desk Analyst	HDA1		
	HDA2		
	HDA3		
Intern	INT2		
	INT3		
Product Specialist	PS1		
	PS2	1	280
	PS3	4	1474
	PS4	3	790.5
	PS5	3	212.75
Program Manager	PM1		
	PM2		
	PM3		
	PM4	2	692
	PM5		
Programmer	PR1		
	PR2		
	PR3	5	1083.75
	PR4	6	1520.5

Title	Level	FY 2011-2012 Head Count	FY 2011-2012 Hours Billed
	PR5	2	279.5
QA Specialist	QAS1	1	40
	QAS2		
	QAS3	2	475
Senior Architect	SAR1	5	1614
Senior Business SME	SME1	2	728.5
Senior Database Architect	SDA1		
Senior Program Manager	SPM1	2	504
Service Desk	SD2		
	SD3		
System Administrator	SA3		
	SA4		
System Specialist	SS2		
Tech Arch Specialist	TAS2		
Technical Specialist	TS1		
	TS2		
	TS3		
	TS4		
Technical Writer	TW1		
	TW2		
	TW3		
	TW4		
Telecom Engineer	TE3		
Tester	Test1	2	416
	Test2		
	Test3		
Voice/Data Engineer	VDE2		
	VDE3		

## FY 2013 Contract Utilization

Title	Level	FY 2012-2013 Head Count	FY 2012-2013 Hours Billed
Architect	AR1	5	7098.5
Business Analyst	BA1	1	760
	BA2	17	13764.75
	BA3	22	17906.5
CADD/GIS Administrator	CGA2	2	584.75
Database Administrator	DBA3	8	7923.5
	DBA4	7	5611.5
Exception		14	23523.5
Help Desk Analyst	HDA1	1	562.25
Product Specialist	PS1	1	1245.5
	PS2	2	3175
	PS3	7	6354.25
	PS4	13	13720
	PS5	13	10163.5
Program Manager	PM1	2	1281
	PM2	3	2660.75
	PM3	8	7631.75
	PM4	12	7382.25
Programmer	PR2	1	445
	PR3	18	18908.5
	PR4	49	47142.75
	PR5	69	51961
QA Specialist	QAS1	1	1936.25
	QAS2	2	3592.25
	QAS3	3	1545
Senior Architect	SAR1	14	10697.75
Senior Business SME	SME1	9	6609
Senior Database Architect	SDA1	2	2699.5
Senior Program Manager	SPM1	6	2541.25

Title	Level	FY 2012-2013 Head Count	FY 2012-2013 Hours Billed
Service Desk	SD2	13	2696.5
	SD3	3	754.25
System Administrator	SA4	4	4546
System Specialist	SS2	1	526.75
Tech Arch Specialist	TAS2	1	214.5
Technical Writer	TW2	2	711.25
Tester	Test1	3	1974.5
	Test2	1	1110
	Test3	1	1621.25
Voice/Data Engineer	VDE3	1	1736.5

## FY 2014 Contract Utilization

Title	Level	FY 2013-2014 Head Count	FY 2013-2014 Hours Billed
Architect	AR1	3	4824.5
Business Analyst	BA1	6	4289.5
	BA2	28	19252.5
	BA3	28	31168.75
	BA4		
	BA5	1	192
CADD/GIS Administrator	CGA2	1	1177.75
	CGA3		
Database Administrator	DBA1	1	90.5
	DBA3	5	4117.25
	DBA4	8	8169
Exception		7	7886.75
Functional Architect	FA1	1	499
	FA2		
Help Desk Analyst	HDA1	3	594.25
	HDA2	2	2312
	HDA3	1	223.5
Intern	INT2		
	INT3	2	3117.5
Product Specialist	PS1	3	3664
	PS2	2	868.5
	PS3	8	6572
	PS4	17	17786
	PS5	35	36424.5
Program Manager	PM1	1	2061
	PM2	7	6201.75
	PM3	9	11520.25
	PM4	23	20342.75
	PM5		
Programmer	PR1	1	980.5
	PR2	1	668.5
	PR3	11	15739
	PR4	93	98666.75
	PR5	123	134297.75

QA Specialist	QAS1	7	5357
	QAS2	10	6717
	QAS3	14	11070
Senior Architect	SAR1	20	26410.75
Senior Business SME	SME1	11	6848.75
Senior Database Architect	SDA1	4	4311.5
Senior Program Manager	SPM1	8	7066.5
Service Desk	SD2	2	1688
	SD3	6	5390.25
System Administrator	SA3	2	1404.5
	SA4	11	7927.5
System Specialist	SS2	1	265.75
Tech Arch Specialist	TAS2	1	1975
Technical Specialist	TS1	1	796.5
	TS2	2	1020
	TS3	4	1228.5
	TS4	5	4061.25
Technical Writer	TW1	1	1230
	TW2	2	1427
	TW3	1	857
	TW4	2	2829
Telecom Engineer	TE3		
Tester	Test1	5	6718
	Test2		
	Test3	13	9962.75
Voice/Data Engineer	VDE2		
	VDE3	1	1573

## FY 2015 Contract Utilization (as of 4/23/15)

Title	Level	FY 2014-2015 Head Count	FY 2014-2015 Hours Billed
Architect	AR1	3	1189.5
Business Analyst	BA1	5	2783
	BA2	16	16271
	BA3	34	31214.25
	BA4	1	24
	BA5	1	104
CADD/GIS Administrator	CGA2	1	1058.5
	CGA3	1	1645
Database Administrator	DBA1	1	1436
	DBA3	5	4132
	DBA4	8	8343
Exception		15	16158.5
Functional Architect	FA1	1	1590
	FA2	2	757
Help Desk Analyst	HDA1	5	4232.25
	HDA2	3	1176
	HDA3	5	2233.5
Intern	INT2	1	1346
	INT3	1	1040
Product Specialist	PS1	5	4383.5
	PS2	1	1004
	PS3	10	6105.5
	PS4	18	14647.75
	PS5	43	45095
Program Manager	PM1	1	1486
	PM2	6	4710.25
	PM3	15	14340.75
	PM4	20	16305.75
	PM5	2	1548.5
Programmer	PR1	1	1523.5
	PR2		
	PR3	16	14298.75
	PR4	68	82850.25
	PR5	121	130119.75

Title	Level	FY 2014-2015 Head Count	FY 2014-2015 Hours Billed
QA Specialist	QAS1	9	8937.5
	QAS2	8	12588.5
	QAS3	16	15001.5
Senior Architect	SAR1	21	19648.5
Senior Business SME	SME1	10	5524.25
Senior Database Architect	SDA1	3	3521.5
Senior Program Manager	SPM1	9	6682.5
Service Desk	SD2	2	1102.5
	SD3	6	4991.75
System Administrator	SA3	3	2141.5
	SA4	9	8856
System Specialist	SS2	1	96
Tech Arch Specialist	TAS2	1	1576.75
Technical Specialist	TS1	1	466
	TS2	5	2188.5
	TS3	6	5831.5
	TS4	7	8698
Technical Writer	TW1	1	1445.25
	TW2	1	1391
	TW3		
	TW4	2	281
Telecom Engineer	TE3	1	898.25
Tester	Test1		
	Test2	1	1117.75
	Test3	20	17195.75
Voice/Data Engineer	VDE2	1	896
	VDE3	1	1293.5

# Contract Overview – Job Title Usage

The chart below shows the total non-exception title usage broken into levels for FY2015 Q3, FY2015 and Contract to Date.

Title	Level	Headcount/Started		Title	Level	Headcount/Started		Title	Level	Headcount/Started		Title	Level	Headcount/Started	
		FY2015 Q3	FY2015			Contract to Date	FY2015 Q3			FY2015	Contract to Date			FY2015 Q3	FY2015
Architect	AR1	0	2	10	Program Manager	PM1	0	0	2	System Specialist	SS2	1	1	2	
Business Analyst	BA1	1	3	9		PM2	1	4	11	Tech Arch Specialist	TA52	0	0	1	
	BA2	1	2	33		PM4	5	8	33	TECHNICAL SPECIALIST	TS1	0	0	1	
	BA3	7	16	53		PM5	1	2	2		TS2	1	4	6	
	BA5	0	0	1			9	23	71		TS3	1	5	9	
CADD/GS Administrator	CGA2	0	1	3	Programmer	PR1	0	0	1		TS4	0	4	3	
	CGA3	0	1	1		PR2	0	0	1		TS4	0	4	3	
		0	2	4		PR3	5	10	33			2	13	24	
Database Administrator	DBA1	0	0	1		PR4	4	18	111	Technical Writer	TW1	0	0	1	
	DBA3	0	2	12		PR5	21	45	179		TW2	0	0	3	
	DBA4	2	6	15	QA Specialist	QAS1	30	76	335		TW3	0	0	1	
		2	8	31		QAS2	2	5	11		TW4	2	2	4	
Functional Architect	FA1	0	1	1		QAS3	0	3	12	Telecom Engineer	TE3	0	2	9	
	FA2	0	2	2		QAS3	1	7	24		TE3	0	1	1	
Help Desk Analyst	HDA1	0	3	3	Senior Architect	SAS1	3	15	48	Tester	Test1	0	1	1	
	HDA2	3	3	5		SAS1	1	8	32		Test2	0	0	8	
	HDA3	1	5	6	Senior Business SME	SBS1	2	6	15		Test3	7	15	38	
Intern	INT2	0	1	1	Senior Database Architect	SDA1	2	6	15			7	16	38	
	INT3	0	1	1		SDA1	0	1	5	VOICE/Data Engineer	VDE2	0	1	1	
		0	0	2	Senior Program Manager	SPM1	0	1	5		VDE3	0	1	2	
Product Specialist	PS1	0	3	8		SPM1	0	3	12	<b>Total</b>		<b>83</b>	<b>259</b>	<b>921</b>	
	PS2	0	1	4	Service Desk	SD2	0	1	13						
	PS3	3	5	18		SD3	2	3	11						
	PS4	3	7	33	System Administrator	SAS	2	4	24						
	PS5	1	17	55		SAS	2	5	15						
		7	33	118			2	7	19						

# Contract Overview – Job Title Usage

The chart below shows the total job title usage and spend for FY15 Q3, FY2015 and Contract to Date.

Title	Headcount Started				Spend		
	FY2015 Q3	FY2015	Contract to Date	% of Headcount	Contract to Date	% of Spend	
Programmer	28	74	314	34.54%	\$46,042,650.34	41.07%	
Product Specialist	7	33	117	12.87%	\$15,109,416.08	13.48%	
Business Analyst	9	21	89	9.79%	\$9,745,583.42	8.69%	
Program Manager	9	22	67	7.37%	\$8,758,188.98	7.81%	
Senior Architect	1	8	32	3.52%	\$6,542,926.86	5.84%	
Exception	1	11	28	3.08%	\$4,399,814.73	3.92% QA	
Specialist	3	15	47	5.17%	\$3,630,660.28	3.24%	
Database Administrator	1	7	29	3.19%	\$3,029,251.74	2.70%	
Technical Specialist	2	13	24	2.64%	\$2,479,587.11	2.21%	
Tester	7	16	36	3.96%	\$1,969,988.18	1.75%	
Senior Business SME	2	6	15	1.65%	\$1,913,525.87	1.71%	
Senior Program Manager	0	3	12	1.32%	\$1,843,936.55	1.64%	
System Administrator	2	7	19	2.09%	\$1,815,692.06	1.62%	
Architect	0	2	10	1.10%	\$1,368,887.03	1.21%	
Senior Database Architect	0	1	5	0.55%	\$933,030.00	0.83%	
Service Desk	2	4	23	2.53%	\$543,320.86	0.48%	
Help Desk Analyst	4	11	16	1.76%	\$419,975.95	0.37%	
Technical Writer	2	2	9	0.99%	\$408,808.61	0.36%	
Voice/Data Engineer	0	2	3	0.33%	\$300,742.71	0.27%	
CADD/GIS Administrator	0	2	4	0.44%	\$291,197.23	0.26%	
Tech Arch Specialist	0	0	1	0.11%	\$213,808.99	0.19%	
Intern	0	1	3	0.33%	\$125,901.65	0.11%	
Functional Architect	0	3	3	0.33%	\$125,063.29	0.11%	
Telecom Engineer	0	1	1	0.11%	\$51,636.38	0.05%	
System Specialist	1	1	2	0.22%	\$35,670.43	0.03%	
<b>Total</b>	<b>81</b>	<b>266</b>	<b>909</b>	<b>100%</b>	<b>\$112,099,265.33</b>	<b>100%</b>	

# Supplement Four

## Job Titles and Descriptions

Architect.....	4
AR1.....	4
Business Analyst.....	4
BA1.....	4
BA2.....	4
BA3.....	5
BA4.....	5
BA5.....	5
CADD/GIS Administrator.....	5
CGA1.....	5
CGA2.....	5
CGA3.....	6
Data Entry Operator.....	6
DE1.....	6
DE2.....	6
Database Administrator.....	7
DBA1.....	7
DBA2.....	8
DBA3.....	8
DBA4.....	8
Functional Architect.....	8
FA1.....	9
FA2.....	9
FA3.....	10
Help Desk Analyst.....	10
HDA1.....	10
HDA2.....	11
HDA3.....	11
Intern.....	12
INT1.....	12
INT2.....	12
INT3.....	12
Mobile Specialist.....	12
MS1.....	12
MS2.....	13
Product Specialist.....	13
PS1.....	13
PS2.....	14
PS3.....	14
PS4.....	14
PS5.....	15
Program Manager.....	15
PM1.....	15
PM2.....	16
PM3.....	16
PM4.....	16
PM5.....	17
Programmer.....	17
PR1.....	17
PR2.....	17
PR3.....	18
PR4.....	18
PR5.....	19
Quality Assurance Specialist.....	19
QAS1.....	19
QAS2.....	20
QAS3.....	20
QAS4.....	21
Senior Architect.....	21

SAR1 .....	21
Senior Business Subject Matter Expert .....	22
SME1 .....	22
Senior Database Architect .....	23
SDA1 .....	23
Senior Program Manager .....	23
SPM1 .....	23
Service Desk .....	24
SD2 .....	24
SD3 .....	25
Software Process Engineer .....	25
SPS1 .....	25
SPS2 .....	26
SPS3 .....	26
System Administrator .....	26
SA1 .....	26
SA2 .....	27
SA3 .....	27
SA4 .....	28
System Specialist .....	28
SS1 .....	28
SS2 .....	29
SS3 .....	29
Team Lead .....	30
TL1 .....	30
TL2 .....	31
Technical Architecture Specialist .....	31
TAS1 .....	31
TAS2 .....	32
TAS3 .....	32
Technical Specialist .....	33
TS1 .....	33
TS2 .....	33
TS3 .....	34
TS4 .....	34
Technical Writer .....	34
TW1 .....	34
TW2 .....	34
TW3 .....	35
TW4 .....	36
Telecom Engineer .....	36
TE1 .....	36
TE2 .....	37
TE3 .....	37
Tester .....	37
Test1 .....	37
Test2 .....	37
Test3 .....	38
Test4 .....	38
Video Conference Specialist .....	38
VCS1 .....	38
VCS2 .....	39
Voice/Data Engineer .....	39
VDE1 .....	39
VDE2 .....	40
VDE3 .....	40



## Architect

The Architect has the ability to design, develop, and implement application infrastructure to provide reliable and scalable applications and systems to meet the organization's objectives and requirements. The Architect is familiar with a variety of the application technologies, environments, concepts, methodologies, practices, and procedures. The Architect is also able to perform a variety of complicated tasks with minimal or no direct supervision. The Architect is experienced in defining systems and application architecture.

- **AR1**

Years of Relevant Experience:	Up to 5 years software development and testing
Preferred Education:	4 year college degree in computer science or related field with advanced study preferred.
Role Description:	<ul style="list-style-type: none"> <li>• Proven experience with hands-on technical development work.</li> <li>• Ability to coordinate with technical leads, business users and project managers.</li> <li>• Experience participating in development of standards and product recommendations.</li> <li>• Experience designing and architecting systems as a member of a design team.</li> <li>• Experience working through every phase of software development life cycle.</li> <li>• Strong verbal communication.</li> </ul>

- **Business Analyst**

The Business Analyst is responsible for the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.

- **BA1**

Years of Relevant Experience:	Up to 4 years
Preferred Education:	4 year college degree or equivalent.
Role Description:	<ul style="list-style-type: none"> <li>• Experience conducting Facilitated Workshops for requirements analysis.</li> <li>• Experience creating workflows using formal notation such as the Business Process Modeling Notation (BPMN).</li> <li>• Knowledge of formal requirements gathering methodologies.</li> <li>• Experience developing Business Requirements - project initiation document, what the needed achievements will be, and the quality measures.</li> <li>• Experience developing Functional requirements - describe what the system, process, or product/service must do in order to fulfill the business requirements.</li> <li>• Experience developing User (stakeholder) requirements - are a very important part of the deliverables, the needs of the stakeholders will have to be correctly interpreted. This deliverable can also reflect how the product will be designed, developed, and define how test cases must be formulated.</li> <li>• Experience developing Quality-of-service (non-functional) requirements - are requirements that do not perform a specific function for the business requirement but are needed to support the functionality. For example: performance, scalability, quality of service (QoS), security and usability.</li> <li>• Experience developing Report Specifications - define the purpose of a report, its justification, attributes and columns, owners and runtime parameters.</li> <li>• Experience developing Requirements Traceability Matrix - a cross matrix for recording the requirements through each stage of the requirements gathering process.</li> <li>• Strong organization and writing skills. Experienced developing graphic representations of complex business processes.</li> </ul>

- **BA2**

Years of Relevant Experience:	4 to 6 years
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Preferred Education:	4 year college degree or equivalent.
Role Description:	All roles specified in BA1 plus additional work experience and job knowledge.

• **BA3**

Years of Relevant Experience:	7 to 9 years
Preferred Education:	4 year college degree or equivalent and IIBA-certified Business Analyst.
Role Description:	All roles specified in BA1 plus additional work experience, job knowledge, and IIBA certification.

• **BA4**

Years of Relevant Experience:	10 to 14 years
Preferred Education:	4 year college degree or equivalent and IIBA-certified Business Analyst.
Role Description:	All roles specified in BA1 plus additional work experience, job knowledge, and IIBA certification.

• **BA5**

Years of Relevant Experience:	15 plus years
Preferred Education:	4 year college degree or equivalent and IIBA- and CBAP-certified Business Analyst.
Role Description:	All roles specified in BA1 plus additional work experience, job knowledge, and IIBA certification plus the following: Proven experience with a technical specialty across large and complex implementations and systems.

• **CADD/GIS Administrator**

The CADD/GIS Administrator (CGA) is responsible for providing direct support of various CADD/GIS software and hardware systems. The CGA will perform hardware and software installations, relocations, testing and routine maintenance.

• **CGA1**

Years of Relevant Experience:	Up to 5 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Assist in troubleshooting CADD/GIS system hardware problems and work with the appropriate service and warranty vendors to make the necessary repairs and fixes.</li> <li>• Track version upgrades and notify proper parties of available updates to CADD/GIS Systems software.</li> <li>• Assist with phone and online problem reporting and maintaining problem report records.</li> <li>• Assist with ordering consumable supplies for the CADD/GIS Systems.</li> <li>• Maintain current inventory of all hardware, software, upgrades and fixes for each site.</li> <li>• Maintain configuration charts of current inventory.</li> <li>• Maintain data backups and data archives and provide data retrieval from backup.</li> <li>• Monitor system status and data integrity.</li> </ul>

• **CGA2**

Years of Relevant Experience:	5 to 8 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in CGA1 plus the following: <ul style="list-style-type: none"> <li>• Able to work independently.</li> <li>• Demonstrate proven experience in troubleshooting with little supervision.</li> </ul>

	<ul style="list-style-type: none"> <li>• Able to communicate status to managers and project sponsors.</li> <li>• Assist in developing standards and direction for systems.</li> </ul>
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• **CGA3**

Years of Relevant Experience:	8 plus years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in CGA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Lead efforts to troubleshoot CADD/GIS system hardware and software problems.</li> <li>• Lead team of CGAs developing software and hardware plans and solutions.</li> <li>• Expertise in teaching/conveying technical and/or functional courses/concepts.</li> </ul>

• **Data Entry Operator**

For data entry projects that require manual key entry and/or data capture through scanning.

• **DE1**

Years of Relevant Experience:	0 to 2 years
Preferred Education:	Associates Degree or equivalent
Role Description:	<ul style="list-style-type: none"> <li>• Comprehensive PC skills.</li> <li>• Able to follow written and spoken instructions.</li> <li>• Minimum of 25 wpm.</li> <li>• Ability to accurately enter information into a computer, accessing information from a computer, and verifying information on a screen.</li> <li>• Duties involve utilizing automated equipment, including electronic keyboard, display screen, and sorted memory to perform.</li> <li>• Ability to operate and understand basic scanning and imaging equipment, including pan, skew, and image correction techniques.</li> <li>• Ability to conduct basic data mining and data capture efforts.</li> <li>• Services may be required to be provided at supplier's site using supplier's equipment. Typically need an end product of electronic data, typically transmitted through FTP.</li> <li>• Key punch and verify records in specified format (ex. ASCII).</li> <li>• The total number of keystrokes is limited to actual characters, numbers and special characters that are keyed. Spaces, function keys, nulls, and zeros are not counted as keystrokes.</li> <li>• The contractor must complete all data forms within an agreed-upon amount of time from receipt or average a minimum of a set number of strokes each week data forms are in possession.</li> <li>• Error rate cannot exceed 1/2%. Error rate is calculated on a character (not field or record) basis.</li> <li>• Pickup and delivery by contractor to be made on a weekly basis.</li> <li>• For key entry, required that a second individual completed 100% key verification to control errors.</li> <li>• Knowledge of imaging and visual display operating practices, procedures, and techniques.</li> <li>• Knowledge of arithmetic and numbering systems.</li> <li>• Ability to operate equipment with speed and accuracy to ensure information is captured.</li> </ul>

• **DE2**

Years of Relevant Experience:	2 to 4 years
Preferred Education:	Associates Degree or equivalent
Role Description:	<ul style="list-style-type: none"> <li>• Comprehensive PC skills.</li> </ul>

	<ul style="list-style-type: none"> <li>• Able to follow written and spoken instructions.</li> <li>• Minimum of 35 wpm.</li> <li>• Ability to accurately enter information into a computer, accessing information from a computer, and verifying information on a screen.</li> <li>• Duties involve utilizing automated equipment, including electronic keyboard, display screen, and sorted memory to perform.</li> <li>• Ability to operate and understand basic scanning and imaging equipment, including pan, skew, and image correction techniques.</li> <li>• Ability to conduct basic data mining and data capture efforts.</li> <li>• Services may be required to be provided at supplier's site using supplier's equipment. Typically need an end product of electronic data, typically transmitted through FTP.</li> <li>• Key punch and verify records in specified format (ex. ASCII).</li> <li>• The total number of keystrokes is limited to actual characters, numbers and special characters that are keyed. Spaces, function keys, nulls, and zeros are not counted as keystrokes.</li> <li>• The contractor must complete all data forms within an agreed-upon amount of time from receipt or average a minimum of a set number of strokes each week data forms are in possession.</li> <li>• Error rate cannot exceed 1/2%. Error rate is calculated on a character (not field or record) basis.</li> <li>• Pickup and delivery by contractor to be made on a weekly basis.</li> <li>• For key entry, required that a second individual completed 100% key verification to control errors.</li> <li>• Knowledge of imaging and visual display operating practices, procedures, and techniques.</li> <li>• Knowledge of arithmetic and numbering systems.</li> <li>• Ability to operate equipment with speed and accuracy to ensure information is captured.</li> </ul>
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## • Database Administrator

The Database Administrator is responsible for data analysis and database management. Database Administrators typically are involved in maintenance, enhancement, designing of data dictionaries, physical and logical database models, and performance tuning. Database Administrators have a range of skills and knowledge of the utilities and production tools used for data storage management to support the Application Team.

### • DBA1

Years of Relevant Experience:	Up to 3 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Skilled data dictionary analysis and design and data model analysis design.</li> <li>• Maintains central data repository.</li> <li>• Experience and knowledge in supporting application system development life cycle.</li> <li>• Responsible for data dictionary backup and recovery.</li> <li>• Responsible for definition of standards of data dictionaries.</li> <li>• May program dictionary analysis and maintenance software.</li> <li>• Perform performance tuning.</li> <li>• Monitor database performance and space requirements.</li> <li>• Schedule and monitor end of day data warehousing jobs.</li> <li>• Assist in coordinating software releases.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strong communication skills; both written and spoken.</li> </ul>
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• **DBA2**

Years of Relevant Experience:	3 to 4 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in DBA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Business systems analysis and design experience.</li> <li>• Logical data modeling techniques.</li> <li>• Production environment Tools/Utilities.</li> <li>• Knowledgeable in data analysis and database management techniques.</li> <li>• Execution of all responsibilities with little direct supervision of Team Lead.</li> <li>• Administration and scripting experience in relative platform.</li> <li>• Supervise performance tuning.</li> <li>• Author shell scripts to perform back up, restore, and monitoring tasks.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

• **DBA3**

Years of Relevant Experience:	5 to 6 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in DBA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Highly skilled at database design, installations, conversions.</li> <li>• Responsible for database backup and recovery procedures, access security and database integrity, physical data storage design and data storage management.</li> </ul>

• **DBA4**

Years of Relevant Experience:	7 plus years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in DBA3 plus the following:</p> <ul style="list-style-type: none"> <li>• Participates in Database Management System selection and maintains database performance.</li> <li>• Knowledge of various Database Management System products.</li> <li>• Provide status of work to Project Team Lead.</li> <li>• Engage in ongoing process improvement.</li> </ul>

• **Functional Architect**

The Functional Architect is the functional expert for an application, a defined set of applications or a portfolio of related applications. The Functional Architect is also responsible for bringing an understanding of the enterprise, business system and industry to the team(s) supporting or interfacing with the application. The primary responsibility of a Functional Architect is to provide expertise in the business process supported by the application, to prepare and review designs, to recommend improvements, and to provide guidance during the testing process. The Functional Architect helps the Programmers establish a clear understanding of the business functional requirements and either creates the functional designs to meet the requirements or reviews and approves the designs written by the Programmers. The Functional Architect must understand all aspects of their specific application(s), and the underlying business process. The more experienced Functional Architect plans, analyzes, and defines high- level software strategies and solutions. Contained in the experienced role is the task

of coordinating with other Functional Architects to define technical requirements and long range plans for meeting customer requirements.

• **FA1**

Years of Relevant Experience:	2 to 4 years in particular application area
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Analyze, determine, and document functional requirements.</li> <li>• Provide definition on how the applications will support business requirements.</li> <li>• Conduct impact analyses of business requirements on the system.</li> <li>• Work with Technical Architecture Specialist in defining software / hardware requirements.</li> <li>• Gather and interpret user requirements into design specifications.</li> <li>• Participate in design of application.</li> <li>• Participate in design code and test reviews as appropriate.</li> <li>• Provide inputs to test planning.</li> <li>• Complete assigned tasks.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment.</li> <li>• Strong communication skills; both written and spoken</li> <li>• Act as the application(s) functional expert; providing expertise in the business process supported by the application.</li> <li>• Provide detailed definition on how the applications will support business requirements.</li> <li>• Work with Technical Architecture Specialist in planning and delivering technical architecture.</li> <li>• Provide expertise for defining functional architecture and infrastructure for applications.</li> <li>• Plan and develop user interface strategy.</li> <li>• Direct and participate in design of application.</li> <li>• Interpret and understand user requirements/design specifications.</li> <li>• Provide detailed definition on how the applications will support business requirements.</li> <li>• Work with Technical Architecture Specialist in defining software / hardware requirements and in planning and delivering architecture.</li> <li>• Provide expertise for defining architecture and infrastructure for applications.</li> <li>• Review and understand team work plan</li> <li>• Identify and track issues, risks and action items affecting own work and work of team.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> </ul>

• **FA2**

Years of Relevant Experience:	4 to 5 years in particular application area
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in FA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Provide functional expertise to planning organization as required.</li> <li>• Review tasks prior to migration into production as appropriate. Provide assistance in scheduling design work for Lead Functional Architect.</li> <li>• Coordinate the design and development of work estimates and act as the primary</li> </ul>

	<p>point of contact. Assist in managing and directing application team processes.</p> <ul style="list-style-type: none"> <li>• Organize and prepare work effectively to facilitate proactive resolution of problems.</li> <li>• Work with client and Lead Functional Architect to identify direction of software.</li> <li>• Ensure business requirements are supported by the software.</li> <li>• Identify and initiate continuous improvement opportunities.</li> <li>• Define user interface strategies.</li> <li>• Understand specific business needs and overall business strategy of the business customer.</li> </ul>
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• **FA3**

Years of Relevant Experience:	Five plus years in particular application area
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in FA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Guide processes for Functional Architects and direct work planning and design activities.</li> <li>• Provide standard, well-structured work planning which defines scope, resources, commitments, quality, risk, tasks, and acceptance criteria.</li> <li>• Ensure that overall application designs remain within project scope.</li> <li>• Work with customer business units to understand their business processes.</li> <li>• Work with customer business units and client to identify direction of software. Ensure business requirements are supported by the software.</li> <li>• Ensure goals for Functional Architects are being met and manage team commitments.</li> <li>• Analyze, define, and document how the applications will support functional and business requirements. Coordinate these efforts with Functional Architects.</li> <li>• Understand supporting/interfacing system applications.</li> <li>• Approve the determined need for new software/hardware.</li> <li>• Understand prioritization work based on business needs request/releases for work affecting an application.</li> <li>• Manage the accomplishment of delivery metrics, Service Level Agreements and other contractual obligations within areas of responsibility.</li> <li>• Sponsor coordination of the required skills, training, methodologies, and processes to ensure the success of team/project/program goals.</li> <li>• Coordinate and conduct project review meetings with Group Lead Functional Architects and Team Leads.</li> <li>• Communicate and resolve application interface issues with other Lead Functional Architects as needed.</li> <li>• Monitor and measure maintenance and development process effectiveness.</li> <li>• Communicate clearly the program/application goals, operational and organizational philosophies, and policies and procedures to the Functional Architects.</li> <li>• Communicate to team members the relationships between their work and assignments and the organizational and/ or program objectives.</li> </ul>

• **Help Desk Analyst**

The Help Desk Analyst provides Helpdesk Level 2 Support by performing the skills listed below.

• **HDA1**

Years of Relevant Experience:	1 to 3 years field experience
Preferred Education:	2 year associates degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Provides technical assistance, support, and advice to end users for hardware, software, and systems.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provides hands-on technical assistance to business and technical users.</li> <li>• Investigates and resolves computer software and hardware problems of users.</li> <li>• Serves as a contact for level 1 support.</li> <li>• Serves as a contact for users having problems using computer software, hardware, and operating systems, and escalates as necessary.</li> <li>• Determines whether problem is caused by hardware, software, or system.</li> <li>• Answers questions, applying knowledge of computer software, hardware, systems, and procedures.</li> <li>• Talks with technical and non-technical co-workers to research problem and find solution.</li> <li>• Asks user with problem to use telephone and participate in diagnostic procedures, using diagnostic software or by listening to and following instructions.</li> <li>• Experienced with a variety of call-tracking software and systems.</li> <li>• Reads trade magazines and engages in independent study to maintain current industry knowledge.</li> <li>• Follow quality standards, and displays strong customer service skills.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>
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• **HDA2**

Years of Relevant Experience:	3 to 5 years field experience
Preferred Education:	4 year college degree in field of specialty or equivalent education and experience combined
Role Description:	<p>All roles specified in HDA 1 plus the following:</p> <ul style="list-style-type: none"> <li>• Calls software and hardware vendors to request service regarding defective products.</li> <li>• Acts as a subject matter expert for one or more custom or COTS applications.</li> <li>• Talks to programmers to explain software errors or to recommend changes to programs.</li> <li>• May work as in-house consultant and research alternate approaches to existing software and hardware when standardized approaches cannot be applied.</li> <li>• Tests software and hardware to evaluate ease of use and whether product will aid user in performing work.</li> <li>• Write software and hardware evaluation and recommendations for management review.</li> <li>• Write or revise user-training manuals and procedures.</li> <li>• Develops training materials, such as exercises and visual displays.</li> <li>• Train users on software and hardware on-site or in classroom, or recommend outside contractors to provide training.</li> </ul>

• **HDA3**

Years of Relevant Experience:	5 plus years field experience
Preferred Education:	4 year college degree in field of specialty
Role Description:	<p>All roles specified in HDA 1 and 2 plus the following:</p> <ul style="list-style-type: none"> <li>• Manage expectations at all levels: customers/end users, executive sponsors.</li> <li>• Ensure quality standards are followed.</li> <li>• Monitor the team's open backlog of support issues and re-assign issues as necessary to ensure they are closed per agreed upon service levels.</li> <li>• Act as the escalation point for high priority support issues.</li> <li>• Ability to make recommendations on policies on system use and services.</li> </ul>

● **Intern**

The Intern will assist team members with daily responsibilities as directed by his or her supervisor.

● **INT1**

Preferred Education:	Enrolled in secondary and post-secondary educational institution.
Role Description:	<ul style="list-style-type: none"> <li>• Ability to perform tasks as assigned by the direct supervisor.</li> <li>• Ability to keep team members and supervisor apprised of work status and attendance.</li> <li>• Basic computer knowledge.</li> <li>• Additional requirements may need to be met, depending on opportunity.</li> </ul>

● **INT2**

Preferred Education:	Enrolled in secondary and post-secondary educational institution.
Role Description:	<ul style="list-style-type: none"> <li>• Ability to develop organizational and communication skills.</li> <li>• Ability to keep team members and supervisor apprised of work status and attendance.</li> <li>• Basic computer knowledge including experience with word processing software, and spreadsheet maintenance and development.</li> <li>• Must show willingness and ability to develop IT-related technical skills.</li> <li>• Additional requirements may need to be met, depending on opportunity.</li> </ul>

● **INT3**

Preferred Education:	Enrolled in secondary and post-secondary educational institution.
Role Description:	<ul style="list-style-type: none"> <li>• Ability to develop organizational and communication skills.</li> <li>• Ability to keep team members and supervisor apprised of work status and attendance.</li> <li>• Basic computer knowledge including experience with word processing software, and spreadsheet maintenance and development.</li> <li>• Must show willingness and ability to develop IT-related technical skills.</li> <li>• Must show willingness and ability to develop an understanding of IT-related technologies and concepts.</li> <li>• Additional requirements may need to be met, depending on opportunity.</li> </ul>

● **Mobile Specialist**

The Mobile Specialist serves in many capacities, including Developer, Engineer, Technical Architect, and Analyst for Mobile Development, Security, and/or Infrastructure Projects. The Mobile Specialist participates in project planning and in the creation and review of technical deliverables. The Mobile Specialist often guides and mentors the technical team in all phases of the SDLC including requirement validation, detail design, development, and implementation.

● **MS1**

Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Serves as the Designer, Developer and/or Engineer on Mobile Projects.</li> <li>• Meets with end users and technical staff of all types to gather business and system requirements</li> <li>• May work with Mobile Specialist 2 to propose comprehensive solutions based on business and technical requirements</li> <li>• Develops and/or engineers user interface, service tier, data tier components, infrastructure or security for Mobile Projects.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develops standards, repeatable processes, and reusable components</li> <li>• Assists in project planning, including developing of timelines, composition of technical teams, and leveling of resources.</li> <li>• Mentors technical team leads and team members on Department processes and standards to promote consistency and improve productivity.</li> <li>• Assists in the development and review of technical deliverables on projects.</li> </ul>
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• **MS2**

Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Serves as the Lead Architect/Designer/Developer /Engineer on Mobile Projects.</li> <li>• Meets with end users and technical staff of all types to gather business and system requirements.</li> <li>• Proposes comprehensive solutions based on business and technical requirements</li> <li>• Architects, designs, develops, and/or engineers user interface, service tier, data tier components, infrastructure or security for Mobile Projects.</li> <li>• Develops standards, repeatable processes, and reusable components</li> <li>• Leads project planning, including developing of timelines, composition of technical teams, and leveling of resources.</li> <li>• Mentors and manages technical team leads and team members on Department processes and standards to promote consistency and improve productivity.</li> <li>• Leads the development and review of technical deliverables on projects.</li> </ul>

• **Product Specialist**

The Product Specialist is the expert for a technical development or execution environment product or set of products. The primary responsibility of a Product Specialist is to ensure the availability and facilitate the productive use of a product for Application Teams or end users. The Product Specialist may own part of a product, all of one, or several products depending on the nature of the product(s) and their use. The Product Specialist requires significant to expert experience and skills in the product supported. The Product Specialist will usually also have significant experience in the operating environment(s) (e.g., HP/UX, NT, MVS, etc.) on which the product is implemented. If the product is one that was internally developed, the supporting PS should also have most of the skills of a Programmer. The Product Specialist is responsible for collaborating with Technical Architecture Specialist, System Specialists, Programmers and vendors to ensure and enhance the use of the product and effect migration to new versions of a product.

• **PS1**

Years of Relevant Experience:	1 to 2 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Make sound recommendations on functional and technical improvements to the product.</li> <li>• Analyze the functional and technical impact of product planning decisions.</li> <li>• Develop appropriate functional and usability standards for products.</li> <li>• Track and document expected volume and type of use of the product.</li> <li>• Participate in product design reviews to verify that design meets quality standards and functional/technical requirements.</li> <li>• Perform impact analyses on production fixes and enhancements to establish priorities.</li> <li>• Provide basic product support and provide accurate and complete answers to detailed product questions in a timely manner.</li> <li>• Provide effective on-site product support as needed.</li> <li>• Accurately sets severity of identified defects.</li> <li>• Provide input to training and / or documentation materials regarding latest technical and functional design changes.</li> <li>• Document all work for future reference.</li> </ul>

	<ul style="list-style-type: none"> <li>• Review the system test approach and conditions used as the basis for detailed test scenarios.</li> <li>• Follow quality standards.</li> <li>• Analytical and customer service skills.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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• **PS2**

Years of Relevant Experience:	3 to 4 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in PS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Actively contribute as an expert or actual designer.</li> <li>• Coordinate product design reviews to verify that design meets quality standards and functional/technical requirements.</li> <li>• Provide accurate estimates for design and programming efforts for system changes and enhancements.</li> <li>• Coordinate enhancements to business and logical data models with data base administration to make the appropriate changes to the physical data model.</li> <li>• Confirm that technical architecture will support all changes required by product enhancements.</li> <li>• Effectively lead product tests and trials.</li> <li>• Identify appropriate business examples to illustrate key concepts / features.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.</li> <li>• Apply specific expertise to ensure that products meet defined customer objectives.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

• **PS3**

Years of Relevant Experience:	5 to 6 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in PS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Demonstrate expertise in teaching / conveying technical and / or functional courses / concepts.</li> <li>• Develop appropriate work programs / budgets and use to effectively schedule tasks / assignments.</li> <li>• Identify improvements to project standards to achieve high quality services / products.</li> </ul>

• **PS4**

Years of Relevant Experience:	7 to 8 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in PS3 plus the following:</p> <ul style="list-style-type: none"> <li>• Deliver support and design for industry specific applications that require integration</li> </ul>

	with statewide systems or applications. <ul style="list-style-type: none"> <li>• Interact with executive level business users or technical experts.</li> <li>• May function as a niche SME.</li> </ul>
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• **PS5**

Years of Relevant Experience:	9 plus years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in PS4 plus the following: <ul style="list-style-type: none"> <li>• Responsible for functioning as the Technical SME on an enterprise-wide system.</li> <li>• Responsible for implementations of products/services that involve significant Commonwealth and federal oversight.</li> <li>• Provide direct technical expertise to Executive applications involving national security.</li> </ul>

• **Program Manager**

The Program Manager directs, controls, administers, and regulates an enhancement or development program. The Program Manager is the individual ultimately responsible to the agency. The Program Manager's primary responsibility is to drive the entire effort from start to finish. The Program Manager must ensure that the program is completed on schedule and that the final product meets the business, technical, and established quality requirements. The difference between a PM1, PM2, PM3, PM4 and PM5 will depend on the size of the project, and the breadth and scope of the project.

• **PM1**

Years of Relevant Experience:	2 to 4 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Responsible for the development of estimates for the enhancement or development effort in planning, analysis, design, construction, testing, and implementation.</li> <li>• Accountable for delivery of all work tasks identified in the program plan.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Ensure all changes to scope follow processes and are documented.</li> <li>• Ensure new estimates are approved by the client and agreed upon.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Manage, and track the program progress against the program plan.</li> <li>• Monitor project milestones and phases to ensure the project is on schedule. Take corrective actions if a project begins to slip its schedule.</li> <li>• Prepares status reports on a periodic basis for program team, team leads, group leads, and program manager and appropriate stakeholders.</li> <li>• Plan, organize, prioritize, and manage multiple work efforts across application teams.</li> <li>• Develop the detailed program plan for the enhancement or development effort</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Accountable to schedule or monitor status reviews, peer reviews, program management inspections, and software quality assurance work product and process reviews with the appropriate designated resources.</li> <li>• Notify team leads of project timelines, milestones, phases, work requests target dates, and approved executable work package.</li> <li>• Communicate and work with users and client as necessary.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Analyze and distribute reports on program metrics associated with work items related</li> </ul>

	<p>to improvement measures.</p> <ul style="list-style-type: none"> <li>• Ensure processes and activities are followed.</li> </ul>
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• **PM2**

Years of Relevant Experience:	5 to 6 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in PM1 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for the approval and sign-off of the program plan with customer representatives, such as portfolio managers, and all affected program stakeholders.</li> <li>• Accountable for management of scope for the program and gaining agreement and approval of scope changes with customer representatives and affected stakeholders.</li> <li>• Build and maintain relationships with key stakeholders and customer representatives.</li> <li>• Direct work planning and scheduling design work.</li> <li>• Manage, and track the program progress against the program plan.</li> <li>• Serve as the primary point of contact for all program-related issues and resolution of issues.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Identify and manage program risk and develops risk mitigation strategies, track to closure.</li> <li>• Ensure team leads adjust and revise estimates when necessary.</li> <li>• Anticipate issues and proactively address them. Resolve conflicts with sensitivity and tact.</li> <li>• Coordinate the establishment of program standards and program specific procedures with team leads.</li> <li>• Responsible for project compliance with standards and procedures.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Develop and facilitate achievement of program service commitments and performance metrics.</li> <li>• Ensure that tasks provide value and support the strategic direction of the program and meet service commitments; conduct reviews with agencies.</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Communicate effectively with customers and software / hardware suppliers supporting the State as appropriate.</li> <li>• Identify and track issues.</li> <li>• Balance workload with program members' capacity.</li> <li>• Communicate to team members how their work assignments relate to and help achieve program objectives.</li> <li>• Plan program specific training and orientation needs.</li> </ul>

• **PM3**

Years of Relevant Experience:	7 to 8 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in PM2 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for activities with excess delivery cycles of 8 to 12 months.</li> </ul>

• **PM4**

Years of Relevant Experience:	8 to 9 years
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Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in PM3 plus the following: <ul style="list-style-type: none"> <li>• Manages, coordinates, and establishes priorities for complete life-cycle of projects including the planning, design, programming, testing, and implementation of business solutions designed to meet requirements of various departments in the company, such as distribution, finance, and manufacturing.</li> <li>• Designs project plans, which identify needs and define major tasks and milestones, based on scope, resources, budget, and personnel.</li> </ul>

• **PM5**

Years of Relevant Experience:	10 plus years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in PM4 plus the following: <ul style="list-style-type: none"> <li>• Proven experience with a technical specialty across large and complex implementations and systems.</li> </ul>

• **Programmer**

The Programmer is responsible for analysis, design, coding, component and assembly testing of all application code owned by the Application Team. Programmers typically are involved in maintenance (including production support), enhancement and development work. Programmers have a range of skills and knowledge of the technologies used and applications supported by the Application Team. The Programmer works with the Functional Architect and Technical Architecture Specialist on an as needed basis to ensure that design and code meets customer requirements.

• **PR1**

Years of Relevant Experience:	Less than 2 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Code enhancement and development programs and/or required fixes to production problems using the functional and technical programming standards.</li> <li>• Test enhancement and development programs.</li> <li>• Participate in structured code reviews / walkthroughs.</li> <li>• Execute all required process steps.</li> <li>• Create and provide content for operational documentation to Technical Writers.</li> <li>• Utilize configuration management tools, design tools, debugging tools, and any other environment specific tools necessary to create, test, and implement an application.</li> <li>• Research problems before approaching the Team Lead or Functional Architect for assistance.</li> <li>• Limited functional knowledge.</li> <li>• Follow quality standards.</li> <li>• Support installation of application releases into production as directed.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>

• **PR2**

Years of Relevant Experience:	2 to 5 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in PR1 plus the following: <ul style="list-style-type: none"> <li>• Analyze and design enhancements, development programs, and/or required fixes to</li> </ul>

	<p>production problems.</p> <ul style="list-style-type: none"> <li>• Design applications to functional and technical programming standards.</li> <li>• Work with Functional Architects to gather and interpret user requirements into design specifications.</li> <li>• Develop system specifications and interfaces.</li> <li>• Determine time estimates and schedule for work.</li> <li>• Moderate functional and process knowledge.</li> <li>• Assist in managing and directing Application Team processes.</li> <li>• Coordinate work with other software developers on Application Teams.</li> <li>• Assist Team Lead or Test Team Lead in monitoring estimated-time-to-complete (ETC) and actuals for assigned tasks.</li> <li>• Develop application designs in support of the systems specifications and interfaces, perhaps in conjunction with application or technical architects.</li> <li>• Operating System expertise sufficient to perform performance and tuning diagnostics.</li> <li>• Work with users to ensure that solutions meet business requirements.</li> <li>• Execution of all responsibilities with little direct supervision of Team Lead.</li> <li>• Generally aware of new developments in industry and process and has ability to apply them to work as appropriate.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>
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• **PR3**

Years of Relevant Experience:	6 to 7 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in PR2 plus the following:</p> <ul style="list-style-type: none"> <li>• Plan all required process steps.</li> <li>• Review and understand the Application Team's workplan.</li> <li>• Provide status of work to Team Lead.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.</li> <li>• Engage in ongoing process improvement.</li> <li>• Detailed functional and process knowledge.</li> <li>• Utilize deep modeling, design and coding skills.</li> <li>• Provide expertise in one or more database environments.</li> </ul>

• **PR4**

Years of Relevant Experience:	8 to 9 years
Preferred Education:	4 year college degree or equivalent technical study with advanced study preferred.
Role Description:	<p>All roles specified in PR3 plus the following:</p> <ul style="list-style-type: none"> <li>• Converts scientific, engineering, and other technical problem formulations to formats that can be processed by computer.</li> <li>• Resolves symbolic formulations, prepares flowcharts and block diagrams, and encodes resultant equations for processing by applying extensive knowledge of branch of science, engineering, or advanced mathematics, such as differential equations or numerical analysis, and understanding of capabilities and limitations of computer.</li> <li>• This is a professional level non-supervisory position which may require coordination of programming activities being conducted by the team</li> <li>• Confers with other business and technical personnel to resolve problems of intent,</li> </ul>

	<p>inaccuracy, or feasibility of computer processing.</p> <ul style="list-style-type: none"> <li>• Works with necessary personnel to determine if modifications are necessary with interested personnel to determine necessity for modifications or enhancements.</li> <li>• Leverages excellent written and verbal communication skills to develop new business process and programming solutions as directed by business and technical stakeholders.</li> <li>• May coordinate activities of computer programmers.</li> </ul>
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• **PR5**

Years of Relevant Experience:	10 plus years
Preferred Education:	4 year college degree or equivalent technical study with advanced study preferred.
Role Description:	<p>All roles specified in PR4 plus the following:</p> <ul style="list-style-type: none"> <li>• Proven track record of hands-on technical design and code work within large complex systems.</li> <li>• Proven hands-on technical work with a variety of technologies.</li> <li>• Demonstrated technical expertise integrating a variety of diverse technical environments and cross-platform technologies.</li> <li>• Proven experience mentoring and performing supervisory functions for technical teams.</li> <li>• Ability to make best practice recommendations based on past work.</li> <li>• Proven ability to present complex technical constructs to business and non-technical users.</li> <li>• Proven ability to collaborate with business users, project managers and technical architects.</li> </ul>

• **Quality Assurance Specialist**

The Quality Assurance Specialist (QAS) is responsible for the design, pilot, and implementation of the software quality assurance review processes. The QAS Specialist will work with Application Teams during pre and post assessment periods. The QAS Specialist reports to the Quality Assurance Team Lead. For each phase end review the Quality Assurance Specialist is responsible to plan, schedule, execute, and document findings of the review. Quality Assurance Specialists must have a detailed understanding of processes which support the software development lifecycle. The Quality Assurance Lead is responsible for communicating with the State regarding the progress of the quality approach and a summary of the metrics, as well as managing the Quality Assurance Specialists.

• **QAS1**

Years of Relevant Experience:	3 to 4 years software development and testing
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Assist in software activities in defined span of control for the organization.</li> <li>• Track and monitor process and work product improvement opportunities.</li> <li>• Collect, review, and evaluate the project's required work products against standard work product templates.</li> <li>• Verify that established measurement procedures are used and all required metrics are collected.</li> <li>• Respond to requests for information.</li> <li>• Coordinate work with others on team and across teams</li> <li>• Draft report of observations, minor and major non-compliance.</li> <li>• Develop quality standards.</li> <li>• Monitor progress of action item resolution activity and ensure appropriate internal stakeholders are aware of pending deadlines.</li> <li>• Conduct training courses with project teams on software quality review process.</li> <li>• Research problems before approaching Quality Assurance Lead for assistance.</li> </ul>

	<ul style="list-style-type: none"> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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• **QAS2**

Years of Relevant Experience:	5 to 6 years software development, testing, and project management
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in QAS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Conduct software quality phase end review activities (work product and process) for each software project and produce the required quality assurance reports, as specified in the project's quality assurance plan.</li> <li>• Ensure the software development process followed by the project teams is compliant with approved tailored processes.</li> <li>• Review and check project's software development activities and the associated internal tasks required by the agencies as employed by the project and specified in the project plan.</li> <li>• Prepare preliminary software quality audit package for review before conduct of audit.</li> <li>• Define quality standards.</li> <li>• Monitor progress of action item resolution activity and ensure appropriate stakeholders are aware of pending deadlines.</li> <li>• Assist in managing and improving quality assurance team processes.</li> <li>• Review and understand project team work plan.</li> <li>• Determine time estimates and schedule for software quality review work. Conduct reviews according to schedule.</li> <li>• Organize and prepare work effectively to facilitate proactive resolution of problems, rather than reactive.</li> <li>• Identify and track issues, risks and action items affecting own work and work of team.</li> <li>• Report on progress of action item resolution and possible risk areas.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> </ul>

• **QAS3**

Years of Relevant Experience:	7 to 9 years software development, testing and project management
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in QAS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Review project's required work products to ensure compliance with approved tailored procedures and standards.</li> <li>• Review and check project's software development activities and the associated internal tasks required as employed by the project and specified in the project plan.</li> <li>• Compare actual project procedures to the specified standards, procedures, and, if required, specific 3rd party contractual requirements.</li> <li>• Perform detailed reviews of interim and final tasks as appropriate.</li> <li>• Ensure process improvement opportunities are reviewed by appropriate contact to identify training needs of the organization.</li> <li>• Perform or manage the required software quality phase end reviews of work product and process for each software project and produce the required software quality reports, as specified in the project's software quality plan.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop, and manage short and long-term plans and schedules for organization wide software quality needs.</li> <li>• Balance workload with team's capacity by managing the team's activities according to schedule and budgets.</li> <li>• Coordinate and procure the required skills and techniques required.</li> <li>• Obtain feedback from project teams regarding the overall effectiveness of processes and procedures – Forward to appropriate stakeholders and process owners.</li> <li>• Provide feedback to project teams regarding process/procedure improvement opportunities and other potential areas for improvement discovered during software quality activities.</li> <li>• Report all software quality-revealed non-compliance.</li> <li>• Provide regular reports on the results of compliance reviews to the project team, project team leaders and management. Report on progress on action item resolution and possible risk areas.</li> <li>• Anticipate and resolve issues dealing with software quality.</li> <li>• Develop options and recommendations to assist teams in resolving issues.</li> <li>• Ensure action items are addressed and closed based on agreed dates and activities.</li> <li>• Ensure that defined processes are followed.</li> <li>• Communicate related improvement measures to the project team.</li> <li>• Obtain feedback from project teams regarding the overall effectiveness of software quality processes followed. Review with team and develop continuous improvement action plans. Report status to executive team.</li> <li>• Communicate and work with customers and other personnel as necessary.</li> <li>• Communicate clearly the team goals, organizational philosophies, and policies and procedures to the team.</li> <li>• Communicate to team members the relationship between their work assignments and the team and project objectives.</li> <li>• Lead efforts in developing and facilitating implementation of team goals and metrics.</li> </ul>
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• **QAS4**

Years of Relevant Experience:	10 plus years software development, testing and project management
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in QAS3 plus the following: <ul style="list-style-type: none"> <li>• Proven experience with a technical specialty across large and complex implementations and systems.</li> </ul>

• **Senior Architect**

The Senior Architect is responsible for designing, developing, and implementing application infrastructure to provide highly-complex, reliable, and scalable applications and systems to meet the organization's objectives and requirements. Senior Architects are familiar with a variety of the application technologies, environments, concepts, methodologies, practices, and procedures and rely on experience and judgment to plan and accomplish goals. Senior Architects are able to perform a variety of complicated tasks with minimal or no direct supervision. They have proven experience defining systems and application architecture and provide vision, problem anticipation, and problem solving ability to organization. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

• **SAR1**

Years of Relevant Experience:	5 years software development, testing, and project management
Preferred Education:	4 year college degree in computer science or related field with advanced study preferred.
Role Description:	<ul style="list-style-type: none"> <li>• Manages, organizes, and administers systems analysis and preparation of applications and operating systems programming to process data and solve</li> </ul>

	<p>problems by use of computers.</p> <ul style="list-style-type: none"> <li>• Establishes priorities and schedules, and oversees and reviews work of systems analysis personnel and programming personnel.</li> <li>• Reviews feasibility studies and time and cost estimates of new or revised systems.</li> <li>• Assists in the development of standards, procedures, and operating systems applications.</li> <li>• A combination of directly-related technical training and hands-on experience.</li> <li>• Works with stakeholders and management to ensure projects are completed on time and according to organization standards.</li> <li>• Consults with personnel in other information systems groups to coordinate activities.</li> <li>• Consults with management to clarify systems and programs intent, identify problems, suggest changes, and determine extent of application systems changes required.</li> <li>• Participates in developing a project plan and schedule with key milestones, contingency plans, workflow charts or diagrams, considering factors, such as resource requirements, computer storage capacity and speed, extent of peripheral equipment, and intended use of output data.</li> <li>• Manages conversion of workflow charts to language that can be processed by computer and entering of program codes and test data into computer.</li> <li>• Analyzes test runs on computer and supervises correction of coded program and input data.</li> <li>• Manages the revision of existing programs to increase operating efficiency or adapt to new requirements.</li> <li>• Compiles documentation of program development and subsequent revisions.</li> <li>• Trains subordinates in systems analysis, feasibility studies, programming, and program coding.</li> <li>• Prescribes standards for terms and symbols used to simplify interpretation of programs.</li> <li>• Collaborates with computer manufacturers and other users to develop new programming methods.</li> <li>• Prepares records and reports.</li> </ul>
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## • Senior Business Subject Matter Expert

The Senior Business Subject Matter Expert (SME) brings proven experience from related businesses or organizations as well as system integration and technology experience. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise and make recommendations on business and technical solutions based on hands-on experience solving similar business problems. They are able to utilize knowledge of theory, principles, or technology of specific discipline or field of specialization.

### • SME1

Years of Relevant Experience:	More than 10 years
Preferred Education	4 year college degree in computer science or a related field with advanced study preferred; certifications specific to the field of project management.
Role Description	<ul style="list-style-type: none"> <li>• Consults with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.</li> <li>• Requires knowledge in computer programming and other related technical fields as well as extensive experience in a particular business or industry subject matter.</li> <li>• Conducts study or survey on need or problem to obtain data required for solution.</li> <li>• Analyzes data to determine solution, such as installation of alternate methods and procedures, changes in processing methods and practices, modification of machines or equipment, or redesign of products or services.</li> </ul>

	<ul style="list-style-type: none"> <li>• Advises client or department heads on alternate methods of solving need or problem, or recommends specific solution.</li> <li>• Requires experience providing consulting services to governmental entities.</li> <li>• May be designated according to field of business and technical specialization.</li> </ul>
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• **Senior Database Architect**

The Senior Database Architect is responsible for designing, developing, and implementing infrastructure to provide highly-complex, reliable, and scalable databases to meet the organization’s objectives and requirements. Database Architects are familiar with a variety of the database technologies, concepts, methodologies, practices, and procedures and rely on experience and judgment to plan and accomplish goals. Database Architects are able to perform a variety of complicated tasks with minimal or no direct supervision. They assist in defining system and application architecture and provide vision, problem anticipation, and problem solving ability to organization. They consult with the client to define needs or issues, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

• **SDA1**

Years of Relevant Experience:	8 plus years of database experience
Preferred Education:	4 year college degree in computer science or related field with advanced study preferred.
Role Description:	<ul style="list-style-type: none"> <li>• Possesses extensive knowledge of one or more database systems, and is capable of hands-on work in all phases of database design and management.</li> <li>• Designs, develops, and implements infrastructure to provide highly-complex, reliable, and scalable database to meet the organization's objectives and requirements.</li> <li>• Analyzes organization's business requirements for database design, and implements changes to database as required.</li> <li>• Performs systems analysis on database, and resolves performance, capacity, and replication issues as necessary.</li> <li>• Provides detailed design and specification documentation, including flowcharts, for all aspects of the database.</li> <li>• Works with database analysts to develop methodologies, report views, queries, and table replications</li> <li>• Ensures that all the data is in the proper format.</li> <li>• Participates in the identification, prioritization, and development of technical initiatives and strategies.</li> <li>• Develops and maintains database standards and naming conventions.</li> <li>• Keeps up-to-date on emerging database architectures, technologies, and methodologies, and attends training classes as necessary.</li> </ul>

• **Senior Program Manager**

The Senior Program Manager is responsible for managing, coordinating, and establishing priorities for the complete life-cycle of projects including the planning, design, programming, testing, and implementation of business solutions designed to meet requirements of various departments in the company, such as distribution, finance, and manufacturing. Senior Program Managers are familiar with a variety of the project management methodologies and rely on experience and judgment to plan and accomplish goals. They have proven experience leading technology projects to successful implementation. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

• **SPM1**

Years of Relevant	10 plus years
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Experience:	
Preferred Education:	4 year college degree in computer science or a related field; certifications specific to the field of project management.
Role Description:	<p>All roles specified in PM4 plus the following:</p> <ul style="list-style-type: none"> <li>• Requires proven success communicating verbally and in writing to multiple project stakeholders internal and external to the organization.</li> <li>• Determines project needs and acquires resources required for the success of the project.</li> <li>• Coordinates the development of new systems and/or applications projects, the modification of existing systems or applications, or changes in current methods or techniques.</li> <li>• Coordinates project performance with the other work of the affected department or departments.</li> <li>• Excludes those who do not have full time responsibilities for project management.</li> </ul>

• **Service Desk**

The Service Desk Analyzes and troubleshoots computer support problems and applies his or her understanding of computer software and hardware products and services to resolve user problems.

• **SD2**

Years of Relevant Experience:	0 to 3 years A+ certification preferred
Preferred Education:	Usually prefer two years of postsecondary training in field of specialty; may accept equivalent education and experience combined.
Role Description:	<ul style="list-style-type: none"> <li>• Receive telephone calls and e-mails from users having problems using computer software and hardware or inquiring how to use specific software, programming languages, electronic mail, or operating systems.</li> <li>• Ascertain the nature of problem, determine whether problem is caused by hardware such as modem, printer, cables, or telephone, and log in tracking system.</li> <li>• Escalate problems in accordance with defined procedures.</li> <li>• Assist users through problem solving steps</li> <li>• Use technical databases to research problems, and talk with co-workers to research problem and find solution.</li> <li>• Test software and hardware for troubleshooting and problem resolution.</li> <li>▪ Provide service and preventive maintenance activities on element exchange/baseline products (products with element exchange service and traditional maintenance philosophies; i.e., terminals, printers, personal computers, etc.).</li> <li>▪ Able to diagnose and detect correct equipment errors and repair products by replacing worn or broken parts, and making technical adjustments.</li> <li>▪ Makes appropriate use of reference publications and diagnostic aids in resolving technical problems.</li> <li>▪ Assist in coordination of changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.</li> <li>▪ Provide accurate and complete answers to general use and administrative environment questions in a timely manner.</li> <li>▪ Support shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.</li> <li>▪ Communicate accurate and useful status updates.</li> <li>▪ Manage and report time spent on all work activities.</li> <li>▪ Follow quality standards.</li> <li>▪ Ability to work in a team environment</li> <li>▪ Complete assigned tasks.</li> <li>▪ Strong communication skills; both written and spoken</li> </ul>

• **SD3**

Years of Relevant Experience:	More than 3 years A+ certification preferred; additional certification may be required based on specific technologies.
Preferred Education:	4 year college degree or equivalent technical study; may accept equivalent education and experience combined.
Role Description:	All roles specified in SD2 plus the following: <ul style="list-style-type: none"> <li>• Test software and hardware to evaluate ease of use and whether product will aid user in performing work.</li> <li>• Write or revise training manuals and procedures.</li> <li>• Develop training materials, such as exercises and visual displays.</li> <li>• Train users on software and hardware on-site or in classroom, or recommend outside contractors to provide training.</li> <li>• Write software and hardware evaluation and recommendation for management review.</li> <li>• Implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.</li> </ul>

• **Software Process Engineer**

The Software Process Engineer is responsible for implementing and supporting a set of standard software engineering processes used by agencies. The Software Process Engineer participates in the entire life-cycle of software process improvement initiatives. This includes the planning, analysis, design, construction, testing, and implementation of new processes. The Software Process Engineer is responsible for identifying opportunities for improving existing processes and implementing appropriate solutions.

The Software Process Engineer is also responsible for supporting projects and individual Teams in the use and understanding of processes on an ongoing basis. The Software Process Engineer is responsible for collaborating with the Team Lead(s) and Program Managers to provide guidance to team members and facilitate continual software process improvement. The Software Process engineer must understand all aspects of the specific processes used by the Teams. The Software Process Engineer must also be familiar with industry process models and standards.

• **SPS1**

Years of Relevant Experience:	3 years in Computer Software development
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Facilitate the implementation of standard software engineering processes.</li> <li>• Identify software development process improvement opportunities either independently or through working with projects and teams.</li> <li>• Assist in planning software process improvement initiatives.</li> <li>• Direct and participate in teams working on the analysis, design, construction, testing, and implementation of new processes.</li> <li>• Work with projects and teams to define the need for tailored processes and tools and assist in implementation, as appropriate.</li> <li>• Provide ongoing support to projects and teams in the use and understanding of the software processes.</li> <li>• Provide on-site support for teams on process related issues.</li> <li>• Provide assistance to the Software Process Engineer Lead in planning and scheduling activities.</li> <li>• Provide support in tracking and monitoring the success of process improvement initiatives.</li> <li>• Monitor and solicit feedback on the usability and functionality of implemented processes.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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• **SPS2**

Years of Relevant Experience:	5 years in software development and testing
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in SPS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Facilitate the implementation of standard software engineering processes across agencies.</li> <li>• Determine time estimates and schedule for own work and resolve issues on a timely basis.</li> <li>• Identify and track issues, risks and action items.</li> <li>• Determine process to support various initiatives.</li> <li>• Lead the development of content for process training and deliver process training as appropriate.</li> <li>• Coordinate with various teams about process improvement opportunities.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

• **SPS3**

Years of Relevant Experience:	7 years total experience; 5 years in software development and testing.
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in SPS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Organize and prepare work effectively to facilitate proactive resolution of problems.</li> <li>• Anticipate and resolve issues on a timely basis.</li> <li>• Communicate accurate and useful status as appropriate.</li> <li>• Demonstrate and promote a focus on client service.</li> <li>• Communicate effectively with suppliers as appropriate.</li> <li>• Work with internal customers and others to identify direction of software process.</li> <li>• Identify knowledge in a form that is reusable.</li> </ul>

• **System Administrator**

The System Administrator is responsible for server back up and security, along with performance tuning and capacity planning. System Administrators should possess an understanding of network and distributed computing concepts. This is accomplished by working with the Systems Management Team Lead to understand the scope of services to be provided and assessing the impact they will have on the technical infrastructure.

• **SA1**

Years of Relevant Experience:	Less than 2 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Familiarity with most basic system administrator tools and process; for example, can boot/shutdown a machine, add and remove user accounts, use back up programs, and maintain system database files.</li> <li>• Maintain the project servers.</li> <li>• Maintain the file and print capacity</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensures that backups are performed as appropriate.</li> <li>• Act as a front-line interface to users.</li> <li>• Accepts trouble reports and dispatch them to appropriate system administrators.</li> <li>• Ability to write scripts in a particular administrative language.</li> <li>• Programming experience with any applicable language.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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• **SA2**

Years of Relevant Experience:	2 to 3 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in SA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Responsible for operating and other system software.</li> <li>• Responsible for upgrading the operating and system software and keeping patches current.</li> <li>• Familiarity with fundamental networking/distributed computing environment concepts.</li> <li>• Ability to do minimal debugging and modification of programs.</li> <li>• Execute the disaster recovery/back up procedures and archiving procedures.</li> <li>• Manage security for servers.</li> <li>• Responsible for performance tuning, capacity planning, database administration, and fault management.</li> <li>• Provide tier two support of the technical infrastructure.</li> <li>• Coordinating efforts with vendors if tier three support is required.</li> <li>• Responsible for ensuring high priority issues are resolved in a timely manner.</li> <li>• Responsible for keeping the environment up and running.</li> <li>• In many cases is responsible for identifying and reporting hardware problems.</li> <li>• Capable of writing purchase justifications.</li> <li>• Understands basic routing concepts.</li> <li>• Identify and track issues, risks, and action items.</li> <li>• Resolve and/or assist in resolving issues.</li> <li>• Review, prioritize, and research service requests.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> </ul>

• **SA3**

Years of Relevant Experience:	4 to 5 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in SA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Solid understanding of networking/distributed computing environment concepts.</li> <li>• Understands principles of routing client/server programming.</li> <li>• Manage expectations at all levels: customers/end users, executive sponsors.</li> <li>• Ensure quality standards are followed.</li> <li>• Understand the business application of technical support and design in an application development environment.</li> <li>• Work with the various Infrastructure teams and operations provider to identify the strategic direction of systems management activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Understands the design of consistent network-wide file system layouts</li> <li>• Maintain strong relationships with employees and various tier two and three support groups.</li> <li>• Develop plans for disaster recovery/ back up and archiving.</li> <li>• Manage the daily operations of the systems management team to ensure service levels are being met.</li> <li>• Manage the systems management team's support issue and backlog.</li> <li>• Monitor the team's open backlog of support issues and re-assign issues as necessary to ensure they are closed per agreed upon service levels.</li> <li>• Act as the first level of escalation for high priority support issues.</li> </ul>
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• **SA4**

Years of Relevant Experience:	6 plus years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in SA3 plus the following:</p> <ul style="list-style-type: none"> <li>• Function as the liaison to the various support groups with whom the systems management team interfaces.</li> <li>• Develop the technical infrastructure maintenance strategy.</li> <li>• Manage the system management resources.</li> <li>• Act as a system's management expert.</li> <li>• Analyze, determine, and document requirements in terms of system management needs and implement them.</li> <li>• Identify, approve, and prioritize team projects.</li> <li>• Manages a large site or network.</li> <li>• Recommends policies on system use and services.</li> </ul>

• **System Specialist**

The System Specialist is knowledgeable on the usage and support of a collection of development platforms or technical architectures, and products that run on those platforms. The primary responsibility of a System Specialist is to ensure the availability and facilitate the productive use of a development platform or a test environment for Application Teams or end users. The System Specialist may support one or several instances of a platform/environment, applying their skills directly to a platform/environment and/or leveraging their skills across multiple platforms/environment. The System Specialist may, especially for usage and support of a platform, be part of an Application Team using the architecture. The System Specialist requires experience and skills in the environment supported and in the operations and in common usage of products for the environment. The System Specialist are responsible for collaborating with Technical Architecture Specialist, Functional Architects, Programmers and vendors to coordinate and enhance the use of the platform and facilitate migration to new versions of the platform.

• **SS1**

Years of Relevant Experience:	1 to 3 years in desired environment
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Assist in coordination of testing changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.</li> <li>• Make recommendations on functional and technical improvements to the environment.</li> <li>• Participate in performance and volume analysis and design.</li> <li>• Participate in performance improvement activities. Identify and apply potential improvements related to the environment for an application.</li> <li>• Provide accurate and complete answers to general use and environment questions in a timely manner.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide effective on-site environment support as needed.</li> <li>• Accurately set severity of identified defects.</li> <li>• Provide input to training and/or documentation materials regarding latest technical and functional design changes.</li> <li>• Ensure that all work is documented for future reference.</li> <li>• Follow quality standards.</li> <li>• Ensure effective and reliable backups are being performed and distributed properly.</li> <li>• Proactively address customer needs.</li> <li>• Track and anticipate volume and type of use of the environment.</li> <li>• Plan and implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.</li> <li>• Basic scripting and programming skills, including languages that run on specified platform.</li> <li>• Analytical and customer service skills.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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• **SS2**

Years of Relevant Experience:	3 to 5 years in desired environment
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in SS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Plan and manage network operating system upgrades.</li> <li>• Actively participate in analyzing and evaluating emerging software and hardware technologies/standards.</li> <li>• Serve as a liaison between teams for network planning and connectivity.</li> <li>• Develop appropriate functional and usability standards for the environments.</li> <li>• Plan or assist in planning network environment, including supporting existing structure and enhancements.</li> <li>• Plan and coordinate testing changes, upgrades and new and standard products, ensuring systems will operate correctly in current and future environment.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application or Environment team. Develop contingency plans as necessary.</li> <li>• Analyze the functional and/or technical impact of new product releases.</li> <li>• Advanced scripting and programming skills, including languages that run on specified platform.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

• **SS3**

Years of Relevant Experience:	5 plus years in desired environment
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in SS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Identify opportunities for new and improved technologies/standards to be used in the organization.</li> <li>• Identify, plan, and implement phase-out strategies for products and technologies.</li> <li>• Plan and coordinate testing changes, upgrades and new products, ensuring systems</li> </ul>

	<p>will operate correctly in current and future environment.</p> <ul style="list-style-type: none"> <li>• Demonstrate expertise in teaching/conveying technical courses/concepts.</li> <li>• Assist in setting architecture direction and knowledge sharing.</li> <li>• Plan, organize, prioritize, and manage multiple work efforts the Application or Environment Teams.</li> <li>• Develop appropriate work programs and use to effectively schedule tasks/assignments.</li> </ul>
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**• Team Lead**

The Team Lead manages an Application Team to deliver services according to defined service level commitments owned by the Application Team. The Team Lead coordinates resources and work to deliver solutions to customers on time and within budget. The Team Lead is assigned responsibility and accountability for overseeing the successful completion of all work assigned to the Application Team. The Team Lead is a process expert within the Application Team, understanding the software development / maintenance processes and verifying process conformance. The Team Lead will monitor stability of production applications owned by the Application Team. The Team Lead assists Application Team members in development activities and reviews tasks as required. The Team Lead manages and updates progress towards Application Team objectives, assists Application Team members in resolving problems, and engages in personnel management and guidance to Application Team members. The Team Lead fosters a positive work environment by mentoring, supporting, and committing to the professional development of Application Team members. The Team Lead reports to the Group Lead or Program Manager, as appropriate. The difference between a TL1 and a TL2 will depend on the size of the project, and the breadth and scope of the project.

**• TL1**

Years of Relevant Experience:	4 to 5 years, and 1 to 2 years project management experience.
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<ul style="list-style-type: none"> <li>• Monitor stability of production applications owned by Application Team.</li> <li>• Prepare estimates for maintenance and enhancement of existing applications and development of new applications.</li> <li>• Perform detailed reviews of interim and final tasks as appropriate.</li> <li>• Process work requests; review, prioritize, and package.</li> <li>• Manage and review tasks of suppliers and other interfaces to the Application Team.</li> <li>• Conduct structured walk-throughs or inspections; manage issues to closure.</li> <li>• Develop and manage short and long-term plans and schedules.</li> <li>• Direct the development of accurate estimates for Application Team activities as required.</li> <li>• Balance workload with Application Teams capacity by managing the Application Teams activities according to schedule.</li> <li>• Manage the accomplishment of delivery metrics to support contractual obligations in the areas of service delivery and on time performance commitments and productivity improvement.</li> <li>• Ensure work remains within the agreed scope.</li> <li>• Track work plan baseline against results.</li> <li>• Coordinate / communicate with Group Leads and / or Program Manager to ensure initiatives are in accordance with agreed customer commitments as planned.</li> <li>• Proactively identify and manage issues/risks affecting the project.</li> <li>• Communicate accurate and useful status to Group Lead and other management on a timely basis.</li> <li>• Identify and initiate continuous improvements.</li> <li>• Instill commitment to quality, customer service, ownership, and teamwork.</li> <li>• Conduct post project wrap-ups.</li> <li>• Monitor and measure maintenance and development process effectiveness.</li> <li>• Ensure that defined processes are followed.</li> </ul>

	<ul style="list-style-type: none"> <li>• Manage expectations of the Application Teams internal and external customers.</li> <li>• Facilitate communication and knowledge sharing within the Application Teams.</li> <li>• Maintain awareness of new developments in industry and processes and apply as appropriate.</li> <li>• Develop and deepen understanding of system business requirements supported by the Application Team.</li> <li>• Communicate clearly the Application Team goals, organizational philosophies, and policies and procedures to the Application Teams.</li> <li>• Conduct structured walk-throughs or inspections; manage issues to closure.</li> <li>• Communicate clearly the Application Team goals, organizational philosophies, and policies and procedures to the Application Teams.</li> </ul>
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• **TL2**

Years of Relevant Experience:	5 plus years, and 2 to 3 years project management experience
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in TL1 plus the following:</p> <ul style="list-style-type: none"> <li>• Manage the resolution of high severity production problems.</li> <li>• Manage and direct Application Team activities employing appropriate program management and planning principles.</li> <li>• Coordinate work with other Team Leads as appropriate.</li> <li>• Coordinate and procure the required skills and techniques required by the Application Team.</li> </ul>

• **Technical Architecture Specialist**

The Technical Architecture Specialist is the technical expert centered on a technology, technologies or a portfolio of applications. The Technical Architecture Specialist is the technologist who coordinates with other parties in setting the technical approach and direction and implementation for work. The Technical Architecture Specialist provides technical design expertise, defines what technical requirements are needed to support defined business requirements, participates in detailed design and code reviews, reviews system performance issues, reviews test plans, and provides technical guidance to the Application Team and Test Team members. The Technical Architecture Specialist is responsible for collaborating with the Team Lead(s) to coordinate project schedules, budgets, request management, and work authorization. The expert level Technical Architecture Specialist will interface with Executive Sponsors, Group Leads, and Lead Functional Architects to convey infrastructure requirements, plan, and schedule deployment of tasks, and resolve any issues that impact the deployment of the Application Delivery systems.

• **TAS1**

Years of Relevant Experience:	2 to 5 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<ul style="list-style-type: none"> <li>• Define test plans and criteria for acceptance for the technical components of an application.</li> <li>• Ensure business requirements are supported by the technical architecture.</li> <li>• Assist in leading technical direction of software; coordinating and presenting proposals to Group Leads, Leads, and the client.</li> <li>• Define and evaluate logical and physical data models.</li> <li>• Assist in development of overall system technical architecture - including software and hardware.</li> <li>• Define test plans and criteria for acceptance for the technical components of an application.</li> <li>• Analyze, determine, and document technical requirements and change request impact analysis.</li> <li>• Participate in detailed design and product test execution as required.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop technical programming standards.</li> <li>• Ensure business requirements are supported by the technical architecture.</li> <li>• Conduct structured walk-throughs or inspections for technical areas; resolve issues.</li> <li>• Assist in defining technical programming standards.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> <li>• Perform integration of various architectures across multiple enterprises</li> <li>• Develop overall system technical architecture - including software and hardware.</li> <li>• Perform review of technical designs, code, and component test plans.</li> <li>• Resolve and / or assist in resolving cross application technical issues.</li> <li>• Conduct structured walk-throughs or inspections for technical areas; resolve issues.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>
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• **TAS2**

Years of Relevant Experience:	5 plus years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in TAS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Ensure consistency and completeness across data models.</li> <li>• Plan and deliver development architecture environments in coordination with the Environmental Support Specialist.</li> <li>• Assist in managing and directing team's technical architecture processes.</li> <li>• Provide assistance in scheduling design work for Lead Technical Architecture Specialist.</li> <li>• Develop and document expert practices/ standards.</li> <li>• Possesses strong analysis, presentation, documentation and quality assurance skills.</li> <li>• Analyze, determine, and document technical requirements and impact analysis for technical and development architectures.</li> <li>• Explain defect priorities and enhancement classifications to client and customer when needed.</li> <li>• Maintain awareness of new technological developments in industry and processes - implement concepts appropriately.</li> <li>• Lead or participate in setting the service levels for the application.</li> <li>• Define overall system logical architecture.</li> <li>• Provide standard, well-structured work planning which defines scope, resources, milestones, quality, risk, tasks, and acceptance criteria.</li> <li>• Prepare contingencies, scenarios, scenario plans and action items to resolve issues.</li> <li>• Lead efforts in providing technical expertise, guidance, and training to the Application and Test Teams.</li> </ul>

• **TAS3**

Years of Relevant Experience:	5 plus years, and 1 to 2 years project management experience
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in TAS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Communicate effectively with IT staff, client organization and software / hardware</li> </ul>

	<p>suppliers.</p> <ul style="list-style-type: none"> <li>• Lead efforts in designing technical strategy, direction and approach, technical architecture, data architecture, development architecture, performance tuning, performance and capacity analysis, technical standards, technical reliability and flexibility.</li> <li>• Design and define overall system technical architecture - including software and hardware within the framework and constraints of technical architecture.</li> <li>• Evaluate alternative designs.</li> <li>• Maintain control of specific tools and assets.</li> <li>• Own the technical architecture for a portfolio of applications, including the interpretation and application of the technical architecture.</li> <li>• Plan, design development and/or execution of architectures. Participate in the plan and design of technical architecture.</li> <li>• Assist with the preparation of estimates for new technology applications and maintenance of existing applications as part of Service Management.</li> <li>• Provide experience in utilizing the project architecture. Acknowledged as highly competent in one or more technologies.</li> <li>• Communicate accurate and useful status reports and other management on a timely basis.</li> <li>• Coordinate and conduct project architecture, infrastructure review meetings, and portfolio review meetings with Group Lead, Lead Functional Architects, and Team Leads. Integrate issues and identify impacts.</li> <li>• Communicate and resolve application interface issues.</li> <li>• Communicate to team members the relations between their work assignments and the organizational and/ or program strategy, objectives, business and technology needs of the application / system.</li> <li>• Share knowledge across teams with both similar and non-similar applications, specifically focusing on Technical Architecture</li> <li>• Interpret and communicate technical architecture to the Technology Application Architecture Team (s).</li> </ul>
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## • Technical Specialist

The Technical Specialist is a senior level resource with specialized knowledge and experience in a specific technology such as SharePoint development or an SAP specialist. The Technical Specialist has an overall knowledge and understanding of application development and architecture that serves as a strong base for technical expertise in a specific product or program.

### • TS1

Years of Relevant Experience:	5 to 6 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Demonstrates expertise in conveying technical and functional concepts for a specific technical specialty.</li> <li>• Identifies improvements to project standards to achieve high quality services/ products.</li> <li>• Able to identify best practices and standards for the use of the product.</li> </ul>

### • TS2

Years of Relevant Experience:	7to 8 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in TS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Delivers support and design for industry specific applications that require integration with statewide systems or applications.</li> <li>• Interacts with executive level business users or technical experts.</li> </ul>

	<ul style="list-style-type: none"> <li>• May function as a niche technical SME.</li> </ul>
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• **TS3**

Years of Relevant Experience:	8-10 plus years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in TS2 plus the following: <ul style="list-style-type: none"> <li>• Advanced experience in the required technical subject matter.</li> </ul>

• **TS4**

Years of Relevant Experience:	More than 10 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	All roles specified in TS3 plus the following: <ul style="list-style-type: none"> <li>• Proven experience with a technical specialty across large and complex implementations and systems</li> </ul>

• **Technical Writer**

The Technical Writer develops and maintains user and technical documentation and project process documentation for Application Teams. Technical Writer understands the user’s view of applications and /or technology and is able to put procedures in a logical sequence. The experienced Technical Writer provides expertise on technical concepts of applications and /or user groups and structuring procedures in a logical sequence, due to a broad understanding of the applications within their Tower.

• **TW1**

Years of Relevant Experience:	Up to 2 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<ul style="list-style-type: none"> <li>• Develop, enhance, and maintain user documentation for multiple applications including documentation required for the operations provider.</li> <li>• Develop on-line source documentation as appropriate.</li> <li>• Maintain documentation libraries and subscription lists.</li> <li>• Identify, create, revise, and maintain documentation and templates needed by the Application Teams.</li> <li>• Ensure appropriate control access/use of documentation materials.</li> <li>• Maintain application and user documentation.</li> <li>• Ensure messages and terminology is consistent across all written materials.</li> <li>• Research and complete documentation service requests.</li> <li>• Communicate and work with customers and other Client Telecommunications personnel as necessary.</li> <li>• Work with Application Team members to enhance their understanding of end-user and technical documentation.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>

• **TW2**

Years of Relevant Experience:	2 to 4 years
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Experience:	
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in TW1 plus the following:</p> <ul style="list-style-type: none"> <li>• Review and prioritize documentation service requests.</li> <li>• Determine procedures for use of on-line documentation tools and version control documentation as appropriate.</li> <li>• Assist or guide other Technical Writer as needed to develop and maintain user and technical documentation for their assigned applications.</li> <li>• Educate both business and technical groups on the essential need for developing and using standard documentation for all processes.</li> <li>• Organize and prepare work effectively to facilitate proactive resolution of problems, rather than reactive.</li> <li>• Research problems before approaching Lead Technical Writer or Team Lead for assistance.</li> <li>• Assist the Application Team Lead in monitoring budget by providing estimated-time-to-complete and actuals for assigned tasks.</li> <li>• Identify and make recommendations around documentation and templates needed by the Application Teams.</li> <li>• Work with users and other State personnel to ensure that the solutions meet State business requirements.</li> <li>• Identify and initiate continuous improvement opportunities.</li> <li>• Direct the development of accurate estimates for documentation requests/activities as required</li> <li>• Develop options and recommendations to assist documentation team members in resolving issues.</li> <li>• Lead efforts in developing and facilitating implementation of the Documentation team goals and metrics.</li> <li>• Develop workable, practical, measurable work plans defining activities, schedules and tasks with Team Leads and the Lead Technical Writer</li> <li>• Review and understand the Application Teams workplan.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

• **TW3**

Years of Relevant Experience:	5 to 6 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in TW2 plus the following:</p> <ul style="list-style-type: none"> <li>• Review and approve procedures for use of on-line documentation tools as appropriate.</li> <li>• Identify business and technical documentation needs not currently addressed.</li> <li>• Manage Technical Writer.</li> <li>• Own documentation libraries and subscription lists.</li> <li>• Promote the need for developing and using standard documentation for all processes within the organization.</li> <li>• Perform detailed reviews of interim and final tasks as appropriate.</li> <li>• Oversee processing of service requests.</li> <li>• Manage, deploy, and schedule Technical Writer activities.</li> <li>• Develop and manage short and long-term documentation plans and schedules.</li> <li>• Understand work requests/needs within Application Teams</li> <li>• Manage the accomplishment of delivery metrics in support of contractual obligations in the areas of service delivery, on time performance.</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with Team Leads and Group Leads to set documentation goals.</li> </ul>
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• **TW4**

Years of Relevant Experience:	7 plus years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in TW3 plus the following:</p> <ul style="list-style-type: none"> <li>• Ensure work remains within the agreed project scope.</li> <li>• Coordinate work with other Lead Technical Writers as appropriate.</li> <li>• Coordinate and procure the required skills and techniques required by the Application Teams for documentation needs.</li> <li>• Communicate accurate and useful status reports to Group Lead and other management on a timely basis.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.</li> <li>• Manage expectations of the Technical Writers' internal and external customers.</li> <li>• Define documentation quality standards as needed.</li> <li>• Conduct post project reviews and quality assessments.</li> <li>• Ensure that defined processes are followed.</li> <li>• Communicate related improvement measures to the team.</li> <li>• Communicate clearly to Technical Writers their goals, organizational philosophies, policies and procedures.</li> </ul>

• **Telecom Engineer**

The Telecom Engineer configures and installs hardware, wiring, and specialized equipment according to local building and electrical codes. The Telecom Engineer may also be responsible for the end-to-end installation of cable, wiring, and related equipment. The Telecom Engineer typically works closely with facilities/construction managers and site-based project managers. The Telecom Engineer should be able to accurately estimate the time and materials needed for tasks assigned. It is not uncommon for the Telecom Engineer to supervise a team of people and coordinate activities with other construction teams.

• **TE1**

Years of Relevant Experience	0 to 2 years
Preferred Education	4 year college degree or equivalent technical study
Role Description	<ul style="list-style-type: none"> <li>▪ Ensure proper connectivity from site-to-site and internal to facility.</li> <li>▪ Experience with CAT5, Romex, and similar cables/wiring.</li> <li>▪ Pull cable and ensure adherence to all building codes.</li> <li>▪ Escalate construction and installation problems to the construction/integration manager, as needed.</li> <li>▪ Prepare all job-related paperwork.</li> <li>▪ Close out work authorization when equipment is in service.</li> </ul>

• **TE2**

Years of Relevant Experience	2 to 5 years
Preferred Education	4 year college degree or equivalent technical study
Role Description	All roles specified in TE1 plus the following: <ul style="list-style-type: none"> <li>▪ Inspect customer premises to ascertain available space for equipment installation</li> <li>▪ Determine the type and quantity of equipment that can be installed to provide requested communication facilities.</li> <li>▪ Create floor plan of equipment arrangement for customer or architect approval.</li> <li>▪ Prepare cost estimate for equipment and installation and submit data to management for authorization to proceed.</li> <li>▪ Order equipment and prepare installation specifications.</li> <li>▪ Monitor progress of installation to ensure facilities are ready on specified date.</li> </ul>

• **TE3**

Years of Relevant Experience	5 plus years
Preferred Education	4 year college degree or equivalent technical study
Role Description	All roles specified in TE2 plus the following: <ul style="list-style-type: none"> <li>▪ Lead full integration teams and interact with large infrastructure teams.</li> <li>▪ Act as telecommunications interface to outside vendors and construction manager.</li> <li>▪ Direct activities related to the selection and installation of telephone facilities and special equipment on premises to meet customer's communication requirements.</li> </ul>

• **Tester**

The Tester is a member of a team which plans, constructs, and executes product tests, system tests, unit tests, load tests, volume tests, network tests as well as works with others for release control processes. The more experienced Tester manages, plans, constructs, and executes tests and integrates with release control process.

• **Test1**

Years of Relevant Experience:	Less than 2 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<ul style="list-style-type: none"> <li>• Create test models for product test and release control (plans, data, and scripts).</li> <li>• Conduct structured walk-throughs</li> <li>• Execute assembly or product tests.</li> <li>• Meet time estimates for assigned tasks.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>

• **Test2**

Years of Relevant Experience:	2 to 4 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	All roles specified in Test1 plus the following: <ul style="list-style-type: none"> <li>• Define product test plans and criteria for acceptance.</li> <li>• Develop, update, and maintain testing standards and procedures.</li> <li>• Resolve testing process questions / issues.</li> <li>• Assist in the planning, creation, and control of the test environments.</li> </ul>

	<ul style="list-style-type: none"> <li>• Conduct inspections; resolve issues.</li> <li>• Coordinate and execute assembly or product tests with the Test Team, Application Team and the Program Manager.</li> <li>• Assist Team Lead or Test Team Lead in monitoring estimated-time-to-complete (ETC) and actuals for assigned tasks.</li> <li>• Work with Test Team members to enhance their testing skills and build technical and business knowledge.</li> <li>• Update and test release installation procedures.</li> <li>• Generally aware of new developments in industry and processes and ability to apply to work as appropriate.</li> <li>• Determine time estimates and schedule for work efforts.</li> <li>• Define and utilize entry / exit criteria for testing.</li> <li>• Schedule the design of structured walk-throughs or inspections; resolve issues.</li> <li>• Work with users to ensure that solutions meet business requirements.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>
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• **Test3**

Years of Relevant Experience:	4 to 6 years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in Test2 plus the following:</p> <ul style="list-style-type: none"> <li>• Review and understand the Test Team work plan.</li> <li>• Assist in managing and directing Test Team processes.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Test and/or Application Teams. Develop contingency plans as necessary.</li> <li>• Research problems before approaching the Team Lead or Test Team Lead for assistance.</li> <li>• Assist or guide Testers as needed.</li> <li>• Develop understanding of system business requirements supported by the Test team</li> <li>• Assist Application Teams to plan and execute component and assembly tests.</li> <li>• Participate in assembly or product test execution as required.</li> </ul>

• **Test4**

Years of Relevant Experience:	7 plus years
Preferred Education:	4 year college degree or equivalent technical study
Role Description:	<p>All roles specified in Test3 plus the following:</p> <ul style="list-style-type: none"> <li>• Proven experience with a technical specialty across large and complex implementations and systems.</li> <li>• Performs as a Test lead.</li> </ul>

• **Video Conference Specialist**

The Video Conference Specialist (VCS) provides video and photograph production support by operating a variety of film, sound-reproducing equipment, slide, and video equipment.

• **VCS1**

Years of Relevant Experience:	Up to 6 years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<ul style="list-style-type: none"> <li>• Maintain equipment in working condition.</li> </ul>

	<ul style="list-style-type: none"> <li>• Make minor adjustments and repairs to equipment</li> <li>• Notify maintenance personnel when correction of major malfunction is required.</li> <li>• Position, install, connect, and repair equipment.</li> <li>• Familiar with fundamental networking/distributed computing environment concepts.</li> <li>• Troubleshoot network issues, systems, and applications to identify and correct malfunctions and other operational difficulties.</li> <li>• Investigate user problems, identify their source, determine possible solutions, test and implement solutions</li> <li>• Ensure high priority issues are resolved in a timely manner.</li> <li>• Excellent communication skills.</li> </ul>
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• **VCS2**

Years of Relevant Experience:	6 plus years
Preferred Education:	4 year college degree or equivalent technical study.
Role Description:	<p>All roles specified in VCS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Coordinate equipment operation with material presented, according to notations in script or instructions of speaker.</li> <li>• Advise speakers and presenters on alternative media.</li> <li>• Meet with department heads, managers, supervisors, vendors, and others, to solicit cooperation and resolve problems.</li> <li>• Actively participate in analyzing and evaluating emerging technologies/standards.</li> <li>• Evaluate and/or recommend purchases of network hardware, software, and peripheral equipment.</li> <li>• Act as the first level of escalation for high priority support issues.</li> <li>• Function as the liaison to the various support groups with whom the systems management team interfaces.</li> <li>• Develop the technical maintenance strategy.</li> <li>• Analyze, determine, and document requirements in terms of system management needs and implement them.</li> <li>• Identify, approve, and prioritize team projects.</li> <li>• Mentor and supervise other team members.</li> </ul>

• **Voice/Data Engineer**

The Voice/Data Engineer directs and participates in all activities related to the selection and installation of telephone facilities and special on-premises equipment that will meet the customer's communication requirements. The Voice/Data Engineer is responsible for all technology and connectivity involving telecommunications and data networks. The Voice/Data Engineer will typically specialize in telephony and data interfaces and systems that have proprietary functions within the communications area of a corporation/business. General wiring excluded, the Voice/Data Engineer ensures that any specialized conduit or wiring is properly deployed and installed according to code. The Voice/Data Engineer is also an expert in audio/visual, teleconferencing, and voice mail equipment. Often times, the Voice/Data Engineer is specialized or is certified in a particular piece of equipment.

• **VDE1**

Years of Relevant Experience	0 to 2 years
Preferred Education	4 year college degree or equivalent technical study
Role Description	<ul style="list-style-type: none"> <li>• Ensure proper connectivity of voice and data services and technologies.</li> <li>• Interact and work with Telecom Engineer, Integration Engineer, or Project Manager.</li> <li>• Prepare all job-related paperwork</li> <li>• Close out work authorization when equipment is in service.</li> </ul>

• **VDE2**

Years of Relevant Experience	2 to 5 years
Preferred Education	4 year college degree or equivalent technical study
Role Description	<p>All roles specified in VDE1 plus the following:</p> <ul style="list-style-type: none"> <li>• Prepare equipment floor plan for customer or architect approval.</li> <li>• Determine telephone, data services/components, and audio visual equipment placement within facility.</li> <li>• Act as installer of equipment for data/voice or Audio visual use.</li> <li>• Install, test, configure, and train users on products and equipment.</li> <li>• Support systems and products associated with telecommunications/telephone and data within a facility or department.</li> </ul>

• **VDE3**

Years of Relevant Experience	5 plus years
Preferred Education	4 year college degree or equivalent technical study
Role Description	<p>All roles specified in VDE2 plus the following:</p> <ul style="list-style-type: none"> <li>• Familiar with at least one type of equipment or service that is highly specialized.</li> <li>• Prepare cost estimate for equipment and installation and submit data to management for authorization to proceed with job.</li> <li>• Order equipment and prepare installation specification.</li> <li>• Monitor installation progress to ensure that the facilities are ready on projected date.</li> <li>• Lead a team of installers and junior Voice/Data Engineers.</li> </ul>

# Supplement Five - Service Level Agreements

Performance Metric	Goal	Performance Target	Description	Calculation	Frequency of Review	Service Credits
Resume Submittal Response Time	4 business days	100%	Measures response time from the Contractor's receipt of request to delivery of candidate resumes to the requesting agency	Number of business hours from the Contractor's receipt of request to delivery of candidate resumes to the requesting agency	Per request	*\$500.00 credit on first month invoice for resource placed
Normal Round 1 Fill Rate	100%	95% or higher	Measures the Contractor's ability to fulfill requisitions within first round of resumes submitted to the requesting agency	Total number of requests filled in first round divided by total number of requests	Quarterly (by agency)	*\$750.00 credit on first month invoice for resource not filled on Round 1
Urgent Resume Submittal Response time	2 business days	100%	Measures response time from the Contractor's receipt of an urgent request to delivery of candidate resumes to the requesting agency	Number of business hours from the Contractor's receipt of an urgent request to delivery of candidate resumes to the requesting agency	Per request	*\$500.00 credit on first month invoice for resource placed
Urgent Round 1 Fill Rate	100%	90% or higher	Measures the Contractor's ability to fulfill requisitions within first round of resumes submitted to the requesting agency	Total number of urgent requests filled in first round divided by total number of urgent requests	Quarterly (by agency)	*\$750.00 credit on first month invoice for resource not filled on Round 1

<b>Performance Metric</b>	<b>Goal</b>	<b>Performance Target</b>	<b>Description</b>	<b>Calculation</b>	<b>Frequency of Review</b>	<b>Service Credits</b>
Attrition Rate	0%	5% or lower	Measures resource turnover due to unplanned situations which are not caused by the State, excluding inadequate performance, death, serious illness, etc.	Number of unplanned turnovers/total number of resources	Quarterly	N/A
Performance Removal	0%	3% or lower	Measures resource turnover due to inadequate resource performance as determined by the State.	Number of turnovers due to inadequate performance divided by total number of resources	Quarterly	N/A
Customer Service Survey Results	98%	Satisfactory rating or better for all resources	Measures the average survey results for all resources	Average of all completed surveys	Quarterly	N/A

\*For an invoice which contains multiple resources, the missed SLA service credit will apply to only the line item(s) on the invoice for which an SLA violation(s) occurred.

# Supplement Six

## Sample Reports

**State of Ohio Active  
Vendor List by Vendor  
Name**

**As of 4/27/15**

Vendor Name	Vend Short Name	Vendor Email Address	Vendor URL Address	Vendor Address	Vend Phone	Vend FAX	FEIN	MBE Vendor?	EDGE Vendor?	Tier
22nd Century Staffing, Inc	22nd Century Staffing, Inc	vmsrequisitions@22ndstaffing.com	www.22ndstaffing.com	201, F Royal Street, SE, Leesburg VA 20175	703-945-1791 Ext 640			No	No	Tier 2
ACI Infotech Inc.	ACI Infotech Inc.	djoseph@aciinfotech.com	www.aciinfotech.com	3 Executive Dr., Somerset NJ 08873	7324167900			No	No	Tier 2
Adam Information Technologies LLC	Adam Infotech	ricky@adaminfotech.com	www.adaminfotech.com	402 Gammon Pl, Madison WI 53719	608-827-7950	608-237-2211		Yes	No	Tier 2
Advanced American Technologies, Inc	AAT	Kalpna@advancedameritech.com	www.advancedameritech.com	4700 Rockside Road, Independence OH 44131	2165203600	2162203155		Yes	No	Tier 1 - MBE
Advanced Technology Solutions, Inc	ATS, Inc	jcwean@atsolutions.com	www.atsolutions.com	802 West Park Avenue, Ocean NJ 07712	732.918.4664 x13	732.918.4666		No	No	Tier 2
Advocate Technical Services, LLC	Advocate Technical Services	admin@advocatetechnicalservices.com	www.advocatetechnicalservices.com	30 E. Columbus Street, Columbus OH 43206	614-745-2803			Yes	No	Tier 1 - MBE
Agile Global Solutions, Inc	Agile Global Solutions, Inc	raja@agileglobal.com	www.agileglobal.com	13405 Folsom Blvd, Suite 512, Folsom CA 95630	916-353-1780	916-848-3659		No	No	Tier 2
AIN Systems	AIN	dhart3@hotmail.com	n/a	7414 Trevenia Drive, Blacklick OH 43004	614.634.3020	614.861.0733		No	Yes	Tier 1 - EDGE
Allen Williams and Hughes Company	AWH	chris.slee@awh.net	www.awh.net	495 Metro Place South, Dublin OH 43017	614.923.0364 x8072	6149230368		No	No	Tier 2
Allied Informatics, Inc.	Allied Informatics, Inc.	shawns@alliedinformatics.com	www.alliedinformatics.com	1815 Satellite Blvd., Duluth GA 30097	770-246-9800	770-246-9098		No	No	Tier 2
American Business Solutions Inc.	American Business Solutions In	absr@absi-usa.com	www.absi-usa.com	8850 Whitney Drive, Lewis Center OH 43035	614-747-2274	614-917-2277		Yes	No	Tier 1 - MBE

American Cybersystems Inc	American Cybersystems Inc	tracy.gross@analysts.com	http://www.acsicorp.com	2400 Meadowbrook Parkway, Duluth GA 30096	770.658.9536	4043933370		No	No	Tier 2
Ampcus Inc.	Ampcus Inc.	jay.paige@ampcus.com	www.ampcus.com	14900 Conference Center Drive, Chantilly VA 20151-3833	703-637-7299	703-956-6996		No	No	Tier 2
Apex Systems Inc	Apex Systems	lpomeroy@apexsystemsinc.com	www.apexsystemsinc.com/	4400 Cox Rd., Glen Allen VA 23060	804-254-2600	804-254-7290		No	No	Tier 2
Ardent Technologies, Inc.	Ardent Technologies, Inc.	ohbids@ardentinc.com	www.ardentinc.com	6234 Far Hills Avenue, Dayton OH 45459	(937) 3121345	3121346		Yes	Yes	Tier 1 - MBE
Arisen Technology Corporation	Arisen Technology Corporation	kevin.carpenter@arisen.com	http://www.arisen.com	1443 Fahlander Dr. N., Columbus OH 43229	888-777-8600 x100	614-388-5562		No	No	Tier 2
Arthur Lawrence	Arthur Lawrence	ali.kazeroonian@arthurlawrence.net	www.arthurlawrence.net	11233 Shadow Creek Parkway, Pearland TX 77584	832-244-3357			No	No	Tier 2
ASA TECHNOLOGIES INC	ASATECH	asa@asatech.us	www.asatech.us	8289 Annandale Ln, Columbus OH 43235	7607125613			No	No	Tier 2
AVIX Consulting Group LLC	AVIX Consulting Group LLC	thomas.denegre@avixconsult.com	www.avixconsult.com	6724 Perimeter Loop Road, Dublin OH 43017	614-467-0137			No	No	Tier 2
Beacon Hill Staffing Group, LLC	Beacon Hill	tshea@beaconhillstaffing.com	www.beaconhillstaffing.com	152 Bowdoin St., Boston MA 02108	614-471-0100	614-471-0101		No	No	Tier 2
Bilqees Technology Solutions	Bilqees Technology Solutions	atif@bilqeestech.com	www.bilqeestech.com	5675 Silver Falls Street, Dublin OH 43016	914-456-9722	614-319-3646		Yes	Yes	Tier 1 - MBE
Blue Apple Technologies, LLC	Blue Apple Technologies, LLC	lwheelless@blueappletech.com	www.blueappletech.com	752 North State Street, Westerville OH 43082	614-515-5248 ext. 11	614-515-5248		Yes	Yes	Tier 1 - MBE
BM Tech Solutions Inc	BM Tech Solutions Inc	pramod@bmtechsolutions.com	www.bmtechsolutions.com	8095 Hanover Cir, Dublin OH 43016	614.334.9694			No	No	Tier 2
Boson Technology Resources, LLC	BTR		www.bosonresources.com	714 E. Monument Avenue Suite 122, Dayton OH 45402				Yes	Yes	Tier 1 - MBE
Brown Enterprise Solutions	Brown Enterprise Solutions	gbrown@besolutions.org	www.besolutions.org	5935 Wilcox Place, Dublin OH 43016	614-588-0248	614-588-0272		Yes	Yes	Tier 1 - MBE
Cardinal Solutions Group, Inc.	Cardinal Solutions Group	cschenk@cardinalsolutions.com	http://www.cardinalsolutions.com/	401 N. Front Street, Columbus OH 43215	614 545 3860	614 545 3872		No	No	Tier 2

CareWorks Technologies	CWT	CompAid@careworkstech.com	www.careworkstech.com	5555 Glendon Court, Dublin OH 43016	614-789-3746	614-336-4681		No	No	Tier 2
CelerityQ Ltd.	CelerityQ Ltd.	fcarchedi@celerityq.com	www.celerityq.com	40 E. Columbus Street, Columbus OH 43206	614-444-5144	208-361-1978		No	No	Tier 2
Central Point Partners	Central Point Partners	josh.demidovich@centralpointpartners.com	www.centralpointpartners.com	5462 Ketterington Lane, Westerville OH 43082	9375788957	5305788959		No	Yes	Tier 1 - EDGE
Civic Initiatives, LLC	Civic Initiatives, LLC	hpape@civicinitiatives.com	www.civicinitiatives.com	301 Congress, Ste. 375, Austin TX 78727	740.513.8764			No	No	Tier 2
Clark Schaefer Consulting	Clark Schaefer Consulting	dbird@clarkschaefer.com	www.clarkschaefer.com	4449 Easton Way, Columbus OH 43219				No	No	Tier 2
Clemons Inc.	Clemons Inc.	Kevin.Clemons@ClemCorp.com	www.ClemCorp.com	714 E Monument Ave, Dayton OH 45402	937-591-6645	937-281-0099		No	Yes	Tier 1 - MBE
Cluster Software, Inc	Cluster Software, Inc	kmurthy@clustersoft.com	www.clustersoft.com	2674 Billingsley Road, Columbus OH 43235	614-760-9380	614-760-9401		Yes	Yes	Tier 1 - MBE
CNC Consulting, Inc.	CNC Consulting, Inc.	acharlery@cncconsulting.com	www.cncconsulting.com	50 East Palisade Avenue, Englewood NJ 07631	201-541-9121			No	No	Tier 2
Cohesion Corporation	Cohesion Corporation	mkey@cohesion.com	www.cohesion.com	8044 Montgomery Rd, Ste 250, Cincinnati OH 45236	614-423-5254			No	No	Tier 2
CompTech Computer Technologies Inc.	CompTech	MelissaS@comptech-corp.com	www.comptech-corp.com	10 West Second Street, Dayton OH 45402	937-228-2667	1-866-381-3117		No	No	Tier 1 - MBE
ComResource, Inc.	ComResource, Inc.	bmurray@comresource.com	www.comresource.com	1159 Dublin Rd, Columbus OH 43215	614-221-6348	614-221-6349		No	No	Tier 2
Comtech Global Inc	Comtech Global	sri@comtech-global.com	www.comtech-global.com	355 East Campus View Blvd, Suite # 195, Columbus OH 43235	614-796-1148 ext 5	614-423-2526		Yes	No	Tier 1 - MBE
Continuity Solutions, Inc.	CSI	ksherman@csiexcellence.com	www.csiexcellence.com	5900 Roche Drive, Columbus OH 43229-3290	614-569.3292	614-987-7707		No	No	Tier 2
COOLSOFT LLC	COOLSOFT	nitin@coolsofttech.com	www.coolsofttech.com	1902 Campus Place, LOUISVILLE KY 40299	502-379-4456	888-528-8727		No	No	Tier 2
Crystal Data LLC	CDS	anuj.anand@crystaldatastasystems.net	http://www.crystaldatastasystems.net	1 Eves Dr, Marlton NJ 08053	732-213-0233	773-409-3875		No	No	Tier 2

CyberSWIFT LLC.	CyberSWIFT	kishore.patel@cyber-swift.com	http://www.cyber-swift.com	8807 Juneberry Road , Lewis Center OH 43035	614-859-5677			No	No	Tier 2
cyberThink	cyberThink	keith.cuomo@cyberthink.com	www.cyberthink.com	1125 US Highway 22 West, Bridgewater NJ 08807	908 875 0880	908 429 8004		No	No	Tier 2
Cygnus Professionals Inc	Cygnus Professionals Inc	Stategov@cygnuspro.com	www.cygnuspro.com	100 Overlook Center, 2nd Floor, Princeton NJ 08540	7328093300	1.888.900.6979		No	No	Tier 2
Cynergies Solutions Group	Cynergies	debbie_holy@cynergies.net	http://www.cynergies.net	26301 Curtiss-Wright Pkwy, Richmond Heights OH 44143	440 918 9341	440 918 9341		No	Yes	Tier 1 - EDGE
D3 Planning Solutions, LLC	D3 Planning Solutions, LLC	management@d3plans.com	www.d3plans.com	2055-B Matt Way, Dayton OH 45424-5241	937-985-5311			Yes	Yes	Tier 1 - MBE
Daniel R Greene	Daniel R Greene	ltdan67@columbus.rr.com	n/a	8103 Aston Way, Dublin OH 43016	614-580-6088			No	No	Tier 2
Data Inc	Data Inc	kfoster@dataincusa.com	www.datainc.biz	72 Summit Avenue, Montvale NJ 07645	201-799-4931	201-802-9808		No	No	Tier 2
Data Systems Integration Group Inc	DSIGINC	paitstaffing@dsiginc.com	www.dsiginc.com	5131 Post Rd, Dublin OH 43017	6145993800	866.421.8583		Yes	Yes	Tier 1 - MBE
Dedicated Tech Services, Inc.	Dedicated Tech Services, Inc.	OHIT@dedicatedtechservices.com	www.dedicatedtechservices.com	580 North Fourth Street, Columbus OH 43215	614-469-9762	614-469-9760		No	Yes	Tier 1 - EDGE
Deemsys Inc	Deemsys Inc	rajan@deemsysinc.com	www.deemsysinc.com	800A,Cross Pointe Rd, Columbus, OH 43230	614 322 9929 x201	614 322 9945		No	Yes	Tier 1 - MBE
Deol Systems Inc	Deol Systems Inc	admin@deolsystems.com	www.deolsystems.com	4190 Bryson Cove Cir, Dublin OH 43016	614-747-5224			No	No	Tier 2
DEVCARE SOLUTIONS	DEVCARE SOLUTIONS	ram@devcare.com	www.devcare.com	131 N High Street, Columbus OH 43215	614-226-2645	614-388-5556		Yes	No	Tier 1 - MBE
Digitek Software, Inc.	Digitek Software, Inc.	pankaj@digiteksoftware.com	www.digiteksoftware.com	650 Radio Drive, Lewis Center OH 43035	888-764-8875 x102	614-792-5840		Yes	Yes	Tier 1 - MBE
Distinctive Business Solutions Ltd	Distinctive Business Solutions Ltd	marct@distinctivesolutions.net	www.distinctivesolutions.net	8000 Walton Parkway, New Albany OH 43054	(740)587-0618	(740)587-0737		No	No	Tier 2
DISYS CORPORATION	DISYS CORPORATION		http://www.disys.com	4151 LAFAYETT CENTER DRIVE, CHANTILLY VA 20151	703-970-4392	703-970-4397		No	No	Tier 2

Diversified Systems, Inc	DSI	cbetz@diversifiedsystems.com	http://www.diversifiedsystems.com	700 Taylor Road, Gahanna OH 43230	614-476-9939	614 476-9672		Yes	Yes	Tier 1 - MBE
DSYS Inc.	DSYS Inc.	sudeep@dsysinc.com	www..dsysinc.com	12700 Centurt Drive, Alpharetta GA 30009	800-635-5138			No	No	Tier 2
DVA Systems	DVA Systems	anand@columbus.rr.com	www.dvasys.com	8852 Filiz Lane, Powell OH 43065	6143537224			No	No	Tier 1 - MBE
ECOM Consulting, Inc	ECOM Consulting, Inc	baku@ecomconsultinginc.com	www.ecomconsultinginc.com	2828 W. Parker Road, Plano TX 75075	972-578-0191	469-361-7309		No	No	Tier 2
Emerging Technology Integrators, Ltd	ETI	wjordan@eti-ltd.com	www.eti-ltd.com	172 E State Street, Columbus OH 43215	(614) 437-4575	614 437-4576		Yes	Yes	Tier 1 - MBE
ERP Analysts, Inc	ERP Analysts, Inc	harsha@erpanalysts.com	www.erpanalysts.com	425 Metro Place N , Dublin OH 43017	6147189222	8884320204		Yes	No	Tier 1 - MBE
Everest Technologies Inc.	Everest Technologies Inc.	cmckenna@everesttech.com	www.everesttech.com	740 Lakeview Plaza Blvd. Suite 250, Worthington OH 43085	614-214-0606	614-436-3130		Yes	No	Tier 1 - MBE
EXCEL Management Systems	EXCEL	seth.stearns@emsi.com	www.emsi.com	691 N. High Street , Columbus OH 43215	614-664-9557	614-224-4857		Yes	No	Tier 1 - MBE
Excel Softech Inc	Excel Softech Inc	anil@excelsoftechinc.com	www.excelsoftechinc.com	8096 Hanover Cir, Dublin OH 43016	614-378-9599	614-733-0734		Yes	Yes	Tier 1 - MBE
Experis US, Inc.	Experis US, Inc.	pam.kerstetter@Experis.com	www.experis.com	175 S. Third St. , Columbus OH 43215	614-563-1223	614-223-2301		No	No	Tier 2
Expert Technical Consultants, Inc	Expert Technical Consultants, Inc	betty@etci.net	www.etci.net	3833 Attucks Drive, Powell OH 43065	614-430-9113, x11	614-430-9112		Yes	No	Tier 1 - MBE
Fahrenheit IT	Fahrenheit IT	Columbus@indeconsolutions.com	www.com	655 Metro Place South, Dublin OH 43017	614 886 2291	513 336 8887		No	No	Tier 2
Fast Switch	Fast Switch	mgrelle@fastswitch.com	www.fastswitch.com	4900 Blazer Parkway, Dublin OH 43017	6144953722	6143363695		No	No	Tier 2
Ferrissoft Technologies, Inc	Ferrissoft Technologies, Inc	bhullar@ferrissoft.com	www.ferrissoft.com	33 Fountayne Lane, Lawrenceville NJ 08648	6097122785	6092698751		No	No	Tier 2
Flairsoft, Ltd.	Flairsoft, Ltd.	nick@flairsoft.net	www.flairsoft.net	7720 Rivers Edge Drive, Columbus OH 43235	614-519-8734	614-573-7255		Yes	Yes	Tier 1 - MBE

Focused HR Solutions, LLC	Focused HR Solutions, LLC	rfalik@fhr-solutions.com	www.fhr-solutions.com	400 Galleria Parkway, Suite 1500, Atlanta GA 30339	678-385-6120			No	No	Tier 2
Focussoft Tech	Focussoft Tech	sree@focussofttech.com	Sree@Focussofttech.com	6063 Frantz rd, Suite#106, Dublin OH 43017	614-558-3138	614-923-8660		No	No	Tier 2
General Employment Staffing	GES	bill.paulding@genp.com	www.generalemployment.com	184 Shuman Blvd, Suite 420, Naperville IL 60563	6308695108			No	No	Tier 2
GENESIS CONSULTING LLC	GENESIS CONSULTING LLC	KAREN@GENESISCONSULTINGIT.COM	WWW.GENESISCONSULTINGIT.COM	6724 PERIMETER LOOP ROAD, DUBLIN OH 43017	614-3780178			Yes	Yes	Tier 1 - MBE
Global Executive Solutions Group	Global ESG	tblevins@globalesg.com	www.globalesg.com	3505 Embassy Parkway, Fairlawn OH 44333	330-666-3354			No	No	Tier 2
Global Nest	Global Nest	venkat@globalnest.com	www.globalnest.com	281 Route 79, Suite 208, Morganville NJ 07751	7323335937	7323335946		No	No	Tier 2
Globalpoint Inc	Globalpoint Inc	lon@globalpointinc.com	www.globalpointinc.com	850 Carolier Lane , North Brunswick NJ 08816	7326131124	8664655470		No	No	Tier 2
Global Systems LLC	Global Systems LLC	shekhar@globalsyst.com	www.globalsyst.com	9738 Evening Bird Ln, Laurel MD 20723	2147174344	2405542470		No	No	Tier 2
GoAhead Solutions, LLC	GoAhead Solutions	jaime@goaheadsolutions.com	www.goaheadsolutions.com	400 Oyster Point Blvd, Suite 407, South San Francisco CA 94080	6508737255	6508737257		No	No	Tier 2
GPI Enterprises Inc.	GPI Enterprises Inc.	chris@e-gpi.com	www.e-gpi.com	3637 Medina Rd. , Medina OH 44256	330-321-2461	330-247-9911		Yes	Yes	Tier 1 - MBE
Green Technology Solutions	Green Technology Solutions	greentechnologiesolutions1@gmail.com	www.GreenTechnologySolutions.net	400 W. Wilson Bridge Road, Ste 105, Worthington OH 43085	6143572968	6148460919		Yes	Yes	Tier 1 - MBE
Halcyon Solutions	Halcyon	dsidenstricker@halcyonit.com	www.halcyonit.com	5880 Innovation Drive, Dublin OH 43016	614-322-3952	614-552-9095		Yes	Yes	Tier 1 - MBE
HCL Global Systems, Inc.	HCL Global Systems, Inc.	gadde@hclglobal.com	www.hclglobal.com	24543 Indoplex Circle, Farmington MI 48335	248-473-0720 ext.100			No	No	Tier 2
Heartland GIS	Heartland GIS	ttucky@heartlandgis.com	www.heartlandgis.com	33 Tarpys Lane , Delaware OH 43015	740-707-9029			No	No	Tier 2
Hire CIO, Inc.	Hire CIO, Inc.	mdielman@hirecio.com	www.hirecio.com	10488 Churchill Drive, Powell OH 43065	614-975-7775	614-384-5166		No	Yes	Tier 1 - EDGE

Hire IT People, LLC	Hire IT People, LLC	dan@hireitpeople.com	www.hireitpeople.com	1761 S Street, NW, Washington DC 20009	202-588-1841	(866) 507-1637		No	No	Tier 2
HMB Information System Developers	HMB Information System Developers	mjb@hmbnet.com	www.hmbnet.com	570 Polaris Parkway, Westerville OH 43082	614-221-6831	614-221-6856		No	No	Tier 2
IBRAHIM A GARBA	IBRAHIM A GARBA	iagarba@gmail.com	abeitconsulting.com	5993 Brookmont Dr, Hilliard OH 43026	6145628471			Yes	Yes	Tier 1 - MBE
iCore Technologies, LLC	iCore	gowri.m@icoretek.com	www.icoretek.com	100th Street, Suite 2, Urbandale IA 50322	727-453-9732	888-247-5737		No	No	Tier 2
Infinite Computing Systems Inc	ICS	skumar@infinite-usa.com	www.infinite-usa.com	425 2nd St. SE , Cedar Rapids IA 52401	319-730-7078	319-297-7540		No	No	Tier 2
Info Based Systems LLC	Info Based Systems LLC	vikas.dadlani@gmail.com	www.infobasedsystems.com	60 fountain ave., Dayton OH 45405	7087700602			No	No	Tier 2
Information Control Corporation	ICC	ddieterle@iccoho.com	www.iccoho.com	2500 Corporate Exchange Drive, Columbus OH 43231	614-523-3070 Ext. 22	614-523-1314		No	No	Tier 2
Information Unlimited, Inc.	Information Unlimited, Inc.	hchandler@iui.com	www.iui.com	1200 G Street NW, Washington DC 20005	202.695.3432	202.318.9187		No	No	Tier 2
InfoVision21, Inc	InfoVision21, Inc	bapaiah@infovision21.com	www.infovision21.com	6077 Frantz Road Ste 105, Dublin OH 43017	614-761-8844 x 223	614-761-7788		Yes	Yes	Tier 1 - MBE
InGenius Logic Inc.	InGenius Logic Inc.	maria@ingeniuslogic.com	www.ingeniuslogic.com	390 Sip Ave, Jersey City NJ 07306	201-884-8808			No	No	Tier 2
Integrated Technology Services Inc	ITSI	kiran.kalva@its-incorp.com	www.its-incorp.com	13624 Flying Squirrel Dr, Herndon VA 20171	703-587-0645	703-880-6652		No	No	Tier 2
Intellisource	Intellisource	swong@intellisource.com	www.intellisource.com	41 High Street, Columbus OH 43219	614-500-4772	614-754-5182		No	No	Tier 2
INTELLITECH CONSULTANCY SERVICES, INC.	ICSI	kishore@inttech-inc.com	www.inttech-inc.com	4395 PANTONBURY STREET, NEW ALBANY OH 43054	(614)571-6877	(614)855-0903		Yes	No	Tier 1 - MBE
IntelliTech Systems, Inc	IntelliTech Systems, Inc	hema@itsysteminc.com	www.itsysteminc.com	3144 Presidential Drive, Fairborn OH 45324	9374274148			Yes	Yes	Tier 1 - MBE
IntelliX Software, Inc.	IntelliX Software, Inc.	harshal@intellixsoftware.net	www.intellixsoftware.com	9185 Cambrian Commons Dr., Columbus OH 43240	614-946-9598	606-714-1362		Yes	No	Tier 1 - MBE

INTERPRO, INC	INTERPRO, INC	jaggi@interpro-inc.com	WWW.INTERPRO-INC.COM	3265 ORCHARD LAKE ROAD, KEEGO HARBOR MI 48083	248-738-1590 X 224	248-738-1591		No	No	Tier 2
IT ALLIANZ, LLC dba eSolutech	eSolutech	andis@esolutech.com	www.esolutech.com	85 E Gay St, Columbus OH 43215	614 321 3339			Yes	Yes	Tier 1 - MBE
ITsHRc, LLC	ITsHRc, LLC	erinhensy@itshrc.com	www.ITsHRc.com	960 N Fairfield Rd., Dayton OH 45434	937-321-1069	937-405-1951		No	Yes	Tier 1 - EDGE
Jaba, Ltd (dba: Enterprise Resource Partners)	Jaba	jcieply@erpartners.net	www.erpartners.net	5489 Blue Ash Road , Columbus OH 43229	614-271-3513	614-573-7171		No	No	Tier 2
JASStek Inc	JASStek Inc	sulak@jasstek.com	www.jasstek.com	555 Metro Place North, Dublin OH 43017	6148083600 Ext. 101	6148083599		Yes	No	Tier 1 - MBE
J.R. Marshall, Inc	JRMmarshall	jrmmarshall@ameritech.net	www.jrmmarshall.net	5916 Mist Flower Lane, Westerville OH 43082	614-794-3968	614-794-4390		Yes	Yes	Tier 1 - MBE
K9 SYS INC	K9 SYS INC	ANU@K9SYS.COM	www.k9sys.com	2066 W. HENDERSON RD STE 206, COLUMBUS OH 43220	6144592767	6144593911		No	No	Tier 2
Kambell Systems	Kambell Systems	avi@kambellsystems.com	www.kambellsystems.com	1241 Gabrielle Elaine Dr, Columbus OH 43228	(614) 787-4348	(614) 710-1153		No	No	Tier 2
Keen Info Tek, Inc,	Keen Info Tek, Inc,	venkat@keeninfotek.com	www.keeninfotek.com	3264 Cove Bend Dr , Tampa FL 33613	855-740-6650	855-831-1221		No	No	Tier 2
Kelly M. Castle	Kelly M. Castle	picakc@yahoo.com	n/a	4884 Smoketalk Ln., Westerville OH 43081				No	No	Tier 2
Kforce Inc	Kforce	mbowers@kforce.com	www.kforce.com	1001 E. Palm Ave , Tampa FL 33605	614.776.3213	614.899.0504		No	No	Tier 2
Kumbha's Limited	KumbhasLtd	kumbhasLtd@gmail.com	kumbhas.com	7295 Connor Ave, Canal Winchester OH 43110	6142565843	6143728875		No	No	Tier 1 - MBE
Kunz, Leigh & Associates	Kunz, Leigh & Associates	j.leigh@kunzleigh.com	www.kunzleigh.com	28081 Southfield Road , Lathrup Village MI 48076	(248) 559-7910	(248) 559-8066		No	No	Tier 2
Lead IT Corporation	Lead IT Corporation	Leroy@leaditgroup.com	www.leaditgroup.com	1999 Wabash Ave Suite 210 , Springfield IL 62704	1-217-726-7250 x106	1-801-705-2524		No	No	Tier 2
Lightwell Inc	Lightwell Inc	tony.donatelli@lightwellinc.com	www.lightwellinc.com	565 Metro Place South, Suite 220, Dublin OH 43017	614-918-9895	614-310-2705		No	No	Tier 2

Linear Logic Computers, Inc.	Linear Logic	gaurav@linearlogic.com	www.LinearLogic.com	29200 Vassar St, Livonia MI 48152	248.835.7005	248.667.7661		No	No	Tier 2
Logic Soft, Inc	Logic Soft	sales@logicsoftusa.com	www.loigcsoftusa.com	5900 Sawmill Rd, Suite 200, Dublin OH 43017-2588	614-884-5544 x116	614-884-5540		Yes	No	Tier 1 - MBE
Main Sail LLC	Main Sail LLC		www.mainsailgroup.com	20820 Chagrin Blvd, Cleveland OH 44122				No	No	Tier 2
Managecast Technologies, Inc.	Managecast Technologies, Inc.	ngolden@managecast.com	www.managecast.com	200 Techne Center Drive, Milford OH 45150	513-735-6868 x4002	877-370-7048		No	No	Tier 2
Marquette GIS, Inc.	Marquette GIS, Inc.	dmcoleman@marquetegis.com	www.marquettegis.com	2225 Main Street, Little Rock AR 72206	(888) 307-4447 x110	(888) 307-4457		No	No	Tier 2
Marvel Technologies Inc.,	Marvel Technologies Inc.,	StateofOhio@marveltechus.com	www.marveltechus.com	42400 Grand River Ave, Ste 200, Novi MI 48375	2489464023 * 712			No	No	Tier 2
Maximation LLC	Maximation LLC	brownr@maximation.com	www.maximation.com	P.O. Box 21697, Columbus OH 43221	614/487-9760	614/487-9759		No	No	Tier 2
Menya Communications, Ltd.	Menya Communications, Ltd.	swanderi@menyaltd.com	www.menyaltd.com	711 E. Monument Ave, Dayton OH 45402	937-567-0757	844-548-3572		No	No	Tier 2
Modis Inc	Modis Inc	mark.carrier@modis.com	www.modis.com	10151 Deerwood Park Blvd , Jacksonville FL 32258	614-781-4061			No	No	Tier 2
Msys Inc	Msys Inc	bw@msysinc.com	http://www.msysinc.com	140 Iowa Lane #201, Cary NC 27511	510-797-4965	510-280-7352		No	No	Tier 2
Net2Source Inc	N2S	mathan.brabhu@net2source.com	www.net2source.com	One Evertrust Plaza, Jersey City NJ 07302	201.340.8700 X 510	(201) 685.8131		No	No	Tier 2
Neumeric Technologies Corp	Neumeric Technologies Corp	gaurav@ntc-us.com	www.ntc-us.com	470 Olde Worthington Road, , Westerville OH 43082	248.204.0652	614.454.4433		No	No	Tier 2
Nifty Inc	Nifty Inc	gsharma@enifty.com	www.enifty.com	5 Woodland Court, Princeton Junction NJ 08550	510-378-1445	206-888-4967		No	No	Tier 2
NIXSOL INC	NIXSOL INC	LON@NIXSOL.COM	WWW.NIXSOL.COM	53 KNIGHTSBRIDGE ROAD, PISCATAWAY NJ 08854	732-715-4000	732-909-2424		No	No	Tier 2
Optimum Technology, Inc	Optimum Technology, Inc	josh@otech.com	www.otech.com	100 E Campus View Blvd., Suite 380, Columbus OH 43235	6147851110	6147851114		Yes	Yes	Tier 1 - MBE

Orbit Systems Inc.	Orbit Systems Inc.	amit@orbitalinc.com	www.orbitalinc.com	615 Carle Avenue, Lewis Center OH 43035	6145048011	6145048377		No	No	Tier 2
Orchid Consulting Services, LLC	Orchid Consulting Services, LLC	latha@theorchidconsulting.com	www.theorchidconsulting.com	903 Case Dr, Hillsborough NJ 08844	9086426523	9088420235		No	No	Tier 2
ORGSPIRE INC	ORGSPIRE INC	usha.kale@orgspire.com	WWW.ORGSPIRE.COM	545 Metro place south , Dublin OH 43017	614-543-0383	614-448-4811		No	No	Tier 2
Otterbase, Inc.	Otterbase, Inc.	tvondrasek@otterbase.com	www.otterbase.com	555 - 3 Mile Road NW, Grand Rapids MI 49544	616-451-2775	616-451-2885		No	No	Tier 2
Paros Business Partners, Inc.	Paros Business Partners, Inc.	pwittkopf@paros-partners.com	www.paros-partners.com	3789 Attucks Dr , Powell OH 43065	614-340-6411	614-340-6412		No	No	Tier 2
PearlSoft solutions Inc.	PearlSoft solutions Inc.	ramana@pearlsoftsolutions.com	www.pearlsoftsolutions.com	1429 Merrill Drive, Little Rock AR 72211	501.291-2478	501.325.4024		No	No	Tier 2
Pearl Tech Corporation	Pearl Tech Corporation	ven@perltechcorp.com	http://www.pperltechcorp.com/	545 Metro Place South, Dublin OH 43017	6142848357	6146992388		No	No	Tier 2
Perspective Design Group, Inc.	Perspective Design	deshon@artofperspective.com	www.artofperspective.com	5000 Arlington Centre Blvd., Upper Arlington OH 43220	(614) 423-6778	(614) 636-6399		Yes	Yes	Tier 1 - MBE
Prashanth Tallapureddy	Prashanth Tallapureddy	ptallapureddy@racedogtechnologies.com	www.racedogtechnologies.com	5087 Aspen Pine Blvd, Dublin OH 43016	464239227			No	No	Tier 2
ProKarma, Inc.	ProKarma	jwylie@prokarma.com	www.prokarma.com	100 E. Campus View Blvd., Columbus OH 43235	614-438-4170	614-438-2626		No	No	Tier 2
Proteam Solutions	Proteam Solutions	kstevens@proteam-solutions.com	www.proteam-solutions.com	2740 Airport Drive, Columbus OH 43219	614-454-6488 x323	614-536-0019		Yes	No	Tier 1 - MBE
ProTec Group Inc.	ProTec Group	jmittchell@protec.com	www.protec.com	330 W. Spring Street, Columbus OH 43215	614-221-6700	614-221-5512		No	No	Tier 2
Quality Global Services Inc	Quality Global Services Inc	ravi@qgsinc.com	www.qgsinc.com	16401 Chenal Valley DR, Little Rock AR 72223	5019443467			No	No	Tier 2
Quick Solutions, LLC	Quick Solutions, LLC	stateohiodesk@quicksolutions.com	www.quicksolutions.com	440 Polaris Parkway, Westerville OH 43082	614-825-8000	614-825-8006		No	No	Tier 2
RadGov, Inc.	RadGov, Inc.	cvictor@radgov.com	http://www.radgov.com	6750 N. Andrews Ave., , FORT LAUDERDALE FL 33309	954-691-4588	954-938-2004		No	No	Tier 2

Randstad Technologies	Randstad Technologies	shaun.flippin@randstadusa.com	www.randstad.com	9020 Stony Brook Parkway, Richmond VA 23235	804-767-1179	804-965-5568		No	No	Tier 2
REPUTE SYSTEMS LLC	REPUTE SYSTEMS LLC	tspuga@gmail.com	www.reputesystems.com	7527 CROSSING PLACE, LEWIS CENTER OH 43035	6143533429			No	No	Tier 1 - MBE
Resource International, Inc.	Resource International, Inc.	kristenh@resourceinternational.com	www.resourceinternational.com	6350 Presidential Gateway , Columbus OH 43231	614-823-4949	614-823-4990		No	Yes	Tier 1 - EDGE
Results Engineering	Results Engineering	James.Finn@reeng.com	n/a	,	614-899-2950 ext. 11	614-899-2249		No	No	Tier 2
Robert Gatto Associates, Ltd.	Robert Gatto Associates, Ltd.	pam.king@gattoassociates.com	www.gattoassociates.com	15 Toilsome Lane , East Hampton NY 11937	631-848-6865			No	No	Tier 2
Rose International Inc.	Rose	CAITeam@roseint.com	www.roseint.com	3225 West Truman Blvd., Jefferson City MI 65109	888-430-7673 X7022	573-659-8124		No	No	Tier 2
Sage Group Consulting Inc	Sage Group Consulting Inc	mronald@sagetl.com	www.sageci.com	100 Village Court, Hazlet NJ 07730	732-856-5671	732-856-5671		No	No	Tier 2
Sai Strategic Solutions, Inc.	Sai Strategic Solutions, Inc.	srbande@saistrategics.com	www.saistrategics.com	2301 Stoney Creek Drive, Little Rock AR 72201	(501) 442-0991	(501) 221-7043		No	No	Tier 2
SANTEC RESOURCES INC	SANTEC	raghu@santecresources.net	www.santecresources.net	2324 MYRTLE VALLEY DR, COLUMBUS OH 43228	6146649540			Yes	Yes	Tier 1 - MBE
Scube Systems LLC	Scube Systems LLC	vaishali@scubellc.com	www.scubellc.com	42 Wisteria Court, Piscataway NJ 08854	7329474488			No	No	Tier 2
Selectus Consulting, LLC	Selectus Consulting	tbrown@selectusconsulting.com	www.selectusconsulting.com	17875 Kandel Rd, Marysville OH 43040	937-644-8562	937-644-0044		No	No	Tier 2
SIMIN Solutions Inc	SIMIN Solutions Inc	SHARUKHD@GMAIL.COM	WWW.SIMINSOLUTIONS.COM	5993 Maxtown Road, WESTERVILLE OH 43082	614-946-4140			Yes	Yes	Tier 1 - MBE
siriiKon Inc.	siriiKon Inc.	narasimha@siriiKon.com	www.siriiKon.com	7819 Gateway Ln, Powell OH 43065	614-878-0225			No	No	Tier 2
Skywalk Global, LLC	Skywalk Global, LLC	henry.wood@skywalkglobal.net	www.skywalkglobal.net	945 NE 52nd Av, Des Moines IA 50313	515-974-9712	515-619-5650		No	No	Tier 2
SMART IT PROS Inc	SMART IT PROS Inc	radhika.r@smartitpros.com	www.smartitpros.com	2379 Belmont Ct, Troy MI 48098	734-238-1553	1-877-763-6359		No	No	Tier 2

Smart IT Staffing Inc.	Smart IT Staffing Inc.	jvasileff@getsmarterit.com	http://smart-itstaffing.com/	383 North Front Street, Columbus OH 43215	614.559.0625	317.634.0246		Yes	No	Tier 1 - MBE
SmartIT Staffing, Inc.	SmartIT Staffing, Inc.	cpache@smart-itstaffing.com	www.com	One Indiana Square, Indianapolis IN 46204	317-634-0211			Yes	No	Tier 1 - MBE
SNUVA Consulting LLC	SNUVA Consulting LLC	vivek.a@snuvaconsulting.com	www.snuvaconsulting.com	2970 Curtis Knoll Dr, Dublin OH 43017	614-205-0349	614-467-3913		Yes	No	Tier 1 - MBE
Softpath System, LLC	Softpath System, LLC	vandana@softpath.net	www.softpath.net	3985 Steve Reynolds Blvd., Norcross GA 30093	404-315-1555 ext 308	404-315-1558		No	No	Tier 2
SoftSages Technology	SoftSages Technology	raj.patel@softsages.com	www.softsages.com	17 Mystic Lane, Suite 2A , Malvern PA 19355	4846040603			No	No	Tier 2
Software Guidance & Assistance, Inc.	Software Guidance & Assistance	gregoryd@sgainc.com	www.sgainc.com	4200 Regent Street, Columbus OH 43219	614-307-2882	914-332-6478		No	No	Tier 2
Software Information Systems, LLC	SIS, LLC	ksmallwood@thinksis.com	www.thinksis.com	165 Barr Street, Lexington KY 40507	859-977-4796	859-977-4750		No	No	Tier 2
Software People Inc	SPINC	sandeep.jain@softwarepeople.us	www.softwarepeople.us	17 Coventry Ln, Smithtown NY 11787	631-863-0299	631-574-3122		No	No	Tier 2
Software Technology, Inc	Software Technology, Inc	Krishna.Reddy@stiorg.com	www.stiorg.com	100 Overlook Center, Suite 200, Princeton NJ 08540	609-571-6300	866-608-6686		No	No	Tier 2
Sogeti USA LLC	Sogeti USA LLC	cassandra.newell@us.sogeti.com	www.us.sogeti.com	10100 Innovation Drive, Dayton OH 45342				No	No	Tier 2
Sondhi Solutions, LLC	Sondhi Solutions, LLC	stacia@sondhisolutions.com	www.sondhisolutions.com	47 S Pennsylvania Street, Indianapolis IN 46204	3175061055	3178151840		No	No	Tier 2
Sophisticated Systems Incorporated	SSI	sgauthier@ssicom.com	www.ssicom.com	2191 Citygate Drive, Columbus OH 43219	614-337-6508	614-418-4610		Yes	No	Tier 1 - MBE
S&R Professionals L.P.	S&R	rama@sr-professionals.com	www.sr-professionals.com	12123 Millstream way , Houston TX 77041	713-256-4524	832-565-1120		No	No	Tier 2
Staffor Consulting LLC	Staffor Consulting LLC	jnagdev@staffor.com	www.staffor.com	5 Meadows Dr, Springboro OH 45066	9376190500	9378869133		No	No	Tier 2
Stanford Solutions Inc	Stanford Solutions Inc	ks4140@gmail.com	www.com	2989 Cranston Dr, Dublin OH 43017	614-783-6532	530-364-7019		Yes	No	Tier 1 - MBE
Stealth Entry Information Security	Stealth Entry	iarroyo@stealthentry.com	www.StealthEntry.com	1900 Polaris Pkwy, Columbus OH 43240	614-423-9334	614-785-6496		Yes	No	Tier 1 - MBE

Strategic Systems, Inc	Strategic Systems	srugg@strsi.com	http://www.strsi.com	485 Metro Place South, Dublin OH 43017	614-717-4774	614-413-2832		Yes	Yes	Tier 1 - MBE
StrongBasics LLC	StrongBasics	srinivas@strongbasics.net	http://www.strongbasics.net	3837 Delwood Drive, Powell OH 43065	6143103140 x1;716-90	1 (855) 299-6437		No	No	Tier 2
System Soft Technologies, LLC	SSTech	karim.g@sstech.us	www.sstech.us	2600 McCormick Dr, Clearwater FL 33759	727-723-0801 x.303	727-723-8601		No	No	Tier 2
Systems Technology Group, Inc.	STG	bmurphy@stgit.com	www.stgit.com	3001 West Big Beaver Road, Troy MI 48084	248-643-9010	248-643-9250		No	No	Tier 2
TAKE Enterprise Services Inc	TESI	vsathi@take-es.com	www.take-es.com	502 Carnegie Center, Princeton NJ 08540	609-613-3046	7324765985		No	No	Tier 2
tCognition, Inc	tCognition, Inc	Manoj.Shinde@tCognition.com	www.tCognition.com	1 Gateway Center, Newton MA 02458	617 438 4819	617 830 0813		No	No	Tier 2
TechMatrix Inc	TechMatrix	vvendra@gmail.com	www.techmatrixinc.com	581 Main Street, Woodbridge NJ 07095	732 856 5005	732 856 5004		No	No	Tier 2
Tekerp Inc	Tekerp Inc	avnish@tekerp.com	www.tekerp.com	450 B Street, San Diego CA 92101	6197986197			No	No	Tier 2
TEK Exponent Inc	TEK Exponent Inc	giri@t-exponent.com	www.exponentiaus.com	424 Beecher Road, Gahanna OH 43230	614-944-5103	614-559-3879		No	No	Tier 2
TEKsystems Government	TEKsystems Government	masnyder@teksystems.com	www.teksystems.com	5115 Parkcenter Ave., Dublin OH 43017	614-789-6282	614-789-6201		No	No	Tier 2
The Microcompass Ltd	The Microcompass Ltd	microcompassltd@gmail.com	www.tmcl-oh.com	PO Box 19 , Lewis Center OH 43035				Yes	No	Tier 2
The Select Group US, LLC	The Select Group US, LLC	lrobinson@selectgroup.com	www.selectgroup.com	5420 Wade Park Blvd. Suite 100, Raleigh NC 27607	919-459-1400	919-800-3207		No	No	Tier 2
The Sophic Group, Inc., D/B/A Improving Enterprises, Inc.	Improving Enterprises, Inc.	daniel.gray@improvingenterprises.com	www.improvingenterprises.com	4449 Easton Way, Suite 100, Columbus OH 43113	614-596-6062	614-763-0999		No	No	Tier 2
Tiny Planet Inc	Tiny Planet Inc	preeti@tinyplanetinc.com	http://www.tinyplanetinc.com	5551 Orangethorpe Ave, La Palma CA 90623	(562)307-3220	866-511-6235		No	No	Tier 2
TMH Solutions, LLC	TMH Solutions, LLC	theresa@tmhsolutions.com	www.tmhsolutions.com	4176 Menderes Drive, Powell OH 43065	614-581-4450	740-881-3259		Yes	Yes	Tier 1 - MBE

TPA SOLUTIONS, LLC	TPA SOLUTIONS, LLC	victor@tpasolutionsllc.com	www.tpasolutionsllc.com	6705 Ludwig Dresbach Road, Circleville OH 43113	(740) 248-3239			No	No	Tier 2
Tra'Bian Enterprises, LLC	TBE Consulting, LLC		www.TBEConsultingllc.com	2448 Pearsonway, Hilliard OH 43026				No	No	Tier 1 - MBE
UNICON International, Inc.	UNICON International, Inc.	compaid-oh@unicon-intl.com	www.unicon-intl.com	241 Outerbelt Street, Columbus OH 43213-1529	614-861-7070	614-861-7096		Yes	No	Tier 1 - MBE
Unique System Skills LLC	Unique System Skills LLC	santosh@systemskills.net	www.systemskills.net	30 Concord Street, Nashua NH 03064	603 438 9279	603 821 2404		No	No	Tier 2
United Software Group, Inc	USG	aruna@usgrpinc.com	www.usgrpinc.com	565 Metro Place South, Suite 110, Dublin OH 43017	614-791-3223	866-764-1148		Yes	Yes	Tier 1 - MBE
Unity Resource Solutions	Unity Resource Solutions	unityresourcesolutions@gmail.com	www.com	, Gahanna OH 43230	614-477-6995	614-861-0733		Yes	No	Tier 1 - MBE
VEITS Group	VEITS Group	hvishnur@veitsgroup.com	www.veitsgroup.com	7610 Olentangy River Rd, Columbus OH 43235	6144675414 ext 101	6144675418		Yes	No	Tier 1 - MBE
Ventech Solutions, Inc.	Ventech Solutions	schris@ventechsolutions.com	www.ventechsolutions.com	8760 Orion Place, Columbus OH 43240	614-751-1167 x225	614-759-6717		Yes	Yes	Tier 1 - MBE
Vertex Computer Systems	Vertex Computer Systems	Ashleigh.shock@vertexcs.com	http://www.vertexcs.com	11260 Chester Road, Cincinnati OH 45246	513-662-6888 Ex.230	513-662-8048		Yes	No	Tier 1 - MBE
V Group, Inc.	V Group, Inc.	karolinak@vgroupinc.com	www.vgroupinc.com	379 Princeton-Hightstown Road, Cranbury NJ 08512	609-371-5400 ext.114			No	No	Tier 2
VisionSoft International Inc	VisionSoft International Inc	aarputharaj@vsiiusa.com	www.vsiiusa.com	1842 Old Norcross Road, Lawrenceville GA 30044	7706822899	7706828499		No	No	Tier 2
V-Soft Consulting Group, Inc	V-Soft	kvijay@vsoftconsulting.com	www.vsoftconsulting.com	12305 Westport Road, Suite 110, Louisville KY 40245	502-425-8425	(502) 412-5869		No	No	Tier 2
V-Solve, Inc.	V-Solve, Inc.	shan@v-solve.com	www.v-solve.com	108-18 Queens Blvd., Forest Hills NY 11375	6468639777x1001	18778728786		No	No	Tier 2
WizSoftech, Inc	WizSoftech, Inc	venkat@wizsoftech.net	www.wizsoftech.net	3025 Triumph Drive Unit:210, Sun Prairie WI 53590	732-397-9990	608-270-8479		No	No	Tier 2
Woulfe Consulting Inc	Woulfe Consulting Inc	brendan@woulfeconsulting.com	www.woulfeconsulting.com	1841 S 3 Bs and K Rd, Galena OH 43021				No	No	Tier 2

XLN SYSTEMS, INC	XLN SYSTEMS, INC	Robert.Spellman@XLNsystems.com	www.XLNsystems.com	1255 North Hamilton Road - #208, Gahanna OH 43230	740-972-0997	614.207.0936		Yes	Yes	Tier 1 - MBE
XPERT Technologies Inc.	XPERT Technologies Inc.	rkokeragadda@gmail.com	www.com	7043 Blakemore Lane, Dublin OH 43016				No	No	Tier 2
Xtek Partners, Inc	Xtek Partners, Inc	cchakford@xtekpartners.com	www.xtekpartners.com	5532 Shier Rings road, Dublin OH 43016				No	Yes	Tier 1 - EDGE
<b>Total Active Vendors:</b>	<b>210</b>									

**State of Ohio Monthly MBE Participation - Fiscal Year 2014-2015**

**State Agencies Only**

**For Approved Timesheets Between 3/1/15 Through 3/31/15**

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Adjutant General	Information Control Corporation			No		174.25	\$76.84	\$13,389.37	
	JASStek Inc	4/19/2015		Yes	Set Aside	168	\$56.61	\$9,510.48	
Adjutant General	<b>Agency Total Vendor Spend</b>								<b>\$22,899.85</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$9,510.48</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>41.53%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Administrative Services	Adam Information Technologies LLC	6/5/2017		Yes	Participation	18	\$97.30	\$1,751.40
	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	168	\$62.00	\$10,416.00
	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	180.5	\$120.00	\$21,660.00
	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	196.75	\$130.00	\$25,577.50
	Apex Systems Inc			No		161.5	\$33.03	\$5,334.35
	Ardent Technologies, Inc.	12/27/2013		Yes	Set Aside	56	\$106.52	\$5,965.12
	Civic Initiatives, LLC			No		105	\$49.70	\$5,218.50
	Civic Initiatives, LLC			No		176	\$78.10	\$13,745.60
	Civic Initiatives, LLC			No		624	\$92.54	\$57,744.96
	Civic Initiatives, LLC			No		98	\$104.12	\$10,203.76
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	176	\$71.13	\$12,518.88

	Cluster Software, Inc	1/9/2015		Yes	Set Aside	205	\$115.25	\$23,626.25
	Daniel R Greene			No		178	\$44.03	\$7,837.34
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	178	\$61.29	\$10,909.62
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	178.75	\$99.34	\$17,757.03
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	176	\$106.52	\$18,747.52
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	114	\$49.70	\$5,665.80
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	176	\$17.48	\$3,076.48
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	56	\$62.38	\$3,493.28
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	85.75	\$78.10	\$6,697.08
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	60	\$99.34	\$5,960.40
	Heartland GIS			No		196	\$54.10	\$10,603.60
	INTELLITECH CONSULTANCY SERVICES, INC.	5/29/2014		Yes	Set Aside	96.5	\$155.00	\$14,957.50
	JASStek Inc	4/19/2015		Yes	Participation	56	\$97.30	\$5,448.80
	Kelly M. Castle			No		176	\$68.58	\$12,070.08
	siriiKon Inc.			No		176	\$82.22	\$14,470.72
	Smart IT Staffing Inc.	12/2/2013		Yes	Set Aside	154.5	\$99.34	\$15,348.03
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	187.25	\$49.70	\$9,306.33
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	174	\$55.34	\$9,629.16
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	184	\$114.80	\$21,123.20
	TMH Solutions, LLC	11/16/2013		Yes	Set Aside	361.5	\$99.34	\$35,911.41
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	224.75	\$33.03	\$7,423.49
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	174	\$42.32	\$7,363.68
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	117.5	\$49.24	\$5,785.70
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	172	\$54.20	\$9,322.40
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	58	\$99.34	\$5,761.72
	Unity Resource Solutions	5/8/2016		Yes	Set Aside	173.5	\$66.58	\$11,551.63

	Vertex Computer Systems	2/13/2014		Yes	Set Aside	315.75	\$78.10	\$24,660.08
Administrative Services	<b>Agency Total Vendor Spend</b>							<b>\$494,644.38</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$350,215.27</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$7,200.20</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>72.26%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Aging	Cynergies Solutions Group			No		174.5	\$75.54	\$13,181.73
	Cynergies Solutions Group			No		149	\$76.84	\$11,449.16
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	176	\$69.36	\$12,207.36
Aging	<b>Agency Total Vendor Spend</b>							<b>\$36,838.25</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$12,207.36</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>33.14%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Agriculture	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	176	\$54.60	\$9,609.60
	Unity Resource Solutions	5/8/2016		Yes	Set Aside	162	\$54.60	\$8,845.20
	V Group, Inc.			No		141	\$54.60	\$7,698.60
Agriculture	<b>Agency Total Vendor Spend</b>							<b>\$26,153.40</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$18,454.80</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>70.56%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
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Budget and Management	Excel Softech Inc	10/19/2014		Yes	Set Aside	450.5	\$106.52	\$47,987.26
Budget and Management	<b>Agency Total Vendor Spend</b>							<b>\$47,987.26</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$47,987.26</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>100.00%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Education	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	167.5	\$69.36	\$11,617.80
	AIN Systems			No		176	\$50.66	\$8,916.16
	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	167.5	\$69.36	\$11,617.80
	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	136	\$97.30	\$13,232.80
	Ardent Technologies, Inc.	12/27/2013		Yes	Set Aside	100	\$69.36	\$6,936.00
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	176	\$50.66	\$8,916.16
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	40	\$78.17	\$3,126.80
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	176	\$69.36	\$12,207.36
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	176	\$69.36	\$12,207.36
	Fast Switch			No		176	\$58.42	\$10,281.92
	Flairsoft, Ltd.	12/27/2014		Yes	Participation	176	\$69.36	\$12,207.36
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	61.5	\$69.36	\$4,265.64
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	176	\$82.22	\$14,470.72
	Hire CIO, Inc.			No		169.5	\$97.30	\$16,492.35
	Information Control Corporation			No		168	\$69.36	\$11,652.48
	Lightwell Inc			No		175.5	\$78.10	\$13,706.55
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	112	\$66.58	\$7,456.96
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	175.5	\$78.10	\$13,706.55
	Stanford Solutions Inc	3/11/2016		Yes	Set Aside	176	\$78.10	\$13,745.60

	UNICON International, Inc.	5/15/2012		Yes	Set Aside	244.25	\$69.36	\$16,941.18	
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	177	\$82.22	\$14,552.94	
	Ventech Solutions, Inc.	11/7/2012		Yes	Set Aside	96	\$69.36	\$6,658.56	
	Vertex Computer Systems	2/13/2014		Yes	Participation	176	\$78.17	\$13,757.92	
	VisionSoft International Inc			No		149	\$69.36	\$10,334.64	
Education	<b>Agency Total Vendor Spend</b>								<b>\$269,009.61</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$171,660.23</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$25,965.28</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>73.46%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Environmental Protection Agency	Blue Apple Technologies, LLC	6/22/2014		Yes	Set Aside	230.5	\$72.80	\$16,780.40	
	CareWorks Technologies			No		265.75	\$82.22	\$21,849.97	
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	178.5	\$99.34	\$17,732.19	
	DEVKARE SOLUTIONS	10/31/2015		Yes	Set Aside	158	\$36.47	\$5,762.26	
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	338	\$58.42	\$19,745.96	
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	160	\$106.52	\$17,043.20	
Environmental Protection Agency	<b>Agency Total Vendor Spend</b>								<b>\$98,913.98</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$77,064.01</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>77.91%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Health	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	223.75	\$69.36	\$15,519.30
	Allen Williams and Hughes Company			No		104.75	\$82.22	\$8,612.55

	Boson Technology Resources, LLC	7/13/2015		Yes	Set Aside	135	\$82.22	\$11,099.70	
	COOLSOFT LLC			No		176	\$76.84	\$13,523.84	
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	146.5	\$71.13	\$10,420.55	
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	168	\$71.13	\$11,949.84	
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	176	\$76.84	\$13,523.84	
	Diversified Systems, Inc	1/29/2015		Yes	Set Aside	176	\$71.13	\$12,518.88	
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	176	\$76.84	\$13,523.84	
	IntelliX Software, Inc.	4/28/2016		Yes	Set Aside	184.5	\$82.22	\$15,169.59	
	Lightwell Inc			No		144.5	\$82.22	\$11,880.79	
	StrongBasics LLC			No		167.75	\$82.22	\$13,792.41	
Health	<b>Agency Total Vendor Spend</b>								<b>\$151,535.12</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$103,725.54</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>68.45%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Insurance	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	183.5	\$82.22	\$15,087.37	
	Everest Technologies Inc.	1/13/2014		Yes	Participation	176	\$82.22	\$14,470.72	
	Halcyon Solutions	4/16/2015		Yes	Participation	179.5	\$82.22	\$14,758.49	
	Information Control Corporation			No		272.25	\$82.22	\$22,384.40	
	IntelliX Software, Inc.	4/28/2016		Yes	Participation	157.5	\$78.17	\$12,311.78	
Insurance	<b>Agency Total Vendor Spend</b>								<b>\$79,012.75</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$15,087.37</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$41,540.99</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>71.67%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Job & Family Services	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	342.5	\$69.36	\$23,755.80
	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	175.25	\$76.84	\$13,466.21
	CelerityQ Ltd.			No		131.25	\$62.38	\$8,187.38
	CelerityQ Ltd.			No		155	\$71.13	\$11,025.15
	Clemons Inc.			No		181	\$50.66	\$9,169.46
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	177	\$50.66	\$8,966.82
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	56	\$53.51	\$2,996.56
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	172	\$69.36	\$11,929.92
	CNC Consulting, Inc.			No		197.5	\$69.36	\$13,698.60
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	183	\$50.66	\$9,270.78
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	278	\$76.84	\$21,361.52
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	1602.5	\$50.66	\$81,182.65
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	176	\$69.36	\$12,207.36
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	182	\$75.51	\$13,742.82
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	247.75	\$76.84	\$19,037.11
	DEVCARE SOLUTIONS	10/31/2015		Yes	Participation	152	\$90.93	\$13,821.36
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	176	\$90.93	\$16,003.68
	DEVCARE SOLUTIONS	10/31/2015		Yes	Participation	176	\$114.80	\$20,204.80
	Digitek Software, Inc.	6/28/2014		Yes	Participation	180	\$76.84	\$13,831.20
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	338.5	\$76.84	\$26,010.34
	Diversified Systems, Inc	1/29/2015		Yes	Participation	179.5	\$69.36	\$12,450.12
	Everest Technologies Inc.	1/13/2014		Yes	Set Aside	517	\$46.11	\$23,838.87
	Flairsoft, Ltd.	12/27/2014		Yes	Participation	192	\$82.22	\$15,786.24
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	188	\$82.22	\$15,457.36
	Halcyon Solutions	4/16/2015		Yes	Set Aside	176	\$50.66	\$8,916.16

	Information Control Corporation			No		95	\$78.17	\$7,426.15	
	Information Control Corporation			No		273.5	\$97.30	\$26,611.55	
	Information Control Corporation			No		108	\$104.12	\$11,244.96	
	Information Control Corporation			No		118.5	\$106.52	\$12,622.62	
	InfoVision21, Inc	4/19/2015		Yes	Set Aside	176	\$76.84	\$13,523.84	
	Logic Soft, Inc	8/3/2016		Yes	Set Aside	167	\$50.66	\$8,460.22	
	Logic Soft, Inc	8/3/2016		Yes	Set Aside	181.5	\$90.93	\$16,503.80	
	Strategic Systems, Inc	2/11/2015		Yes	Set Aside	194	\$90.93	\$17,640.42	
	Strategic Systems, Inc	2/11/2015		Yes	Set Aside	168	\$97.30	\$16,346.40	
	Unity Resource Solutions	5/8/2016		Yes	Set Aside	272	\$50.66	\$13,779.52	
	VEITS Group	4/9/2015		Yes	Set Aside	184.5	\$69.36	\$12,796.92	
	Ventech Solutions, Inc.	11/7/2012		Yes	Set Aside	168	\$69.36	\$11,652.48	
Job & Family Services	<b>Agency Total Vendor Spend</b>								<b>\$594,927.14</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$418,847.56</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$76,093.72</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>83.19%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Lottery	22nd Century Staffing, Inc			No		16	\$89.52	\$1,432.32	
	RadGov, Inc.			No		174.5	\$75.51	\$13,176.50	
Lottery	<b>Agency Total Vendor Spend</b>								<b>\$14,608.82</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$0.00</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>0.00%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Mental Health	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	126	\$75.51	\$9,514.26	
	AIN Systems			No		162	\$71.13	\$11,523.06	
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	177	\$37.77	\$6,685.29	
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	338	\$82.22	\$27,790.36	
	RadGov, Inc.			No		528	\$76.84	\$40,571.52	
	TEKsystems Government			No		176	\$82.22	\$14,470.72	
	TEKsystems Government			No		176	\$105.15	\$18,506.40	
	Ventech Solutions, Inc.	11/7/2012		Yes	Set Aside	192	\$55.34	\$10,625.28	
Mental Health	<b>Agency Total Vendor Spend</b>								<b>\$139,686.89</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$54,615.19</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>39.10%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Natural Resources	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	158.5	\$82.22	\$13,031.87	
	Information Control Corporation			No		166.5	\$82.22	\$13,689.63	
Natural Resources	<b>Agency Total Vendor Spend</b>								<b>\$26,721.50</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$13,031.87</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>48.77%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Ohio Department of Developmental Disabilities	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	319.75	\$71.13	\$22,743.82
	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	168	\$97.30	\$16,346.40

	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	340	\$97.30	\$33,082.00
	Cluster Software, Inc	1/9/2015		Yes	Participation	120	\$62.38	\$7,485.60
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	165	\$97.30	\$16,054.50
	Comtech Global Inc	7/19/2015		Yes	Set Aside	195	\$69.36	\$13,525.20
	Comtech Global Inc	7/19/2015		Yes	Set Aside	56	\$97.30	\$5,448.80
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	352	\$69.36	\$24,414.72
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	153	\$62.38	\$9,544.14
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	349	\$69.36	\$24,206.64
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	528	\$97.30	\$51,374.40
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	182	\$69.36	\$12,623.52
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	168	\$76.84	\$12,909.12
	Digitek Software, Inc.	6/28/2014		Yes	Participation	182	\$82.22	\$14,964.04
	Diversified Systems, Inc	1/29/2015		Yes	Set Aside	176	\$97.30	\$17,124.80
	Flairsoft, Ltd.	12/27/2014		Yes	Participation	272	\$69.36	\$18,865.92
	Flairsoft, Ltd.	12/27/2014		Yes	Participation	181	\$148.62	\$26,900.22
	Halcyon Solutions	4/16/2015		Yes	Set Aside	341.5	\$42.75	\$14,599.13
	Halcyon Solutions	4/16/2015		Yes	Set Aside	201.5	\$47.33	\$9,537.00
	Halcyon Solutions	4/16/2015		Yes	Set Aside	353	\$71.13	\$25,108.89
	Halcyon Solutions	4/16/2015		Yes	Set Aside	352.5	\$90.93	\$32,052.83
	Halcyon Solutions	4/16/2015		Yes	Set Aside	210	\$107.30	\$22,533.00
	Information Control Corporation			No		187.5	\$90.93	\$17,049.38
	INTELLITECH CONSULTANCY SERVICES, INC.	5/29/2014		Yes	Participation	191	\$62.38	\$11,914.58
	Menya Communications, Ltd.			No		187	\$114.80	\$21,467.60
	Neumeric Technologies Corp			No		176	\$69.36	\$12,207.36
	NIXSOL INC			No		175.5	\$78.10	\$13,706.55
	Proteam Solutions	11/5/2014		Yes	Set Aside	148	\$69.36	\$10,265.28

	SNUVA Consulting LLC	6/12/2016		Yes	Set Aside	184	\$107.30	\$19,743.20	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	139	\$56.61	\$7,868.79	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	352.5	\$69.36	\$24,449.40	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	401	\$76.84	\$30,812.84	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	178.75	\$90.93	\$16,253.74	
	StrongBasics LLC			No		344	\$69.36	\$23,859.84	
	TMH Solutions, LLC	11/16/2013		Yes	Set Aside	171.5	\$97.30	\$16,686.95	
	UNICON International, Inc.	5/15/2012		Yes	Participation	183	\$97.30	\$17,805.90	
Ohio Department of Developmental Disabilities	<b>Agency Total Vendor Spend</b>								<b>\$675,536.08</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$489,309.09</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$97,936.26</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>86.93%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Ohio Department of Medicaid	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	137	\$78.17	\$10,709.29	
	Halcyon Solutions	4/16/2015		Yes	Set Aside	174	\$104.12	\$18,116.88	
	Information Control Corporation			No		310	\$97.30	\$30,163.00	
	Information Control Corporation			No		65.5	\$104.12	\$6,819.86	
	Logic Soft, Inc	8/3/2016		Yes	Set Aside	176	\$71.13	\$12,518.88	
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	154.5	\$99.34	\$15,348.03	
	Unity Resource Solutions	5/8/2016		Yes	Set Aside	176.5	\$71.13	\$12,554.45	
Ohio Department of Medicaid	<b>Agency Total Vendor Spend</b>								<b>\$106,230.39</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$69,247.53</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>65.19%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Ohio Development Services Agency	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	142.5	\$68.33	\$9,737.03	
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	176	\$82.22	\$14,470.72	
	IBRAHIM A GARBA	8/29/2016		Yes	Participation	27	\$78.17	\$2,110.59	
	INTELLITECH CONSULTANCY SERVICES, INC.	5/29/2014		Yes	Set Aside	180	\$99.34	\$17,881.20	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	356	\$46.13	\$16,422.28	
	TMH Solutions, LLC	11/16/2013		Yes	Set Aside	117.25	\$82.22	\$9,640.30	
	Unity Resource Solutions	5/8/2016		Yes	Set Aside	166.5	\$61.29	\$10,204.79	
Ohio Development Services Agency	<b>Agency Total Vendor Spend</b>								<b>\$80,466.90</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$78,356.31</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$2,110.59</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>100.00%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Ohio Facilities Construction Commission	Halcyon Solutions	4/16/2015		Yes	Set Aside	176	\$82.22	\$14,470.72	
	Resource International, Inc.			No		89	\$97.30	\$8,659.70	
	Resource International, Inc.			No		135.5	\$104.12	\$14,108.26	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	128	\$106.52	\$13,634.56	
Ohio Facilities Construction Commission	<b>Agency Total Vendor Spend</b>								<b>\$50,873.24</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$28,105.28</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>55.25%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Ohio Housing Finance Agency	tCognition, Inc			No		158	\$83.60	\$13,208.80

Ohio Housing Finance Agency	<b>Agency Total Vendor Spend</b>								<b>\$13,208.80</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$0.00</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>0.00%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Ohio Legislative Information Systems	Staffor Consulting LLC			No		120	\$69.36	\$8,323.20
Ohio Legislative Information Systems	<b>Agency Total Vendor Spend</b>							<b>\$8,323.20</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$0.00</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>0.00%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Public Defender	JASStek Inc	4/19/2015		Yes	Set Aside	66	\$64.82	\$4,278.12
Public Defender	<b>Agency Total Vendor Spend</b>							<b>\$4,278.12</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$4,278.12</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>100.00%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Public Safety	Advanced American Technologies, Inc	1/14/2015		Yes	Participation	182	\$62.38	\$11,353.16
	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	176	\$71.13	\$12,518.88
	Advanced American Technologies, Inc	1/14/2015		Yes	Participation	359.5	\$76.84	\$27,623.98
	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	174	\$76.84	\$13,370.16
	AIN Systems			No		512	\$42.75	\$21,888.00

	AIN Systems			No		338	\$47.33	\$15,997.54
	AIN Systems			No		348.5	\$61.29	\$21,359.57
	AIN Systems			No		83	\$62.38	\$5,177.54
	AIN Systems			No		304	\$71.13	\$21,623.52
	AIN Systems			No		175.5	\$76.84	\$13,485.42
	American Business Solutions Inc.	2/28/2013		Yes	Participation	177.25	\$76.84	\$13,619.89
	Cluster Software, Inc	1/9/2015		Yes	Participation	176	\$76.84	\$13,523.84
	COOLSOFT LLC			No		177	\$47.33	\$8,377.41
	COOLSOFT LLC			No		193	\$82.72	\$15,964.96
	Crystal Data LLC			No		105.5	\$44.43	\$4,687.37
	Deol Systems Inc			No		176	\$78.10	\$13,745.60
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	163	\$69.81	\$11,379.03
	DEVCARE SOLUTIONS	10/31/2015		Yes	Participation	657	\$76.84	\$50,483.88
	Digitek Software, Inc.	6/28/2014		Yes	Participation	178.25	\$71.13	\$12,678.92
	Digitek Software, Inc.	6/28/2014		Yes	Participation	513.25	\$76.84	\$39,438.13
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	185.5	\$76.84	\$14,253.82
	Flairsoft, Ltd.	12/27/2014		Yes	Participation	577	\$76.84	\$44,336.68
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	189	\$76.84	\$14,522.76
	Flairsoft, Ltd.	12/27/2014		Yes	Participation	96	\$78.10	\$7,497.60
	Focussoft Tech			No		168	\$42.75	\$7,182.00
	GoAhead Solutions, LLC			No		139	\$76.84	\$10,680.76
	Halcyon Solutions	4/16/2015		Yes	Participation	103.5	\$44.43	\$4,598.51
	Halcyon Solutions	4/16/2015		Yes	Participation	168	\$76.84	\$12,909.12
	Halcyon Solutions	4/16/2015		Yes	Set Aside	161	\$76.84	\$12,371.24
	IBRAHIM A GARBA	8/29/2016		Yes	Participation	176.5	\$69.81	\$12,321.47
	Information Control Corporation			No		413.5	\$76.84	\$31,773.34

	InGenius Logic Inc.			No		175	\$92.54	\$16,194.50
	INTELLITECH CONSULTANCY SERVICES, INC.	5/29/2014		Yes	Participation	165.5	\$62.38	\$10,323.89
	INTELLITECH CONSULTANCY SERVICES, INC.	5/29/2014		Yes	Participation	176	\$76.84	\$13,523.84
	IntelliTech Systems, Inc	5/29/2014		Yes	Set Aside	11	\$92.54	\$1,017.94
	Keen Info Tek, Inc,			No		169.25	\$47.33	\$8,010.60
	Kforce Inc			No		349	\$76.84	\$26,817.16
	Lightwell Inc			No		548	\$76.84	\$42,108.32
	Logic Soft, Inc	8/3/2016		Yes	Participation	219	\$62.38	\$13,661.22
	Pearl Tech Corporation			No		166.5	\$76.84	\$12,793.86
	Results Engineering			No		157	\$76.84	\$12,063.88
	Sophisticated Systems Incorporated	9/13/2014		Yes	Participation	87	\$76.84	\$6,685.08
	S&R Professionals L.P.			No		175	\$76.84	\$13,447.00
	Staffor Consulting LLC			No		191	\$76.84	\$14,676.44
	StrongBasics LLC			No		182	\$76.84	\$13,984.88
	The Microcompass Ltd	11/1/2014		Yes	Participation	178.75	\$76.84	\$13,735.15
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	80	\$62.38	\$4,990.40
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	87.5	\$68.03	\$5,952.63
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	158.25	\$71.13	\$11,256.32
	Ventech Solutions, Inc.	11/7/2012		Yes	Participation	176	\$47.33	\$8,330.08
	XPERT Technologies Inc.			No		178	\$54.60	\$9,718.80
	XPERT Technologies Inc.			No		175	\$76.84	\$13,447.00
Public Safety	<b>Agency Total Vendor Spend</b>							<b>\$793,483.07</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$101,633.18</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$316,644.43</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>52.71%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Public Utilities Commission	Cluster Software, Inc	1/9/2015		Yes	Set Aside	149	\$82.22	\$12,250.78
Public Utilities Commission	<b>Agency Total Vendor Spend</b>							<b>\$12,250.78</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$12,250.78</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>100.00%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Rehabilitation & Correction	Brown Enterprise Solutions	2/21/2014		Yes	Set Aside	152.5	\$53.97	\$8,230.43
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	160	\$58.42	\$9,347.20
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	348	\$69.36	\$24,137.28
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	176	\$69.36	\$12,207.36
	Halcyon Solutions	4/16/2015		Yes	Participation	160	\$69.36	\$11,097.60
	Information Control Corporation			No		180	\$82.22	\$14,799.60
	REPUTE SYSTEMS LLC			No		234	\$106.52	\$24,925.68
	UNICON International, Inc.	5/15/2012		Yes	Participation	177	\$58.42	\$10,340.34
Rehabilitation & Correction	<b>Agency Total Vendor Spend</b>							<b>\$115,085.49</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$53,922.27</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$21,437.94</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>65.48%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Rehabilitation Services Commission	Halcyon Solutions	4/16/2015		Yes	Set Aside	491.5	\$34.18	\$16,799.47
	Halcyon Solutions	4/16/2015		Yes	Set Aside	168	\$37.40	\$6,283.20
	Information Control Corporation			No		96	\$88.52	\$8,497.92

	UNICON International, Inc.	5/15/2012		Yes	Set Aside	81	\$71.13	\$5,761.53
Rehabilitation Services Commission	<b>Agency Total Vendor Spend</b>							<b>\$37,342.12</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$28,844.20</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>77.24%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Taxation	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	189.5	\$69.36	\$13,143.72
	Advanced American Technologies, Inc	1/14/2015		Yes	Set Aside	144	\$95.67	\$13,776.48
	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	147.5	\$95.67	\$14,111.33
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	145.25	\$89.42	\$12,988.26
	Robert Gatto Associates, Ltd.			No		128.5	\$106.52	\$13,687.82
	Smart IT Staffing Inc.	12/2/2013		Yes	Set Aside	187	\$106.52	\$19,919.24
	Stealth Entry Information Security	6/5/2012		Yes	Set Aside	169.25	\$106.52	\$18,028.51
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	180	\$41.24	\$7,423.20
Taxation	<b>Agency Total Vendor Spend</b>							<b>\$113,078.55</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$99,390.73</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>87.90%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Transportation	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	164	\$99.34	\$16,291.76
	Apex Systems Inc			No		157.75	\$48.29	\$7,617.75
	Cynergies Solutions Group			No		185.25	\$71.63	\$13,269.46
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	180.75	\$47.33	\$8,554.90

	Data Systems Integration Group Inc	1/11/2014		Yes	Participation	174.75	\$69.36	\$12,120.66
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	152.5	\$61.29	\$9,346.73
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	162.25	\$61.29	\$9,944.30
	Digitek Software, Inc.	6/28/2014		Yes	Set Aside	176	\$68.33	\$12,026.08
	Diversified Systems, Inc	1/29/2015		Yes	Participation	168	\$71.13	\$11,949.84
	Diversified Systems, Inc	1/29/2015		Yes	Set Aside	165.25	\$71.13	\$11,754.23
	EXCEL Management Systems	2/21/2014		Yes	Set Aside	311.75	\$61.29	\$19,107.16
	Flairsoft, Ltd.	12/27/2014		Yes	Set Aside	162.75	\$68.03	\$11,071.88
	Heartland GIS			No		176	\$46.11	\$8,115.36
	Heartland GIS			No		3	\$71.13	\$213.39
	Information Control Corporation			No		173.25	\$69.36	\$12,016.62
	Information Control Corporation			No		358.25	\$71.13	\$25,482.32
	Information Control Corporation			No		168.75	\$72.80	\$12,285.00
	Information Control Corporation			No		98.25	\$115.25	\$11,323.31
	J.R. Marshall, Inc	2/10/2015		Yes	Set Aside	182.5	\$99.34	\$18,129.55
	Kforce Inc			No		136	\$71.13	\$9,673.68
	Modis Inc			No		179	\$71.13	\$12,732.27
	Software Guidance & Assistance, Inc.			No		178	\$104.12	\$18,533.36
	Sogeti USA LLC			No		181.75	\$104.75	\$19,038.31
	Sogeti USA LLC			No		152	\$113.00	\$17,176.00
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	89.75	\$63.52	\$5,700.92
	UNICON International, Inc.	5/15/2012		Yes	Set Aside	175.5	\$72.80	\$12,776.40
	Ventech Solutions, Inc.	11/7/2012		Yes	Set Aside	163.75	\$71.13	\$11,647.54
	V Group, Inc.			No		165.25	\$78.10	\$12,906.03
Transportation	<b>Agency Total Vendor Spend</b>							<b>\$350,804.80</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$146,351.45</b>

	<b>Agency Total MBE Participation Spend</b>							<b>\$24,070.50</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>48.58%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Workers' Compensation	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	157	\$69.36	\$10,889.52
	Cluster Software, Inc	1/9/2015		Yes	Participation	508.5	\$69.36	\$35,269.56
	Cluster Software, Inc	1/9/2015		Yes	Participation	368.5	\$82.22	\$30,298.07
	Cluster Software, Inc	1/9/2015		Yes	Set Aside	171	\$82.22	\$14,059.62
	Cluster Software, Inc	1/9/2015		Yes	Participation	195	\$97.30	\$18,973.50
	Cygnus Professionals Inc			No		209.25	\$61.29	\$12,824.93
	Data Systems Integration Group Inc	1/11/2014		Yes	Set Aside	107.5	\$47.33	\$5,087.98
	Data Systems Integration Group Inc	1/11/2014		Yes	Participation	184.5	\$82.22	\$15,169.59
	DEVCARE SOLUTIONS	10/31/2015		Yes	Set Aside	185	\$82.22	\$15,210.70
	Diversified Systems, Inc	1/29/2015		Yes	Set Aside	174.25	\$69.81	\$12,164.39
	Everest Technologies Inc.	1/13/2014		Yes	Set Aside	238.5	\$54.60	\$13,022.10
	Expert Technical Consultants, Inc	8/12/2012		Yes	Set Aside	172	\$75.51	\$12,987.72
	Fast Switch			No		164	\$71.13	\$11,665.32
	Flairsoft, Ltd.	12/27/2014		Yes	Participation	178	\$72.80	\$12,958.40
	Halcyon Solutions	4/16/2015		Yes	Set Aside	169.25	\$34.95	\$5,915.29
	HMB Information System Developers			No		176	\$34.95	\$6,151.20
	HMB Information System Developers			No		153	\$97.30	\$14,886.90
	IntelliTech Systems, Inc	5/29/2014		Yes	Set Aside	211	\$83.60	\$17,639.60
	Jaba, Ltd (dba: Enterprise Resource Partners)			No		169	\$73.05	\$12,345.45
	Jaba, Ltd (dba: Enterprise Resource Partners)			No		189.75	\$89.42	\$16,967.45
	J.R. Marshall, Inc	2/10/2015		Yes	Set Aside	171	\$99.34	\$16,987.14
	Proteam Solutions	11/5/2014		Yes	Set Aside	163.25	\$69.36	\$11,323.02

	ProTec Group Inc.			No		179	\$69.36	\$12,415.44	
	Quick Solutions, LLC			No		174.25	\$53.97	\$9,404.27	
	Quick Solutions, LLC			No		56.25	\$72.80	\$4,095.00	
	Quick Solutions, LLC			No		167	\$88.52	\$14,782.84	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	176	\$64.82	\$11,408.32	
	Sophisticated Systems Incorporated	9/13/2014		Yes	Set Aside	185.75	\$73.05	\$13,569.04	
	Staffor Consulting LLC			No		216.5	\$73.05	\$15,815.33	
	StrongBasics LLC			No		189.25	\$69.36	\$13,126.38	
	StrongBasics LLC			No		161.25	\$82.22	\$13,257.98	
	tCognition, Inc			No		166	\$31.40	\$5,212.40	
	The Sophic Group, Inc., D/B/A Improving Enterprises, Inc.			No		168.25	\$69.36	\$11,669.82	
	TMH Solutions, LLC	11/16/2013		Yes	Set Aside	181.25	\$78.10	\$14,155.63	
	XLN SYSTEMS, INC	5/26/2012		Yes	Participation	133.25	\$63.87	\$8,510.68	
	XLN SYSTEMS, INC	5/26/2012		Yes	Set Aside	174.75	\$63.87	\$11,161.28	
	XLN SYSTEMS, INC	5/26/2012		Yes	Participation	160.5	\$73.05	\$11,724.53	
Workers' Compensation	<b>Agency Total Vendor Spend</b>								<b>\$493,106.36</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$185,581.34</b>
	<b>Agency Total MBE Participation Spend</b>								<b>\$132,904.32</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>64.59%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend	
Youth Services	American Business Solutions Inc.	2/28/2013		Yes	Set Aside	182.5	\$97.30	\$17,757.25	
	Brown Enterprise Solutions	2/21/2014		Yes	Set Aside	176.5	\$82.22	\$14,511.83	
	Brown Enterprise Solutions	2/21/2014		Yes	Set Aside	332.5	\$97.30	\$32,352.25	
Youth Services	<b>Agency Total Vendor Spend</b>								<b>\$64,621.33</b>
	<b>Agency Total MBE Set Aside Spend</b>								<b>\$64,621.33</b>

	<b>Agency Total MBE Participation Spend</b>								<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>								<b>100.00%</b>

	<b>Ohio Total Vendor Spend</b>								<b>\$4,921,628.15</b>
	<b>Ohio Total MBE Set Aside Spend</b>								<b>\$2,654,298.52</b>
	<b>Ohio Total MBE Participation Spend</b>								<b>\$745,904.23</b>
	<b>Ohio MBE % of Vendor Spend</b>								<b>69.09%</b>

**State of Ohio Monthly MBE Participation - Fiscal Year 2014-2015**

<b>Non State Agencies</b>					
<b>For Approved Timesheets Between 3/1/15 Through 3/31/15</b>					

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
City of Columbus Department of Technology	Cluster Software, Inc	1/9/2015		Yes	Participation	90.5	\$66.58	\$6,025.49
	RadGov, Inc.			No		170	\$30.87	\$5,247.90
	UNICON International, Inc.	5/15/2012		Yes	Participation	159.5	\$30.87	\$4,923.77
City of Columbus Department of Technology	<b>Agency Total Vendor Spend</b>							<b>\$16,197.16</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$0.00</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$10,949.26</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>67.60%</b>

Agency	Vendor	MBE Cert Exp Date	FEID	MBE?	Set Aside or Participation?	TS Hours	Vendor Rate	Vendor Spend
Franklin County Children Services	cyberThink			No		176	\$45.18	\$7,951.68
	Quick Solutions, LLC			No		308.25	\$106.52	\$32,834.79
	SMART IT PROS Inc			No		167.5	\$52.49	\$8,792.08
Franklin County Children Services	<b>Agency Total Vendor Spend</b>							<b>\$49,578.55</b>
	<b>Agency Total MBE Set Aside Spend</b>							<b>\$0.00</b>
	<b>Agency Total MBE Participation Spend</b>							<b>\$0.00</b>
	<b>Agency MBE % of Vendor Spend</b>							<b>0.00%</b>

	<b>Ohio Total Vendor Spend</b>							<b>\$65,775.70</b>
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	<b>Ohio Total MBE Set Aside Spend</b>								<b>\$0.00</b>
	<b>Ohio Total MBE Participation Spend</b>								<b>\$10,949.26</b>
	<b>Ohio MBE % of Vendor Spend</b>								<b>16.65%</b>

# Supplement Seven

## Ohio IT Staff Augmentation Services Contract Rate Card & Skill Matrix Information

The “Wage Rate” is the hourly rate that market research indicated individuals earn. The “Vendor Rate” is the hourly rate paid to enrolled network providers (subcontractors) are paid by CAI.

Affiliated Job Title	Level	Legacy		Core		Emerging	
		Wage Rate	Vendor Rate	Wage Rate	Vendor Rate	Wage Rate	Vendor Rate
Architect 1	AR1	\$68.79	\$82.55	\$70.20	\$84.24	\$75.11	\$90.14
Functional Architect 1	FA1	\$33.68	\$40.42	\$34.36	\$41.24	\$36.77	\$44.13
Functional Architect 2	FA2	\$40.06	\$48.08	\$40.88	\$49.06	\$43.74	\$52.49
Functional Architect 3	FA3	\$47.56	\$57.08	\$48.53	\$58.24	\$51.92	\$62.31
Help Desk Analyst 1	HDA1	\$26.09	\$31.31	\$26.62	\$31.95	\$28.48	\$34.18
Help Desk Analyst 2	HDA2	\$28.54	\$34.25	\$29.12	\$34.95	\$31.16	\$37.40
Help Desk Analyst 3	HDA3	\$35.21	\$42.26	\$35.93	\$43.12	\$38.44	\$46.13
Product Specialist 1	PS1	\$35.19	\$42.23	\$35.91	\$43.10	\$38.42	\$46.11
Product Specialist 2	PS2	\$40.21	\$48.26	\$41.03	\$49.24	\$43.91	\$52.70
Product Specialist 3	PS3	\$52.15	\$62.58	\$53.22	\$63.87	\$56.94	\$68.33
Product Specialist 4	PS4	\$59.66	\$71.60	\$60.87	\$73.05	\$65.14	\$78.17
Product Specialist 5	PS5	\$74.26	\$89.12	\$75.77	\$90.93	\$81.08	\$97.30
Programmer 1	PR1	\$30.84	\$37.01	\$31.47	\$37.77	\$33.67	\$40.41
Programmer 2	PR2	\$37.49	\$44.99	\$38.25	\$45.90	\$40.93	\$49.12
Programmer 3	PR3	\$44.59	\$53.51	\$45.50	\$54.60	\$48.68	\$58.42
Programmer 4	PR4	\$52.93	\$63.52	\$54.01	\$64.82	\$57.80	\$69.36
Programmer 5	PR5	\$62.75	\$75.30	\$64.03	\$76.84	\$68.51	\$82.22
Service Desk 2	SD2	\$23.40	\$28.08	\$23.88	\$28.66	\$25.55	\$30.66
Service Desk 3	SD3	\$25.20	\$30.24	\$25.72	\$30.87	\$27.52	\$33.03
Software Process Engineer 1	SPS1	\$33.01	\$39.62	\$33.69	\$40.43	\$36.05	\$43.26
Software Process Engineer 2	SPS2	\$36.66	\$44.00	\$37.40	\$44.88	\$40.02	\$48.03
Software Process Engineer 3	SPS3	\$48.87	\$58.65	\$49.87	\$59.85	\$53.36	\$64.04
System Administrator 1	SA1	\$30.35	\$36.42	\$30.97	\$37.17	\$33.13	\$39.76
System Administrator 2	SA2	\$33.49	\$40.19	\$34.17	\$41.01	\$36.56	\$43.88
System Administrator 3	SA3	\$46.23	\$55.48	\$47.17	\$56.61	\$50.47	\$60.57
System Administrator 4	SA4	\$55.56	\$66.68	\$56.69	\$68.03	\$60.66	\$72.80
System Specialist 1	SS1	\$30.16	\$36.20	\$30.78	\$36.94	\$32.93	\$39.52
System Specialist 2	SS2	\$31.91	\$38.30	\$32.56	\$39.08	\$34.84	\$41.81
System Specialist 3	SS3	\$40.59	\$48.71	\$41.42	\$49.71	\$44.32	\$53.19
Technical Architecture Specialist 1	TAS1	\$39.24	\$47.09	\$40.04	\$48.05	\$42.85	\$51.42
Technical Architecture Specialist 2	TAS2	\$44.25	\$53.10	\$45.16	\$54.20	\$48.32	\$57.99
Technical Architecture Specialist 3	TAS3	\$46.96	\$56.36	\$47.92	\$57.51	\$51.27	\$61.53
Technical Specialist 1	TS1	\$64.24	\$77.09	\$65.55	\$78.66	\$70.14	\$84.17
Technical Specialist 2	TS2	\$67.55	\$81.06	\$68.93	\$82.72	\$73.76	\$88.52
Technical Specialist 3	TS3	\$73.02	\$87.63	\$74.51	\$89.42	\$79.72	\$95.67
Technical Specialist 4	TS4	\$87.62	\$105.15	\$89.41	\$107.30	\$95.66	\$114.80

Video Conference Specialist 1	VCS1	\$38.16	\$45.80	\$38.94	\$46.73	\$41.67	\$50.01
Video Conference Specialist 2	VCS2	\$43.15	\$51.78	\$44.03	\$52.84	\$47.11	\$56.54

		Legacy		Core		Emerging	
Affiliated Job Title	Level	Wage Rate	Vendor Rate	Wage Rate	Vendor Rate	Wage Rate	Vendor Rate
Exception-DAS Approval Only	EXC	To Be Determined					

Non-Affiliated Job Title	Level	Wage Rate	Vendor Rate
Business Analyst 1	BA1	\$41.41	\$49.70
Business Analyst 2	BA2	\$51.98	\$62.38
Business Analyst 3	BA3	\$59.27	\$71.13
Business Analyst 4	BA4	\$66.55	\$79.86
Business Analyst 5	BA5	\$79.86	\$95.83
CADD/GIS Administrator 1	CGA1	\$39.35	\$47.22
CADD/GIS Administrator 2	CGA2	\$45.08	\$54.10
CADD/GIS Administrator 3	CGA3	\$59.69	\$71.63
Data Entry Operator 1	DE1	\$14.07	\$16.89
Data Entry Operator 2	DE2	\$15.30	\$18.36
Database Administrator 1	DBA1	\$40.24	\$48.29
Database Administrator 2	DBA2	\$44.13	\$52.96
Database Administrator 3	DBA3	\$58.17	\$69.81
Database Administrator 4	DBA4	\$62.92	\$75.51
Intern 1	INT1	\$12.48	\$14.98
Intern 2	INT2	\$14.56	\$17.48
Intern 3	INT3	\$18.72	\$22.47
Mobile Specialist 1	MS1	\$117.95	\$141.54
Mobile Specialist 2	MS2	\$130.73	\$156.88
Program Manager 1	PM1	\$46.11	\$55.34
Program Manager 2	PM2	\$55.48	\$66.58
Program Manager 3	PM3	\$65.08	\$78.10
Program Manager 4	PM4	\$82.78	\$99.34
Program Manager 5	PM5	\$96.04	\$115.25
Quality Assurance Specialist 1	QAS1	\$35.62	\$42.75
Quality Assurance Specialist 2	QAS2	\$39.44	\$47.33
Quality Assurance Specialist 3	QAS3	\$51.07	\$61.29
Quality Assurance Specialist 4	QAS4	\$61.92	\$74.30
Senior Architect 1	SAR1	\$88.76	\$106.52
Senior Business Subject Matter Expert 1	SME1	\$77.11	\$92.54
Senior Database Architect 1	SDA1	\$69.66	\$83.60
Senior Program Manager 1	SPM1	\$86.76	\$104.12

Team Lead 1	TL1	\$53.90	\$64.68
Team Lead 2	TL2	\$57.99	\$69.59
Technical Writer 1	TW1	\$26.16	\$31.40
Technical Writer 2	TW2	\$30.39	\$36.47
Technical Writer 3	TW3	\$34.09	\$40.91
<b>Non-Affiliated Job Title</b>	<b>Level</b>	<b>Wage Rate</b>	<b>Vendor Rate</b>
Technical Writer 4	TW4	\$37.02	\$44.43
Telecom Engineer 1	TE1	\$33.66	\$40.40
Telecom Engineer 2	TE2	\$38.47	\$46.17
Telecom Engineer 3	TE3	\$44.97	\$53.97
Tester 1	Test1	\$31.61	\$37.94
Tester 2	Test2	\$36.51	\$43.82
Tester 3	Test3	\$42.21	\$50.66
Tester 4	Test4	\$61.92	\$74.30
Voice/Data Engineer 1	VDE1	\$32.46	\$38.96
Voice/Data Engineer 2	VDE2	\$37.65	\$45.18
Voice/Data Engineer 3	VDE3	\$44.97	\$53.97

Leg	C	Emerg
<b>Low Tech. Skills; Mature Technologies; High Labor Supply; Low Labor Demand</b>	<b>Mid Tech. Skills; Avg. Technology Maturity; Avg. Labor Supply; Avg. Labor Demand</b>	<b>High Tech. Skills; New Technologies; Low Labor Supply; High Labor Demand</b>
<b>Technol</b>		
4GL Programming with PL/SQL	Analytical and Technical Architecture (Business Process Mapping using UML, Enterprise Architect .NET Microsoft, and Enterprise Architect <del>Enterprise</del> )	Advanced Web Development, web 2.0 - Ajax (Ajax.Net and JQuery), HTML5, Silverlight, WPF (Jquery and HTML5 are not .Net specific)
Access	ArcView - Programmer	AIX - Administrator
Accessibility Standards (ACC Verify, MacroMedia, ITB 508)	ASP.Net, C#.Net, VB.Net	Applications Architecture
Adobe Acrobat	BizTalk - Administrator	ArcView - Architect
Altiris	Business Objects	Oracle 10gR3/Aqualogics - Portal Developer/Content Developer/Application Developer
AS/400	CA SiteMinder Suite	Biz Talk - Developer
ASP	Checkpoint Firewall	Embarcadero/Borland Delphi
BlackBerry	Cisco - Low-end Switch/Router	CA Identity Manager
C	Cisco PIX Firewall	Capacity Planning
CADD	Clarity	Cisco - High-end Switch/Router
CICS	Client Server Operating Systems	Cloud Architecture/Application Development
Com/Com+/DCOM	Cobol	Cognos - Developer
Data Modeling	Cold Fusion	Data Architecture
Database - Mainframe	Crystal Reports	Data Center (Unisys OEM Version)
DB2 - Administrator	Database - Client Server	Data Warehousing
DC/DB2	DB2 - DBA/Developer	Database - Mixed Platform
DreamWeaver	Encryption	Dimensional Data Modeling for DW/BI
Eclipse	ERWin	DSF
eLMS	FileNet - Administrator	EC/EDI
Exchange 2000/2003/2007	Flash	Enterprise Architecture
Frontpage	FormWare	Filenet - Developer
GIS - Digitizing/Scanning/Data Collection	GIS - Programming/Analytical (C/S)	GIS - Architecture
Homesite	Host Publishing	GIS Web Application Development
HTML	IBM SAN - Administrator	Grid Computing Architecture
IBM/Rational Functional Tester	IBM/Rational Application Developer	IBM SAN - Architect/Implementation
IBM/Rational Performance Tester	IBM/Rational Requisite Pro	IBM/Rational Modeler/Software Architect
IBM/Rational Robot	IBM/Rational Rose/XDE	Informatica
IBM/Rational Test Manager	IIS (.Net WEB Server)	Infrastructure Architecture
IMS DB/DC	Imaging Systems (Onbase, Key File, Info Image)	ISS Proventia
JavaScript	Intelligent Transportation Systems (ITS)(Traffic congestion, weather monitoring, programmable signing, pavement sensing, and other such	ITIL
ListServe	IQU+1	Java EJBs
MS Ops Mgr 2005	ISA	Java Expresso
MS SQL Server 2000/2005	Kronos	J2EE
OmniPage ProTesting Tools (LoadRunner/WinRunner)	LAN/WAN Support	Java - Developer
Oracle 10G (and below)	Logidex	JSF
Performance Monitoring - Mainframe	MS ActiveX	JSP
Progress 4GL RDMS	Mercury Test Tool - Adminisrtator	Kalos
Remedy - User	MS .NET Framework 3.0 (and below)	Knowledge Management
SAS	MS SQL Server 2008	Kofax
Servlets	Netegrity Siteminder	Linux - z, v. 10, Red Hat, SUSE
SMS - User	Novell - Administrator	Lotus Notes/Domino - Developer
SOAP	Omniware	Mercury Test Tool - Developer

SOLARIS	OnBase	Middleware (Open Distributed Transaction Integrator ( ODTI, Unisys-Proprietary), WebMethods 6.1, publish Subscribe, Data Transformation, Asynchronous Messaging, and Trading Networks suite) (also known as ESB tools)
SQL - Adminisrator	Oracle 11g	Mobile Device Development (iOS, Android, etc)
SQL Server - Install	PeopleSoft	MS .Net Framework 4.0
Surf Control	Powerbuilder	MS .Net Web Services - WCF and ASMX
Systems Development & Administration	Remedy - Administrator	Novell Identity Manager
TSO	Sharepoint - Administrator	Oracle Financials
Unisys	SMS - Administrator	Portlet Development
Visual Basic	SQL - Developer	Primavera
Visual FoxPro	Systems Design & Development	Remedy - Developer
Visual Source Safe	Veritas	SAP - Functional/Technical
	Windows XP	Service Oriented Architecture
	XML (XML, Spy, Data Base Schemas and support,	
	z/OS - Developer	Sightline
		SMS - Architect/Implementation
		SMS 2003 - Administrator
		SMS 2003 - Architect/Implementation
		Software Engineering
		Subversion
		Systems Engineering & Architecture
		Team Foundation Server/Application Life Cycle
		Tibco
		VMWare
		VOIP
		Websphere/MQ Series
		z/OS - Administrator