

REQUEST FOR PROPOSALS

RFP NUMBER: 0A1256
DATE ISSUED: 11/06/2019

The State of Ohio, through the Department of Administrative Services for its Office of Information Technology is requesting proposals for:

BUSINESS TRANSFORMATION (BT) SERVICES TO SUPPORT STATE OF OHIO ENTERPRISE APPLICATIONS

INQUIRY PERIOD BEGINS: 11/18/2019
INQUIRY PERIOD ENDS: 12/20/2019
PROPOSAL DUE DATE: 02/05/2020
OPENING TIME: 1:00 P.M. (Eastern Time)
**OPENING LOCATION: Department of Administrative Services
General Services Division
Enterprise IT Contracting
Bid Desk
4200 Surface Road
Columbus, Ohio 43228-1313**

This RFP consists of six parts and 10 attachments, totaling 152 consecutively numbered pages. Two supplements are included with this RFP. Please verify that you have a complete copy.

In lieu of taking exceptions to RFP requirements, including but not limited to terms and conditions, scope of work statements, service levels requirements, etc., or providing assumptions that may be unacceptable to the State, offerors are strongly encouraged to use the inquiry process in Part Three of the RFP.

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1. PART ONE: EXECUTIVE SUMMARY

1.1. 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 Ohio Department of Administrative Services (DAS) solicits competitive sealed proposals (“Proposals”) to provide Business Transformation (BT) services.

The Ohio Department of Administrative Services (DAS) releases this Request for Proposal (RFP) to solicit proposals from firms to provide Business Transformation (BT) services for current and future DAS managed projects. The goal of this initiative is to establish a Statewide Center of Excellence (COE) and Delivery Capability that will allow the State to effectively and efficiently deploy standardized Organizational Change Management (OCM) services across multiple State agencies and projects as needed. Additionally, the scope of work contained in this RFP also includes transition from and continuation of Organizational Change Management (OCM) and Business Process Automation work that is currently being performed by an incumbent contractor.

This document provides interested offerors with instructions for developing and submitting their proposals, and includes details of offeror qualifications, the work the selected offeror will perform, the deliverables required of the offeror, the requirements for proposal submission, and how DAS will evaluate those proposals.

DAS invites proposals from both individual offerors and from partnerships or collaborations of offerors, but DAS will enter only one contract for this work. If a partnership/collaboration of offerors is selected through this RFP process, DAS would enter a contract with the one member of the partnership identified in the partnership’s proposal as the primary contractor and will view the other members of the partnership as subcontractors.

SEE PART 6 FOR A LIST OF FIRMS EXCLUDED FROM RESPONDING.

It would be the responsibility of the primary contractor to supervise and coordinate all subcontractor activity, make appropriate payment to the subcontractor(s) for their work, and to serve as the primary contact for DAS. Collaborative proposals must explain how the work by all partners will be supervised and coordinated and must identify the roles and functions of all partners. Guidance for the preparation and submission of proposals by such partnerships and by individual offeror organizations is provided in this RFP.

The goal of the Business Transformation Initiative includes the following primary objectives:

1. Establish a Statewide Center of Excellence (COE) and Delivery Capability that will allow the State to effectively and efficiently deploy OCM services across multiple State agencies and projects as needed;
2. Continued support of the Organizational Change Management (OCM) and Business Process Automation services for the Ohio Benefits and Business Intelligence (OB/BI) project

In addition, the Ohio Department of Administrative Services (DAS) may need other support services such as onsite staff deployment to 88 or more county locations, producing training material and conducting training workshops, coordinating logistics, manual work processing on State's behalf and maintenance services for current and future Enterprise Applications.

Various sections of this RFP focus on individual services that are considered to be part of the Business Transformation (BT) services.

Current Scope

This phase will start on the effective date of the Contract and the offeror proposal should include a detailed plan and cost basis to support the initiative.

1. Establish a Statewide Business Transformation (BT) Center of Excellence and Delivery Capability to support any enterprise application. The offeror proposal shall at minimum include:
 - A detailed roadmap/matrix on how the Contractor plans to establish such an organization. The matrix should identify key roles and responsibilities for both the State and the Contractor.
 - A fixed cost charter with deliverables identified to run and maintain the BT Center of Excellence organization.
 - A methodology and rate card for formalizing future work. The rate card includes a variety of roles to support the various BT initiatives similar to, but not limited to:
 - o Organizational Change Management (OCM) practitioners
 - o Trainers
 - o Testers
 - o Process Automation developers
 - o Business Analysts
 - o Developers

- Case workers to work under state supervision for Medicaid applications and case processing
- Project Managers
- 2. Continuation of support of the Organizational Change Management (OCM) and Business Process Automation services for the Ohio Benefits and Health and Human Services (HHS) Business Intelligence (OB/BI) project. The work will include supporting the various roles listed on the Labor Rate Card tab of the Cost Worksheet and the offeror proposal should include a labor rates for each role. The Labor Rate Card tab also includes the number of resources required for each role. The State, at its sole discretion, may decide to request additional resources or reduced the count.

Support Activities include, but not limited to:

- Organizational Change Management (OCM) Activities
 - Ongoing communication
 - Logistics management
 - Surveys
- Training
 - Continued Training and job aids development and deployment
- Testing
 - Testers will assist the state in completing user acceptance testing
- Process Automation
 - Identify process automation opportunities
 - Solicit requirements
 - Develop, Test & Deploy automation processes
 - Continuous maintenance and support
- Business Analysis
 - Work with the State in various Business requirements validation and documentation
 - Develop and maintain functional design documents
- Development, Maintenance & Operations
 - Work with the State in developing and maintaining the applications

- Case Processing
 - Work under State supervision to process complex Medicaid cases requiring special handling.

Future Scope

Provide Business Transformation (BT) services including Organizational Change Management (OCM) and Business Process Automation for upcoming childcare release and other future work.

For all future work the State will request a Statement of Work using the Interval Deliverable Agreement (IDA) process (see Attachment Two: Interval Deliverable Agreement & Special Provisions). The Contractor will develop a mutually agreeable work proposal inclusive of project team and staffing levels, a project plan, applicable deliverables and acceptance criteria and work effort cost information to the State (DAS) for consideration and approval. Under no circumstances will work be performed without written approval from DAS.

If a suitable offer is made in response to this RFP, the State of Ohio (the “State”), through the Department of Administrative Services (DAS), may enter into a contract (the “Contract”) to have the selected offeror (the “Contractor”) perform all or part of the Project. This RFP provides details on what is required to submit a Proposal for the Project, 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. 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 commence on May 1, 2020. The first contract term will end on June 30, 2021 to coincide with the State biennium. The State may renew this Contract for up to four (4) additional two-year terms, subject to and contingent on the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium for a maximum contract term expiring June 30, 2029. Any such renewal of all or part of the Contract also is subject to the satisfactory performance of the Contractor and the needs of the State.

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 Project or the terms and conditions in this RFP.

1.2. SCOPE OF WORK.

The Project scope of the Work and requirements are provided in greater detail within Supplements 1 and 2 to this RFP.

Any potential future enhancements will be based on the Interval Deliverable Agreement (IDA) process (see Attachment Two).

For all future work the State will request a Statement of Work using the Interval Delivery Agreement (IDA) process (see Attachment Two: Interval Deliverable Agreement & Special Provisions). The Contractor will develop a mutually agreeable work proposal inclusive of project team and staffing levels, a project plan, applicable deliverables and acceptance criteria and work effort cost information to the State for consideration and approval. Under no circumstances will work be performed without written approval from DAS.

1.3. 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.

1.3.1. Dates

1.3.2. Firm Dates

RFP Issued:	11/06/2019
Inquiry Period Begins:	11/18/2019
Inquiry Period Ends:	12/20/2019 at 1:00 p.m.
Proposal Due Date:	02/05/2020 at 1:00 p.m.

1.3.3. Estimated Dates

Award Date:	April 2020
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1.3.4. Estimated Work Dates

Work Begins:	May 2020
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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.

2. PART TWO: STRUCTURE OF THIS RFP

2.1. ORGANIZATION

This RFP is organized into six parts and has ten (10) attachments. The parts and attachments are listed below. There also may be one or more supplements and templates for this RFP listed below.

2.2. 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
Part 6 Excluded Firms

2.3. ATTACHMENTS:

Attachment One	Evaluation Criteria
Attachment Two	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 Profile Summary
Attachment Eight	Affirmation and Disclosure Form
Attachment Nine	Cost Summary Workbook
Attachment Ten	Sample Business Associate Agreement (BAA)

2.4. SUPPLEMENTS AND TEMPLATES:

Supplement 1	Ohio Benefits BT Requirements
Supplement 2	State Architecture and Computing Standards, Security, Privacy and Data Handling Requirements

Instructions for completing templates provided within the template.

Template A	General Assumptions
Template B	General Constraints
Template C	Risk Assessment

3. 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 offeror proposals must be complete and in the prescribed format.

3.1. CONTACTS

The following Procurement Representative will represent the State during the RFP process:

Andrew Miller
Acquisition Analyst
Department of Administrative Services
Enterprise IT Contracting

During the performance of the Project, a State representative (the “Project Representative”) will represent the State and be the primary contact for the Project. The State will designate the Project Representative after the Contract award.

3.2. 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 <https://procure.ohio.gov/>;
- From the Quick Links menu on the right, select “**Bid Opportunities Search**”;
- In the “**Document/Bid Number**” field, enter the RFP number found on the first page of this RFP (the RFP number begins with zero followed by the letter “A”);
- Select “**Request for Proposals**” from the Opportunity Type dropdown;
- Click the “Search” button;
- On the Opportunity Search Results page, click on the hyperlinked Bid Number;
- On the Opportunity Details 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 (the “Offeror Representative” who is responsible for the inquiry,
 - Name of the prospective offeror,
 - The Offeror Representative’s business phone number, and
 - The Offeror Representative’s email address;

- Type the inquiry in the space provided including:
 - A reference to the relevant part of this RFP,
 - The heading of the provision in question, and
 - The page number of the RFP where the provision can be found.
- Enter the Confirmation Number at the bottom of the page
- 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 “Bid Opportunities Search” feature described above and by clicking the “View Q & A” button on the document information page.

The State usually responds to inquiries within three business days after receipt, excluding weekends and State holidays. 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.

3.3. 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 “Bid Opportunities Search” function of the State’s Procurement Website (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.

3.4. PROPOSAL SUBMITTAL

Each offeror must submit a technical section and a cost section as part of its total Proposal before the Proposal due date. The offeror must submit the technical section and the cost section of its Proposal in separate, opaque packages. The package with the technical section of the Proposal must be sealed and contain one (1) originally signed technical section and six (6) copies of the technical section. The package with the cost section must be sealed and contain three (3) complete copies of the cost section of the Proposal. Further, the offeror must mark the outside of each package with either "**RFP 0A1256 – Business Transformation (BT) Services to Support State of Ohio Enterprise Applications**" or "**RFP 0A1256 Business Transformation (BT) Services to Support State Of Ohio Enterprise Applications – Cost Summary**", as appropriate.

All offerors are subject to the architecture and computing standards, and security, privacy and data handling requirements of Supplement 2, regardless of the offeror's proposed solution.

Included in each sealed package, the offeror also must provide an electronic "searchable" copy of everything contained within the package on CD-ROM in Microsoft Office (native format), Microsoft Word (native format), Microsoft Project (native format), Microsoft Excel (native format) or 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 and must be received by the Department of Administrative Services Bid Desk no later than 1:00 p.m. (Columbus, Ohio local time) 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
Attn: Andrew Miller c/o Bid Desk RFP 0A1256
4200 Surface Road
Columbus, Ohio 43228

Bid Desk Main Phone Number: 614-466-5090

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 Desk accepts packages between the hours of 8:00 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 and terms and conditions. The State is not responsible for the accuracy of any information regarding this RFP that is obtained from 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. In its sole discretion, 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. All Proposals will be open to the public after the State has awarded the Contract.

If an Offeror includes in its proposal confidential, proprietary, or trade secret information, it must also submit a complete redacted version of its Technical Proposal in accordance with Confidential, Proprietary or Trade Secret Information that follows. Offerors shall only redact (black out) language that is exempt from disclosure pursuant to Ohio Public Records Act. Offerors must also submit an itemized list of each redaction with the corresponding statutory exemption from disclosure. The redacted version must be submitted as an electronic copy in a searchable PDF format. The redacted version, as submitted, will be available for inspection and released in response to public records requests. If a redacted version is not submitted, the original submission of the proposal will be provided in response to public records requests.

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.

3.5. 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.

3.6. 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. Any offeror that submits multiple Proposals for each of these options may have all of its Proposals rejected. Additionally, any offeror that disregards a requirement in this RFP by proposing an alternative to it or otherwise may have its Proposal rejected by the State.

3.7. 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.

3.8. PROPOSAL INSTRUCTIONS

The technical proposal and the cost proposal must each 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 by 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.

4. PART FOUR: EVALUATION OF PROPOSALS

4.1. 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.

4.2. 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/or seek to do the Work through a new RFP or other means.

4.3. 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.

4.4. 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.

4.5. INITIAL REVIEW

The State will review all Proposals for 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 is in the State's interest. Late proposals will not be opened or considered. After the initial review, the State will forward all timely, complete, and properly formatted Proposals to an evaluation team, led by the Procurement Representative.

4.6. 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 and 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.

4.7. REQUIREMENTS

Attachment One provides project 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 the other project requirements described in Attachment One.

In the case of any requirements that call for a team of people, the offeror must submit a team 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 Project 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 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 Proposals that meet 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 one or more of the highest-ranking Proposals despite their failure to meet all the mandatory requirements. 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 higher-ranking offeror of the situation and allow the offeror an opportunity to cure its failure to meet that mandatory requirement.

If the highest-ranking 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.

4.8. 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. 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.

4.9. 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.

4.10. 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.

4.11. 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 performance 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. On behalf of itself and each of its candidates and subcontractors, each offeror submitting a Proposal consents to parties contacted by the State as part of the reference check process providing the State with reasonable information requested by the State. The offeror warrants that it has the authority to grant this consent on behalf of each of its candidates and subcontractors.

4.12. 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.

4.13. 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. 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 and without unreasonable delay.

The State may limit negotiations to particular aspects of any Proposal or the RFP, limit the offerors with whom the State negotiates or to dispense with negotiations entirely. 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 must 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.

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.

4.14. 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.

5. PART FIVE: AWARD OF THE CONTRACT

5.1. CONTRACT AWARD

The State plans to award the Contract based on the schedule in the RFP, if the State decides the Project 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 Contractor 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 under the Contract, unless the State agrees otherwise in writing. If the State awards a Contract pursuant to this RFP, and the Contractor is unable or unwilling to perform the work, the State may terminate 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. The State also may seek such other remedies as are available in law or in equity for the Contractor's failure to perform under the Contract.

5.2. BUSINESS ASSOCIATE AGREEMENT

Prior to Contract award, the offeror must sign the Business Associate Agreement in Attachment Ten of this RFP. This Health Insurance Portability and Accountability Act of 1996 (hereafter, HIPAA) Business Associate Agreement will be made a part of the Contract.

The Associate performs certain services on behalf of or for the Agency pursuant to the underlying Contract that requires the exchange of information including protected health information protected by the

Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), as amended by the American Recovery and Reinvestment Act of 2009 (Pub. L. No. 111-5) (the "HITECH Act"), any associated regulations and the federal regulations published at 45 CFR parts 160 and 164 (sometimes collectively referred to as "HIPAA"). The Agency's Health Plan is a "Covered Entity" as that term is defined in HIPAA, and the parties to the underlying Contract are entering into this Agreement to establish the responsibilities of both parties regarding HIPAA-covered information and to bring the underlying Contract into compliance with HIPAA.

5.3. CONTRACT

If this RFP results in a Contract award, the Contract will consist of this RFP, including all attachments, written amendments to this RFP, the Contractor's Proposal, and written, authorized amendments to the Contractor's Proposal. It also will include any materials incorporated by reference in the above documents and any purchase orders and change orders issued under the Contract. The form of the Contract is included as a one-page attachment to this RFP, but it incorporates all the documents identified above. The general terms and conditions for the Contract are contained in Attachment Four to this RFP. If there are conflicting provisions between the documents that make up the Contract, the order of precedence for the documents is as follows:

1. The one-page Contract (Attachment Five) in its final form;
2. The RFP, including the supplements and attachments, amended and clarified version of Contractor's Response. Contractor's Response includes Attachment Four – General Terms and Conditions, and all other Attachments, Supplements and materials included in Contractor's Response; and
3. The attached Cost Proposal Workbook.
4. 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.

6. PART SIX: EXCLUDED FIRMS

The State has retained the services of the following contracting firms to assist with initial analyses of the RFP, formulation of high-level strategies, development of certain elements of this RFP, participate in the RFP review process and to advise the Evaluation team as subject matter experts as needed:

- Advocate Solutions (Advocate) and its subsidiaries, including Advocate Consulting Group (ACG)
- TSG Partners, Ltd.
- Clustersoft, Inc.

If a Contract is awarded as a result of this RFP, the contracting firms listed above cannot contract or subcontract with any Contractor as a result of this RFP. Potential offerors are also prohibited from contacting the above contracting firms concerning this RFP or the RFP process.

7. Attachments

7.1. ATTACHMENT ONE: EVALUATION CRITERIA

Mandatory Requirements. The first table lists the mandatory requirements for this RFP. If the offeror’s Proposal meets all the mandatory requirements, the offeror’s Proposal may be included in the next part of the technical evaluation phase as described in the next table.

Mandatory Requirements	Accept	Reject
<p>The offeror must demonstrate extensive federal, state, or local (i.e., with a Federal Agency, or with a State agency) experience (at least 3 projects) within the last sixty (60) months providing Organizational Change Management (OCM) services for large scale (multiple phases and more than 5,000 end users) business transformation projects that include:</p> <ul style="list-style-type: none"> ➤ Business Process Re-engineering (BPR) for programs across multiple organizations as part of an enterprise-wide transformation e.g. Medicaid, TANF, and/or SNAP programs or similar programs or efforts that have major implications for people, organizations, and technology. These experiences must include performing business process re-engineering (BPR) work; and ➤ Complex information technology projects of similar size and duration (i.e., multi-phase, each of multi month); and ➤ State or Federally funded projects and associated regulatory requirements <p>Offeror must demonstrate this experience by providing background and references for the projects that the offeror has been engaged to perform and that collectively meet the aforementioned criteria to exhibit a thorough understanding of OCM methodologies and techniques.</p>		

Use the form provided in attachment seven (7) when responding to the mandatory requirements.

Scored Criteria. In the technical evaluation phase, the State will rate the technical merits of the Proposals based on the following requirements and the weight assigned to each requirement.

Scored Requirements						
Scored Criteria		Weight	Does Not Meet	Partially Meets	Meets	Exceeds
Requirements	Supplement One: Section and Requirement References					
Demonstrate thorough understanding of contemporary OCM methodologies and techniques with significant experience using industry-standard and best practices for organizational change management and/or continuous improvement (e.g., Six Sigma, ADKAR, Kotter)	Section 1.3.1	10	0	3	7	9
Extensive experience reflected by the offeror's recent roles and experiences (within the last five years) in providing change management services which support large scale (millions of participants, multi-hundred user) Health and Human Services systems related business transformations driven by the implementation of a new IT solution;	Section 1.3.1	6	0	3	7	9
Establish effective intergovernmental relationships, as well as the ability to facilitate productive and efficient intergovernmental relationships as it pertains to organizational change management;	Section 1.3.1	9	0	3	7	9
Knowledge of public policy development processes and their implications on organizational change management with demonstrated success in fostering teamwork, vision, consensus, and buy-in among executives and other key stakeholders responsible for organizational change projects;	Section 1.3.1	9	0	3	7	9
Experience developing and implementing change management plans that minimize change resistance and maximize stakeholder engagement that result in successful adoption of a new system of the relative size, scope and anticipated impact;	Section 1.3.1	7	0	3	7	9
Expertise in personnel communications and support in efficiently managing the "people side" of organizational changes on projects with diverse labor pools, competing priorities with respect to maintaining existing operations while preparing to utilize a new system and processes, including union and non-union personnel, and other factors;	Section 1.3.1	8	0	3	7	9

Scored Requirements						
Scored Criteria		Weight	Does Not Meet	Partially Meets	Meets	Exceeds
Requirements	Supplement One: Section and Requirement References					
Create actionable communication management plans and skilled at developing communication messages targeted to particular stakeholder groups;	Section 1.3.1	9	0	3	7	9
Solid track record defining business readiness and organizational work design activities that align people, processes and technology with organizational objectives. This includes, but not limited to: business readiness assessments, organizational impact analyses, process design/re-engineering, work design (e.g., job/task analysis, role definitions, job descriptions, etc.), policy creation, as well as the development of performance measures, incentive programs and performance management processes/systems;	Section 1.3.1	8	0	3	7	9
Knowledge of organizational alignment strategies that ensure strategic alignment between organizational structures and operations, as well as related business and financial imperatives;	Section 1.3.1	6	0	3	7	9
Experience designing, developing, and deploying targeted process automation using robotic process automation practices and techniques;	Section 1.3.1 Section 2.2.7	10	0	3	7	9
Expertise in developing, evaluating and refining training and e-learning materials that enable performance, and in delivering training to end customers and other stakeholders;	Section 1.3.1	10	0	3	7	9

Scored Requirements						
Scored Criteria	Weight	Does Not Meet	Partially Meets	Meets	Exceeds	
Requirements	Supplement One: Section and Requirement References					
Adaptive application of project management and solution development methodologies (including PMBOK principles, Agile, etc.) targeted on meeting development and organizational change needs of a project or initiative. This includes knowledge and understanding of the CMS Enterprise Life Cycle (ELC) Gate Review process, the required documents and their associated templates as well as knowledge and understanding of the Medicaid Information Technology Architecture (MITA) approach to business architecture.	Section 1.3.1	8	0	3	7	9

To meet each requirement specified above, the offeror must provide detailed project experience per the instructions and the form provided in attachment seven (7).

Evaluation Scoring Formula. The evaluation team will rate the Proposals that meet the Mandatory Requirements based on the following criteria and respective weights.

Criteria	Percentage
Technical Proposal	70%
Cost Summary	30%

To ensure the scoring ratio is maintained, the State will use the following formulas to adjust the points awarded to each offeror.

The offeror with the highest point total for the Technical Proposal will receive 700 points. The remaining offerors will receive a percentage of the maximum points available based upon the following formulas:

Technical Proposal Points = (Offeror's Technical Proposal Points / Highest Number of Technical Proposal Points Obtained) x 700

The offeror with the lowest proposed Cost will receive 300 points. The remaining offerors will receive a percentage of the maximum cost points available based upon the following formula:

Cost Summary Points = (Lowest proposed Cost/Offeror's Cost) x 300

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

$$\text{Total Points} = \text{Technical Proposal Points} + \text{Cost Summary Points}$$

Qualifying technical proposals will be collectively scored by the Proposal Review Team (PRT). For each of the evaluation criteria given in the following score sheet, reviewers will collectively judge whether the technical proposal exceeds, meets, partially meets or does not meet the requirements expressed in the RFP, and assign the appropriate point value, as follows:

0	3	7	9
Does Not Meet Requirement	Partially Meets Requirement	Meets Requirement	Exceeds Requirement

7.2. ATTACHMENT TWO: INTERVAL DELIVERABLE AGREEMENT & SPECIAL PROVISIONS

PART ONE: INTERVAL DELIVERABLE AGREEMENT

Interval Deliverable Agreement (IDA). The State may use the Interval Deliverable Agreement (IDA) model for future work (e.g. implementation of additional State / County programs managed by DAS) or other work identified during the life of the Contract that cannot be defined to the appropriate level of detail during the RFP process. The Contractor must work with designated State staff to develop the deliverables and identify all work for each IDA. Deliverables or sub-deliverables will be defined prior to the start of each designated interval and monitored throughout the designated interval and the life of the Contract. The IDAs will be identified and agreed to at least 30 days in advance of the beginning of the interval. For each IDA, the State and the Contractor will agree, in writing, to specific deliverables, work assignments, sub-deliverables, services to be provided using time and materials, the length of the interval, due dates, and Contractor staffing requirements based on positions and not-to-exceed hourly rates quoted in the Rate Card on the Cost Summary. The IDA is not effective until the State and Contractor have signed the agreement and a purchase order is issued to the Contractor. The agreed-upon IDA will be incorporated into the Contract.

The IDA (i.e., specifications, deliverables, work assignments, and due dates) may be amended based upon changing circumstances during a particular interval. An amendment to an IDA must be in writing and signed by both the State and the Contractor prior to performing the work specified in the amendment.

Specific application of standards of performance and acceptance may be defined in an IDA. The information below sets a guide and general rule of thumb for these standards.

If the IDA so indicates, there will be a period for performance testing in a production environment specific to the deliverables identified in the IDA. Prior to the performance period, the State, with the assistance of the Contractor, will perform user acceptance testing. Specifics of the performance period such as the timeframe, resources, support required, entrance and exit performance criteria, and standards of performance will be determined by the State, negotiated with the Contractor and incorporated in the IDA. The performance criteria in the IDA may be supplemented with relevant user manuals, technical materials and related writings, to the extent that the specifications in those writings supplement and refine rather than contradict the performance criteria in the IDA. Acceptance of the Deliverable depends on a successful completion of the performance period defined in this section and the IDA. This section applies to the Deliverables defined in the IDA, and any part of it, as well as replacements or substitutes for the Deliverable after completion of a successful performance period.

If the Deliverable does not meet the standard of performance during the performance period, the State will document the issues in a timely manner and in a useful and relevant form. Until the Contractor has demonstrably corrected all outstanding problems, the performance period will not restart and the Deliverable (or part thereof) will not be accepted. The performance period will continue on a day-by-day basis until the standard of performance and exit criteria are met. The Contractor will not be compensated until the Deliverable is accepted and any additional cost associated with the iterations required to obtain acceptance are the responsibility of the Contractor.

If the Work fails to meet the standard of performance and exit criteria during 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 IDA.

The Work may have components that can be tested for acceptance individually. If so, there may be acceptance criteria listed in the IDA for each Deliverable that will be independently tested and accepted. But, unless the IDA expressly provides otherwise, the failure of any independently tested component to meet its acceptance criteria will give the State the right to reject the entire Deliverable. Alternatively, if the State determines that it is in the State's interest to reject only the part of the Deliverable that was independently and unsuccessfully tested, it may do so. If the State chooses this option, the State will be entitled to a refund or credit toward the Contractor's Fee.

All IDAs must contain the following information, at a minimum:

- The designated interval length for each IDA.
- Goals and Objectives for the interval.
- Deliverables to be completed or partially completed during the interval. This will include, but not be limited to:
 - Deliverable Name;
 - Description of Deliverable including tasks or milestones to be completed;
 - Detailed acceptance criteria and standards of performance;
 - State dependencies identified by the Contractor for successful completion of the Deliverable;
- Deliverable Due Date;
- Risks associated with delays and incomplete Deliverables; and
- Fixed pricing for each Deliverable based on staffing requirements (services to be performed, identification of Contractor staff resource by name and position, number of hours allocated to the task for each assigned position, individual hourly rate for each Contractor resource assigned to a task, etc.).

The State may identify tasks and services that will be billed on a time and material basis. The State does not anticipate a need for time and material services for the Work, however in the event that time and materials work is appropriate, at the sole discretion of the State, the following information, at a minimum, must be provided in the IDA:

- Name, title, identification of the employer (prime or subcontractor) and number of staff
- Staff work hours with any known exceptions noted
- Description of the work to be performed by the Contractor
- Specific Contractor resources assigned
- Individual rate for each Contractor resource assigned
- Projected number of Contractor hours allocated (per resource)
- Dates covered in the work
- Dependencies
- Management or staffing issues
- Standards of performance
- Work Breakdown Schedule (WBS) for all Work in the IDA

In addition, the following information may also be required:

- Staffing Issues
- Required work related travel and training.

It is the Contractor's responsibility to provide qualified professionals to meet the goals, tasks, and objectives of each IDA.

The State's intent is for all IDAs to be developed and negotiated in partnership between the State and the Contractor, with each having a vested interest in its success. In the event that the State and the Contractor are unable to negotiate an IDA, the State, may request mediation.

PART TWO: SPECIAL PROVISIONS

Submittal of Deliverables. The Contractor must perform the Work in a timely and professional manner that produces Deliverables that fully meet the Contract's requirements. The Contractor must provide the Deliverables no later than the due dates the Contract requires. At the time of delivery of a written Deliverable, the Contractor must submit an original and one copy of each Deliverable, plus an electronic copy. The Contractor must provide the electronic copy in a file format acceptable to the State.

By submitting a Deliverable, the Contractor represents that, it has performed the associated tasks in a manner that meets the Contract's requirements.

The Contractor must provide all Deliverables to the State Project Representative, who will review (or delegate review of) the materials or documents within a reasonable time after receipt, as specified in the State approved, base-lined Project Plan.

If the State determines that a Deliverable is not in compliance with the Contract, the State Project Representative will note the reason(s) for non-compliance and send notification to the Contractor Project Manager. At no expense to the State, the Contractor then must bring the Deliverable into conformance and re-submit it to the Project Representative within ten business days.

If the State agrees the Deliverable is compliant with the Contract, the State Project Representative will sign a Deliverable Submittal Form and return a copy to the Contractor. In addition, if the State Project Representative or designee determines that the State should make a payment associated with the Deliverable, the State Project Representative will indicate that the payment should be made on the Deliverable Submittal Form.

The 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 or Services (if applicable).

General Systems Implementation Standards. The Contractor has and will continue to use its best efforts through quality assurance procedures to ensure there are no viruses or malware or undocumented features in its infrastructure, software and services and that they do not contain any embedded device or code (e.g., time bomb) that is intended to obstruct or prevent any use of or access to them by the State.

Inconsistencies between Contract and Deliverables. If any terms and conditions incorporated in a Deliverable, or other work product, are in addition to, inconsistent with, or conflict with the Contract, such terms and conditions are excluded, and the Contract will prevail.

The Contractor's Fee Structure.

IDA based work: The Contractor is required to submit a proper invoice after final acceptance of each Deliverable.

All Time & Material (T&M) based work: The Contractor is required to submit a proper invoice monthly on T&M basis for Business Transformation (BT) Services to Support DAS managed State of Ohio Enterprise Applications in accordance to the agreed upon rates in the offerors Cost Summary Microsoft Excel® Workbook, Attachment Nine, (in native MS Excel format).

The Contractor agrees that hours in excess of an eight-hour day or a forty-hour week will be paid at the hourly rate stated in the Contractor's response. Work performed on holidays recognized by the State will also be paid at the hourly rate stated in the Contractor's proposal. The Contract must obtain written prior authorization from the State for any work performed on holidays recognized by the State or in excess of forty-hour work week.

Payment will not be made for time charged to vacation, sick leave or other paid leave of absence, holidays, training or staff development of Contractor's personnel or other non-work-related activity.

Invoices for T&M work will be paid within 30 days of receipt and validation of work completion.

Reimbursable Expenses. None.

Time sheets. Time sheets for T&M work must be submitted for review and approval every two weeks. Submission of time sheets for review and approval must coincide with the State pay periods for the duration of the contract. Time sheets must be submitted to the State Project Manager.

Work Hours & Conditions. Contractor is required to work with State staff. The State staff's normal working hours are 8:00 a.m. to 5:00 p.m. with a one-hour lunch period for a total of eight working hours per day. Contractor may have to work under unusual working conditions which may include operation of a computer terminal for long periods of time, working in excess of eight hours per day, working on Saturdays, Sundays and State holidays, and being on call 24 hours a day, 365 days a year.

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.

Prohibition of the Expenditure of Public Funds for Offshore Services. No State Cabinet, Agency, Board or Commission will enter into any contract to purchase services provided outside the United States or that allows State data to be sent, taken, accessed, tested, maintained, backed-up, stored, or made available remotely outside

(located) of the United States. 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 the Contract.

The Contractor must complete the Contractor/Subcontractor Affirmation and Disclosure form affirming the Contractor understands and will meet the requirements of the above prohibition. During the performance of this Contract, the Contractor must not change the location(s) disclosed on the Affirmation and Disclosure Form, unless a duly signed waiver from the State has been attained to perform the services outside the United States.

Federal Provisions. The Contractor must adhere to the following federal provisions:

- <https://www.medicaid.gov/medicaid/data-and-systems/mita/index.html>
- <https://www.medicaid.gov/medicaid/data-and-systems/mita/mita-30/index.html>
- <https://www.fns.usda.gov/apd/fns-handbook-901-v2-advance-planning-documents>
- The Contractor shall comply with all applicable federal civil rights laws including, but not limited to: Title VII of the Civil Rights Act of 1964 (Pub.L.88-352); Title VI of the Civil Rights Act of 1964 (42 USC 2000d, et seq.); Americans with Disabilities Act of 1990 ([42 U.S.C. § 12101](#), et seq.); and the Age Discrimination Act of 1975 (42 USC 6101, et seq.).

Veteran-Friendly Business Enterprise (VBE) Program. The State of Ohio's Veteran-Friendly Business Enterprise (VBE) Procurement program provides preference or bonus points to certified companies that compete to contract with the state to supply the goods or services it needs, including eligible construction services.

In order to be eligible for certification, the applicant business must satisfy one of the following criteria:

- At least ten percent of its employees are veterans or on active service;
- At least fifty-one percent of the applicant business is owned by veterans or persons on active service;
- If the applicant business is a corporation fifty-one percent of which is not owned by veterans or persons on active service, at least fifty-one percent of the board of directors are veterans or persons on active service; or
- The business is certified by the United States Department of Veterans Affairs as a Service-Disabled Veteran-Owned Small Business or a Veteran-Owned Small

Business and the owner(s) of the business meets the definition of veteran as defined in [Rule 123:5-1-01\(II\) of the Ohio Administrative Code](#).

Information regarding how to obtain this Business Certification can be located at the following link:

[https://das.ohio.gov/Divisions/EqualOpportunity/BusinessCertification/Veteran-FriendlyBusinessEnterprise\(VBE\)Program.aspx](https://das.ohio.gov/Divisions/EqualOpportunity/BusinessCertification/Veteran-FriendlyBusinessEnterprise(VBE)Program.aspx).

7.3. 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 preprinted 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 proposals should 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 offeror's 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 sections of the RFP, 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.

Illustrative Example: Customers Served in the Widget Space:

Instructions: *The offeror is to describe the customers (i.e., companies, agencies, entities, etc.) served in the Widget domain and the nature of the services provided, as well as the duration of the service.*

Offeror Response: *The Acme Corporation has been in business for over 20 years, Acme is a leading supplier of Widget and Widget based services with clients in a variety of sectors including public (23 states) and private (125 of the Fortune 400).*

Additionally, offerors must include the entire content of Attachment Four 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 and the Federal provisions included in Attachment Two, Part Two.

Each Proposal must include a response to every request for information in this Attachment and Supplement 1 whether the request requires a simple "yes" or "no" or requires a detailed explanation. When a detailed response is required, simply repeating

the RFP's requirement and agreeing to comply may be an unacceptable response and may cause the Proposal to be rejected.

Offerors are advised to limit offeror marketing statements and positioning to the area(s) of the RFP applicable to those statement(s) and not include duplicative or otherwise repetitive statements throughout its proposal.

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

Technical Proposal

1. Cover Letter
2. Supplier Registration
3. Subcontractor Letters
4. Offeror Certification Form
5. Offeror Profile (as it relates to the proposed work)
6. Offeror Profile Summary Forms
7. Personnel Profile Summary Forms
8. Proposed Solution –
 - a. Supplement 1 Response
9. Acceptance of Supplement 2 – State Architecture and Computing Standards, Security and Privacy, IT Computing Policy and Data Handling Requirements.
10. Assumptions
11. Support Requirements
12. Equipment and System Elements
13. Pre-Existing Materials
14. Commercial Materials
15. Terms for Commercial Materials
16. Conflict of Interest Statement
17. Proof of Insurance
18. Payment Address
19. Legal Notice Address
20. W-9 Form
21. Independent Contractor Acknowledgement
22. Prohibition of the Expenditure of Public Funds for Offshore Services.
23. Affirmative Action
24. Attachment Two: Part 1 Interval Deliverable Agreement
25. Attachment Two: Part 2 Special Provisions Acceptance
26. Attachment Four: General Terms and Conditions Acceptance

Cost Proposal

Cost Summary - Microsoft Excel Workbook – Attachment Nine (must be separately sealed, **in native Excel format – not PDF**)

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:

1. A statement regarding the offeror's legal structure (e.g., an Ohio corporation), Federal tax identification number, and principal place of business;
2. A list of the people who prepared the Proposal, including their titles; and
3. A statement certifying the Contractor is a business entity and will not submit the Independent Contractor/Worker Acknowledgement to the ordering agency.
4. The name, address, e-mail, phone number, and fax number of a contact person who has authority to answer questions regarding the Proposal.

Supplier Registration. The offeror must register at:

<http://www.supplier.obm.ohio.gov>

Subcontractor Letters. For each proposed subcontractor, the offeror must attach a letter from the subcontractor, signed by an individual 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 statement of the subcontractor's commitment to do the work if the offeror is selected; and
5. A statement that the subcontractor has read and understands the RFP and will comply with the requirements of the RFP.

Offeror Certification Form. The offeror must complete Attachment 6, Offeror Certification Form.

Offeror Profile. Supplement response must include a description of the offeror capability, capacity, and experience in support of the requirements of the Supplement. The description should 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, and any other background information or relevant experience that will help the State assess the ability of the offeror to fulfill the obligations of the Contract.

Offeror Profile Summary Form(s). This RFP includes an Offeror Profile Summary Form as Attachment Seven. The offeror must use this form and fill it out completely to provide the required information.

The Offeror Profile Summary Form contained in this document has been customized for the applicable offeror requirements. (Refer to Attachment Seven.) Each page of the form may contain minor variations. If an offeror elects to duplicate the form electronically, the offeror must carefully review each page of the form to ensure that it has been copied accurately. Failure to duplicate the form exactly may lead to the rejection of the offeror's Proposal.

Each offeror must meet all the mandatory requirements in the RFP. If an offeror's Proposal does not meet all the mandatory requirements, the State may reject the offeror's Proposal as non-responsive. The offeror must use the Offeror Profile Summary Form(s) (Attachment Seven) and fill them out completely to provide the required information. All proposals must also demonstrate experience to meet each of the applicable mandatory requirement(s) evaluation criteria by including the Offeror Mandatory Requirement Form provided in this RFP.

The various sections of the Offeror Profile Summary Forms are described below:

- a) **Mandatory Experience and Qualifications.** The offeror must complete this section to demonstrate that it has the experience needed to meet the RFP's mandatory requirements. For each reference, the offeror must provide the following information:
 - **Contact Information.** The offeror must provide a client contact name, title, phone number, email address, company name, and mailing address. The offeror also must include the same information for an alternate client contact, in case the State cannot reach the primary contact. Failure to provide this information or providing information that is inaccurate or out of date may result in the State not including the reference in the evaluation process or rejecting the offeror's Proposal. The contact information given must be for a person within the client's organization and not a co-worker or a contact within the offeror's organization, subsidiaries, partnerships, etc.
 - **Project Name.** The offeror must provide the name of the project where it obtained the mandatory experience.
 - **Dates of Experience.** The offeror must complete this area with a beginning month and year and an ending month and year to show the length of time the offeror actually performed the work, not just the length of time the offeror was engaged by the reference.
 - **Description of the Related Service Provided.** The State will not assume that, since the experience requirement is provided at the top of the page, all descriptions on that page relate to that requirement. The offeror must reiterate

the experience being described, including the capacity in which the work was performed and the role of the offeror on the Project. It is the offeror's responsibility to customize the description to clearly substantiate the qualification.

- Description of how the related service shows the offeror's (or proposed subcontractor's) experience, capability, and capacity to develop the Deliverables and to achieve the milestones within the scope of work of this RFP.

The offeror must list each project experience separately and completely every time it is referenced, regardless of whether it is on the same or different pages of the form.

Personnel Profile Summary. Each Proposal must include a profile for each key member of the proposed work team, at a minimum consisting of: (1) Project Manager, (2) OCM Lead, (3) Training Lead, and (4) Process Optimization Lead. The profile must contain a current resume, educational history, and applicable certifications.

Proposed Solution – All Supplements are being provided as a Microsoft Word document through the State's procurement website as a convenience for responding to the RFP. The Supplement's content must not be modified. If the content is modified, reformatted or omitted, the offeror's response may be disqualified. As part of their response, Offerors are to provide native Microsoft Word, Excel and Project based documents that comprise the requirements of a Supplement, inclusive of their response.

- **Supplement 1 Response.** Supplement 1- Statement of Work Requirements is being provided as a Microsoft Word document through the State's procurement website as a convenience for responding to the RFP. The supplement's content must not be modified. If the content is modified, reformatted or omitted, the offeror's proposal may be disqualified. As part of their proposal, Offerors are to provide native Microsoft Word documents that are comprised of the requirements and response.

The offeror must demonstrate a complete and coherent solution to Supplement 1 pertaining to the Work. This area of the offeror's proposal must clearly demonstrate the offeror will be prepared to quickly undertake and successfully complete the required services, activities, and Deliverables. Much of the content of Supplement 1 is intended to be informational to the offeror as a way of providing more explicit expectations of the types of roles and tasks to be undertaken after the Center of Excellence has been established. For those items which do not require a solution based response, the offeror must acknowledge their understanding of the included information and willingness to execute those roles or tasks as necessary.

The offeror's response to Supplement 1 must be inserted in this section of the offeror's proposal.

- **Templates A, B and C Responses.** Refer the templates A, B and C for further instructions.

Acceptance of Supplement 2 – State Architecture and Computing Standards, Security and Privacy, IT Computing Policy and Data Handling Requirements. Offerors must include the entire content of Supplement 2 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 2.

The offeror's response to Supplement 2 must be inserted in this section of the offeror's proposal.

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 should be provided as part of the offeror proposal 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 should not include assumptions elsewhere in their proposal.

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 unwilling or unable to meet the requirements.

Commercial Materials. The offeror must list any commercial and proprietary materials that the offeror will deliver that are easily copied, such as Commercial Software, and in which the State will have less than full ownership ("Commercial Materials"). Generally, these will be from third parties and readily available in the open market. The offeror need not list patented parts of equipment, since they are not readily copied. If the offeror expects the State to sign a license for the Commercial Material, the offeror must include the license agreement as an attachment. But for Key Commercial Software, the offeror may not include a standard license agreement; rather, the offeror must comply with the next section's requirements regarding Attachment Ten. If the State finds any provisions of any proposed license agreement objectionable and cannot or does not negotiate an acceptable solution with the licensor, regardless of the reason and in the State's sole discretion, then the offeror's Proposal may be rejected. If the State is not going to sign a license, but there will be limits on the State's use of the Commercial

Materials different from the standard license in the General Terms and Conditions, then the offeror must detail the unique scope of license here. Any deviation from the standard license, warranty, and other terms in Attachment Four also may result in a rejection of the offeror's Proposal.

Terms for Commercial Materials. If the offeror proposes a solution that contains Commercial Software or other Commercial Materials with terms that differ from the terms in Attachment Four for Commercial Software and Materials, other than Key Commercial Software, which must be dealt with in accordance with the preceding section, then those terms must be detailed here, and any proposed separate agreement covering those items must be included in the offeror's Proposal. This is required even if the State will not be expected to sign the agreement. Any deviation from the standard terms in Attachment Four may result in a rejection of the offeror's Proposal.

Conflict of Interest Statement. Each Proposal must include a statement indicating whether the offeror or any people that may work on or benefit from the Project through the offeror have a possible conflict of interest (e.g., employed by the State of Ohio, etc.) and, if so, the nature of that conflict. The State may reject a Proposal in which an actual or apparent conflict is disclosed. The State also may terminate the Contract if it discovers any actual or apparent conflict of interest that the offeror did not disclose in its Proposal.

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 should 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>

Prohibition of the Expenditure of Public Funds for Offshore Services. No State Cabinet, Agency, Board or Commission will enter into any contract to purchase services provided outside the United States or that allows State data to be sent, taken, accessed, tested, maintained, backed-up, stored, or made available remotely outside (located) of the United States. 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 the Contract.

The Contractor must complete the Contractor/Subcontractor Affirmation and Disclosure form affirming the Contractor understands and will meet the requirements of the above prohibition. During the performance of this Contract, the Contractor must not change the location(s) disclosed on the Affirmation and Disclosure Form, unless a duly signed waiver from the State has been attained to perform the services outside the United States.

Affirmative Action. Before a contract can be awarded or renewed, an Affirmative Action Program Verification Form must be completed using:

<http://das.ohio.gov/Divisions/EqualOpportunity/AffirmativeActionProgramVerification/ta/bid/133/Default.aspx>.

Copies of approved Affirmative Action plans must be supplied by the offeror as part of its Proposal or inclusion of an attestation to the fact that the offeror has completed the process and is pending approval by the EOD office.

Acceptance of Attachment Two: Interval Deliverable Agreement and Special Provisions. Offerors must include the entire content of Attachment 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 Interval Deliverable Agreement and Special Provisions contained in Attachment Two. The State may reject any Proposal if the offeror takes exception to special provisions of this RFP.

In addition, the attachment's content must not be modified. If the content is modified, reformatted or omitted, the offeror's proposal may be disqualified.

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.

Cost Summary (must be separately sealed package). This RFP includes a Cost Summary Workbook in Microsoft Excel® as Attachment Nine. Offerors may not reformat the State's Cost Summary Workbook. Each offeror must complete the applicable Cost Summary Workbook in the exact format provided, since the State may reject any Proposal with a reformatted Cost Summary Workbook or that is not separately sealed. (See: Part Three: General Instructions, Proposal Submittal.)

In all cases, costs that are not specified by the Offeror in this template will not be considered nor allowable. Please note that the Offeror must keep all cost information separate from the Technical Proposal submission.

This package of the Offeror's response must use the Cost Workbook (0A1256- BT - State of Ohio Enterprise Applications Cost Template.xlsx) as described below.

Cost Response Workbook Instructions

The offeror's Cost Proposal must use and be compliant with the Cost Workbook. Offerors must complete this workbook as instructed and place it in a separate, sealed package, clearly marked as the Cost Workbook with the Offeror's name, the RFP number, and the RFP submission date.

The costs for establishing a statewide Business Transformation (BT) center of excellence (COE) must be not-to-exceed-fixed-price with payments based on deliverables as proposed by the offeror. These costs must be provided on the '**BT COE Fixed Cost**' tab of the Cost Workbook.

The offeror will provide fixed Hourly Rates to the State for work to be performed during any T&M based projects. The current scope includes continuation of Organizational Change Management (OCM) and Business Process Automation services for Ohio Benefits and HHS Business Intelligence (OB/BI) project on T&M basis. These costs must be provided on the '**Labor Rate Card**' tab of the Cost Workbook.

Completion of the Cost Workbook and Worksheets is mandatory. Alterations to the Cost Workbook and Worksheets (Forms) or their respective formulas is prohibited (except for those specific areas in which instructions allow the Offeror to define or add rows). Any alterations to the Workbook, Worksheets (Forms) and their respective formulas may result in the rejection of the Proposal. Offerors should model their costs outside of the State provided Cost Workbook but propose them to the State using the Cost Workbook as part of their final RFP proposal.

The Cost Summary Workbook must not include exceptions, additional terms and conditions, or assumptions.

The State will not be liable for or pay any Project costs that the offeror does not identify in its Proposal.

7.4. ATTACHMENT FOUR: GENERAL TERMS AND CONDITIONS

PART ONE: PERFORMANCE AND PAYMENT

Statement of Work. The selected offeror's Proposal and the State's Request for Proposal (collectively, the "RFP Documents") are a part of this Contract and describe the work (the "Project") the Contractor must do and any materials the Contractor must deliver (the "Deliverables") under this Contract. The Contractor must do the Project 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 Project.

The Contractor must consult with the appropriate State representatives and others necessary to ensure a thorough understanding of the Project and satisfactory performance. The State may give instructions to or make requests of the Contractor relating to the Project, 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 Project and will not amend or alter the scope of the Project.

Term. Unless this Contract is terminated or expires without renewal, it will remain in effect until the Project is completed to the satisfaction of the State, including all optional renewal periods for maintenance or continuing commitments, and the Contractor is paid. However, the current General Assembly cannot commit a future General Assembly to an expenditure. Therefore, this Contract will automatically expire at the end of each biennium, the first of which is June 30, 2021. The State may renew this Contract in the next 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 biennium during which the Project continues, including any optional renewal periods. Termination or expiration of this Contract will not limit the Contractor's continuing obligations with respect to Deliverables that the State paid 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 Project 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 Project. The Contractor must make those deliveries, meet those milestones, and complete the Project 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 termination provision contained below.

The State also may have certain obligations to meet. Those obligations, if any, are also 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 Project. The Contractor must deliver any such notice to both the Project 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 Project. 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 project, and the Contractor must provide any incidental items omitted in the RFP Documents as part of the Contractor's not-to-exceed fixed price. The Contractor also must fully identify, describe, and document all systems that are delivered as a part of the Project. Unless expressly excluded elsewhere in the RFP, all hardware, software, supplies, and other required components (such as documentation, conversion, training, and maintenance) necessary for the Project to be complete and useful to the State are included in the Project and the not-to-exceed fixed price.

Compensation. In consideration of the Contractor's promises and satisfactory performance, the State will pay the Contractor the amount(s) identified in the RFP Documents (the "Fee"), plus any other expenses identified as reimbursable in the RFP Documents. In no event, however, will payments under this Contract exceed the "total not-to-exceed" amount in the RFP Documents without the prior written approval of the State and, when required, the Ohio Controlling Board and any other source of funding. The Contractor's right to the Fee is contingent on the complete and satisfactory performance of the Project or, in the case of milestone payments or periodic payments of an hourly, daily, weekly, monthly, or annual rate, all relevant parts of the Project 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 Contractor's Implementation Manager (e.g., Contractor's Project Manager), the Contractor's Project executive, the State's Project 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.

Payment of an invoice by the State will not prejudice the State's right to object to or question that or any other invoice or matter in relation thereto. The Contractor's invoice will be subject to reduction for amounts included in any invoice or payment made which are determined by the State not to constitute allowable costs, on the basis of audits conducted in accordance with the terms of this Contract. At the State's sole discretion all payments shall be subject to reduction for amounts equal to prior overpayments to the Contractor.

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 the Project, 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 Project 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.

Right of Offset. The State may set off the amount of any Ohio tax liability, liquidated damages or other damages or claims for damages, 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.

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 Project, such will be the sole and exclusive responsibility of the Contractor. Further, 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 Project duplicates the work done or to be done under the other contracts.

Other Contractors. The State may hold other contracts for additional or related work, including among others independent verification and validation (IV&V) work for this Project. 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 this Project. Such cooperation includes expeditiously providing the IV&V contractor with full and complete access to all project 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 Project, the State will obligate the IV&V contractor to a confidentiality provision similar to the Confidentiality Section contained in this Contract. Additionally, the Contractor must include the obligations of this provision in all its contracts with its subcontractors that work on this project.

Subcontracting. The Contractor may not enter into subcontracts related to the Project after award without written approval from the State. Nevertheless, 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 Project. 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 Project 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. Further, 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. 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 or equivalent 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. Additionally, the Contractor must keep all Project-related records and documents at its principal place of business or at its office where the work was performed.

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 Project. This audit right also applies to the State's duly authorized representatives and any person or organization providing financial support for the Project. State audit rights will 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 will 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.

The State and the Federal Government also reserve the right to inspect, review, investigate, or audit all parts of the Contractor's and subcontractors' facilities engaged in performing work related to this RFP at any time while the Contract is active. In this capacity, the State or its representatives must have access to facilities, records, reports, personnel and any other appropriate aspects of the System.

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 30-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 thirty (30) days. If the failure is not cured by Contractor within such thirty (3) day period, the State may terminate this Contract without further notice.

Insurance. Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Contractor, its agents, representatives, or employees. Contractor shall procure and maintain for the duration of the contract insurance for claims arising out of their professional services and including, but not limited to loss, damage, theft or other misuse of data, infringement of intellectual property, invasion of privacy and breach of data.

MINIMUM SCOPE AND LIMIT OF INSURANCE

Coverage shall be at least as broad as:

1. Commercial General Liability (CGL): written on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit. Defense costs shall be outside the policy limit.
2. Automobile Liability: covering Code 1 (any auto), or if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with a limit no less than \$1,000,000 per accident for bodily injury and property damage.
3. Workers' Compensation insurance as required by the State of Ohio, or the state in which the work will be performed, with Statutory Limits, and Employer's Liability Insurance with a limit of no less than \$1,000,000 per accident for bodily injury or disease. If Contractor is a sole proprietor, partnership or has no statutory requirement for workers' compensation, Contractor must provide a letter stating that it is exempt and agreeing to hold Entity harmless from loss or liability for such.
4. Technology Professional Liability (Errors and Omissions) Insurance appropriate to the Contractor's profession, with limits not less than \$2,000,000 per occurrence or claim, \$2,000,000 aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Contractor in this agreement and shall cover all applicable Contractor personnel or subcontractors who perform professional services related to this agreement.
5. Cyber liability (first and third party) with limits not less than \$5,000,000 per claim, \$10,000,000 aggregate. Coverage shall be sufficiently broad to respond to the

duties and obligations as is undertaken by Contractor in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The coverage shall provide for breach response costs as well as regulatory fines and penalties and credit monitoring expenses with limits sufficient to respond to these obligations.

The Insurance obligations under this agreement shall be the minimum Insurance coverage requirements and/or limits shown in this agreement. Any insurance proceeds in excess of or broader than the minimum required coverage and/or minimum required limits, which are applicable to a given loss, shall be available to the State of Ohio. No representation is made that the minimum Insurance requirements of this agreement are sufficient to cover the obligations of the Contractor under this agreement.

The insurance policies are to contain, or be endorsed to contain, the following provisions:

Additional Insured Status

Except for Workers' Compensation and Professional Liability insurance, the State of Ohio, its officers, officials and employees are to be covered as additional insureds with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. Coverage can be provided in the form of an endorsement to the Contractor's insurance.

Primary Coverage

For any claims related to this contract, the Contractor's insurance coverage shall be primary insurance. Any insurance or self-insurance maintained by the State of Ohio, its officers, officials and employees shall be excess of the Contractor's insurance and shall not contribute with it.

Umbrella or Excess Insurance Policies

Umbrella or excess commercial liability policies may be used in combination with primary policies to satisfy the limit requirements above. Such Umbrella or excess commercial liability policies shall apply without any gaps in the limits of coverage and be at least as broad as and follow the form of the underlying primary coverage required above.

Notice of Cancellation

Contractor shall provide State of Ohio with 30 days written notice of cancellation or material change to any insurance policy required above, except for non-payment cancellation. Material change shall be defined as any change to the insurance limits, terms or conditions that would limit or alter the State's available recovery under any

of the policies required above. A lapse in any required insurance coverage during this Agreement shall be a breach of this Agreement.

Waiver of Subrogation

Contractor hereby grants to State of Ohio a waiver of any right to subrogation which any insurer of said Contractor may acquire against the State of Ohio by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the State of Ohio has received a waiver of subrogation endorsement from the insurer.

Deductibles and Self-Insured Retentions

Deductibles and self-insured retentions must be declared to and approved by the State. The State may require the Contractor to provide proof of ability to pay losses and related investigations, claims administration and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the deductible or self-insured retention may be satisfied by either the named insured or the State.

Claims Made Policies

If any of the required policies provide coverage on a claims-made basis:

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of contract work. The Discovery Period must be active during the Extended Reporting Period.

Verification of Coverage

Contractor shall furnish the State of Ohio with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the State of Ohio before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The State of Ohio reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

Subcontractors

Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that State of Ohio is an additional insured on insurance required from subcontractors.

Special Risks or Circumstances

State of Ohio reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

Replacement Personnel. If the RFP Documents contain the names of specific people (e.g., Key Project Personnel) who will work on the Project, 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 Project 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 Project, if doing so is necessary for legal or disciplinary reasons. However, 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 Project for any reason other than those specified above, the State may assess liquidated damages in the amount of \$1,800.00 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 Project. 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 Project. 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 \$1,800.00 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 Project, 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 in full or in part 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 Project, 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.

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.

The State also may terminate this Contract in full or in part for its convenience and without cause or if the Ohio General Assembly fails to appropriate funds for any part of the Project. If a third party is providing funding for the Project, the State also may terminate this Contract should that third party fail to release any Project funds. The RFP documents normally identify any third-party source of funds for the Project, 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 work on the project 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 Project's completion, any costs incurred in doing the Project 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. However, if the State determines

that delivery in that manner would not be in its interest, then the State will 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 Contractor fails to deliver Deliverables or provide satisfactory services, the State has the right to withhold any and all payments due to the Contractor without penalty or work stoppage by the Contractor until such failure to perform is cured.

If the termination is for the convenience of the State, the Contractor will be entitled to the Contract price as prorated by the State Contract price for deliverables, products or services accepted by the State and not previously paid for provided in that in no event will total payments exceed the amount payable to the Contractor is the Contract had been fully performed. For items not specifically priced, the State will use fair market value to determine the price owed. The Contractor will use generally accepted accounting principles or equivalent and sound business practices in determining all costs claimed, agreed to, or determined under this clause.

The State will have the option of suspending this Contract in full or in part rather than terminating the Project, 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 Project 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 Project 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 Project just as is required by this Section in the case of termination. After suspension of the Project, the Contractor may not perform any work without the consent of the State and may resume 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 Project.

The State may not suspend the Project 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 Project 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 "Project Representative." The Project Representative will review all reports the Contractor makes in the performance of the Project, will conduct all liaison with the Contractor, and will accept or reject the Deliverables and the completed Project. The Project Representative may delegate his responsibilities for individual aspects of the Project to one or more managers, who may act as the Project Representative for those individual portions of the Project.

The Contractor's Implementation Manager under this Contract will be the person identified on the RFP Documents as the "Implementation Manager." The Implementation Manager will be the Contractor's liaison with the State under this Contract. The Implementation Manager also will conduct all Project meetings and prepare and submit to the Project 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 Implementation 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 Project.

Project 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 work with 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 Project. The Contractor must coordinate the successful execution of the Project and direct all Project activities on a day-to-day basis, with the advice and consent of the Project Representative. The Contractor will be responsible for all communications regarding the progress of the Project and will discuss with the Project Representative any issues, recommendations, and decisions related to the Project.

If any part of the Project 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 Project Representative certifying that installation is complete and the Project, 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 Project 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 Project and maintaining them throughout the duration of this Contract.

Changes. The State may make reasonable changes within the general scope of the Project. 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 Project, 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 Project, 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 Project 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 Project, 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 Department of Administrative Services 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 Project or replacing one part of the Project with the change, the State will get a credit for the work no longer required under the original scope of the Project. 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 Project, 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.

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>

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.

Background Checks. All Contractor, subcontractor and, replacement personnel assigned to the Project who have access to sensitive or confidential information or to sensitive State systems must have a current fingerprint search and background check performed by the Federal Bureau of Investigation or other Federal investigative authority. The fingerprint search and background checks must be completed before any such Contractor or subcontractor personnel gain access to State facilities, sensitive and/or confidential information or systems. All costs associated with this will be at the Contractor's expense. At its discretion, the State may reject any Contractor or subcontractor personnel based on the information provided in the completed background check.

Publicity and Branding. The Contractor shall not do the following without prior, written consent from the State:

1. Advertise or publicize that the Contractor is doing business with the State;
2. Use this Contract as a marketing or sales tool; or
3. Affix any advertisement or endorsement, including any logo, graphic, text, sound, video, and company name, to any State-owned property, application, or website, including any website hosted by Contractor or a third party.

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 Project. 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 Project. 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 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 confidentiality 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.

Ownership of Deliverables. The State owns all Deliverables that the Contractor produces under this Contract, including any software modifications, and documentation, 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 ("Preexisting Materials"), if the Contractor provides the non-exclusive license described in the next paragraph.

The Contractor may grant the State a worldwide, nonexclusive, royalty free, perpetual license to use, modify, and distribute all Preexisting Materials that are incorporated into any custom-developed Deliverable rather than grant the State ownership of the Preexisting 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 Preexisting Materials, the State may make all custom Deliverables available to the general public without any proprietary notices of any kind.

For Deliverables that include custom materials such as software, scripts, or similar computer instructions developed for the State, the State is entitled to the source material. Scripts and similar functionality may not be locked or otherwise protected from access by the State, unless the State has any passwords or other tools necessary to access the material. Source material must include annotations or comments according to industry standards. Further, the State is entitled to any working papers the Contractor has developed during the performance of the Project that would reasonably assist the State in using the Deliverables that include source materials or that would help the State protect its interests in the Deliverable or update, modify, or otherwise maintain the Deliverable. This also includes all design and architectural materials, such as schemas.

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.

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 and security for the State's data, systems, and networks; (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 Project 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 Project. 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.

Software Warranty. If this Contract involves software as a Deliverable, then, on acceptance and for 12 months after the date of acceptance of any Deliverable that includes software, the Contractor warrants as to all software developed under this Contract that: (a) the software will operate on the computer(s) for which the software is intended in the manner described in the relevant software documentation, the Contractor's Proposal, and the RFP Documents; (b) the software will be free of any material defects; (c) the Contractor will deliver and maintain relevant and complete software documentation, commentary, and source code; and (d) the source code language used to code the software is readily available in the commercial market, widely used and accepted for the type of programming involved, and support programming in the language is reasonably available in the open market; and (e) the software and all maintenance will be provided in a professional, timely, and efficient manner.

For Commercial Software licensed from a third party that is incorporated into a Deliverable, and for which the State has not approved a separate license agreement governing that Commercial Software's warranties as part of the RFP process, the Contractor represents and warrants that it has done one of the following things: (a) obtained the right from the third-party licensor to commit to the warranties and maintenance obligations in this Section; (b) obtained a binding commitment from the licensor to make those warranties and maintenance obligations directly to the State; or (c) fully disclosed in the RFP Documents any discrepancies between the requirements of this section and the commitment the third-party licensor has made.

In addition, for Commercial Software that is incorporated into a Deliverable, the Contractor will: (a) maintain or cause the third-party licensor to maintain the Commercial Software so that it operates in the manner described in the RFP Documents (or any attachment referenced in the RFP Documents) and relevant Commercial Software documentation; (b) supply technical bulletins and updated user guides; (c) supply the State with updates, improvements, enhancements, and modifications to the Commercial Software and documentation and, if available, the commentary and the source code; (d) correct or replace the Commercial Software and/or remedy any material programming error that is attributable to the Contractor or the third-party licensee; (e) maintain or cause the third-party licensor to maintain the Commercial Software and documentation to reflect changes in the subject matter the Commercial Software deals with; (f) maintain or obtain a commitment from the third-party licensor to maintain the Commercial Software so that it will properly operate in conjunction with changes in the operating environment in which it is designed to operate.

For purposes of the warranties and the delivery requirements in this Contract, software documentation means well written, readily understood, clear, and concise instructions

for the software's users as well as a system administrator. The software documentation will provide the users of the software with meaningful instructions on how to take full advantage of all of the capabilities designed for end users. It also means installation and system administration documentation for a system administrator to allow proper control, configuration, and management of the software. Source code means the uncompiled operating instructions for the software. However, the Contractor will not be obligated to provide source code for Commercial Software unless it is readily available from the licensor. The source code must be provided in the language in which it was written and will include commentary that will allow a competent programmer proficient in the source language to readily interpret the source code and understand the purpose of all routines and subroutines contained within the source code.

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, Bodily Injury, and Data Breach. The Contractor must indemnify the State for all liability and expense resulting from bodily injury to any person (including injury resulting in death), damage to tangible or real property, or disclosure/breach of State Data including personally identifiable information and State sensitive information arising out of the performance of this Contract, provided that such bodily injury, property damage, or breach 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, neither party will be liable to the other for direct or other damages in excess of a) [two times the value of all Fixed Price work performed under the Contract resulting from this RFP plus](#), b) [two times the service charges for previous twenty-four \(24\) invoices paid or payable for such work contained in the RFP.](#)

The limitations in this paragraph do not apply to: (i) any obligation of the Contractor to indemnify the State against claims made against it; or (ii) disclosure/breach of State Data including personally identifiable information and State sensitive information by Contractor caused by the Contractor's negligence or other tortious conduct.

PART FIVE: ACCEPTANCE AND MAINTENANCE

Standards of Performance and Acceptance. There will be a period for performance testing of the completed Project. During the performance period, the State, with the assistance of the Contractor, will perform acceptance testing. The performance period will last no less than 30 calendar days, during which time the Project must meet the standard of performance required by the RFP Documents for 14 consecutive calendar days. The performance criteria in the RFP Documents will be supplemented with the relevant user manuals, technical materials, and related writings, to the extent that the

specifications in those writings supplement and refine rather than contradict the performance criteria in the RFP Documents. Acceptance of the Project depends on a successful completion of the performance period defined in this section and the RFP Documents. This section applies to the Project, and any part of it, as well as replacements or substitutes for the Project after completion of a successful performance period.

If the Project does not meet the standard of performance during the initial performance period, the State will give the Contractor details about the problems in a timely manner and in a useful and relevant form. Until the Contractor demonstrably corrects all outstanding problems, the second performance period will not start, and the State will not accept the Project (or part thereof). The second performance test will continue on a day-by-day basis until the standard of performance is met for a total of 14 consecutive calendar days or until the 30-day performance period has ended without meeting the standard of performance.

If the Project fails to meet the standard of performance after 30 calendar days from the start of the second 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 may request a correction or replacement of the relevant portion of the Project.

The Project may have components that can be tested for acceptance individually. If that is so, there may be acceptance criteria listed on the RFP Documents for each part of the Project that will be independently tested and accepted. However, unless the RFP Documents expressly provide otherwise, the failure of any independently tested component to meet its acceptance criteria will give the State the right to reject the entire Project. Alternatively, if the State determines that it is in the State's interest to reject only the part of the Project that was independently and unsuccessfully tested, it may do so. If the State chooses this option, the State will be entitled to a refund or credit toward the Contractor's Fee equal to the cost of acquiring a replacement for the rejected component.

The acceptable level of performance for the Project will be 98.5%, unless otherwise specified in the RFP Documents. The performance level for the Project is computed by dividing the sum of the uptime by the number of working hours during the test time. "Uptime" means the total hours, rounded to the nearest quarter hour, during which all components of the Project are operational, and all functions of the Project are available to its users. The number of "working hours" means the total number of working hours for the period during which the Project was scheduled to be available to its users. Uptime and downtime will be measured in hours and quarter hours.

The Project "downtime" is that period when any part of the Project is inoperable due to failure of the Project or a particular Deliverable to operate according to the specifications in the RFP Documents, the user documentation, or the published technical specifications. During a period of downtime, the State may use operable

components of the Project when that will not interfere with repair of inoperable components of the Project. Downtime will start from the time the State notifies the Project Manager of the inoperable condition of the Project until the Project is returned in proper operating condition.

The Project will not be accepted until the performance period is complete.

Should it be necessary, the State may delay the start of the performance period, but the delay will not exceed 14 consecutive calendar days after the scheduled date for implementation of the Project. Such a delay will not be considered a suspension of work under the Suspension and Termination section of this Contract.

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.

Software Maintenance. If this Contract involves software as a Deliverable, then, during the warranty period, as well as any optional maintenance periods that the State exercises, the Contractor must correct any material programming errors that are attributable to the Contractor within a reasonable period of time. However, the State must notify the Contractor, either orally or in writing, of a problem with the software and provide sufficient information for the Contractor to identify the problem.

The Contractor's response to a programming error will depend upon the severity of the problem. For programming errors that slow the processing of data by a small degree, render minor and non-mandatory functions of the System inoperable or unstable, or require users or administrators to employ workarounds to fully use the software, Contractor will respond to the request for resolution within four business hours. Furthermore, the Contractor must begin working on a proper solution for the problem within one business day, dedicating the resources required to fix the problem. For any defects with more significant consequences, including those that render key functions of the system inoperable or significantly slow processing of data, the Contractor will respond within two business hours of notice. The Contractor also must begin working on a proper solution for the problem immediately after responding and, if requested, provide on-site assistance and dedicate all available resources to resolving the problem.

For software classified as Commercial Software in the Ownership of Deliverables section and for which the State has not signed a separate license agreement, the Contractor must acquire for the State the right to maintenance for one year. That maintenance must be the third-party licensor's standard maintenance program, but at a minimum, that maintenance program must include all, updates, patches, and fixes to the software. It also must include a commitment to keep the software current with the operating environment in which it is designed to function (and, if applicable, the subject matter covered by the software) and to correct material defects in the software in a timely fashion. Additionally, the Contractor must obtain a commitment from the licensor to make maintenance available for the product for at least five years after the first year

of maintenance. The Contractor also must obtain a commitment from the licensor to limit increases in the annual Fee for maintenance to no more than 7% annually. If the licensor is unable to provide maintenance during that five-year period, then the licensor must be committed to doing one of the following two things: (a) give the State a *pro rata* refund of the license fee based on a five-year useful life; or (b) release the source code for the software (except third party software) to the State for use by the State solely for the purpose of maintaining the copy(or copies) of the software for which the State has a proper license. For purposes of receiving the source code, the State agrees to treat it as confidential and to be obligated to the requirements under the Confidentiality section of this Contract with respect to the source code. That is, with respect to the source code that the State gets under this section, the State will do all the things that the Confidentiality section requires the Contractor to do in handling the State's Confidential Information.

Principal Period of Maintenance (General). This section applies if software or Equipment will be a Deliverable under this Contract.

The Contractor must make maintenance available twelve working hours per weekday, between 7:00 a.m. and 7:00 p.m. (Columbus, Ohio local time) and 8 working hours on the weekends (Saturday, Sunday) and State Holidays, between 9:00 a.m. and 5:00 p.m. Travel time and expenses related to remedial and preventive maintenance will not be considered billable.

Maintenance Access (General). This section applies if software or equipment will be a Deliverable under this Contract.

The Contractor must keep the Project in good operating condition during the warranty period and any annual maintenance period during which the State contracts for continued maintenance. The State will provide the Contractor with reasonable access to the Project to perform maintenance. All maintenance that requires the Project to be inoperable must be performed outside the State's customary working hours, except when the Project is already inoperable. Preventive or scheduled maintenance will be performed at mutually agreeable times, within the parameters of the manufacturer's published schedule.

Key Maintenance Personnel (General). This section applies if software or equipment will be a Deliverable under this Contract.

The Contractor must identify all key people responsible for providing maintenance on the Project, furnish the State with a means of identifying these people, furnish the State with their credentials, and notify the State at least 30 calendar days in advance of any reductions in staffing levels of key people at the office serving 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 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 Project 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.

Time is of the Essence. Contractor hereby acknowledges that time is of the essence for performance of this Contract unless, otherwise agreed to in writing by the parties.

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 and Ethics Compliance Certification. 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 Project 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. The Contractor also must take steps to ensure that such a person does not participate in any action affecting the work under this Contract. However, 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.

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 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 Department of Administrative Services 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 Ohio Business Gateway at: <http://business.ohio.gov/efiling/>

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.

Governing the Expenditure of Public Funds on Offshore Services. The Contractor must complete the Contractor/Subcontractor Affirmation and Disclosure form affirming the Contractor understands and will meet the requirements of the above prohibition. During the performance of this Contract, the Contractor must not change the location(s) disclosed on the Affirmation and Disclosure Form, unless a duly signed waiver from the State has been attained to perform the services outside the United States.

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.

Registration with the Secretary of State. By providing a Charter Number and signature within the Certification Offer Letter, the Contractor attests that the Contractor is:

An Ohio corporation that is properly registered with the Ohio Secretary of State; or

A foreign corporation not incorporated under the laws of the state of Ohio, but is registered with the Ohio Secretary of State pursuant to Ohio Revised Code Sections 1703.01 to 1703.31, as applicable.

Any foreign corporation required to be licensed under O.R.C. § 1703.01-1703.31, which transacts business in the state of Ohio, without being so licensed, or when its license has expired or been canceled, a forfeit not less than \$250.00 nor more than ten thousand dollars. No officer of a foreign corporation <http://codes.ohio.gov/orc/1703.01> shall transact business in the state of Ohio, if such corporation is required by O.R.C. § 1703.01-1803.31 to procure and maintain a license, but has not done so. Whoever violates this is guilty of a misdemeanor of the fourth degree. Questions regarding registration should be directed to (614) 466-3910, or visit <http://www.sos.state.oh.us> .

Boycotting. Pursuant to Ohio Revised Code 9.76 (B) Contractor warrants that Contractor is not boycotting any jurisdiction with whom the State of Ohio can enjoy open trade, including Israel, and will not do so during the contract period.

7.5. ATTACHMENT FIVE - SAMPLE CONTRACT

**A CONTRACT BETWEEN
THE DEPARTMENT OF ADMINISTRATIVE SERVICES
ON BEHALF OF THE _____**

AND

(CONTRACTOR)

THIS CONTRACT, which results from RFP 0A1256, entitled _____, is between the State of Ohio, through the Department of Administrative Services, on behalf of _____, and _____ (the "Contractor"). The Contract is the result of 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. This one-page Contract (Attachment Five) in its final form;
2. The attached, amended and clarified version of Contractor's Response to RFP 0A1256 dated _____ ("Contractor's Response"). Contractor's Response includes Attachment Four - General Terms and Conditions, and all other Attachments, Supplements and materials included in Contractor's Response;
3. The attached Cost Proposal Workbook dated _____;
and
4. 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.

The term of the Contract will commence on award and end June 30, 2021. The State may renew this Contract for up to four (4) additional two-year terms, subject to and contingent on the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium for a maximum contract term expiring June 30, 2029. Any such renewal of all or part of the Contract also is subject to the satisfactory performance of the Contractor and the needs of the State.

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

CONTRACTOR

STATE OF OHIO
DEPARTMENT OF ADMINISTRATIVE
SERVICES

By: SAMPLE – DO NOT FILL OUT

By:

Name:

Name: Matthew M. Damschroder

Title:

Title: Director

Date:

Date:

7.6. ATTACHMENT SIX - OFFEROR CERTIFICATION FORM

Note: Offeror must provide a response to each of the numbered items in the 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 Three or take data that belongs to the State of Ohio outside the geographic limitations contained in Attachment Three 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 offeror certifies that its regular, fulltime employees will perform at least 30% of the Work.
7. 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 it plans to use to do the Work.

8. The offeror certifies that that any MBE program participants will provide necessary data to ensure program reporting and compliance.
9. If the offeror qualifies as a Veteran Friendly Business Enterprise as defined by ORC 9.318 and OAC 123:5-1-01 (KK), the certification must also contain the following sentence: Contractor affirms that they are certified as a Veteran Friendly Business Enterprise as defined by Ohio Revised Code 9.318 and Ohio Administrative Code 123:5-1-01 (KK).

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

7.7. ATTACHMENT SEVEN - OFFEROR PROFILE

OFFEROR MANDATORY REQUIREMENTS

MANDATORY REQUIREMENTS:

The offeror must demonstrate extensive federal, state, or local (i.e., with a Federal Agency, or with a State agency) experience (at least 3 projects) within the last sixty (60) months providing Organizational Change Management (OCM) services for large scale (multiple phases and more than 5,000 end users) business transformation projects that include:

- Business Process Re-engineering (BPR) for programs across multiple organizations as part of an enterprise-wide transformation e.g. Medicaid, TANF, and/or SNAP programs or similar programs or efforts that have major implications for people, organizations, and technology. These experiences must include performing business process re-engineering (BPR) work; and
- Complex information technology projects of similar size and duration (i.e., multi-phase, each of multi month); and
- State or Federally funded projects and associated regulatory requirements

Offeror must demonstrate this experience by providing background and references for the projects that the offeror has been engaged to perform and that collectively meet the aforementioned criteria to exhibit a thorough understanding of OCM methodologies and techniques.

EXAMPLE #1:

Client:	Contact Name: (Indicate Primary or Alternate)	
	Contact Title:	
Project:	Contact Phone Number:	Contact Email Address:
Name of Offeror or proposed sub-contractor:	Beginning Date of Qualification: Month/Year	Ending Date of Qualification: Month/Year
Describe relevant work performed for the client (including but not limited to): <ul style="list-style-type: none"> • Number of users • Number of phases • Project experience with Business Process Re-engineering (BPR) OR technical implementation • Project experience with Organizational Change Management (OCM) • Funding Source 		

EXAMPLE #2:

Client:	Contact Name: (Indicate Primary or Alternate)	
	Contact Title:	
Project:	Contact Phone Number:	Contact Email Address:
Name of Offeror or proposed sub-contractor:	Beginning Date of Qualification: Month/Year	Ending Date of Qualification: Month/Year
Describe relevant work performed for the client (including but not limited to): <ul style="list-style-type: none"> • Number of users • Number of phases • Project experience with Business Process Re-engineering (BPR) OR technical implementation • Project experience with Organizational Change Management (OCM) • Funding Source 		

EXAMPLE #3:

Client:	Contact Name: (Indicate Primary or Alternate)	
	Contact Title:	
Project:	Contact Phone Number:	Contact Email Address:
Name of Offeror or proposed sub-contractor:	Beginning Date of Qualification: Month/Year	Ending Date of Qualification: Month/Year
Describe relevant work performed for the client (including but not limited to): <ul style="list-style-type: none"> • Number of users • Number of phases • Project experience with Business Process Re-engineering (BPR) OR technical implementation • Project experience with Organizational Change Management (OCM) • Funding Source 		

SUMMARY REQUIREMENTS:

For each requirement listed below, use the form to provide relevant experience summary.

- Demonstrate thorough understanding of contemporary OCM methodologies and techniques with significant experience using industry-standard and best practices for organizational change management and/or continuous improvement (e.g., Six Sigma, ADKAR, Kotter).

The offeror must demonstrate experience by providing references and background to 3 projects and total experience of at least 36 months. One of the 3 projects must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	

Project Description:			
Offeror's Involvement:			
Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:			
From:		To:	
Actual Start & Completion Dates:			
From:		To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

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Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #3:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:

Name:	Role:		
Name:	Role:		
Name:	Role:		
Project Measurements:			
Operating Budget of Organization:	# of Users:		
Estimated one-time costs:	Actual one-time costs:		
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:	Actual Total Contract Value:		
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:	To:	
Actual Start & Completion Dates:	From:	To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

- Extensive experience reflected by the offeror's recent roles and experiences (within the last five years) in providing change management services which support large scale (millions of participants, multi-hundred user) Health and Human Services systems related business transformations driven by the implementation of a new IT solution.

The offeror must demonstrate experience by providing references and background to 2 projects and total experience of at least 24 months. One of the projects listed must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:

Name:	Role:		
Name:	Role:		
Name:	Role:		
Project Measurements:			
Operating Budget of Organization:	# of Users:		
Estimated one-time costs:	Actual one-time costs:		
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:	Actual Total Contract Value:		
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:	To:	
Actual Start & Completion Dates:	From:	To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:

Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Project Measurements:	
Operating Budget of Organization:	# of Users:
Estimated one-time costs:	Actual one-time costs:
Reason(s) for Change in one-time cost:	
Original Value of Offeror's Contract:	Actual Total Contract Value:

Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:		To:
Actual Start & Completion Dates:	From:		To:
Reason(s) for Difference Between Estimated and Actual Dates:			

- Establish effective intergovernmental relationships, as well as the ability to facilitate productive and efficient intergovernmental relationships as it pertains to organizational change management.

The offeror must demonstrate experience by providing references and background to 2 projects and total experience of at least 24 months. One of the projects listed must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:

Customer Address:		Customer Fax:	
Project Information			
Total Offeror Staff:			
Project Objectives:			
Project Description:			
Offeror's Involvement:			
Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			

Estimated Start & Completion Dates:	From:		To:	
Actual Start & Completion Dates:	From:		To:	
Reason(s) for Difference Between Estimated and Actual Dates:				

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

- Knowledge of public policy development processes and their implications on organizational change management with demonstrated success in fostering

teamwork, vision, consensus, and buy-in among executives and other key stakeholders responsible for organizational change projects.

The offeror must demonstrate experience by providing references and background to 2 projects and total experience of at least 24 months. One of the projects listed must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:

Name:	Role:		
Name:	Role:		
Project Measurements:			
Operating Budget of Organization:	# of Users:		
Estimated one-time costs:	Actual one-time costs:		
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:	Actual Total Contract Value:		
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:	To:	
Actual Start & Completion Dates:	From:	To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

- Experience developing and implementing change management plans that minimize change resistance and maximize stakeholder engagement that result in successful adoption of a new system of the relative size, scope and anticipated impact.

The offeror must demonstrate experience by providing references and background to 2 projects and total experience of at least 24 months. One of the projects listed must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:

Name:	Role:	
Name:	Role:	
Project Measurements:		
Operating Budget of Organization:	# of Users:	
Estimated one-time costs:	Actual one-time costs:	
Reason(s) for Change in one-time cost:		
Original Value of Offeror's Contract:	Actual Total Contract Value:	
Reason(s) for Change in Value:		
Estimated Start & Completion Dates:	From:	To:
Actual Start & Completion Dates:	From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:		

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:

Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Project Measurements:	
Operating Budget of Organization:	# of Users:
Estimated one-time costs:	Actual one-time costs:
Reason(s) for Change in one-time cost:	
Original Value of Offeror's Contract:	Actual Total Contract Value:

Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:		To:
Actual Start & Completion Dates:	From:		To:
Reason(s) for Difference Between Estimated and Actual Dates:			

- Expertise in personnel communications and support in efficiently managing the “people side” of organizational changes on projects with diverse labor pools, competing priorities with respect to maintaining existing operations while preparing to utilize a new system and processes, including union and non-union personnel, and other factors.

The offeror must demonstrate experience by providing references and background to 2 projects and total experience of at least 24 months. One of the projects listed must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	

		Customer Contact Name:
		Customer Phone:
Customer Address:		Customer Fax:
Project Information		
Total Offeror Staff:		
Project Objectives:		
Project Description:		
Offeror's Involvement:		
Project Benefits:		
Key Personnel		
Name:	Role:	
Name:	Role:	
Name:	Role:	
Name:	Role:	
Name:	Role:	
Project Measurements:		
Operating Budget of Organization:	# of Users:	
Estimated one-time costs:	Actual one-time costs:	
Reason(s) for Change in one-time cost:		
Original Value of Offeror's Contract:		Actual Total Contract Value:

Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	

Project Description:			
Offeror's Involvement:			
Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:			
From:		To:	
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

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- Create actionable communication management plans and skilled at developing communication messages targeted to particular stakeholder groups.

The offeror must demonstrate experience by providing references and background to 3 projects and total experience of at least 36 months. One of the 3 projects must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	

Project Description:			
Offeror's Involvement:			
Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:			
From:		To:	
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

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Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

Examples #3:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:

Name:	Role:		
Name:	Role:		
Project Measurements:			
Operating Budget of Organization:	# of Users:		
Estimated one-time costs:	Actual one-time costs:		
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:	Actual Total Contract Value:		
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:	To:	
Actual Start & Completion Dates:	From:	To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

- Solid track record defining business readiness and organizational work design activities that align people, processes and technology with organizational objectives. This includes, but not limited to: business readiness assessments, organizational impact analyses, process design/re-engineering, work design (e.g., job/task analysis, role definitions, job descriptions, etc.), policy creation, as well as the development of performance measures, incentive programs and performance management processes/systems.

The offeror must demonstrate experience by providing references and background to 3 projects and total experience of at least 36 months. One of the 3 projects must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:

Name:	Role:	
Name:	Role:	
Project Measurements:		
Operating Budget of Organization:	# of Users:	
Estimated one-time costs:	Actual one-time costs:	
Reason(s) for Change in one-time cost:		
Original Value of Offeror's Contract:	Actual Total Contract Value:	
Reason(s) for Change in Value:		
Estimated Start & Completion Dates:	From:	To:
Actual Start & Completion Dates:	From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:		

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:

Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Project Measurements:	
Operating Budget of Organization:	# of Users:
Estimated one-time costs:	Actual one-time costs:
Reason(s) for Change in one-time cost:	
Original Value of Offeror's Contract:	Actual Total Contract Value:

Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:	To:	
Actual Start & Completion Dates:	From:	To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #3:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	

Project Description:			
Offeror's Involvement:			
Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:			
From:		To:	
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

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- Knowledge of organizational alignment strategies that ensure strategic alignment between organizational structures and operations, as well as related business and financial imperatives.

The offeror must demonstrate experience by providing references and background to 2 projects and total experience of at least 24 months. One of the projects listed must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	

Project Description:			
Offeror's Involvement:			
Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:			
From:		To:	
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

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Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

- Experience designing, developing, and deploying targeted process automation using robotic process automation practices and techniques.

The offeror must demonstrate experience by providing references and background to 3 projects and total experience of at least 36 months. One of the 3 projects must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:

Name:	Role:	
Name:	Role:	
Project Measurements:		
Operating Budget of Organization:	# of Users:	
Estimated one-time costs:	Actual one-time costs:	
Reason(s) for Change in one-time cost:		
Original Value of Offeror's Contract:	Actual Total Contract Value:	
Reason(s) for Change in Value:		
Estimated Start & Completion Dates:	From:	To:
Actual Start & Completion Dates:	From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:		

Example #3:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:

Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Project Measurements:	
Operating Budget of Organization:	# of Users:
Estimated one-time costs:	Actual one-time costs:
Reason(s) for Change in one-time cost:	
Original Value of Offeror's Contract:	Actual Total Contract Value:

Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:		To:
Actual Start & Completion Dates:	From:		To:
Reason(s) for Difference Between Estimated and Actual Dates:			

- Expertise in developing, evaluating and refining training and e-learning materials that enable performance, and in delivering training to end customers and other stakeholders.

The offeror must demonstrate experience by providing references and background to 3 projects and total experience of at least 36 months. One of the 3 projects must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:

		Customer Phone:
Customer Address:		Customer Fax:
Project Information		
Total Offeror Staff:		
Project Objectives:		
Project Description:		
Offeror's Involvement:		
Project Benefits:		
Key Personnel		
Name:	Role:	
Name:	Role:	
Name:	Role:	
Name:	Role:	
Name:	Role:	
Project Measurements:		
Operating Budget of Organization:	# of Users:	
Estimated one-time costs:	Actual one-time costs:	
Reason(s) for Change in one-time cost:		
Original Value of Offeror's Contract:	Actual Total Contract Value:	

Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	

Project Description:			
Offeror's Involvement:			
Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:			
From:		To:	
Actual Start & Completion Dates:			
From:		To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

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Example #3:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

- Adaptive application of project management and solution development methodologies (including PMBOK principles, Agile, etc.) targeted on meeting development and organizational change needs of a project or initiative. This

includes knowledge and understanding of the Centers for Medicare and Medicaid Services (CMS) Enterprise Life Cycle (ELC) Gate Review process, the required documents and their associated templates as well as knowledge and understanding of the Medicaid Information Technology Architecture (MITA) approach to business architecture.

The offeror must demonstrate experience by providing references and background to 3 projects and total experience of at least 36 months. One of the 3 projects must be at least 12 months in duration. Offeror may duplicate the form below as necessary.

Example #1:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	

Project Benefits:			
Key Personnel			
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Name:		Role:	
Project Measurements:			
Operating Budget of Organization:		# of Users:	
Estimated one-time costs:		Actual one-time costs:	
Reason(s) for Change in one-time cost:			
Original Value of Offeror's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Estimated Start & Completion Dates:		From:	To:
Actual Start & Completion Dates:		From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:			

Example #2:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:
Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:

Name:	Role:	
Name:	Role:	
Project Measurements:		
Operating Budget of Organization:	# of Users:	
Estimated one-time costs:	Actual one-time costs:	
Reason(s) for Change in one-time cost:		
Original Value of Offeror's Contract:	Actual Total Contract Value:	
Reason(s) for Change in Value:		
Estimated Start & Completion Dates:	From:	To:
Actual Start & Completion Dates:	From:	To:
Reason(s) for Difference Between Estimated and Actual Dates:		

Example #3:

Offeror Information:	
Offeror Name:	Offeror Contact/Name:
Project Dates:	Offeror Contact Phone:

Customer Information	
	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Fax:
Project Information	
Total Offeror Staff:	
Project Objectives:	
Project Description:	
Offeror's Involvement:	
Project Benefits:	
Key Personnel	
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Project Measurements:	
Operating Budget of Organization:	# of Users:
Estimated one-time costs:	Actual one-time costs:
Reason(s) for Change in one-time cost:	
Original Value of Offeror's Contract:	Actual Total Contract Value:

Reason(s) for Change in Value:			
Estimated Start & Completion Dates:	From:		To:
Actual Start & Completion Dates:	From:		To:
Reason(s) for Difference Between Estimated and Actual Dates:			

7.8. ATTACHMENT EIGHT: AFFIRMATION AND DISCLOSURE FORM

By the signature affixed hereto, the Contractor affirms and understands that if awarded a contract, both the Contractor and any of its subcontractors shall perform no services requested under this Contract outside of the United States, nor allow State data to be sent, taken, accessed, tested, maintained, backed-up, stored or made available remotely (located) outside of the United States.

The Contractor shall provide all the name(s) and location(s) where services under this Contract will be performed and where data is located in the spaces provided below or by attachment. Failure to provide this information may result in no award. If the Contractor will not be using subcontractors, indicate "Not Applicable" in the appropriate spaces.

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)

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)

Location where state data will be located, by Contractor:

(Address)

(Address, City, State, Zip)

Name/Location(s) where state data will be located by subcontractor(s):

(Name) _____

(Address, City, State, Zip) _____

(Name) _____

(Address, City, State, Zip) _____

(Name) _____

(Address, City, State, Zip) _____

(Name) _____

(Address, City, State, Zip) _____

(Name) _____

(Address, City, State, Zip) _____

Contractor also affirms, understands and agrees that Contractor and its subcontractors are under a duty to disclose to the State any change or shift in location of services performed by Contractor or its subcontractors before, during and after execution of any Contract with the State. Contractor agrees it shall so notify the State immediately of any such change or shift in location of its services. The State has the right to immediately terminate the contract, unless a duly signed waiver from the State has been attained by the Contractor to perform the services outside the United States.

On behalf of the Contractor, I acknowledge that I am duly authorized to execute this Affirmation and Disclosure Form and have read and understand that this form is a part of any Contract that Contractor may enter into with the State and is incorporated therein.

By: _____
Contractor

Print Name: _____

Title: _____

Date: _____

7.9. ATTACHMENT NINE - COST PROPOSAL

Attachment Nine is included as an electronic form in the Opportunity Description on the State Procurement Website for this RFP. The Cost Proposal is to be submitted in Microsoft Excel workbook in native Excel format – not PDF.

See **0A1256- BT - State of Ohio Enterprise Applications Cost Template** (Microsoft Excel)

7.10. ATTACHMENT TEN - SAMPLE BUSINESS ASSOCIATE AGREEMENT

THIS AGREEMENT is entered into this ____ day of _____, _____, by and between

_____ (referred to as "Business Associate") and the State of Ohio, Department of Administrative Services (referred to as "Agency"), for length of underlying agreement.

WHEREAS, Agency will make available and/or transfer to Business Associate confidential, personally identifiable health information in conjunction with the terms and conditions of the underlying agreement, and

WHEREAS, such information may be used or disclosed only in accordance with the privacy regulations [45 CFR §§ 164.502(e); 164.504(e)] and the security regulations [45 CFR §§ 164.308; 164.314] issued pursuant to the Health Insurance Portability and Accountability Act [42 USC §§ 1320 - 1320d-8], relevant amendments effected by the American Recovery and Reinvestment Act of 2009 [Pub. L. 111-5, §§ 13400 *et seq.*] and the terms of this Agreement, or more stringent provisions of the law of the State of Ohio;

NOW THEREFORE, the parties agree as follows:

1. Definitions.

- 1.1. **Protected Health Information ("PHI")** means individually identifiable information relating to the past, present or future physical or mental health or condition of an individual, provision of health care to an individual, or the past, present or future payment for health care provided to an individual, as more fully defined in 45 CFR § 160.103, and any amendments thereto, received from or on behalf of the Agency.
- 1.2. **Unsecured PHI** is PHI that is not rendered unusable, unreadable or indecipherable to unauthorized individuals through the use of a technology or methodology specified by the Secretary of the U.S. Department of Health and Human Services.
- 1.3. **Business Associate** shall have the meaning given to such term in 45 CFR § 160.103.
- 1.4. **Individual** means the person who is the subject of the PHI, as defined in 45 CFR § 160.103, and includes the person's personal representative.
- 1.5. **Privacy Rule** means the Standards for Privacy of Individually Identifiable Health Information found at 45 CFR Parts 160 and Part 164, Subparts A and E, and any amendments thereto.

2. **Copy of Privacy Practices.** If applicable, Agency shall provide to the Business Associate a copy of the current Notice of Privacy Practices and any relevant information on changes to or agreed upon restrictions relating to legal permissions for the use or disclosure of PHI.
3. **Permitted Use.** The Business Associate agrees that it shall not receive, create, use or disclose PHI except as follows:
 - 3.1. **Covered Functions.** Except as otherwise limited in this Agreement, Business Associate may use or disclose the PHI on behalf of, or to provide services to, Agency for the purposes necessary to complete the tasks, or provide the services, associated with, and required by the terms of the underlying agreement.
 - 3.2. **Disclosure Restrictions.** If necessary, for the proper management and administration of the Business Associate or to carry out legal responsibilities of the Business Associate. PHI may only be disclosed to another person/entity for such purposes if:
 - 3.2.1. Disclosure is required by law; or
 - 3.2.2. Where the Business Associate obtains reasonable assurances from the person to whom disclosure is made that the PHI released will be held confidentially and only may be used or further disclosed as required by law or for the purposes of the disclosure; and person/entity agrees to notify Business Associate of any breaches of confidentiality in a timely fashion and in writing. Documentation needs to follow the same standards and time frames as item 6 below.
 - 3.3. **Data Aggregation.** To permit the Business Associate to provide data aggregation services relating to the operations of Agency. Aggregation is defined as combining PHI received from multiple Business Associates to produce data analysis that relates to the operation of the respective Covered Entities.
4. **Minimize Use of PHI.** The Business Associate agrees that it will not request, use or release more than the minimum necessary amount of PHI to accomplish the purpose of the use, disclosure or request.
5. **Business Associate Safeguards.** The Associate will use appropriate safeguards to prevent any unauthorized use or disclosure of PHI and shall implement the administrative, physical and technical safeguards that reasonably protect the confidentiality, integrity and availability of the PHI that it creates, receives, maintains or transmits on behalf of the Agency. The Associate will use all appropriate safeguards under 45 CFR 164 Subpart C including those identified as addressable. The Associate will comply with 74 FR 19006 Guidance Specifying the Technologies and Methodologies That Render PHI Unusable, Unreadable, or Indecipherable to

Unauthorized Individuals for Purposes of the Breach Notification Requirements under Section 13402 of Title XIII. With regard to electronic PHI not covered by the Guidance published at 74 FR 19006, the Associate will protect electronic PHI at rest and in transit through encryption that complies with State of Ohio IT Standard, ITS-SEC-01 Data Encryption and Cryptography.

6. Unauthorized Disclosure and Incident Reporting and Remediation and Privacy and Security Breach Notification.

6.1. Incident Reporting.

6.1.1. Business Associate shall report to Covered Entity the following:

6.1.1.1. Any use or disclosure of PHI which is not in compliance with the terms of this Agreement or applicable law of which it becomes aware; and

6.1.1.2. Any security incident of which it becomes aware. For purposes of this Agreement, "security incident" means the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with system operations in an information system.

6.1.2. Within 24 hours of discovery of a suspected reportable incident as described in 6.1.1 above, Business Associate shall notify Covered Entity of the existence and nature of the incident as understood at that time. Business Associate shall immediately investigate the incident and within 72 hours of discovery shall provide Covered Entity, in writing, a report describing the results of Business Associate's investigation, including:

6.1.2.1. What data elements were involved, the extent of the data involved in the incident, and the identification of affected individuals, if applicable;

6.1.2.2. A description of the unauthorized persons known or reasonably believed to have improperly used or disclosed PHI, or to have been responsible for the incident;

6.1.2.3. A description of where the PHI is believed to have been improperly transmitted, sent, or utilized, if applicable;

6.1.2.4. A description of the probable causes of the incident;

6.1.2.5. A description of the proposed plan for preventing similar future incidents, including ongoing risk remediation plan approval; and

6.1.2.6. Whether the Associate believes any federal or state laws requiring notifications to individuals are triggered.

6.1.3. Reporting and other communications made to the Covered Entity under this section must be made to the agency's HIPAA privacy officer at:

Ohio Department of Administrative Services
Office of Legal Services
30 East Broad Street, 40th Floor
Columbus, Ohio 43215
Main: 614-644-1773
Direct: 614-902-4154
Email: paul.russell@das.ohio.gov

- 6.2. Business Associate Mitigation.** In addition, Business Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to Business Associate of a use or disclosure of PHI by Business Associate in violation of the requirements of this Agreement and report its mitigation activity back to the agency. Business Associate shall preserve evidence.
- 6.3. Coordination.** Business Associate will coordinate with the agency to determine additional, specific actions that will be required of the Business Associate for mitigation of the Breach, which may include notification to the individuals, entities or other authorities. Notifications, if any, will be made at the direction of the agency.
- 6.4. Incident costs.** Business Associate shall bear all costs associated with the incident. This may include, but not be limited to, costs associated with notifying affected individuals. It also may include the cost of investigation, remediation, and assistance to individuals including services such as a standard level of identity-theft protection service that includes credit-monitoring such as AllClear ID's standard service with credit monitoring or other comparable service available to Ohio agencies under state term schedules.
- 7. Agency Indemnification.** Business Associate hereby indemnifies Agency and agrees to hold Agency harmless from and against any and all losses, expense, damage or injury that Agency may sustain as a result of, or arising out of, Business Associate, or its agent's or subcontractor's, unauthorized use or disclosure of PHI.
- 8. Subcontractor Obligations.** Business Associate shall ensure that all of its subcontractors and agents are bound, in writing, by the same restrictions and obligations contained herein, including but not limited to the obligation to implement reasonable and appropriate safeguards to protect the information, the subcontractor creates, receives, maintains, or transmits PHI on behalf of the Business Associate. The Business Associate obtain Agency approval prior to entering into such agreements.
- 9. Access to PHI.** Business Associate shall make all PHI and related information maintained by Business Associate or its agents or subcontractors available as soon as practicable following a request for PHI, but within fifteen (15) days, to the extent necessary to fulfill the following obligations:

9.1. Inspection and Copying. Make the PHI maintained by Associate or its agents or subcontractors in Designated Record Sets available to Agency for inspection and copying to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR § 164.524 and consistent with Section 13405 of the HITECH Act.

9.2. Accounting. To account for disclosures of PHI in accordance with the provisions of the Privacy Rule, including, but not limited to 45 CFR § 164.528 and the HITECH Act; and shall make all PHI in its possession available to Agency as soon as practicable following a request for PHI, but within fifteen (15) days, to fulfill Agency's obligation to amend PHI and related information in accordance with 45 CFR § 164.526, and shall, as directed by Agency, incorporate any amendments or related statements into the information held by the Business Associate and any subcontractors or agents.

10. Compliance and HHS Access. The Business Associate shall make available to the agency and to the Secretary of the U.S. Department of Health and Human Services any and all internal practices, documentation, books, and records related to the use and disclosure of PHI received from the agency, or created or received by the Business Associate on behalf of the agency. Such access is for the purpose of determining the agency's compliance with HIPAA, regulations promulgated by the United States Department of Health and Human Services, and any amendment thereto. Any non-compliance by the Business Associate with the terms of this Agreement or the privacy and security regulations shall be a breach of this Agreement if the Business Associate knew of the breach and failed to take immediate and reasonable steps to cure the non-compliance. The Business Associate agrees that Agency has the right to immediately terminate this Agreement and seek relief, if Agency determines that the Business Associate has violated a material term of the Agreement.

11. Ownership and Destruction of Information. The PHI and any related information created or received from or on behalf of Agency is and shall remain the property of the Agency. The Business Associate agrees that it acquires no title in or rights to the information, including any de-identified information. Upon termination of this Agreement, Business Associate agrees, at the option of Agency, to return or securely destroy all PHI created or received from or on behalf of Agency following 74 FR 19006 Guidance Specifying the Technologies and Methodologies That Render PHI Unusable, Unreadable, or Indecipherable to Unauthorized Individuals for Purposes of the Breach Notification Requirements under Section 13402 of Title XIII. The Business Associate agrees that it will not retain any copies of PHI except as required by law. If PHI is destroyed, the Business Associate agrees to provide Agency with appropriate documentation or certification evidencing such destruction. If return or destruction of all PHI and all copies of PHI is not feasible, the Business Associate agrees to extend the protections of this Agreement to such information for as long as it is maintained and to limit further uses and disclosures to those which make return or destruction infeasible. Termination of this Agreement shall not affect any of its provisions that, by wording or nature, are intended to remain effective and to continue in operation.

- 12. Termination.** Notwithstanding any term or condition in the underlying agreement, the State may terminate the underlying agreement if at any time it determines that the Associate has violated a material term of this Business Associate Agreement. In the alternative, the State may, at its sole discretion, take any action provided in the underlying agreement, may suspend the Agreement, or may allow Associate a reasonable period of time to cure before termination, when such action is determined to be in the State's best interest. Upon suspension of the agreement, the State may, at its sole discretion, require the Associate to comply with the requirements of Paragraph 11, Ownership and Destruction of Information, in the same manner as though the agreement had been terminated. This paragraph shall in no way alter, amend, limit or change the terms and conditions in the underlying agreement as they relate to performance of the underlying agreement, and shall solely relate to violation of the terms of the Business Associate Agreement.
- 13. Survivorship.** The obligations to safeguard the confidentiality, privacy and security of PHI imposed herein shall survive the termination of this Agreement.
- 14. Injunctive Relief.** Notwithstanding any rights or remedies under this Agreement or provided by law, Agency retains all rights to seek injunctive relief to prevent or stop the unauthorized use or disclosure of PHI by the Business Associate, any of its subcontractors or agents, or any third party who has received PHI from the Business Associate.
- 15. Binding Effect.** Subject to the limitations on assignment provided elsewhere in this Agreement, the Agreement shall be binding on the parties and their successors, but neither party may assign the Agreement without the prior written consent of the other, which consent shall not be unreasonably withheld. This Agreement will be binding upon and inure to the benefit of the respective successors and assigns of the State and the Associate.
- 16. Ambiguities, Strict Performance and Priorities.** Any ambiguities in this Agreement shall be resolved in favor of an interpretation that promotes compliance with HIPAA, regulations promulgated thereunder and HITECH. Any conflicts in the security and privacy terms and conditions of this agreement with those in the underlying agreement shall be interpreted to favor of the terms and conditions that promote greater degree of security and privacy. The parties agree that any modifications to those laws shall modify the obligations of the parties hereunder without the need for formal amendment of the Agreement. Any other amendments to this Agreement shall not be effective without the written agreement of both parties. This Agreement will be construed in accordance with the plain meaning of its language and neither for nor against the drafting party. The headings in this Agreement are for convenience only and will not affect the interpretation of any of the Agreement terms and conditions. If at any time either party fails to demand strict performance by the other party of any of the terms of this Agreement, such failure will not be construed as a waiver of any such term, and either party may at any time demand strict and complete performance by the other party.

17. Notice. For any notice under this Agreement to be effective the notice must be made in writing and sent to the address of the appropriate contact provided in the Agreement.

18. Notwithstanding section 6 of this Agreement, any notice to the other party pursuant to this Agreement shall be deemed provided if sent by first class United States mail, postage prepaid, as follows:

To Agency:

To Business Associate:

IN WITNESS WHEREOF, the parties hereto agree to the foregoing,

**[Business Associate Name Here]
Administrative Services**

Ohio Department of

Representative

Representative

Title

Title

Date:

Date: