Data Analytics Strategy and Architecture Lead

REQUEST FOR QUOTATION

State Term Schedule
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INTRODUCTION AND BACKGROUND

PURPOSE OF THE REQUEST FOR QUOTATION

Please consider this as the State of Ohio, Department of Administration, Office of Information Technology’s (OIT) Request for Quotation for the following consulting position:

**Data Analytics Strategy and Architecture Lead**

The State is seeking advisory and technical services in support of enterprise data analytics. The State requires an expert firm, on a time and material basis, to assist the State in maturing its emerging analytics program. This includes a leadership role in strategy and architecture as well as assisting with technical advisory and writing. Offerors are encouraged to highlight relevant experience rolling out analytics architectures and driving out analytics use cases. This solicitation requests a resume and quotation for one (1) resource to support the State’s enterprise data analytics.

The Contract will be awarded on a Time & Materials arrangement and is planned to commence on **July 1, 2019**, till the end of the current State fiscal year ending on **June 30, 2020**. The State, at its discretion, may renew this Contract for up to four (4) additional one-year terms, subject to and contingent on the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new state fiscal year for a maximum contract term expiring **June 30, 2024**.

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.

BACKGROUND

The State maintains many IT systems which span and address the needs of Health and Human Services, Business and Industry, Administration and Finance, Public Safety and Criminal Justice and Infrastructure and the Environment. These IT systems organize and support State Agencies in delivering services to the citizens and businesses of the State as well as serve as vital linkages between the public and the State to seek help and assistance, start and grow businesses, obtain services, work and live in our State. The use of State data assets to increase the well-being of Ohioans, their health, their property, security, livelihood and prosperity is essential.

In aggregate, these systems maintain a wealth of data and historically have been commissioned and operated expressly to serve the purposes of Agencies. Unlocking additional potential of this data would allow the State to identify and drive meaningful social change to make a difference for the citizens of Ohio – fixing communities, restoring hope to those most in need, identifying inefficiencies, creating jobs and economic growth, adjusting policies, and predicting and preparing for otherwise unexpected events.
The challenge to the State is how best to organize this data into information, identify meaningful social applications and develop policies and programs to focus the State on what is most important to our citizens. In realizing this challenge, there are several opportunities that present themselves that will require coordination, consideration and resolve to design and orchestrate a program that delivers results for our citizens. Better use of Ohio’s vast data, analytical resources and talent pool in our university systems and across the State must be applied to pressing problems such as poverty reduction, job creation, infant mortality and bettering our environment.

In consideration of these State systems and the data they maintain, there is an extraordinary opportunity in performing sharing, unification and analysis of the underlying data sets by placing them under the lens of advanced analytical tools, data scientists, State program experts and policymakers that are now possible and commonly available across the State and the country.

**Key Responsibilities and Scope of Activities:**

As part of its response to the opportunities contained in the background section of this solicitation, the State has undertaken multiple initiatives across agencies and built a business intelligence competency and data analytics infrastructure. In addition to the wealth of data discussed above, the State has invested in BI and analytical capabilities across several agencies and seeks advisory and support services to help the State maximize return on its analytical investment.

Generally, the required services can be organized into 1) Data Analytics Strategy, 2) Architecture, and 3) Technical Support Services. The State seeks an expert firm with a proven record of success to help lead maturation and adoption of enterprise-wide data sharing and analytics. This document describes the State’s requirements across these 3 areas and contains support requirements in each section. Section 4 describes, at a high level, the State’s technical analytical infrastructure and is provided for informational purposes only.

1. **Data Analytics Strategy Requirements**

The State has a wealth of data, many technical tools and many established capabilities around business intelligence and data analytics. Generally, the State’s enterprise data warehousing and business intelligence capabilities are established and mature. However, the enterprise data analytics capabilities are best described as emerging. The State has a strategic direction regarding sharing data as enterprise assets and a general, high-level approach of identifying and prioritizing high-value analytical opportunities for nearer-term and iterative analytical results. Multiple data analytics initiatives are in varying stages of formulation or execution and considerable progress is being made in sharing data across agencies.

In this context, the State is seeking a strategic partner to assist in refining its overall data analytics strategy, including but not limited to:
1. Privacy and data sharing
2. Data staging and repositories
3. Security
4. Governance
5. Integration
6. Data discovery

The State has policies and codified law regarding privacy and data sharing, established security standards, and emerging strategy around governance, integration, staging and warehousing, and other critical aspects of data analytics. This RFQ seeks an expert partner to assist the State in synthesizing these policies, laws, strategies, and objectives into concise and actionable strategy.

The State believes success in this endeavor requires a partner with a demonstrable record of leadership and vision in data analytics. The ability to translate technical strategy into an actionable plan in alignment with business objectives is key. Offerors are advised to highlight specific examples of how they led and drove analytics initiatives.

2. Data Analytics Architecture Requirements

The State is seeking an expert firm to help refine the State’s analytics architecture and inform technical decisions around data storage, data movement, data security, integration and other technical considerations.

Generally, the State’s data landscape has been comprised of many diverse source systems, several established data warehouses, multiple business intelligence and analytics tools, and myriad tools for staging, preparation and scheduling. In conjunction with emerging data analytics initiatives, the State has outlined a high-level strategy utilizing an enterprise data lake and is currently standing up a commercial Hadoop distribution (details in the next section below). Generally, the State strategy calls for data to be ingested from the various source systems into the State data lake and made available for data sharing and analytics subject to applicable policies, laws, and requirements. Additionally, the State has identified cloud compute and storage providers for analytical purposes as the result of previous procurement opportunities.

The State’s general strategy is to house data on either the State’s private analytical platform or on a commercial or government cloud platform in accordance with security and privacy and other considerations. Whether hosted in the State private cloud or a commercial or government cloud, the State’s objective is to be agnostic with regard to analytical tools. As the result of a separate procurement, the State has identified qualified data science and analytical experts to perform analytics projects and the State is encouraging these expert firms to propose and utilize the appropriate
analytical tools for each individual situation. Ultimately, the State’s goal in this regard is to focus on analytical and functional domain expertise rather than technical considerations with each project. To this end, the State is seeking an expert firm to assist in refining the technical architecture of the data lake and in defining the framework and guidelines for movement into and out of either the State’s private data lake or cloud platform. Additionally, in light of the variety of tools (open source and otherwise) available on the market, the State requires expertise in defining guidelines for proper deployment of tools and technologies to meet the goal of analytical projects being focused on functional domain expertise while also maintaining governance over enterprise services and technologies.

3. Technical Support Services Requirements

In addition to the foundational strategic and architectural expertise required above, the State is seeking a partner with specialization in the technologies commonly associated with the following areas to support State projects performed by the State in conjunction with Qualified Contractors under State RFP 0A1199:

- Data Analytics including the use of advanced statistical analysis techniques such as nonlinear complex multivariate simulations, nonparametric regression, analysis of homogeneity of variance, covariance, multivariate cluster/oulier analyses, or extremely advanced applications of group theory used to map sets of observations
- Artificial Intelligence
- Cognitive Computing
- Data Mining, Neural Networks
- Micro and Macro Trending, Outlier Analysis
- Machine Learning & Deep Learning
- Open Data Platforms
- Policy Change through Outcome Analysis
- Crowdsourcing and Social Media
- Text Mining
- Sensor Technology and Internet of Things
- Augmented and Virtual Reality
- Geospatial Technology and Modelling

Somewhat more specifically, and related to the State’s analytical platform the State is seeking technical expertise in the following categories:

- Hadoop and Hadoop-based variants;
- Spark and other NoSQL and NewSQL databases;
• Graph, Bitmap and Spatial Databases;
• Massively Parallel (MPP), Cloud and Cluster Platforms and Services;
• Data Extraction / Transformation / Integration Tools;
• Crowd Sourced and Open Sourced Datasets;

The State recognizes that this technical ecosystem is diverse and seeks an offeror with broad understanding these technologies as well as resources possessing deep expertise in individual tools.

In addition to providing technical expertise and support, a significant role of this engagement will be to use that expertise to assist the State in scoping and defining analytical projects. This includes understanding desired business outcomes, available data, and available technologies to define statements of work that match business objectives. Please note, offerors are not expected to possess subject matter expertise across functional domains. Rather, the State expects the selected firm to support the development of analytical statements of work in accordance with State strategy and architecture through the firm’s technical expertise.

4.0 Reference Information: State Analytical Infrastructure

State enterprise analytics platform, enterprise data warehouses, and business intelligence tools are largely well integrated and hosted in the state’s private cloud. Source systems within the State environment can be very diverse. While the majority of source systems run in the State’s private cloud, source systems also run in the public cloud, other on premises locations, and when needed and available for analytical purposes there are additional external source systems not owned by the state. Further, networking between the source systems and the analytics platform can widely vary. Security and access governance maturity between source systems and the analytics platform also widely varies.

From an analytical platform standpoint, the State owns an Oracle Big Data Appliance (BDA) running the Cloudera Hadoop distribution. The analytics architecture is largely well integrated with established connections between the BDA, enterprise data warehouses, and enterprise business intelligence tools: Tableau and Cognos. Edge Nodes are deployed against the BDA to develop and deploy analytics programs that run on Hadoop.

While this analytics architecture has been deployed with an associated operating model, the State is seeking expertise in refining the overall architectural approach to analytics and defining guidelines for proper deployment of tools and technologies. Further, the State is seeking assistance developing additional documentation assets that will help mature the analytical architecture and drive adoption.
RESPONSE REQUIREMENTS

Offerors, as part of their proposal in response to this RFQ must include summary descriptions of the experience and capabilities of their firm and of team members available to the State and include:

- Firm Credentials
- Referenceable and recent experience of the firm in providing similar services for any customer.

For any references, the Offeror should provide brief summaries (1-2 pages suggested) as project biopics or case studies:

- Name of Client (or, for confidential Clients, a summary description of the nature of the client’s business e.g., “a Midwest Based Regional Health Care Provider” or “a Federal Law Enforcement Agency” etc.)
- Geography (e.g., State, Regional, National, Global)
- Business Problem Summary
- Insights / Outcomes Achieved
- Nature/Role of Firm and Services Provided
- Period of Performance
- Project Statistics (e.g., number of datasets, sizing, tools/methods utilized, external data sources utilized)
- Unique Project Challenges, Obstacles and Impediments (if applicable)

FIRM CAPABILITIES, METHODS AND TOOLS

As part of their response, Offerors are to provide a summary of the unique capabilities of the firm, including:

- Relevant History of the Firm;
- Firm Size, Staffing Levels;
- Tools, Methods, Data Sources and Firm Proprietary/Unique Approaches
- Innovative Methods and Techniques to Problem Solving using Data Analytics and analysis of very large scale and diverse datasets;
- Tool and Platform Expertise;

TEAM MEMBER RESUMES

Offerors must provide a resume for the role of a Strategy and Architecture Lead.
Additionally, Offerors are encouraged to provide representative resumes that highlight the firm’s capabilities and depth beyond the initial role identified above.

Resume(s) (2-page limit per resume) should include:

- Proposed Candidate’s Name and Relationship to the Firm (e.g., Employee, Contractor, 3rd Party Expert, Advisor, Industry Luminary etc.)
- Proposed role on a project for the State
- Listings of directly relevant projects that are comparable to this scope
- Required similar skills based on the person’s assigned role/responsibility on this scope.
- Each project listed should include at a minimum the beginning and ending dates, client/company name (or confidential summary) for which the work was performed, client summary information for Client Business Sponsors, project title, project description, and a detailed description of the person’s role/responsibility on the project.
- Education
- Professional Licenses/Certifications/Memberships
- Employment History

OTHER PERTINENT INFORMATION

Finally, Offerors are encouraged to provide any additional pertinent information to the State to highlight their unique capabilities, experiences and other qualifications relevant to the State’s consideration of their proposal.

SPECIAL REQUIREMENTS

SPECIAL REQUIREMENTS: PROHIBITIONS ON DATA USE & PUBLICATION AND 3RD PARTY ACCESS

Projects are being undertaken as well as the findings, results and analysis arising from the Projects are confidential. The Contractor may not disclose, publish or otherwise make available to any 3rd party any State data or any analysis, results or findings that arise from doing work for the State, for any purpose, including, without limitation, resale, marketing, advertising, or soliciting or requesting any information, except as required by an order of a competent Court or authorized by the express prior written consent of the State.

Further, the Contractor may not directly or indirectly publish or authorize or otherwise support the publication of any findings, results or analysis (in whole or in part) associated with a project or arising from access to State data and personnel at any time except with the prior express written consent of the State.
If the Contractor wishes to use its work on a project as a reference, it must receive the State’s prior written consent. In general, permitted references will be limited to: confirming that work was performed for the State; work domain characteristics; period(s) of performance and State contact reference details.

Contractor must limit access to State data and descriptions and other details of projects to authorized, named Contractor project and supervisory staff.

**DOMAIN SPECIFIC DATA PROTECTION REQUIREMENTS**

Many State Datasets are covered by Federal and State law pertaining to information security and privacy. These laws include, but are not limited to HIPAA, FERPA, PCI, Registered Offender, IRS and others. Should the State require a project that may contain such data:

The State agrees to, prior to requesting a Proposal for any project for such data:

- Identify the existence (or potential existence) of such data to the Contractor;
- Establish a mutually agreeable Business Associate Agreement to be used between the State and the Contractors, and if required, the Contractor personnel (as individuals) exposed to such data;
- Provision and Establish secure processing and storage capabilities on State premise as to adequately protect such data;
- Grant Contractor personnel access to such secure processing and storage subject to compliance with applicable terms and conditions; and
- At the conclusion of the project, revoke Contractor access to such secure processing and storage as well as any privileged infrastructure access granted to the Contractor by the State.

The Contractor further agrees to, prior to performing work for a project for such data:

- Acknowledge the existence (or potential existence) of such data as made available by the State;
- Establish a mutually agreeable Business Associate Agreement to be used between the State and the Contractors, and if required, the Contractor personnel (as individuals) exposed to such data;
- Conduct briefings as to appropriate data handling and care requirements as a Data Protection Program for Contractor personnel exposed to such data; and
- Ensure that all data and systems access strictly follow Ohio Executive Order 2011-2012K;

Furthermore, Contractors may possess, or have access to non-State proprietary data sources (collectively, “Third-Party Data) that may be used in the development and execution of a State Project.
Should Third-Party Data be utilized in a project or analysis, the Contractor will ensure that: (i) no State data, when combined with Third-Party Data, directly or indirectly exposes any details to the general public or 3rd parties that would otherwise be protected under State or Federal law; and (ii) at the conclusion of the project, no State data includes any Third-Party Data that could be utilized to discover personally identifiable information or any other legally protected information.

Each Contractor will be asked to: (a) identify any Third-Party Data it will use to perform a project; (b) provide the State with the terms and conditions that apply to use of the Third-Party Data; (c) represent and warrant to the State that it has all rights necessary to utilize the Third-Party Data as required to perform the project; and (iv) indemnify and hold the State harmless from all liabilities, damages, losses, costs and expenses (including attorneys’ fees) incurred due to third-party claims arising from Contractor’s use of Third-Party Data to perform the project.
ADMINISTRATIVE

DUE DATES
All quotations are due by 1:00 PM, EST, on June 19, 2019. Any quotation received at the designated location after the required time and date specified for receipt shall be considered late and non-responsive. Any late quotations will not be evaluated for award.

SCHEDULE OF EVENTS
All times are Eastern Standard Time (EST).

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>1. RFQ Distribution to Vendors</td>
<td>June 11, 2019</td>
</tr>
<tr>
<td>2. Proposal/Quotation Due Date</td>
<td>1:00 PM, June 19, 2019</td>
</tr>
<tr>
<td>3. Target Date for Review of Proposal/Quotation</td>
<td>June 20, 2019</td>
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<tr>
<td>4. Anticipated decision and selection of Vendor</td>
<td>June 25, 2019</td>
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<tr>
<td>5. Anticipated commencement date of work</td>
<td>July 8, 2019</td>
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EVALUATION FACTORS FOR AWARD

EVALUATION
The following will be considered in determining the vendor to be selected for this engagement, according to a standardized scoring methodology:

• Relevant experience
• Relevant skill level
• Proposed contractor rate(s)

• The contractor will not be permitted to substitute personnel for those submitted for RFQ evaluation (during the RFQ evaluation or at project start-up), except when a candidate's unavailability is no fault of the contractor (e.g., Candidate is no longer employed by the Contractor, is deceased, etc.). Note: If a substitution situation occurs, the proposal will be re-evaluated. If the substitution gives the contractor an unfair advantage during the RFQ process, the proposal may be eliminated or the other vendors will also be given the chance to submit substitutions of personnel also.

• All proposals will be evaluated for meeting the requested information. Incomplete proposals will not be reviewed. The proposals that provided the requested information will be evaluated for at least the highest prioritized candidate. The proposals will be scored based on the criteria requested above. We reserve the option to interview the top candidates. Candidate substitutions between the proposal evaluation and interview periods are highly discouraged (see above). If OIT has other qualified candidates, the contractor’s proposal requesting a substitution will be denied at this stage and the proposal will be eliminated from evaluation. If OIT does not have enough qualified candidates due to the substitution, all received proposals will be asked to confirm their candidates, given a couple of days to provide replacements, and the entire process will start over.

TERM AND CONTRACT

• The contract will be for Time and Material through State Term Schedule (STS) contract and must reflect or be lower than STS rates, and must use STS categories.
• The Contract will be awarded on a Time & Materials arrangement and is planned to commence on July 1, 2019, till the end of the current State fiscal year ending on June 30, 2020. The State, at its discretion, may renew this Contract for up to four (4) additional one-year terms, subject to and contingent on the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new state fiscal year for a maximum contract term expiring June 30, 2024. 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.
• No additional costs, such as travel, meals, lodging, taxes, parking or other associated costs may be charged separately for this work. The vendor’s sole compensation for the duties described herein shall be the billings at the vendor’s hourly rate.
• All contractors shall read, acknowledge and follow DAS policies, rules and guidelines.
• All work performed by the vendor shall be deemed a “work-for-hire,” and shall be the sole property of the State of Ohio. The vendor may not use such work without OIT’s written consent.
• Contractors shall use vendor provided equipment (i.e. laptop computers, mobile phones, etc.) and will follow State security policies. This includes antivirus and encryption software to be installed on laptops.
• The contractor, as a component of the project kick-off meeting, will be required to sign any state policy documents that are deemed appropriate by the OIT Division.

STATUS REPORTING

The contractor will provide weekly status reports to the State. The contractor will be responsible for meeting all timelines designated by assigned Project Manager. Weekly timesheets will be reviewed and signed by the OIT Project Manager. Invoices must be accompanied by timesheets and submitted monthly for payment.

NON-DISCLOSURE AGREEMENT

Both candidate and company will be required to sign a non-disclosure agreement which prevents disclosure of any data obtained while on the engagement which can be used to personally identify any parties at any time either during or after the engagement.

GUIDELINES FOR QUOTATION PREPARATION

QUOTATION SUBMITTAL

Each Vendor must submit one (1) complete, sealed and signed copy of its quotation excluding cost information, and each quotation must be clearly marked “Data Analytics Program Support Resources – OITRFQ165” on the outside of its envelope along with Vendor’s name.

The cost information MUST be signed and submitted in a SEPARATELY SEALED ENVELOPE. The envelope must be clearly marked “Data Analytics Program Support Resources – OITRFQ165” on the outside of its envelope along with the Vendor’s name.

A single electronic copy of the complete quotation and cost must also be submitted with the printed quotations. Electronic submissions should be on a CD, DVD or USB memory stick and in one (1) file in PDF Format ONLY. The electronic copy MUST be submitted in a SEPARATELY SEALED ENVELOPE.

Each proposal must be organized in the same format as described below. Any material deviation from the format outlined below may result in a rejection of the non-conforming proposal. Each proposal
must contain an identifiable tab sheet preceding each section of the proposal. Quote should be good for a minimum of 45 days.

- Cover Letter (include email address)
- MBE or EDGE Certification – if applicable
- State Term Schedule Number
- STS Labor Category Code
- Candidate Information:
  - Position References (3 minimum) - form
  - Candidate Resume(s)
  - Additional candidate Information (optional) – vendor form
- Candidate Hourly Rate
- Conflict of Interest Statement
- Payment Address
- Proof of Insurance
- W-9 Form

The State will not be liable for any costs incurred by any offeror in responding to this RFQ, even if the State does not award a contract through this process. The State may decide not to award a contract at the State’s discretion. The State may reject late quotations regardless of the cause for the delay. The State may also reject any quotation that it believes is not in its interest to accept and may decide not to do business with any of the Vendors responding to this RFQ.

Quotations MUST be submitted to the State’s Procurement Representative:

Donna Davies
DAS/OIT – Procurement Business Office
30 East Broad Street, 39th Floor Columbus, OH 43215

PROPRIETARY INFORMATION

All quotations and other material submitted will become the property of the State and may be returned only at the State’s option. Proprietary information should not be included in a quotation or supporting materials because the State will have the right to use any materials or ideas submitted in any quotation without compensation to the Vendor. Additionally, all quotations will be open to the public after the contract has been awarded.

The State may reject any Proposal if the Vendor takes exception to the terms and conditions of this RFQ.
WAIVER OF DEFECTS

The State has the right to waive any defects in any quotation or in the submission process followed by a Vendor. But the State will only do so if it believes that is in the State's interest and will not cause any material unfairness to other Vendors.

REJECTION OF QUOTATIONS

The State may reject any quotation that is not in the required format, does not address all the requirements of this RFQ, or that the State believes is excessive in price or otherwise not in its interest to consider or to accept. The State will reject any Non-STS responses. In addition, the State may cancel this RFQ, reject all the quotations, and seek to do the work through a new RFQ or other means.

EVALUATION OF QUOTATIONS

Clarifications and Corrections

During the evaluation process, the State may request clarifications from any Vendor under active consideration. It also may give any Vendor the opportunity to correct defects in its quotation. But the State will allow corrections only if they do not result in an unfair advantage for the Vendor and it is in the State’s best interest.

Requirements

This RFQ asks for responses and submissions from Vendors. While each criterion represents only a part of the total basis for a decision to award the contract to a Vendor, a failure by a Vendor to make a required submission or meet a requirement will normally result in a rejection of that Vendor's quotation. The value assigned to each criterion is only a value used to determine which quotation is the most advantageous to the State in relation to the other quotations that the State received. It is not a basis for determining the importance of meeting any requirement to participate in the quotation process.

The evaluation process may consist of up to three distinct phases:

1. The procurement representative's initial review of all quotations for defects;

2. The evaluation committee's evaluation of the quotations and resumes of proposed team members; and

3. Interviews (optional).

Initial Review

The procurement representative normally will reject any incomplete or incorrectly formatted quotation, though the procurement representative may elect to waive any defects or allow a Vendor to
submit a correction. If a late quotation is rejected, the procurement representative will not open or evaluate the late quotations. The procurement representative will forward all timely, complete, and properly formatted quotations to an evaluation committee, which the procurement representative will chair.

Committee Review of the Quotations

The State’s review committee will evaluate and numerically score each quotation that the procurement representative has forwarded to it.

The evaluation will result in a point total being calculated for each quotation. Those Vendors submitting the highest-rated quotations may be scheduled for the next phase. The number of quotations forwarded to the next phase will be within the committee’s discretion, but regardless of the number of quotations selected for the next phase, they will always be the highest rated quotations from this phase.

At any time during this phase, the State may ask a Vendor to correct, revise, or clarify any portions of its quotation.

The State will document all major decisions in writing and make these a part of the file along with the evaluation results for each quotation considered.

Once the technical merits of a quotation are considered, the costs of that quotation will be considered. But the State may also consider costs before evaluating the technical merits of the quotations by doing an initial review of costs to determine if any quotations should be rejected because of excessive cost. And the State may reconsider the excessiveness of any quotation's cost at any time in the evaluation process.

Interviews

The State may record any presentations, demonstrations and interviews.

Determination of Responsibility

The State may review the highest-ranking Vendors or its key team members to ensure that the Vendor is responsible. The Contract may not be awarded to a Vendor that is determined to be not responsible. The State’s determination of a Vendor’s responsibility may include the following factors: the Vendor’s and its key team members’ experience, past conduct on previous Contracts, past performance on previous Contracts, ability to execute this contract properly and management skill. The State will make such determination of responsibility based on the Vendor’s quotation, reference evaluations and any other information the State requests or determines to be relevant.

Changing Candidates

The major criterion on which the State bases the award of the contract is the quality of the Vendor's candidate(s). Changing personnel after the award may be a basis for termination of the contract.
Contract Award Process

It is OIT’s intention to award one contract under the scope of this RFQ and as based on the RFQ Calendar of Events schedule, so long as OIT determines that doing so is in the State’s best interests and OIT has not otherwise changed the award date. Any award decision by OIT under this RFQ is final. After OIT makes its decision under this RFQ, all Proposers will be notified in writing of the final evaluation and determination as to their proposals.

OIT anticipates making one award depending on program needs and the fit of the Proposer to the scope of this RFQ.
ATTACHMENT ONE

PERSONNEL PROFILE SUMMARY CANDIDATE REFERENCES

Candidate’s Name:

References

Provide three references for which the proposed candidate has successfully demonstrated meeting the requirements of the RFQ on projects of similar size and scope in the past five years. The name of the person to be contacted, phone number, company, address, brief description of project size and complexity, and date (month and year) of employment must be given for each reference. These references must be able to attest to the candidate’s specific qualifications.

The reference given should be a person within the client’s organization and not a coworker or a contact within the offeror’s organization.

If less than three references are provided, the offeror must explain the reason for the shortage. The State may disqualify the Proposal if fewer than three references are given.

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<tr>
<th>Client Company:</th>
<th>Client Contact Name:</th>
<th>Client Contact Title:</th>
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<tbody>
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<td>Client Address:</td>
<td>Client Contact Phone Number:</td>
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<tr>
<th>Project Name:</th>
<th>Beginning Date of Employment: Month/Year</th>
<th>Ending Date of Employment: Month/Year</th>
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Description of services provided that are in line with those to be provided as part of this Project:

Description of how client project size and complexity are similar to this project:
ATTACHMENT ONE

PERSONNEL PROFILE SUMMARY

CANDIDATE REFERENCES CONTINUED

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<tbody>
<tr>
<td>Client Address:</td>
<td></td>
<td>Client Contact Phone Number:</td>
</tr>
<tr>
<td>Project Name:</td>
<td>Beginning Date of Employment: Month/Year</td>
<td>Ending Date of Employment: Month/Year</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------------</td>
<td>--------------------------------------</td>
</tr>
</tbody>
</table>

**Description of services provided that are in line with those to be provided as part of this Project:**

**Description of how client project size and complexity are similar to this project:**