



OHIO BUSINESS GATEWAY MODERNIZATION PROJECT MANAGER

R E Q U E S T F O R Q U O T A T I O N

State Term Schedule Vendors Only

INTRODUCTION AND BACKGROUND

Please consider this as the State of Ohio Department of Administrative Services, Office of Information Technology Request for Quotation on the following.

Deadline for submitting Questions: Friday, August 26, 2016 at 8:00 am

Deadline for submitting Response: Wednesday, August 31, 2016 at 1:00 pm

Projected Interview Dates: September 1 – September 2, 2016

Estimated Start Date: September 12, 2016

Estimated End Date: October 7, 2018

Ohio Business Gateway Modernization Project Manager

The Department of Administrative Services (DAS), Office of Information Technology (OIT) in collaboration with the Office of the Lieutenant Governor is searching for a highly skilled IT Project Manager to lead the State's efforts associated with the redesign and modernization of the Ohio Business Gateway. The State will commence a multi-year, multi-phase project in September 2016 that is anticipated to run for an 18-month period which has significant system go-live events on or before October of 2017 and October 2018.

Business Background

Founded in 2002, the Ohio Business Gateway (Gateway) has a long term vision to become the primary hub for business interactions with the State of Ohio. The Gateway is an online destination where more than 500,000 business users submit transactions and payments for 23 different service areas. In 2009, "Gateway 2.0" went live as the first major release and update to the original Gateway system. Since 2009, transaction volume on the Gateway has increased as more service areas have come online, foundational and user-facing technology has evolved at a rapid pace, and the needs of the Gateway's end-users and the state agencies have changed. These factors have contributed to the State's desire to modernize the Gateway.

In calendar year 2014, \$9.1B in state and municipal revenue flowed through the Gateway via approximately 3.7M transactions. The Ohio Department of Taxation accounts for \$8.5B of the total revenue flowing through the Gateway. There are currently eight State agencies operating on the Gateway ("agency" also includes a composite of 500+ local municipalities). Today, each agency is responsible for operating its own back-end technology systems while using the Gateway to capture and pass through revenue and transaction information.

In 2015, Governor Kasich appointed Lt. Governor Taylor as his designee to the Steering Committee and selected her as chair. In her role leading the Common Sense Initiative to streamline business regulations and improve the business environment in Ohio, the Lt. Governor has heard a great deal from Ohio businesses about the need to modernize the Gateway. As a result, in her role with the Steering Committee, Lt. Governor Taylor is leading the project to modernize the Gateway and make it even more responsive to the needs of its business users and to ensure the Modernization's Project vision becomes reality.

A comprehensive study was completed by the State and the Master Integrator in July 2015 focusing on the needs of the Gateway's two core constituent groups: business end-users and state agencies. End-users were found to desire a more seamless user experience across service areas, easier navigation,

and modern features found on best-in-class ecommerce sites (e.g., improved user interface, responsive web, shopping cart, payment, and account management). For state agencies, the study found a need for a more flexible architecture, enabling a greater reusability by defining common frameworks and an expanded set of shared services (e.g. single sign-on, payment processing, verification services, etc.). The study ultimately determined that a full modernization of the Gateway's user experience, transaction routing, and agency integration services required the Gateway to be re-platformed. In addition to meeting the expectations of the constituent groups, the modernized Gateway platform will also reduce the need for ongoing expensive, labor-intensive updates to the existing system.

Opportunity and General State Requirements

In the Spring of 2016 the State issued an RFP to obtain a Systems Integrator to design, implement and deploy the system. This RFP is provided for reference at <http://procure.ohio.gov/proc/viewProcOpps.asp?oppID=12861> and interested Offerors are encouraged to review Supplement One in detail as it relates to the State's requirements and implementation approach. In addition, learn more about the overall Modernization Project at <http://business.ohio.gov/gatewaymodernization/>

This role will be to:

- Provide a highly experienced Project Leader with the requisite background and experience in complex IT systems, full lifecycle systems analysis, design and development, project management and oversight as well as deep technical and functional skillsets required to lead the State (members of the DAS/OIT and Participating State Agencies) and State Systems Integrator in the delivery of the Gateway Modernization Project;
- Serve as the System Integrator's day-to-day point of contact throughout the project;
- Facilitate process and policy decisions in support of the project schedule;
- Conduct regular evaluations of State and Systems Integrator deliverables, work products and other evidence of delivery to ensure that State requirements are met;
- Perform regular review and active monitoring of project progress against objective and independent milestones, budgets, timescales and quality standards and provide State leadership with an independent assessment as to the performance of the project relative to State established scope, time, budgetary and quality standards;
- Identify project level risks and issues, whether they be change management, functional, technical, integration, business cycle or process related, and to the extent possible determine mitigating strategies or approaches to help the State and System Integrator maintain the overall delivery profile of the project;
- Interface with State Leadership, OIT System Integrator PMO and Agency PMO groups as well as State stakeholders to ensure that regular project status reporting is accurate and commensurate with the current status of the project;
- Function as a trusted advisor to the State to quickly identify, and to the extent possible, work to resolve or correct issues that affect the project and its success;

- Provide a leadership capability that is embedded in and leads the project and work to help ensure that the project achieves its goals. Firms are directed to emphasize collaboration, work execution, problem identification and solving and trusted advisor aspects of their firm as opposed to more traditional PMO or IV&V type of delivery activities that are common in projects of this scope and size; and
- Provide a business leader with a deep business understanding of the goals and objectives of the project and work with both the State and State Systems Integrator to be a **driver of success** as opposed to functioning as a dispassionate third party.

This project includes the development of a **highly complex system, multi-Agency implementation, that is public facing and processes billions of dollars of transactions annually** and requires specialized expertise and the knowledge of Agile development methodologies, Salesforce.com development, Enterprise Service Bus, Payment Gateways and complex transactional workflows and integrations of a cross functional and cross Agency (e.g., IT, taxation, compliance, financial reconciliation, accounting and operations/maintenance functions) project.

The State prefers candidates with whom Offerors already have experience working with the State, as well as candidates that have worked collaboratively in the review and design of systems migration efforts, high performance processes and customer delivery functions leading to a successful implementation of recommendations. Successful candidates will be self-starters, detail oriented and will be responsible for helping to drive the inevitable success of the Gateway Modernization Project with the State.

Project Responsibilities

The Contractor will independently review, assess and document issues, challenges, improvement options and recommendations in the following areas:

Project Management and Oversight Assessment and Recommendations for Project Execution including:

- Identify to the State Executive and Business Sponsorship leaders, items that are impediments or enablers to project success inclusive of State, State Systems Integrator, sub-contractor and project support functions;
- Governance and Oversight of State and State Systems Integrator roles, responsibilities and obligations in fulfilling the project as contracted.
- Leadership from a skill, experience, empowerment and effectiveness perspective;
- Decision making timeliness, completeness and impacts to the overall project from a timing, cost and quality perspective ensuring that any escalations to State Leadership are prompt, concise and impactful;
- Evaluate and make recommendations on the project's Quality Assurance plans;
- Review and make recommendations on all defined processes and product standards; and
- Upon completion of quarterly project review checkpoints, advise State leadership on corrective actions and next steps for moving forward with the project within one week.

Project Enablement and Execution Element Assessment Reports: Corrective Action Plan(s) including:

- Ensure that the contracted Project Phasing considerations and actual project delivery align with the content, realism, practical implementation factors associated with the execution of the project, drive the project's likelihood of success given the agreed upon phasing over the life of the project.

- Project reporting that is designed to not only report progress, but material risks and issues that will (or could) manifest in a sub-optimal delivery from a cost, timing and quality perspective.
- Accountability that is designed to clearly identify who (by name) is responsible for each project execution area and that they are capable and performing in a manner consistent with the requirements of the project
- Execution of Corrective Actions (from a planning and project management perspective) that need immediate attention or correction to ensure that the project is initiated, tracked and managed suitable to help ensure its overall success. Items in this area generally include items from prior elements, but should be specific enough to act upon, measure and carry sufficient credibility as a “call for action”

Requirements Management Processes and Traceability including:

- Evaluation and recommendations on the project’s process and procedures for managing requirements;
- Evaluation and recommendations on project policies and procedures for ensuring that the system is secure and that the privacy of client data is maintained;
- Verification that all system interfaces and processes (business and technical) are exactly described, by medium and by function, including input/output control codes;
- Verification that all system requirements have been allocated to a functional subsystem within the overall solution (e.g., salesforce, agency integrations, ESB, workflow, system logic, user experience elements and the like); and
- Ensures that a well-defined plan and process for reengineering the system is in place and is followed.

Project Artifact Management

- The Contractor will assess the usefulness, completion status, quality and other considerations associated with project artifacts in consideration of the overall completion of the Project as contracted.
- The Contractor will (if not already available) compile and maintain a master schedule of deliverables, work products and activities (both for the State and State Systems Integrator) and provide specifics as to the completeness, quality, submission and approval cycles, document pre-requisites, downstream impact(s) and validity.
- The Contractor will review and determine potential impacts to compensation of the State Systems Integrator and the Contractor and State’s progress to completion of the project as contracted.

Milestones, Deliverables, Work Products and Responsibilities

- In concert with the Project Artifact Management activity area above, the Contractor will review the overall performance of the State project by way of project plan completion, staffing, completion of work products and activities, acceptance of Deliverables and milestones within the contracted timeframes.
- Additionally, the Contractor will identify shortcomings in the State and State Systems Integrator roles, responsibilities, participation and location (e.g., on/offsite delivery) with respect to the successful completion of the State Project and make specific issue and improvement recommendations to the State for State and State Systems Integrator remediation.

- Once the Project Plan has been completed and on a periodic basis (quarterly at minimum) throughout the project and in conjunction with the System Integrator, the Contractor must deliver a Project Review Checkpoint presentation to the State that addresses any issues or concerns.
- Attend weekly status meetings with the System Integrator, Project Representative and other members of the Project teams deemed necessary to discuss Project issues.

Signoff and Acceptance Review Management/Advocacy

- Review and approve System Integrator detailed Project Plan submissions and performance of the work in light of the prevailing State approved project plan
- The Contractor will perform a signoff and acceptance review to highlight any issues with deliverable construction, submission, review, remediation/repair and final acceptance by the State within the contracted limits and methods associated with the Project.
- This review will include deliverables that are improperly designed, constructed or not presented to the State for reviews that allow for adequate consideration without impacting contracted project timelines, or those instances where the State is not ideally positioned to accept a deliverable due to defects in the deliverable, delivery, or timing/sequencing of the deliverable in the context of the overall project.
- This review will identify any deliverables that are accepted as a result of “review time expiry” which shall be highlighted with the circumstances which surround those deliverables.
- Additionally, any deliverables that, upon independent review are not fit for purpose that have been accepted by the State (via any means) shall also be highlighted in this review.

Change Order Control

- The Contractor will review the validity, applicability, circumstances and financial/cost impacts of any proposed Change Orders to a State project. This review will include rationale, reasoning and validity of any proposed change order;
- Review/analyze changes to Scope in light of contracted work;
- Review/analyze Changes to Timing, Cost, Roles/Responsibilities;
- Assess the circumstances, decisions or external impacts (e.g., regulatory/policy/process change) that necessitated the change request;
- Identify any Contractor or State non-performance or delayed performance;
- Determine the applicability/validity of the cost of the change in light of contracted costs, contractor rate card(s), fixed price, time/materials or deliverables based projects; and
- Provide recommendation(s) to the State to proceed as proposed, proceed with alterations, or not to proceed with the change order with explicit rationale for the above.

Specific Responsibilities (State Facing Functions)

- As part of the delivery of services, the Contractor will support State functions in the project as follows and applicable:
- Participate in the project initiation process to ensure that all parties share a detailed understanding of the positioning, high level plans, specific milestones and objectives, phasing and integration strategy, delivery approach and payment structure(s) between the State and State Systems Integrator;

- Manage and oversight of detailed project planning activities that include: establishment of deliverables, milestones, budgets and quality standards, project management and reporting conventions as well as risk and issue identification, tracking and resolution mechanisms for the project;
- Support State Project Leadership in the identification of key State participants, committed involvement in light of roles and responsibilities and work to ensure that these participants are engaged and available as required by the project;
- Inventory and work to drive prompt and informed State decision making with respect to deliverable or work product assembly, drafting, review and acceptance (sign-off);
- Escalate all decisions to the Project Executive(s)/Sponsors, or other parties as identified by the State, that are not made in concert with established project conventions whether they be time, budget, scope or quality oriented;
- Regularly review project change management aspects and maintain a portfolio of risks and issues that pertain to the project's scope that impacts or may be impaired by the State's culture, personnel, process, integration, data conversions, technology or security/privacy and other areas as appropriate as to assist the State in a successful implementation from concept through to production.
- Host regular meetings with State Project Executives/Sponsors, or other parties as identified by the State, to review these change management risks and issues as well as proffering advice as to how to best reduce or minimize change management aspects of the project; prepare materials and participate in Ohio Business Gateway Steering Committee and other leadership meetings.
- Should the need arise, sponsor ad hoc meetings between the State and State Systems Integrator to resolve routine or minor disputes with respect to scope, timing, adequacy of a work product or deliverable, budget or other project aspects in such a manner as to maintain project progress (i.e., attain milestones, budget and quality standards) before these issues become blocking or otherwise detrimental to the overall project or relationship between the State and State Systems Integrator in fulfilling the requirements of the project;
- Document all agreements, mid-project corrections that are of a foundational nature (i.e., essential to the project's success) in such a manner as to be fair, honest and in the spirit of collaboration between the State and State Systems Integrator; and
- Support the State's project PMO function and OIT's Project Success Center in the development of, and regular updates to independent project status reporting.

Specific Responsibilities (Systems Integrator Facing Functions)

As part of the delivery of services under a statement of work arising from this RFQ, the Contractor will support State Systems Integrator facing functions in the project as follows and applicable:

- Participate in project formation activities including project kickoff, detailed planning, establish ongoing communications and status reporting and milestone/deliverable scheduling to ensure that these delivery elements comport with the agreement between the State and State Systems Integrator as well as align with budget requirements if applicable;

- Work with the State Systems Integrator to determine the most appropriate method(s) to involve the State in the project and obtain prompt review and acceptance of all project delivery artifacts including early drafts, drafts and final versions of all project deliverables or decision making documents;
- Function as an objective advocate for the State to drive the State Systems Integrator and hold parties accountable to the overall success of the project. Work with the State Systems Integrator to understand the scope, purpose and extent of State participation in State Systems Integrator activities (e.g., prompt review and signoff of a deliverable or expedited decision making) and drive the State (and State Systems Integrator if required) to attaining project goals;
- Where possible, propose alternative methods or approaches to streamline or otherwise optimize the State Systems Integrator work to meet the objectives and requirements of the project and identify potential optimizations to work-streams;
- Identify deviations from the established plan, scope, budget or quality standards though this participation with the Contractor as quickly as possible as to help prevent overruns, scope expansion, budget impacts, non-timely acceptance of deliverables, conflicts between the State and State Systems Integrator or other items detrimental to the overall delivery of the project;
- Based on involvement with State Systems Integrator activities described above, work to ensure that the State is apprised and aligned with the work and working in a collaborative fashion; and
- Support the State Systems Integrator project PMO function in the development of, and regular updates to project status and progress reporting.

Other Factors

In addition to Contractor demonstration of capabilities in fulfilling the aforementioned responsibilities and requirements, Vendors are encouraged to provide candidates that may have experience in a variety of project technical elements including:

- Salesforce.com / Apex development
- Salesforce AppExchange Integrations
- Agile/Iterative Prototyping/CRP and other highly collaborative development methodologies
- Enterprise Service Bus Implementations (e.g., Oracle, IBM or other leading packages – Oracle ESB will be used for this project)

Responses **must** include:

Summary Deliverables or Deliverable Extracts that highlight the Offerors Capability and Experience (in general) and the Capability and Experience of the proposed Candidate (specifically) in similar projects inclusive of tools, systems, training, alignment. Confidential client details should be redacted from these samples.

One (1) biographical (2 page) resume for the Proposed Candidate that focuses on the elements requested in this solicitation and other pertinent information.

Proposed Hourly Rate for the candidate presuming approximately 1,650 hours in the first fiscal year (September 2016 – June 30, 2017), and 1,980 hours for the second fiscal year (July 1, 2017 - June 30, 2018) and then approximately 600 hours in the final year of the project. Offerors are to note that while this project is anticipated to commence in September of 2016 and conclude on or about October 2018, the work is subject to Contractor performance, State requirements and importantly State biennial appropriation terms, the first period of which expires June 30, 2017. Should the State require continued services following any period, and subject to the availability of funds, the State will notify the Contractor in writing as to any extension period(s) following June 30, 2017.

Deadlines for this RFQ are provided in the schedule of events table below. Vendors need only respond if all deadlines are attainable, regardless of non-workdays, holidays, weather conditions or other interferences.

Project Location and Work Conditions:

Normal business hours (between 8:00 AM and 5:00 PM) Monday through Friday, 40 hours a week. Consultant may be required to work additional hours based on operational need with State prior approval. All work must be performed onsite at State project locations in the Greater Columbus Area.

IMPORTANT NOTE: The State will only consider quotes that have the following Required Information:

1. State Term Schedule Number
2. STS Labor Category Code, # of hours, and hourly rate
3. Request for Quotation number
4. Quote date expiration (At least 30 days)

ADMINISTRATIVE

DUE DATES

All quotations are due by 1:00 pm, EST, on August 31, 2016. 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 may not be evaluated for award.

SCHEDULE OF EVENTS

All times are Eastern Standard Time (EST).

Event	Date
1. RFQ Distribution to Suppliers	August 16, 2016
2. Deadline for submitting questions	August 26, 2016 8:00AM
3. Deadline for submitting quote	August 31, 2016 1:00PM
4. Projected Interview Dates	September 1 – 2 , 2016
5. Estimated Start Date	September 12, 2016

EVALUATION

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

- Relevant experience
 - Relevant skill level
 - Proposed contractor rate
- 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 suppliers 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.
- No additional costs, such as travel, meals, lodging, taxes, parking or other associated costs may be charged separately for this work. The supplier's sole compensation for the duties described herein shall be the billings at the supplier's hourly rate.
- All contractors shall read, acknowledge and follow DAS policies, rules and guidelines.
- All work performed by the supplier shall be deemed a "work-for-hire," and shall be the sole property of the State of Ohio. The supplier may not use such work without OIT's written consent.
- Contractor shall use supplier provided equipment (i.e. laptop computers, mobile phones, etc.) and will follow State security policies.

- 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. 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 Supplier must submit three (3) complete, sealed and signed copies of its quotation (excluding cost information), and each quotation must be clearly marked "OBG Modernization Project Manager" on the outside of its envelope along with Suppliers name.

The cost information MUST be signed, and submitted in a SEPARATELY SEALED ENVELOPE.

The envelope must be clearly marked "OBG Modernization Project Manager" on the outside of its envelope along with the Supplier's name.

A single electronic copy of the complete quotation must also be submitted with the printed quotations. Electronic submissions should be on a CD, DVD or USB memory stick. **The electronic copy MUST be submitted in a SEPARATELY SEALED ENVELOPE.**

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 Suppliers responding to this RFQ.

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

**Ms. Nychola Richardson
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 Supplier. Additionally, all quotations will be open to the public after the contract has been awarded.

The State may reject any Proposal if the Supplier 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 Supplier. 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 Suppliers.

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.

EVALUATION OF QUOTATIONS

Clarifications and Corrections

During the evaluation process, the State may request clarifications from any Supplier under active consideration. It also may give any Supplier 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 Supplier and it is in the State's best interest.

Requirements

This RFQ asks for responses and submissions from Suppliers. While each criterion represents only a part of the total basis for a decision to award the contract to a Supplier, a failure by a Supplier to make a required submission or meet a requirement will normally result in a rejection of that Supplier'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
3. Interviews.

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 Supplier 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 Suppliers 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 Supplier 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.

An on-site interview will be required prior to the selection of a candidate.

Determination of Responsibility

The State may review the highest-ranking Suppliers or its key team members to ensure that the Supplier is responsible. The Contract may not be awarded to a Supplier that is determined to be not responsible. The State's determination of a Supplier's responsibility may include the following factors: the Supplier'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 Supplier'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 Supplier's candidate. 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.