

## REQUEST FOR PROPOSALS

**RFP NUMBER:** CSP900917  
**INDEX NUMBER:** GDC030  
**UNSPSC CATEGORY:** 80110000

The State of Ohio, through the Department of Administrative Services, Office of Procurement Services, for State Agencies, and Cooperative Purchasing Program Members, is requesting proposals for:

Managed Services Provider for Non-IT Staff Augmentation Services

**RFP ISSUED:** August 15, 2016  
**INQUIRY PERIOD BEGINS:** August 15, 2016  
**INQUIRY PERIOD ENDS:** September 19, 2016 at 8:00 a.m.  
**PROPOSAL DUE DATE:** September 26, 2016 by 1:00 p.m.

Proposals received after the due date and time will not be evaluated.

**OPENING LOCATION:** Department of Administrative Services  
Office of Procurement Services  
ATTN: Bid Desk  
4200 Surface Rd.  
Columbus, OH 43228-1395

Offerors must note that all proposals 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 proposal or supporting materials because the state will have the right to use any materials or ideas submitted in any proposal without compensation to the offeror. Additionally, all proposals will be open to the public after the award of the contract has been posted on the State Procurement Web site. Refer to the Ohio Administrative Code, Section 123:5-1-08 (E).

**This RFP consists of five (5) parts and eleven (11) attachments, four (4) supplements, totaling 73 consecutively numbered pages. Please verify that you have a complete copy.**

## PART ONE: EXECUTIVE SUMMARY

**PURPOSE.** This is a Request for Competitive Sealed Proposals (RFP) under Section 125.071 of the Ohio Revised Code (ORC) and Section 123:5-1-08 of the Ohio Administrative Code (OAC). The Department of Administrative Services (DAS), Office of Procurement Services (OPS), on behalf of all State Agencies, and Cooperative Purchasing Program Members (the Agency), is soliciting competitive sealed proposals (Proposals) for Managed Services Provider (MSP) for non-IT staff augmentation services and this RFP is the result of that request. If a suitable offer is made in response to this RFP, the State of Ohio (State), through DAS, may enter into a contract (the Contract) to have the selected Offeror (the Contractor) perform all or part of the Project (the Work). This RFP provides details on what is required to submit a Proposal for the Work, how the State will evaluate the Proposals, and what will be required of the Contractor in performing the Work.

This RFP also gives the estimated dates for the various events in the submission process, selection process, and performance of the Work. While these dates are subject to change, prospective Offerors must be prepared to meet them as they currently stand.

Once awarded, the initial term of the Contract will be from the award date through October 31, 2019. The State may solely renew this Contract at the discretion of DAS for a period of one month. Any further renewals will be by mutual agreement between the Contractor and DAS for any number of times and for any period of time. The cumulative time of all mutual renewals may not exceed four (4) years and are subject to and contingent upon the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium. DAS may renew all or part of this Contract subject to the satisfactory performance of the Contractor and the needs of the Agency.

Any failure to meet a deadline in the submission or evaluation phases and any objection to the dates for performance of the Project may result in DAS refusing to consider the Proposal of the Offeror.

**BACKGROUND.** The State is currently seeking an experienced Contractor who can provide a technology based solution along with the resources, and expertise to manage the State's Non-IT workforce needs. Any contract resulting from this RFP would be made available to all State Agencies, and Cooperative Purchasing Program Members.

**OVERVIEW.** It is the State's intention that the Contractor will provide cost savings and process improvement benefits to the State while providing a high level of quality resources for positions listed in Attachment Eleven, Rate Card. The State is seeking a supplier neutral model where the MSP and its Vendor Management System (VMS) will not push orders to itself or give an unfair advantage to any supplier in the placement of any Non-IT staff augmentation services order. The MSP awarded this Contract will not be permitted to provide staff augmentation services under this Contract unless authorized by DAS in writing. DAS may make any exception determinations on a case-by-case basis.

**OBJECTIVES.** The State of Ohio wishes to enter into a single contract with an offeror serving as the State's Managed Services Provider for both medical and non-medical staff augmentation services to implement a standardized approach for acquiring staff augmentation services utilizing a VMS solution.

The objectives are to:

1. Engage in the identification and implementation of continuous improvement projects that will deliver greater efficiencies and cost optimization for Non-IT staff augmentation services;
2. Increase competition for staff augmentation services;
3. Provide opportunities for all suppliers of staff augmentation services, including Minority Business Enterprise (MBE) and Encouraging Diversity, Growth and Equity (EDGE) programs;
4. Implement processes and policies that ensure compliance with State and Federal legal, statutory, and regulatory requirements;
5. Track, monitor and manage performance;
6. Enhance visibility into the State's staff augmentation services spending;
7. Increase the overall quality and speed of supplemental staff replacements; and
8. Allow other governmental entities to utilize the Contract and contracted rates.

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

1. Provides a broad range of staff augmentation resources for State of Ohio Agencies, Cooperative Purchasing Program Members and other eligible entities by:
  - a) Providing timely and responsive service;
  - b) Providing a service structure with flexible rates and categories to meet emerging business needs and recognize service duration and engagement stability.
2. Provides visibility and oversight of the staff augmentation services program by:
  - a) Managing spend;
  - b) Ensuring rates in line with market;
  - c) Managing enrolled network supplier(s) throughout engagement lifecycle;
  - d) Ensuring and tracking performance of enrolled network supplier(s);
  - e) Ensuring and tracking compliance with state policy and program procedures.
3. Promotes efficiency in Government by:
  - a) Implementing repeatable, consistent processes;
  - b) Implementing a simple workflow;
  - c) Supporting future demands and market changes.
4. Supports statewide initiatives including:
  - a) Addressing the State's goals for Minority Business Enterprise (MBE) and Encouraging Diversity, Growth and Equity (EDGE) programs;
  - b) Identifying opportunities for creating efficiencies in state government;
  - c) Seeking out means to more effectively and efficiently perform core state functions;
  - d) Demonstrating opportunities for the staff augmentation services program to be more transparent, user friendly and accountable to the citizens of the State of Ohio.

**COOPERATIVE PURCHASING CONTRACT.** This Contract may be relied upon by Ohio institutions of higher education and Ohio political subdivisions. Ohio political subdivisions include any county, township, municipal corporation, school district, conservancy district, township park district, park district created under Chapter 1545 of the Revised Code, regional transit authority, regional airport authority, regional water and sewer district, port authority or any other political subdivision as described in the Ohio Revised Code. To qualify to use this Contract the political subdivision must be currently enrolled in the State's Cooperative Purchasing Program. Purchases made from this Contract by a political subdivision that is not properly registered with the State's Cooperative Purchasing Program will be a violation of law and may be contrary to the political subdivision's competitive bidding requirements. If a political subdivision or institution of higher education relies upon this Contract to issue a purchase order or other ordering document, the political subdivision or institution of higher education "steps into the shoes" of the State under this Contract. The political division's or institution of higher education's order and this Contract are between the Contractor and the political subdivision or institution of higher education. The Contractor must look solely to the political subdivision or institution of higher education for performance, including payment. The Contractor agrees to hold the state of Ohio harmless with regard to political subdivisions and institution of higher education's orders and political subdivision's and institution of higher education's performance. DAS may cancel this Contract and may seek remedies if the Contractor fails to honor its obligations under an order from a political subdivision or institution of higher education.

**CONTRACTOR QUARTERLY SALES REPORT.** The Contractor must report the quarterly dollar value (in U.S. dollars and rounded to the nearest whole dollar) of the sales, to include both state agencies and political subdivisions, under this Contract by calendar quarter (e.g. January-March, April-June, July-September and October-December). The dollar value of the sale is the price paid by the Contract user for the products and/or services listed on the purchase order or other encumbering document, as recorded by the Contractor.

The Contractor will receive an email with a User ID and password and must report the quarterly dollar value of sales to the Department of Administrative Services (DAS) via the Internet using the web form at the Ohio DAS Contract Management Contractor Portal, <https://cm.ohio.gov/>. If no sales occur, the Contractor must show zero. The report must be submitted thirty (30) days following the completion of the reporting period. The Contractor is responsible for emailing the DAS OPS representative with any company contact changes.

The Contractor shall also submit a close-out report within one hundred and twenty (120) days after the expiration of this Contract. The Contract expires upon the physical completion of the last outstanding task or delivery order of the Contract. The close-out report must cover all sales not shown in the final quarterly report and reconcile all errors and credits. If the Contractor reported all contract sales and reconciled all errors and credits on the final quarterly report, then the Contractor should show zero "0" sales in the close-out report.

The Contractor must forward the Quarterly Sales Report to one of the following addresses,

For same day or overnight deliveries:  
Huntington National Bank  
ATTN: L-3686  
7 Easton Oval  
Columbus, OH 43219

All other deliveries may be sent to the following address:  
Department of Administrative Services  
L-3686  
Columbus, OH 43260-3686

If the Contractor fails to submit sales reports, falsifies reports or fails to submit sales reports in a timely manner, DAS may suspend, terminate or cancel this Contract.

CONTRACTOR REVENUE SHARE. The Contractor must pay the Department of Administrative Services (DAS) a revenue share of the sales transacted under this contract. The Contractor must remit the revenue share in U.S. dollars within thirty (30) days after the end of the quarterly sales reporting period. The revenue share equals 0.75% of the total quarterly sales reported. Contractors must include the revenue share in their prices. The revenue share is included in the award price(s) and reflected in the total amount charged to ordering agencies which includes both state agencies and political subdivisions using this Contract.

The contractor must remit any monies due as the result of the close-out report at the time the close-out report is submitted to DAS. The Contractor must pay the revenue share amount due by check. To ensure the payment is credited properly, the Contractor must identify the check as a "Revenue Share" and include the Ohio Contract Management Remittance Report

The Contractor should make the check payable to: Treasurer, State of Ohio.

Use the following address for same day or overnight deliveries:  
Huntington National Bank  
ATTN: L-3686  
7 Easton Oval  
Columbus, OH 43219

All other deliveries may be sent to the following address:  
Department of Administrative Services  
L-3686  
Columbus, OH 43260-3686

If the full amount of the revenue share is not paid within thirty (30) calendar days after the end of the applicable reporting period, the non-payment constitutes a contract debt to the State. The State may either initiate withholding or setting off payments or employ the remedies available under Ohio law for the non-payment of the revenue share.

If the Contractor fails to pay the revenue share in a timely manner, DAS may suspend, terminate or cancel this Contract.

CALENDAR OF EVENTS. The schedule for the Project is given below, and is subject to change. DAS may change this schedule at any time. If DAS changes the schedule before the Proposal due date, it will do so through an announcement on the State Procurement Web site area for this RFP. The Web site announcement will be followed by an addendum to this RFP, also available through the State Procurement Web site. After the Proposal due date and before the award of the Contract, DAS will make scheduled changes through the RFP addendum process. DAS will make changes in the Project schedule after the Contract award through the change order provisions located in the general terms and conditions of the Contract. It is each prospective Offeror's responsibility to check the Web site question and answer area for this RFP for current information regarding this RFP and its calendar of events through award of the Contract. No contact shall be made with agency/program staff until contract award is announced.

DATES:

Firm Dates

RFP Issued:	August 15, 2016
Inquiry Period Begins:	August 15, 2016
Inquiry Period Ends:	September 19, 2016, at 8:00 a.m.
Proposal Due Date:	September 26, 2016, by 1:00 p.m.

Estimated Dates

Contract Award Notification:	October 21, 2016
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NOTE: These dates are subject to change.

There are references in this RFP to the Proposal due date. Prospective Offerors must assume, unless it is clearly stated to the contrary, that any such reference means the date and time (Columbus, OH local time) that the Proposals are due.

Proposals received after 1:00 p.m. on the due date will not be evaluated.

PART TWO: STRUCTURE OF THIS RFP

ORGANIZATION. This RFP is organized into five (5) parts, eleven (11) attachments and four (4) supplements. The parts and attachments are listed below.

PARTS:

Part One	Executive Summary
Part Two	Structure of this RFP
Part Three	General Instructions
Part Four	Evaluation of Proposals
Part Five	Award of the Contract

ATTACHMENTS:

Attachment One	Work Requirements and Special Provisions
Part One	Work Requirements
Part Two	Special Provisions
Attachment Two	Requirements for Proposals
Attachment Three	General Terms and Conditions
Part One	Performance and Payment
Part Two	Work & Contract Administration
Part Three	Ownership & Handling of Intellectual Property & Confidential Information
Part Four	Representations, Warranties, and Liabilities
Part Five	Acceptance and Maintenance
Part Six	Construction
Part Seven	Law & Courts
Attachment Four	Contract
Attachment Five	Offeror Profile Summary
5-A	Offeror Profile Form
5-B	Offeror Prior Project Form
5-C	Offeror Prior Project Form
Attachment Six	Offeror References
Attachment Seven	Offeror's Candidate Summary
7-A	Offeror's Candidate References
7-B	Offeror's Candidate Education, Training
7-C	Offeror's Candidate Experience
Attachment Eight	Offeror Performance Form
Attachment Nine	Questionnaire
Attachment Ten	Cost Summary Form
Attachment Eleven	Rate Card
Supplement One	Service Level Agreement (SLA)
Supplement Two	Position Descriptions
Supplement Three	Region Map
Supplement Four	Current Contract Information

### PART THREE: GENERAL INSTRUCTIONS

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

CONTACTS. The following is contact information for DAS OPS:

Kellie Johnson, CPPB  
Ohio Department of Administrative Services  
Office of Procurement Services  
4200 Surface Road  
Columbus, OH 43228-1395

During the performance of the Work, a State representative (the "Agency Project Representative") will represent the Agency and be the primary contact for matters relating to the Work. The Agency Project Representative will be designated in writing after the Contract award.

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

1. Access the State Procurement Web site at <http://www.ohio.gov/procure>.
2. From the Quick Links Menu on the right, select "Bid Opportunities Search"
3. In the "Document/Bid Number" field, enter the RFP number found on the first page of this RFP.
4. Select "Request for Proposals" from the Opportunity Type dropdown.
5. Enter the RFP Number found on Page 1 of the document. (RFP numbers begin with the letters "CSP")
6. Click "Search" button.
7. On the Opportunity Search Results page, click on the hyperlinked Bid Number.
8. On the Opportunity Details page, click "Submit Inquiry".
9. On the document inquiry page, complete the required "Personal Information" section by providing:
  - a. First and last name of the prospective Offeror's representative who is responsible for the inquiry.
  - b. Name of the prospective Offeror.
  - c. Representative's business phone number.
  - d. Representative's e-mail address.
10. Type the inquiry in the space provided including:
  - a. A reference to the relevant part of this RFP.
  - b. The heading for the provision under question.
  - c. The page number of the RFP where the provision can be found.
11. Enter the Confirmation Number at the bottom of the page
12. Click the "Submit" button.

Offerors submitting inquiries will receive an immediate acknowledgement that their inquiry has been received as well as an e-mail acknowledging receipt of the inquiry. Offerors will not receive a personalized e-mail response to their question, nor will they receive notification when the question has been answered.

Offerors may view inquiries and responses using the following process:

1. Access the State Procurement Web site at <http://www.ohio.gov/procure>.
2. From the "Quick Links menu on the right, select "Bid Opportunities Search".
3. In the "Document/Bid Number" field, enter the RFP number found on the first page of this RFP.
4. Enter the RFP Number found on Page 1 of the document. (RFP numbers begin with the letters "CSP")
5. Click the "Search" button.
6. On the document information page, click the "View Q & A" button to display all inquiries with responses submitted to date.

DAS will try to respond to all inquiries within 48 hours of receipt, excluding weekends and State holidays. DAS will not respond to any inquiries received after 8:00 a.m. on the inquiry end date.

Offerors are to base their RFP responses, and the details and costs of their proposed projects, on the requirements and performance expectations established in this RFP for the future contract, not on details of any other potentially related contract or project. If Offerors ask questions about existing or past contracts using the Internet Q&A process, DAS will use its discretion in deciding whether to provide answers as part of this RFP process.

DAS is under no obligation to acknowledge questions submitted through the Q&A process if those questions are not in accordance with these instructions or deadlines.

**PROTESTS.** Any Offeror that objects to the award of a Contract resulting from the issuance of this RFP may file a protest of the award of the Contract, or any other matter relating to the process of soliciting the Proposals. Such protest must comply with the following information:

1. The protest must be filed by a prospective or actual bidder objecting to the award of a Contract resulting from the RFP. The protest must be in writing and contain the following information:
  - a. The name, address, and telephone number of the protester;
  - b. The name and number of the RFP being protested;
  - c. A detailed statement of the legal and factual grounds for the protest, including copies of any relevant documents;
  - d. A request for a ruling by DAS;
  - e. A statement as to the form of relief requested from DAS; and
  - f. Any other information the protester believes to be essential to the determination of the factual and legal questions at issue in the written request.
2. A timely protest will be considered by DAS, on behalf of the agency, if it is received by the DAS Office of Procurement Services (OPS) within the following periods:
  - a. A protest based on alleged improprieties in the issuance of the RFP, or any other event preceding the closing date for receipt of proposals which are apparent or should be apparent prior to the closing date for receipt of proposals, must be filed no later than five (5) business days prior to the proposal due date.
  - b. If the protest relates to the recommendation of the evaluation committee for an award of the Contract, the protest must be filed as soon as practicable after the Offeror is notified of the decision by DAS regarding the Offeror's proposal.
3. An untimely protest may be considered by DAS at the discretion of DAS. An untimely protest is one received by the DAS OPS after the time periods set in paragraph 2 above. In addition to the information listed in paragraph 1, untimely protests must include an explanation of why the protest was not made within the required time frame.
4. All protests must be filed at the following location:

Department of Administrative Services  
Office of Procurement Services  
4200 Surface Road  
Columbus, OH 43228-1395  
SUBJECT: CSP900917 GDC030

This protest language only pertains to this RFP offering.

**ADDENDA TO THE RFP.** If DAS decides to revise this RFP before the Proposal due date, an addendum will be announced on the State Procurement Web site.

Offerors may view addenda using the following process:

1. Access the State Procurement Web site at <http://www.ohio.gov/procure>.
2. From the "Quick Links menu on the right, select "Bid Opportunities Search".
3. In the "Document/Bid Number" field, enter the RFP number found on the first page of this RFP.
4. Enter the RFP Number found on Page 1 of the document. (RFP numbers begin with the letters "CSP")
5. Click the "Search" button.
6. On the document information page, click the "See Addendum" button to display a list of available addenda.

When an addendum to this RFP is necessary, DAS may extend the Proposal due date through an announcement on State Procurement Web site. It is the responsibility of each prospective Offeror to check for announcements and other current information regarding this RFP.

After the submission of Proposals, addenda will be distributed only to those Offerors whose submissions are under active consideration. When DAS issues an addendum to the RFP after Proposals have been submitted, DAS will permit Offerors to withdraw their Proposals.

This withdrawal option will allow any Offeror to remove its Proposal from active consideration should the Offeror feel that the addendum changes the nature of the transaction to the extent that the Offeror's Proposal is no longer in its interests. Alternatively, DAS may allow Offerors that have Proposals under active consideration to modify their Proposals in response to the addendum, as described below.

Whenever DAS issues an addendum after the Proposal due date, DAS will tell all Offerors whose Proposals are under active consideration whether they have the option to modify their Proposals in response to the addendum. Any time DAS amends the RFP after the Proposal due date, an Offeror will have the option to withdraw its Proposal even if DAS permits modifications to the Proposals. If the Offerors are allowed to modify their Proposals, DAS may limit the nature and scope of the modifications. Unless otherwise stated in the notice by DAS, modifications and withdrawals must be made in writing and must be submitted within ten (10) business days after the addendum is issued. If this RFP provides for a negotiation phase, this procedure will not apply to changes negotiated during that phase. Withdrawals and modifications must be made in writing and submitted to DAS at the address and in the same manner required for the submission of the original Proposals. Any modification that is broader in scope than DAS has authorized may be rejected and treated as a withdrawal of the Offeror's Proposal.

**PROPOSAL SUBMITTAL.** Each Offeror must submit a Technical Proposal and a Cost Proposal/Rate Card as part of its Proposal package. Proposals must be submitted as two (2) separate components (Technical Proposal and Cost Proposal/Rate Card) in separate sealed envelopes/packages. Each Technical Proposal package must be clearly marked "CSP900917 RFP – Technical Proposal" on the outside of each Technical Proposal package's envelope. Each Cost Proposal and Rate Card package must be clearly marked "CSP900917 RFP – Cost Proposal and Rate Card" on the outside of each Cost Proposal/Rate Card package's envelope. Each Offeror must submit one (1) original, completed and signed in blue ink, and seven (7) copies for a total of eight (8) Proposal packages.

The Offeror must also submit, in the sealed package, a complete copy of the Proposals on CD-ROM in Microsoft Office (Word, Excel, or Project) 2003 or higher, format and/or PDF format as appropriate. In the event there is a discrepancy between the hard copy and the electronic copy, the hard copy will be the official Proposal. Proposals are due no later than the proposal due date, at 1:00 p.m. Proposals submitted by e-mail or fax are not acceptable and will not be considered. Proposals must be submitted to:

Department of Administrative Services  
Office of Procurement Services - Bid Desk  
4200 Surface Road  
Columbus, OH 43228-1395

DAS will reject any Proposals or unsolicited Proposal addenda that are received after the deadline. An Offeror that mails its Proposal must allow adequate mailing time to ensure its timely receipt. DAS recommends that Offerors submit proposals as early as possible. Proposals received prior to the deadline are stored, unopened, in a secured area until 1:00 p.m. on the due date. Offerors must also allow for potential delays due to increased security. DAS will 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, except as allowed by this RFP.

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

ORC Section 9.24 prohibits DAS from awarding a Contract to any Offeror(s) against whom the Auditor of State has issued a finding for recovery if the finding for recovery is "unresolved" at the time of award. By submitting a Proposal, the Offeror warrants that it is not now, and will not become subject to an "unresolved" finding for recovery under Section 9.24, prior to the award of a Contract arising out of this RFP, without notifying DAS of such finding. ORC Section 9.231 applies to this contract.

DAS may reject any Proposal if the Offeror takes exception to the terms and conditions of this RFP, fails to comply with the procedure for participating in the RFP process, or the Offeror's Proposal fails to meet any requirement of this RFP. Any question asked during the inquiry period will not be viewed as an exception to the Terms and Conditions.

**CONFIDENTIAL, PROPRIETARY OR TRADE SECRET INFORMATION.** DAS procures goods and services through a RFP in a transparent manner and in accordance with the laws of the State of Ohio. All proposals provided to DAS in response to this RFP become records of DAS and as such, will be open to inspection by the public after award unless exempt from disclosure under the Ohio Revised Code or another provision of law.

Unless specifically requested by the State, an Offeror should not voluntarily provide to DAS any information that the Offeror claims as confidential, proprietary or trade secret and exempt from disclosure under the Ohio Revised Code or another provision of law. Additionally, the Offeror must understand that all Proposals and other material submitted will become the property of the State and may be returned only at the State's option. Confidential, proprietary or trade secret information should not be voluntarily included in a Proposal or supporting materials because DAS will have the right to use any materials or ideas submitted in any Proposal without compensation to the Offeror.

However, if the State requests from the Offeror, or if the Offeror chooses to include, information it deems confidential, proprietary or trade secret information, the Offeror may so designate information as such and request that the information be exempt from disclosure under the Ohio Revised Code or another provision of law. The Offeror must clearly designate the part of the proposal that contains confidential, proprietary or trade secret information in order to claim exemption from disclosure by submitting both an un-redacted copy and a redacted copy of its proposal in both electronic and paper (hard) format. Both electronic and paper (hard) copies shall be clearly identified as either 'ORIGINAL COPY' or 'REDACTED COPY'. Failure to properly redact and clearly identify all copies will result in the State treating all information in the original proposal as a public record.

DAS will review the claimed confidential, proprietary or trade secret information to determine whether the material is of such nature that confidentiality is warranted.

The decision as to whether such confidentiality is appropriate rests solely with DAS. If DAS determines that the information marked as confidential, trade secret, or proprietary does not meet a statutory exception to disclosure, DAS will inform the Offeror, in writing, of the information DAS does not consider confidential.

Upon receipt of DAS' determination that all or some portion of the Offeror's designated information will not be treated as exempt from disclosure, the Offeror may exercise the following options:

1. Withdraw the Offeror's entire Proposal;
2. Request that DAS evaluate the Proposal without the claimed confidential, proprietary or trade secret information; or
3. Withdraw the designation of confidentiality, trade secret, or proprietary information for such information.

In submitting a proposal, each Offeror agrees that DAS may reveal confidential, proprietary and trade secret information contained in the proposal to DAS staff and to the staff of other state agencies, any outside consultant or other third parties who serve on an evaluation committee or who are assisting DAS in development of specifications or the evaluation of proposals. The State shall require said individuals to protect the confidentiality of any specifically identified confidential, proprietary or trade secret information obtained as a result of their participation in the evaluation.

Finally, if information submitted in the Proposal is not marked as confidential, proprietary or trade secret, it will be determined that the Offeror waived any right to assert such confidentiality.

DAS will retain all Proposals, or a copy of them, as part of the Contract file for at least ten (10) years. After the retention period, DAS may return, destroy, or otherwise dispose of the Proposals or the copies.

WAIVER OF DEFECTS. DAS may waive any defects in any Proposal or in the submission process followed by an Offeror. DAS will only do so if it believes that it is in the State's interests and will not cause any material unfairness to other Offerors.

MULTIPLE OR ALTERNATE PROPOSALS. DAS accepts multiple Proposals from a single Offeror, but DAS requires each such Proposal be submitted separately from every other Proposal the Offeror makes. Additionally, the Offeror must treat every Proposal submitted as a separate and distinct submission and include in each Proposal all materials, information, documentation, and other items this RFP requires for a Proposal to be complete and acceptable. No alternate Proposal may incorporate materials by reference from another Proposal made by the Offeror or refer to another Proposal. DAS will judge each alternate Proposal on its own merit.

ADDENDA TO PROPOSALS. Addenda or withdrawals of Proposals will be allowed only if the addendum or withdrawal is received before the Proposal due date. No addenda or withdrawals will be permitted after the due date, except as authorized by this RFP.

PROPOSAL INSTRUCTIONS. Each Proposal must be organized in an indexed binder ordered in the same manner as the response items are ordered in Attachment Two of this RFP.

DAS wants clear and concise Proposals. Offerors should, however, take care to completely answer questions and meet the RFP's requirements thoroughly. All Offerors, including current contract holders, if applicable, must provide detailed and complete responses as Proposal evaluations, and subsequent scores, are based solely on the content of the Proposal.

No assumptions will be made or values assigned for the competency of the Offeror whether or not the Offeror is a current or previous contract holder.

The requirements for the Proposal's contents and formatting are contained in an attachment to this RFP.

DAS will not be liable for any costs incurred by an Offeror in responding to this RFP, regardless of whether DAS awards the Contract through this process, decides not to go forward with the Project, cancels this RFP for any reason, or contracts for the Project through some other process or by issuing another RFP.

## PART FOUR: EVALUATION OF PROPOSALS

EVALUATION OF PROPOSALS. The evaluation process consists of, but is not limited to, the following steps:

1. Certification. DAS shall open only those proposals certified as timely by the Auditor of State.
2. Initial Review. DAS will review all certified Proposals for format and completeness. DAS normally rejects any incomplete or incorrectly formatted Proposal, though it may waive any defects or allow an Offeror to submit a correction. If the Offeror meets the formatting and mandatory requirements listed herein, the State will continue to evaluate the proposal.
3. Proposal Evaluation. The procurement representative responsible for this RFP will forward all timely, complete, and properly formatted Proposals to an evaluation committee, which the procurement representative will chair. The evaluation committee will rate the Proposals submitted in response to this RFP based on criteria and weight assigned to each criterion.

The evaluation committee will evaluate and numerically score each Proposal that the procurement representative has determined to be responsive to the requirements of this RFP. The evaluation will be according to the criteria contained in this Part of the RFP. An attachment to this RFP may further refine these criteria, and DAS has a right to break these criteria into components and weight any components of a criterion according to their perceived importance.

The committee may also have the Proposals or portions of them reviewed and evaluated by independent third parties or various State personnel with technical or professional experience that relates to the Work or to a criterion in the evaluation process. The committee may also seek reviews of end users of the Work or the advice or evaluations of various State committees that have subject matter expertise or an interest in the Work. In seeking such reviews, evaluations, and advice, the committee will first decide how to incorporate the results in the scoring of the Proposals. The committee may adopt or reject any recommendations it receives from such reviews and evaluations.

The evaluation will result in a point total being calculated for each Proposal. At the sole discretion of DAS, any Proposal, in which the Offeror received a significant number of zeros for sections in the technical portions of the evaluation, may be rejected.

DAS will document all major decisions in writing and make these a part of the Contract file along with the evaluation results for each Proposal considered.

4. Clarifications & Corrections. During the evaluation process, DAS may request clarifications from any Offeror under active consideration and may give any Offeror the opportunity to correct defects in its Proposal if DAS believes doing so does not result in an unfair advantage for the Offeror and it is in the State's best interests. Any clarification response that is broader in scope than what DAS has requested may result in the Offeror's proposal being disqualified.
5. Interviews, Demonstrations, and Presentations. DAS may require top Offerors to be interviewed. Such presentations, demonstrations, and interviews will provide an Offeror with an opportunity to clarify its Proposal and to ensure a mutual understanding of the Proposal's content. This will also allow DAS an opportunity to test or probe the professionalism, qualifications, skills, and work knowledge of the proposed candidates. The presentations, demonstrations, and interviews will be scheduled at the convenience and discretion of DAS. DAS may record any presentations, demonstrations, and interviews. No more than the top three (3) Proposals may be requested to present an oral presentation of their proposed Work Plan to the committee.
6. Contract Negotiations. Negotiations will be scheduled at the convenience of DAS. The selected Offeror(s) are expected to negotiate in good faith.
  - a. General. Negotiations may be conducted with any Offeror who submits a competitive Proposal, but DAS may limit discussions to specific aspects of the RFP. Any clarifications, corrections, or negotiated revisions that may occur during the negotiations phase will be reduced to writing and incorporated in the RFP, or the Offeror's Proposal, as appropriate. Negotiated changes that are reduced to writing will become a part of the Contract file open to inspection to the public upon award of the Contract. Any Offeror whose response continues to be competitive will be accorded fair and equal treatment with respect to any clarification, correction, or revision of the RFP and will be given the opportunity to negotiate revisions to its Proposal based on the amended RFP.
  - b. Top-ranked Offeror. Should the evaluation process have resulted in a top-ranked Proposal, DAS 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, DAS may then 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.

- c. Negotiation with Other Offerors. If DAS decides to negotiate with all the remaining Offerors, or decides that negotiations with the top-ranked Offeror are not satisfactory and negotiates with one or more of the lower-ranking Offerors, DAS will then determine if an adjustment in the ranking of the remaining Offerors is appropriate based on the negotiations. The Contract award, if any, will then be based on the final ranking of Offerors, as adjusted.

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

- d. Post Negotiation. Following negotiations, DAS may set a date and time for the submission of best and final Proposals by the remaining Offeror(s) with which DAS conducted negotiations. If negotiations were limited and all changes were reduced to signed writings during negotiations, DAS need not require the submissions of best and final Proposals.

It is entirely within the discretion of DAS 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. DAS is free to limit negotiations to particular aspects of any Proposal, to limit the Offerors with whom DAS wants to negotiate, and to dispense with negotiations entirely.

DAS generally will not rank negotiations. The negotiations will normally be held to correct deficiencies in the preferred Offeror's Proposal. If negotiations fail with the preferred Offeror, DAS may negotiate with the next Offeror in ranking. Alternatively, DAS may decide that it is in the interests of the State to negotiate with all the remaining Offerors to determine if negotiations lead to an adjustment in the ranking of the remaining Offerors.

From the opening of the Proposals to the award of the Contract, everyone working on behalf of the State to evaluate the Proposals will seek to limit access to information contained in the Proposals solely to those people with a need to know the information. They will also seek to keep this information away from other Offerors, and the evaluation committee will not be allowed to 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.

The written changes will be drafted and signed by the Offeror and submitted to DAS within a reasonable period of time. If DAS accepts the change, DAS will give the Offeror written notice of DAS' acceptance. The negotiated changes to the successful offer will become a part of the Contract.

- e. 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, DAS may terminate negotiations with that Offeror and collect on the Offeror's proposal bond, if a proposal bond was required in order to respond to this RFP.
7. Best and Final Offer. If best and final proposals, or best and final offers (BAFOs), are required, they may be submitted only once; unless DAS makes a determination that it is in the State's interest to conduct additional negotiations. In such cases, DAS 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 Offeror's previous Proposal will be considered the Offeror's best and final proposal.
8. Determination of Responsibility. DAS may review the highest-ranking Offerors or its key team members to ensure that the Offeror is responsible. The Contract may not be awarded to an Offeror that is determined not to be responsible. DAS' determination of an Offeror's responsibility may include the following factors: the experience of the Offeror and its key team members; past conduct and past performance on previous contracts; ability to execute this contract properly; and management skill. DAS will make such determination of responsibility based on the Offeror's Proposal, reference evaluations, and any other information DAS requests or determines to be relevant.
9. Reference Checks. DAS may conduct reference checks to verify and validate the Offeror's or proposed candidates past performance. Reference checks indicating poor or failed performance by the Offeror or proposed candidate may be cause for rejection of the proposal. In addition, failure to provide requested reference contact information may result in DAS not including the referenced experience in the evaluation process.

The reference evaluation will measure the criteria contained in this part of the RFP as it relates to the Offeror's previous contract performance including, but not limited to, its performance with other local, state, and federal entities. DAS reserves the right to check references other than those provided in the Offeror's Proposal. DAS may obtain information relevant to criteria in this part of the RFP, which is deemed critical to not only the successful operation and management of the Project, but also the working relationship between the State and the Offeror.

10. Financial Ability. Part of the Proposal evaluation criteria is the qualifications of the Offeror which may include, as a component, the Offeror's financial ability to perform the Contract. This RFP may expressly require the submission of financial statements from all Offerors in the Proposal contents attachment. If the Proposal contents attachment does not make this an expressed requirement, the State may still request that an Offeror submit audited financial statements for up to the past three (3) years if the State is concerned that an Offeror may not have the financial ability to carry out the Contract.

In evaluating an Offeror's financial ability, if requested, the State will review the documentation provided by the Offeror to determine if the Offeror's financial position is adequate or inadequate. If the State believes the Offeror's financial ability is not adequate, the State may reject the Proposal despite its other merits.

DAS will decide which phases are necessary. DAS has the right to eliminate or add phases at any time in the evaluation process.

To maintain fairness in the evaluation process, all information sought by DAS will be obtained in a manner such that no Offeror is provided an unfair competitive advantage.

MANDATORY REQUIREMENTS. The following Table 1 contains items that are considered minimum requirements for this RFP.

Determining the Offeror's ability to meet the minimum requirements is the first step of the DAS evaluation process. The Offeror must demonstrate, to DAS, it meets all minimum requirements listed in the Mandatory Requirements section (Table 1). The Offeror's response to the minimum requirements must be clearly labeled "Mandatory Requirements" and collectively contained in Tab 1 of the Offeror's Proposal in the "Cover Letter and Mandatory Requirements" section. (Refer to Attachment Two of the RFP document for additional instructions.)

DAS will evaluate Tab 1, alone, to determine whether the Proposal meets all Mandatory Requirements. If the information contained in Tab 1 does not clearly meet every Mandatory Requirement, the Proposal may be disqualified by DAS and DAS may not evaluate any other portion of the Proposal.

TABLE 1 - MANDATORY PROPOSAL REQUIREMENTS

Mandatory Requirements	Accept	Reject
There are no Mandatory Requirements for this RFP		

PROPOSAL EVALUATION CRITERIA. If the Offeror provides sufficient information to DAS, in Tab 1, of its proposal, demonstrating it meets the Mandatory Requirements, the Offeror's Proposal will be included in the next part of the evaluation process which involves the scoring of the Proposal Technical Requirements, followed by the scoring of the Cost Proposals. In the Proposal evaluation phase, DAS rates the Proposals submitted in response to this RFP based on the following listed criteria and the weight assigned to each criterion. The possible points allowed in this RFP are distributed as indicated in the Table 2 - Scoring Breakdown.

TABLE 2 - SCORING BREAKDOWN

Criteria	Maximum Allowable Points
Proposal Technical Requirements	4625 Points
Proposal Cost	2300 Points
Total	6925 Points

The scale below (0-5) will be used to rate each proposal on the criteria listed in the Technical Proposal Evaluation table.

DOES NOT MEET 0 POINTS	WEAK 1 POINT	WEAK TO MEETS 2 POINTS	MEETS 3 POINTS	MEETS TO STRONG 4 POINTS	STRONG 5 POINTS
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DAS will score the Proposals by multiplying the score received in each category by its assigned weight and adding all categories together for the Offeror's Total Technical Score in Table 3. Representative numerical values are defined as follows:

DOES NOT MEET (0 pts.): Response does not comply substantially with requirements or is not provided.

WEAK (1 pt.): Response was poor related to meeting the objectives.

WEAK TO MEETS (2 pts.): Response indicates the objectives will not be completely met or at a level that will be below average.

MEETS (3 pts.): Response generally meets the objectives (or expectations).

MEETS TO STRONG (4 pts.): Response indicates the objectives will be exceeded.

STRONG (5 pts.): Response significantly exceeds objectives (or expectations) in ways that provide tangible benefits or meets objectives (or expectations) and contains at least one enhancing feature that provides significant benefits.

**TABLE 3 - TECHNICAL PROPOSAL EVALUATION**

Criterion	Weight	Rating (0=Does not Meet to 5=Strong)	Extended Score
<b>Offeror Profile</b>			
1. Offeror provides a profile that will help the State gauge the ability of the Offeror to fulfill the obligations of the Contract. The Offeror demonstrates sufficient resources to undertake all activities required in the RFP.  This RFP includes Offeror Profile Summary Form as Attachment Five A which must be completed by the Offeror.	<b>5</b>		
2. Offeror provides evidence of a minimum of two (2) previous project, similar in size and complexity, in the previous five (5) years, the project must document the Offeror's ability to provide MSP with VMS.  This RFP includes Offeror Prior Project Forms as Attachments Five B, C which must be completed by the Offeror.	<b>10</b>		
<b>Offeror References</b>			
1. The Offeror provides evidence of a minimum of three (3) references for clients for whom the Offeror has successfully provided services on projects that were similar in their nature, size and scope of the Work. These references must relate to current projects or work that was completed in the past five (5) years.  This RFP includes an Offeror Reference Form as Attachment Six.	<b>5</b>		
<b>Scope of Work</b>			
<b>General Requirements</b>			
1. Offeror provides organization chart highlighting key people and illustrating lines of authority.	<b>10</b>		
2. Offeror identifies Implementation Manager and Contract Manager.	<b>10</b>		
3. Offeror identifies an Account Management Team that: a. Provides detailed information for each team member demonstrating their experience and capability. b. Is sufficient in size to manage the volume of work required.	<b>15</b>		
The Offeror provides a plan for managing peaks and valleys in demand for resources.	<b>10</b>		
<b>Implementation Plan</b>			
1. Offeror provides a plan for managing the Project.	<b>20</b>		
2. Offeror provides approach for implementation planning assumptions and decisions.	<b>5</b>		
3. Offeror describes how they plan to facilitate communication among stakeholders.	<b>10</b>		
4. Offeror describes baseline approach for measuring progress and project control.	<b>15</b>		

Criterion	Weight	Rating (0=Does not Meet to 5=Strong)	Extended Score
Implementation Plan cont'd			
5. Offeror identifies an Implementation Team that will be assigned to implement the solution.	10		
6. Offeror provides the process to ensure all billing meets State standards.	5		
7. Offeror provides approach to working with Agencies which have not utilized this type of contract in the past.	15		
8. Offeror provides rollout plan for the VMS tool.	20		
9. Offeror provides high level project schedule.	5		
10. Offeror defines the review process for the milestones and deliverable, including a status communication plan.	10		
11. Offeror defines the communication process for issue management and resolution, including specific points of contact for escalating issues.	10		
12. The Offeror provides proposed user guide for both Agencies and Enrolled Network Suppliers that details: <ul style="list-style-type: none"> <li>a. The process from entry of the requisition to the conclusion of the resource engagement;</li> <li>b. The process for using the Contract to obtain and or supply staff augmentation resources;</li> <li>c. The guidelines for use, and user roles.</li> </ul>	15		
13. The Offeror provides a plan for training both using Agencies and Enrolled Network Suppliers on the VMS Tool.	15		
Contract Start-Up Transition Plan			
1. Offeror provides a transition plan that identifies and describes responsibilities.	25		
2. Offeror identifies critical tasks that need to occur to provide a smooth and orderly transition of functions between current contractors and the selected Offeror without disruption to operations.	15		
Establishing, maintaining and developing a network of enrolled suppliers			
1. Offeror describes plan to establish, maintain and develop a network of enrolled suppliers (subcontractors) with the ability to provide resources for all positions listed in the Rate Card, Attachment Eleven.	25		
2. Offeror describes plan for pursuing MBE and EDGE companies.	25		
3. Offeror describes plan for addressing, managing and resolving issues between engaged staff augmentation resources and enrolled suppliers.	15		
Establishing and maintaining competitive hourly rates.			
1. Offeror describes the process and methodology for establishing and/or validating hourly rates for the positions included in the RFP.	20		
2. Offeror describes how a regular review of the marketplace will be accomplished throughout the term of the Contract to ensure competitive hourly rates.	15		
Vendor Management System Requirements			
1. Offeror is able to provide a hosted web-based Vendor Management System, which is accessible via the internet by users.	10		
2. Offeror provides their definition of "real-time".	5		

Criterion	Weight	Rating (0=Does not Meet to 5=Strong)	Extended Score
<b>Vendor Management System Requirements Cont'd</b>			
3. Offeror provides evidence the VMS allows for and supports customer configuration modifications.	<b>10</b>		
<b>Role Based Access and Workflow:</b>			
1. Offeror provides evidence the VMS has role-based security, grouping users by their roles and granting permission to perform various functions to system users based upon their membership in a group.	<b>10</b>		
2. Offeror provides evidence the VMS allows for additional users and different types of user groups to be added on an as-needed basis.	<b>10</b>		
3. Offeror provides evidence the VMS allows agency supervisors the ability to delegate approval authority on a case by case basis.	<b>10</b>		
4. Offeror provides evidence the VMS has the capability to provide communication via automatic e-mails.	<b>10</b>		
5. Offeror provides evidence the VMS allows attachments to requisitions.	<b>10</b>		
6. Offeror provides evidence the VMS has the capability for approvers to have the ability to make changes to requisitions that are entered into the VMS.	<b>10</b>		
7. Offeror provides evidence the VMS has the capability to bypass requisition approvers when directed by contract administrators.	<b>10</b>		
<b>Supplier and Contractor Management:</b>			
1. Offeror provides evidence the VMS has the capability to name specific candidates within a requisition.	<b>5</b>		
2. Offeror provides evidence the VMS has the capability to automatically generate requisition status updates to all interested parties.	<b>15</b>		
3. Offeror provides evidence the VMS has the capability to allow Agencies and enrolled network suppliers to view the status of each requisition.	<b>15</b>		
4. Offeror provides evidence the VMS has the capability to allow authorized users to view all candidate resumes that were submitted for each requisition at any time.	<b>15</b>		
5. Offeror provides evidence the VMS has the capability to capture all activities in the lifecycle of a resource's assignment or from the initial requisition and approval to selection, on-boarding, time collection, invoicing, and disengagement.	<b>20</b>		
6. Offeror provides evidence the VMS has the capability to allow Agencies to view a resource's current and past placements.	<b>5</b>		
7. Offeror provides evidence the VMS has the capability to allow enrolled network suppliers to submit candidates and a proposed hourly rate for the candidate that does not exceed the maximum rate from the rate card.	<b>15</b>		
8. Offeror provides evidence the VMS has the capability to allow electronic time entry and timesheet approval.	<b>20</b>		

Criterion	Weight	Rating (0=Does not Meet to 5=Strong)	Extended Score
<b>Record Tracking and Report Generation:</b>			
1. Offeror provides evidence the VMS allows auto generated requisition numbers.	<b>5</b>		
2. Offeror provides evidence the VMS has the capability to allow Agencies to access reports showing Contract utilization for their specific agency based on user login, and the DAS/OPS the ability to access full Contract utilization reports.	<b>15</b>		
3. Offeror provides evidence the VMS has the capability to allow users to create their own reports to extract and review data including, but not limited to, by Agency facility location.	<b>15</b>		
<b>Staff Augmentation Website Portal Requirements</b>			
1. The Offeror provides evidence of the ability to provide a hosted Staff Augmentation Website Portal for the primary purpose of providing prospective and enrolled network suppliers with pertinent information.	<b>25</b>		
<b>Ongoing Operations</b>			
1. Offeror provides a detailed plan for agency consultation. Offeror provides evidence of the ability to provide on-site presence at the request of an Agency.	<b>15</b>		
2. Offeror provides evidence of the ability to provide Customer Service 24/7 and provides contact information for after hour needs.	<b>15</b>		
3. Offeror provides a plan for Response Management that describes the requisition process including soliciting candidates based on different markets (Open, MBE, Edge).	<b>20</b>		
4. Offeror provides a detailed plan for the Candidate Screening and Validation processes.	<b>20</b>		
5. Offeror provides evidence of their ability to provide Interview Facilitation as described in the RFP.	<b>15</b>		
6. Offeror provides a plan that details the process for On-boarding Resources.	<b>15</b>		
7. Offeror provides a plan for VMS help desk support.	<b>20</b>		
8. Offeror describes their approach to provide continuous improvement and innovation to the State.	<b>15</b>		
<b>Reporting and Meeting Requirements</b>			
1. Offeror provides evidence of the ability to provide reporting as required in the RFP.	<b>30</b>		
2. Offeror provides evidence of the capability to conduct monthly surveys and provide survey metrics.	<b>10</b>		
<b>Questionnaire</b>			
1. Offeror adequately answers Account Management questions from the questionnaire.	<b>25</b>		
2. Offeror adequately answers Implementation from the questionnaire.	<b>25</b>		
3. Offeror adequately answers Operations from the questionnaire.	<b>25</b>		
4. Offeror adequately answers Reporting and Performance Metrics from the questionnaire.	<b>25</b>		
5. Offeror adequately answers Supply Chain Management from the questionnaire.	<b>25</b>		

Total Technical Score: \_\_\_\_\_

In this RFP, DAS asks for responses and submissions from Offerors, most of which represent components of the above criteria. While each criterion 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 will normally result in a rejection of that Offeror's Proposal. The value assigned above to each criterion is only a value used to determine which Proposal is the most advantageous to the State in relation to the other Proposals that DAS received.

COST PROPOSAL POINTS. DAS will calculate the Offeror's Cost Proposal points after the Offeror's total technical points are determined. Once the technical merits of a Proposal are evaluated, the costs of that Proposal will be considered. It is within DAS' discretion to wait to factor in a Proposal's cost until after any interviews, presentations, demonstrations or discussions. Also, before evaluating the technical merits of the Proposals, DAS may do an initial review of costs to determine if any Proposals should be rejected because of excessive cost. DAS may reconsider the excessiveness of any Proposal's cost at any time in the evaluation process.

The number of points assigned to the cost evaluation will be prorated, with the lowest accepted cost proposal given the maximum number of points possible for this criterion. Other acceptable cost proposals will be scored as the ratio of the lowest price proposal to the proposal being scored, multiplied by the maximum number of points possible for this criterion.

FINAL STAGES OF EVALUATION. The Offeror with the highest point total from all phases of the evaluation (Technical Points + Cost Points) will be recommended for the next phase of the evaluation.

Technical Score: \_\_\_\_\_ + Cost Score: \_\_\_\_\_ = Total Score: \_\_\_\_\_

If DAS finds that one or more Proposals should be given further consideration, DAS may select one or more of the highest-ranking Proposals to move to the next phase. DAS may alternatively choose to bypass any or all subsequent phases and make an award based solely on the proposal evaluation phase.

REJECTION OF PROPOSALS. DAS may reject any Proposal that is not in the required format, does not address all the requirements of this RFP, or that DAS believes is excessive in price or otherwise not in its interests to consider or to accept. In addition, DAS may cancel this RFP, reject all the Proposals, and seek to do the Project through a new RFP or by other means.

DISCLOSURE OF PROPOSAL CONTENTS. DAS will seek to open the Proposals in a manner that avoids disclosing their contents. Additionally, DAS will seek to keep the contents of all Proposals confidential until the Contract is awarded. DAS will prepare a registry of Proposals containing the name and address of each Offeror. That registry will be open for public inspection after the Proposals are opened.

PART FIVE: AWARD OF THE CONTRACT

CONTRACT AWARD. DAS plans to award the Contract based on the schedule in the RFP, if DAS decides the Project is in the best interests of the State and has not changed the award date.

The signature page for the Contract is included as Attachment Four of this RFP. In order for an Offeror's Proposal to remain under active consideration, the Offeror must sign, the two (2) copies enclosed, in blue ink and return the signed Contracts to DAS with its response. Submittal of a signed Contract does not imply that an Offeror will be awarded the Contract. In awarding the Contract, DAS will issue an award letter to the selected Contractor. The Contract will not be binding on DAS until the duly authorized representative of DAS signs both copies and returns one (1) to the Contractor, the Agency issues a purchase order, and all other prerequisites identified in the Contract have occurred.

DAS expects the Contractor to commence work upon receipt of a state issued purchase order. If DAS awards a Contract pursuant to this RFP and the Contractor is unable or unwilling to commence the Work, DAS reserves the right to cancel the Contract and return to the original RFP process and evaluate any remaining Offeror Proposals reasonably susceptible of being selected for award of the Contract. The evaluation process will resume with the next highest ranking, viable Proposal.

CONTRACT. If this RFP results in a Contract award, the Contract will consist of this RFP including all attachments, written addenda to this RFP, the Contractor's accepted Proposal and written authorized addenda to the Contractor's Proposal. It will also include any materials incorporated by reference in the above documents and any purchase orders and change orders issued under the Contract. The general terms and conditions for the Contract are contained in Attachment Three of 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. This RFP, as amended;
2. The documents and materials incorporated by reference in the RFP;
3. The Offeror's proposal, as amended, clarified, and accepted by DAS; and
4. The documents and materials incorporated by reference in the Offeror's Proposal.

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

ATTACHMENT ONE: WORK REQUIREMENTS AND SPECIAL PROVISIONS  
PART ONE: WORK REQUIREMENTS

This attachment describes the Project and what the Contractor must do to complete the Project satisfactorily. It also describes what the Offeror must deliver as part of the completed Project (the "Deliverables"), and it gives a detailed description of the Project's schedule.

- I. SCOPE OF WORK. The State is seeking a qualified offeror that will provide a Managed Services Provider solution for the Non-IT Staff Augmentation Services Program. The Contractor will manage a supplier network that will meet the State's non-IT staffing requirements. The State is seeking a supplier neutral, not-to-exceed price rate card MSP model in which the selected MSP will manage the candidate sourcing and ongoing administration of the program. The Contractor should provide a full service model which will include, but not be limited, to on-site account management, consultation with DAS and Agency staff, managing and mentoring of the supplier network, and a flexible candidate screening process. The Contractor must utilize a Vendor Management System to automate and support the staff augmentation lifecycle and to provide standard and customized reports to the State.
- II. DEFINITIONS.
- A. AGENCIES: State of Ohio Agencies, Boards, Commissions and Cooperative Purchasing Program Members
  - B. CANDIDATE: Potential contingent staff (during the resume screening process)
  - C. RESOURCE: Candidate that has been screened and approved
  - D. ENROLLED NETWORK SUPPLIER: The network of subcontractor supplier providing the resources
  - E. MANAGED SERVICES PROVIDER/CONTRACTOR: Awarded Contractor
  - F. BUSINESS CONTINUITY PLAN: Disaster recovery plan.
  - G. VENDOR MANAGEMENT SYSTEM: Electronic workforce management system
  - H. PART-TIME/LONG TERM: Long term position with less than 37.50 hours per week or 7.50 hours per day for more than 6 months
  - I. FULL-TIME/LONG TERM: Long term position for 37.50 or more hours per week for more than 6 months
  - J. TEMPORARY/SHORT-TERM: Fill-in for designated short term request normally less than 6 months
  - K. URGENT: Fill for immediate need unplanned shortage. This requirement is for a position needed to be filled as soon as possible. The facility may choose to not interview candidates in these cases.
  - L. STAT: Same day fill for immediate emergency unplanned absence or shortage. This requirement is for a position needed to be filled with in four (4) hours. The facility may choose to not interview candidates in these cases.

Some Agencies operate on a 24/7 schedule, 365 days a year. Specific schedules, defining hours/days will be specified by each Agency. Overtime pay applies to hours worked over 40 hours per week at a rate of time and one-half. Most State agencies observe the following holidays, however, members of the Cooperative Purchasing program may observe additional or alternative holidays. Generally the holiday shifts begin late evening of the day previous to the holiday and conclude late evening of the holiday. Hours worked on the following holidays will be paid at a rate of time and one-half.

New Years	The first day of January
Memorial Day	The last Monday of May
Independence Day	The 4 <sup>th</sup> day of July
Labor Day	The first Monday of September
Thanksgiving Day	The fourth Thursday of November
Christmas Day	The 25 <sup>th</sup> of December

III. GENERAL REQUIREMENTS.

Contractor Key Personnel Roles and Responsibilities:

- A. The Contractor must provide an organizational chart highlighting the key people assigned to manage the personnel called for in this RFP. The chart must illustrate the lines of authority.
- B. The Contractor must identify an Implementation Manager who will oversee the implementation team and the project during implementation. The Implementation Manager must be identified as a Key Personnel subject to the State's interview and approval.
- C. The Contractor must designate an individual to serve as the Contract Manager for the provision of services pursuant to this RFP. The Contract Manager must be identified as a Key Personnel subject to the State's interview and approval. The duties of the Contractor's Contract Manager shall include but not be limited to:
  - 1. Supporting the management of the Contract.
  - 2. Facilitating dispute resolution.
  - 3. Managing and reporting performance

4. Managing the Account Team

- D. The Contractor must identify an Account Management Team who will be responsible for the day-to-day activities related to this Contract throughout the Contract term. The State requires a qualified account team to manage the relationship between the State and the MSP, and the MSP and the supplier network.
1. The team members should have extensive knowledge of industry trends and best practices. The offeror's proposal must identify and provide detailed information for each team member demonstrating their experience and capability to perform their assigned duties and to handle key responsibilities during and after implementation.
  2. The Account Management Team provided must be sufficient in size to manage the volume of work required to be performed as part of the Contract.
  3. The State requires the Contractor to provide a plan for managing peaks and valleys in demand for resources.
- E. The State reserves the right to require a change in the Contractor's Contract Manager or the Account Management Team, if in the opinion of the State they are not adequately serving the needs of the State. The Contract Manager must be available to meet with State staff to resolve issues that may arise.

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

- A. The implementation plan must include detail sufficient to give the State an understanding of how the Offeror's knowledge and approach will:
1. Manage the Project;
  2. Guide Project execution;
  3. Document planning assumptions and decisions;
  4. Facilitate communication among stakeholders;
  5. Define key managements review procedure as it relates to content, scope, and schedule;
  6. Provide a baseline for measuring progress and Project control.
- B. The following schedule must be incorporated into the implementation plan timeline and work plan to incorporate current existing State contracts into this contract:

November-December 2016 Implementation Period Phase 1-Must be completed by December 16, 2016  
STS-155 Positions

January-June 30, 2017 Implementation Period Phase 2- Must be completed by July 1, 2017  
DEV001, LDC003, MAC022  
MAC027 & MAC107 Positions

Refer to Supplement Four for additional information regarding these contracts.

In addition to incorporating existing contract suppliers and personnel, the Contractor will be required to receive and provide candidates for any new agency resource requests beginning in November.

- C. The implementation plan must include but is not limited to:
1. The implementation team (remote and on-site) that will be assigned to implement the solution must be identified, along with a work breakdown structure detailing the responsibility for each Deliverable within the Scope of Work. These representatives should have extensive knowledge of industry trends and best practices.
  2. The process the Contractor will use to ensure all billing meets State standards.
  3. The Offeror must provide a clear plan for managing the implementation of the Contract, which will take place in a period of high demand for staffing services by the State. The Offeror must describe the plan for taking on a large volume of requests during this first phase of the Contract, adding employees, if necessary, to the Offeror's account team, partnering with additional suppliers to meet State staffing needs and assigning dedicated account managers and other resources to work with the State in implementing the Contract.
  4. The Offeror must be prepared to work with agencies which have not utilized this type of contract in the past.
  5. The Offeror must have a rollout plan for the VMS tool.
  6. High Level Project schedule for all Project Deliverables and milestones.
  7. Major milestones and target date(s) for each milestone that are consistent with this RFP's dates.
  8. Definition of the review processes for each milestone and Deliverable and a description of how communication and status review will be conducted.

9. Monitoring and tracking of progress throughout the entire implementation phase.
10. The State requires that a standard communication process be proposed for issue management and resolution, including specific points of contact for escalating issues. This process shall address both implementation and ongoing operational phases of the Contract.

D. The following training items must be included in the implementation plan:

1. The Contractor must develop and maintain both an agency and supplier user guide for the Contract. The user guide must:
  - a. Define the staff augmentation process from entry of the requisition to the conclusion of the resource engagement;
  - b. Describe the process for using the Contract to obtain and or supply staff augmentation resources;
  - c. Describe the guidelines for use, and user roles.

The user guide is subject to State approval.

2. All agencies must be trained in the use of the VMS tool by the MSP prior to “go live” according to the implementation plan. Training should include developing requirements with an Account Manager Team representative, use of the VMS tool, and other program functions. Agencies shall be trained as they are on-boarded.
3. All enrolled supplier(s) must be trained in the use of the VMS tool by the Contractor. Supplier training should include responding to requisitions, use of the VMS tool, and other program functions. Multiple training sessions must be offered to provide scheduling options for enrolled supplier staff requiring training. In addition, the Contractor must have online training available for suppliers as an ongoing resource.

- V. CONTRACT START-UP TRANSITION PLAN. It is essential that contracted resources performing work under our current contract(s) must be transitioned to the contract resulting from this RFP. The Contractor must identify and execute critical tasks that need to occur to provide a smooth and orderly transition of functions between the current contractor(s) and the selected Offeror (the Contractor) without disruption to operations. The Start-up Transition Plan must specifically address how it will approach transitioning engaged staff augmentation suppliers currently providing services through State contract(s).

The Start-up Transition Plan must identify and describe responsibilities of each party and provide a breakdown of all activities that must be performed in the transition phase. All existing resources, during transition, shall be on-boarded at the rates resulting from this RFP.

- VI. ESTABLISHING, MAINTAINING AND DEVELOPING A NETWORK OF ENROLLED SUPPLIERS. The Contractor must establish, maintain and develop a network of enrolled suppliers (subcontractors) with the ability to provide resources for all positions listed in Attachment Eleven, Rate Card.

The Contractor shall seek to build and maintain an open network of qualified suppliers that will provide resources for work assignments made under the Contract. In addition to actively pursuing MBE and EDGE companies, the Contractor shall seek to develop a network of suppliers comprised of a substantial number of companies with a significant economic presence in Ohio.

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

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

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

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

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

- VII. ESTABLISHING AND MAINTAINING COMPETITIVE HOURLY RATES. Offerors shall provide a detailed description of their process and methodology for establishing and/or validating hourly rates for the positions included in the RFP. The proposal must also address how a regular review of the marketplace will be accomplished throughout the term of the Contract to ensure competitive hourly rates.

- VIII. MAINTAINING POSITION TITLES. The Contractor must maintain and recommend for consideration additional position titles throughout the term of the Contract to meet staff augmentation service needs. The position titles and descriptions listed in Attachment Eleven, Rate Card represents the skills required at the time this RFP is issued. The State reserves the right to add new positions and update position titles and descriptions. The Contractor will be required to update and maintain the Rate Card.
- IX. END OF CONTRACT TRANSITION. The Contractor must submit a transition plan within 180 days prior to the end of the term of the Contract. At a minimum, the transition plan must identify the critical tasks that need to occur to provide a seamless transition of functions, between the incumbent contractor and the new contractor, with minimal disruption to operations. The Contractor must execute the transition plan upon the State's request.
- X. VENDOR MANAGEMENT SYSTEM REQUIREMENTS. The State requires the Contractor to provide a hosted Vendor Management System (VMS).

A. General Provisions

1. All costs related to the use of the VMS must be included within the MSP's fees. The State or the network suppliers (subcontractors) must not incur any direct costs for use of the VMS.
2. The State requires the VMS to be accessible by end users through the internet. A web-based application is required.
3. The VMS solution must provide data in real-time. MSP must provide their definition of "real-time" in the RFP response.
4. The VMS must allow for and support customer configuration modifications.
5. The VMS must be user-friendly and easy to navigate. Demonstrations may be requested to determine usability of primary system requirements.
6. MSP must recognize that certain services under this Contract are vital to the State and must be continued without interruption. The MSP shall be prepared to continue providing such services during periods of disaster, crisis, or other unexpected breaks in services based upon a Business Continuity Plan (Plan). The MSP is required to implement and maintain a sustainable Plan throughout the term of this Contract and provide the Plan upon request. The Plan will, at a minimum:
  - a. Enable continued performance under this Contract in the event of a disaster or other unexpected break in services; and
  - b. Ensure the continuity of services provided to key Agencies identified during the Implementation and On-Boarding process.

B. Role Based Access and Workflow

1. The MSP must administer the VMS and register users based on their role in the process.
2. The VMS must have role-based security, grouping users by their roles and granting permission to perform various functions to system users based upon their membership in a group.
3. The VMS must allow for additional users and different types of user groups to be added on an as-needed basis.
4. User authentication methods must be used in the VMS.
5. The VMS must allow agency supervisors the ability to delegate approval authority on a case by case basis.
6. The VMS must allow communication via automatic e-mails.
7. The VMS must automate workflow for:
  - a. Requisitions, allowing users to view where the requisition is in the process at any point
  - b. Enrolled network suppliers submitting candidates
  - c. Resume and interview management
  - d. Selection and on-boarding
  - e. Issue or problem resolution
8. The VMS must allow attachments to requisitions.
9. The VMS must provide functionality for approvers to have the ability to make changes to requisitions that are entered into the VMS.
10. The VMS must have the capability to bypass requisition approvers when directed by contract administrators.

C. Supplier and Contractor Management

1. The VMS must provide the ability to name specific candidates within a requisition.
2. The VMS must automatically generate requisition status updates to all interested parties.
3. The VMS must allow Agencies and enrolled network suppliers to view the status of each requisition.
4. The VMS must allow authorized users to view all candidate resumes that were submitted for each requisition at any time.
5. The VMS must capture all activities in the lifecycle of a resource's assignment or from the initial requisition and approval to selection, on-boarding, time collection, invoicing, and disengagement.
6. The VMS shall allow Agencies to view a resource's current and past placements.
7. The VMS must allow enrolled network suppliers to submit candidates and a proposed hourly rate for the candidate. The hourly rate must not exceed the maximum rate from the rate card.
8. The VMS must be able to accommodate single candidates working on multiple assignments.
9. The VMS must allow electronic time entry and timesheet approval.

D. Record Tracking and Report Generation

1. The VMS must auto generate requisition numbers.
2. Agencies must be able to access reports showing Contract utilization for their specific agency based on user login, and the Department of Administrative Services must have the ability to access full Contract utilization reports.
3. The VMS must allow users to create their own reports to extract and review data including, but not limited to, by Agency facility location.

XI. STAFF AUGMENTATION WEBSITE PORTAL REQUIREMENTS. The State requires that the proposed solution include a hosted Staff Augmentation Website Portal for the primary purpose of providing prospective and enrolled network suppliers with pertinent information. The State must review and approve the content of the website prior to implementation.

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

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

1. General Information on the MSP Program
2. Frequently Asked Questions
3. Contract information
4. Criteria for Participating
5. How to Join the Network of Suppliers
6. Contract Metrics and Key Performance Data
7. Contact Information for General Questions

The State may request a similar site targeted to Agencies.

XII. ONGOING OPERATIONS. The Contractor will be responsible for overseeing all on-going services including but not limited to the following:

- A. Agency consultation - Account Managers must have the ability to schedule on-site meetings with agency staff, if necessary, Monday to Friday, 8 a.m. to 5 p.m. local time. Account Managers shall assist agencies with developing detailed requisitions for staff augmentation resources. The State may have some Agencies with needs that will require the Contractor to provide an Account Manager with on-site presence. Additionally, Account Managers must be available to assist and support agency staff with all other tasks or issues related to utilizing the Contract to fulfill their staff augmentation resource needs. Additional Contractor staff should also be available by phone, email or other method during the same time frame to assist the State with needs such as creating ad-hoc reports. Contractor staff must also perform any additional training for new agency staff or remedial training for previously trained agency staff during the term of the Contract.
- B. Customer Service - The Contractor must be able to provide 24/7 response to Agencies for staffing needs. The Contractor shall provide the State with contact information for after hour needs (call-offs, no show, sick etc).

- C. Response Management – Account Managers shall be responsible for releasing approved requisitions to the agency designated group of enrolled network suppliers. Agencies shall indicate how they want to solicit candidates from enrolled network suppliers. The following contains a list of solicitation options that must be available:
1. Open Market – All enrolled network suppliers are eligible to submit candidates
  2. MBE Set-Aside - Only Ohio Certified MBE companies enrolled in the network are eligible to submit candidates. (Agency will receive MBE set-aside credit)
  3. EDGE - Only Ohio Certified EDGE Companies enrolled in the network are eligible to submit candidates. (Agency will not receive MBE set-aside credit)
- D. Candidate Screening and Validation – The Contractor shall be responsible for reviewing and screening all candidates submitted in response to requisitions. All candidates submitted prior to the submission deadline must be fully reviewed and considered, even if three (3) or more qualified candidates have already been identified. The Contractor must then provide a group of resumes best matching the requirements contained within the requisition. The Contractor shall also ensure that any candidate forwarded to an Agency for consideration is eligible to perform work in the U.S. for the entire anticipated duration of the engagement.

Requisition Type	Number of resumes	Timeframe
Normal requisition	minimum of three (3) candidates resumes shall be forwarded to agency	4 business days
Urgent	minimum of three (3) candidates resumes shall be forwarded to agency	24 hours
STAT	N/A	4 hours

A minimum of three (3) candidates per request shall be forwarded to the agency to review within four (4) business days. The Contractor shall realize that there will be some positions amongst agencies that have a constant urgent need and shall plan accordingly to have a pre-qualified pool of resources available to fill in for STAT needs. Urgent Resume Submittal Response time shall be within twenty-four (24) hours unless the agency requests to receive resumes at the normal requisition timeframe of four (4) business days. If more than four (4) business days is allowed by the agency, the SLA's will not apply. The agency may request more than three (3) candidates and has the right to request that all candidates be forwarded for its review.

If the agency selects one or more candidates from this first group of resumes, then the next step in the process will be to begin candidate interviews. The agency will provide notification to the Contractor indicating which candidates have been selected to participate in interviews. If the agency determines the resumes submitted do not meet the requirements as stated in the requisition, the agency will notify the Account Manager and request a new group of resumes. If a second group of resumes is provided (minimum of three (3)), and no resumes within the second group meet the requirements as stated in the requisition and clarified in the reorder process, the agency may continue with the process described above or after consulting with DAS OPS representative receive direction to utilize a separate procurement method or contract to meet the service need.

- E. Interview Facilitation – The Account Managers or other Contractor staff must coordinate and facilitate candidate interviews and skills assessments (phone interviews, face-to-face interviews, capabilities tests, etc.). Face-to-face interviews may be required to be conducted onsite at the agency's location or remote interviews (web conference (skype), video conference, phone etc.) may be permitted. The decision as to whether onsite or remote interviews are required will be determined solely by the agency.

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

- F. Resource On-boarding - The Contractor will be responsible for ensuring that its resources are properly on-boarded at the agency site and have completed any required documents or forms. Additionally, the State requires that Contractor ensure that engaged resources are properly trained on any VMS requirements, such as appropriate time entry systems.
- G. Resource Performance - If it is determined within the first five (5) days worked, that the resource does not have the skills or capabilities necessary to complete the job as requested in the original requisition, the agency may reject the resource. The agency may request that the resource be replaced immediately. The agency may also reject any replacement resource according to these procedures. The agency will not be responsible to pay for the time the resource spends at the agency in cases of rejection.

- H. Invoice processing - The Contractor will be responsible for ensuring that its resources enter time weekly into the VMS, for approval by the appropriate person within the Agency receiving the services. The Agency will receive invoices from the Contractor for approved time monthly. The Agency will pay invoices in accordance with the Contract terms and conditions. The Contractor will charge the appropriate mark-up for each resource identified in the invoice. The Contractor shall submit invoices to the Agencies in a timely manner.
- I. Conversion costs - If the State determines that it is in the best interest to hire or convert the resource after a six (6) month period, the Contractor will release the employee from any agreements that may be in effect. This will be at no cost to the State, the Contractor, or the employee.

If the State determines it would be in the best interest of the State to hire or convert the resource, prior to the completion of the six (6) month period, the State will pay a conversion fee based on the charts below.

Nonprofessional positions are defined as any position with less than \$40,000.00 in annual base salary per year and with no greater than twelve month interruption of service to the State.

The Conversion fees for nonprofessional positions shall be compensated as follows:

Hours Worked	0-160 hours	>160-320 hours	>320-480 hours	>480 hours
Maximum/Not-to-Exceed Conversion Fee	\$3,000.00	\$1,000.00	\$500.00	\$0.00

Professional positions are defined as any position with more than \$40,000.00 in annual base salary per year and with no greater than twelve months interruption of services to the State. The first year annual salary will be the annual salary that would be paid to the resource during the first year.

The Conversion fees for professional positions shall be compensated as follows:

Hours Worked	0-160 hours	>160-320 hours	>320-480 hours	>480 hours
Maximum/Not-to-Exceed Conversion Fee	20% of first year annual salary	15% of first year annual salary	10% of first year annual salary	5% of first year annual salary

- J. Help desk support - The State requires the solution to provide helpdesk services to the State and suppliers 8 a.m. to 5 p.m., Eastern Standard Time (EST) to address VMS issues, to respond to general inquiries regarding the staff augmentation program and to respond to general requests for information or assistance.
- K. Continuous Improvement and Innovation – The State requires the Contractor to engage in the identification and implementation of continuous improvement projects that will deliver greater efficiencies and cost optimization during the term of the Contract and provide recommendations to the DAS OPS representative.

XIII. POLICY AND PROCEDURE. All contracted staff shall abide by Agency policies, procedures, rules and regulations. In addition, on-site resources must provide services in compliance with medical and mental health policies and protocols and federal, state, and local laws. Some policies are reviewed on an annual basis and are updated and revised as necessary to include the addition of new policies on an as needed basis; therefore, the Contractor(s) must continue to review the policies on a regular basis, and update, as necessary.

While every effort will be made to communicate with the Contractor prior to any action, agencies reserve the right to remove any resource or Contractor personnel.

XIV. BACKGROUND INVESTIGATIONS.

Agencies reserve the right to request background checks and drug testing of potential resources, including, but not limited to the following:

- A. Sheriff's Department background check
- B. Municipal Police background check
- C. Bureau of Criminal Investigation background check
- D. Candidate reference check
- E. Credit check
- F. Finger printing
- G. Drug Testing
- H. Licensing and Credentialing

- I. National and State Attorney General checks
- J. Prison Rape Elimination Act (PREA)

Due to the job requirements and environment, hiring decisions will be partially based on the results of background checks. Agencies may elect to perform the background checks and/or polygraphs themselves at direct agency expense.

- XV. DRUG TESTING. It is the policy of the State to ensure a drug-free workplace for all employees at all work locations. The Contractor must adhere to the Agency policies. The Contractor must be able to verify that all employees have passed a pre-employment drug test prior to working at any facility. The Contractor must also provide specific procedures in their response for random drug testing of their employees working at any facility under this Contract during the term of their employment. In addition, Agencies may request a drug screen test of any on-site resource that displays behaviors that indicate the use of drugs at any time during the term of this Contract and any subsequent renewals. The cost of the drug screen test will be the responsibility of the Contractor.
- XVI. ORIENTATION TRAININGS. Some Agencies may require that the Candidate attend orientation prior to working.
- XVII. REPORTING AND MEETING REQUIREMENTS. The Contractor is responsible for periodic reports and meetings covering activities, problems and recommendations.
  - A. DAS OPS Quarterly Meeting. A quarterly meeting will take place among the Contractor's Account Managers, the Contractor's Contract Manager and various DAS OPS representatives, to review the quality of service provided to the State by the Contractor.

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

- 1. Active enrolled network suppliers (subcontractors)
  - 2. Pending network suppliers (subcontractors)
  - 3. Inactive network suppliers (subcontractors)
  - 4. MBE Set-Aside utilization
  - 5. MBE Participation
  - 6. EDGE utilization
  - 7. Industry trends
  - 8. Market Rate and Contract Not-to-Exceed Hourly Rate Review
  - 9. Contract utilization by agency and position category
  - 10. SLA Performance Review
  - 11. Activities seeking potential subcontractors to be added to the enrolled supplier network
- B. Supplier Network Quarterly Meeting: The Contractor shall hold quarterly meetings with the enrolled network suppliers to update them with Contract information and performance metrics. The selected Contractor must notify the State when these meetings will occur, at least five (5) business days prior to the date of the meeting. The State reserves the right to attend.
  - C. Quarterly Reports: The State prefers the Contractor submit quarterly reports to the DAS OPS representative within fifteen (15) business days of the quarter's end. Quarterly reports shall include at a minimum, a summary report with the sales for the period, subtotaled by agency, current hours and bill rates, a detailed report containing the line item details of each PO by agency, bureau/purchasing organization and enrolled network supplier (subcontractor), a utilization report and a SLA scorecard.
  - D. Monthly Reports: The Contractor must make all monthly reports available to the agencies through the VMS. Monthly reports must contain a utilization report, MBE Set-Aside spend and a PO Limit report if requested by the agency. In addition, the Contractor must submit the SLA scorecard to the DAS OPS representative. The State prefers the monthly reports be made available by the 7<sup>th</sup> day of the following month.
  - E. Ad-hoc Reports: The Contractor must provide any additional reports requested by the State or any Agency at no additional cost.
  - F. Customer Service Survey: The Contractor shall conduct monthly surveys of the satisfaction of the agency for the resource(s) placed at that agency by the Contractor. Surveys must be used to highlight both positive and negative points about the Contractor's processes and resources. Survey results shall be used to identify areas for improvement. All survey metrics must be submitted to the DAS OPS representative no later than ten (10) business days past the end of the month that is being reported on.
  - G. Contractor's Grace Period for Service-Level Agreements: The Contractor will be allowed a sixty (60) day grace period during the identified implementation phases of the contract to ramp up services, without scoring on the performance metrics above. After the sixty (60) day grace period, tracking of each of the above performance metrics should begin, and the first report shall be due to the DAS OPS representative one (1) month after the grace period ends.

Once a final scorecard, which will include the above performance metrics, has been developed, the DAS OPS representative will calculate a score for the contractor's overall performance. If the score is below the minimum threshold, as agreed upon in negotiations by the Contractor and the State, the following actions will be taken:

1. A discussion will take place between the MSP representatives and the State Contract Administrator. The MSP will be given a warning, and a plan will be developed to improve on the problem areas within two (2) months.
2. If a second monthly review occurs with minimal or no improvement in the problem areas, the MSP will be placed on probation, and the MSP will be given three (3) months to improve their overall service score.
3. If a third monthly review with below-threshold score occurs within the three (3) month probationary period, the MSP will be required to give a three percent (3%) rebate on the month's revenue back to each agency which has provided revenue to the MSP.
4. If a fourth below-threshold score occurs within the next three (3) months, the MSP will be required to provide a five percent (5%) rebate on the month's revenue back to each agency that has provided revenue to the MSP, and the contract may be terminated for cause by the State.

XVIII. CONTRACTOR RESPONSIBILITIES. The Contractor must meet all RFP requirements and perform Work as defined in the Scope of Work.

ATTACHMENT ONE: WORK REQUIREMENTS AND SPECIAL PROVISIONS  
PART TWO: SPECIAL PROVISIONS

THE OFFEROR'S FEE STRUCTURE. The Contractor will be paid as proposed on the Cost Summary Form after the Agency approves the receipt of service(s) and continued completion of all deliverables.

REIMBURSABLE EXPENSES. None.

BILL TO ADDRESS.

Agency billing addresses shall be identified in the onboarding process.

SPECIAL TERMS AND CONDITIONS

MEDICAL IMMUNITY AND INDEMNIFICATION: Any Contractor who is rendering medical services to the Agency under the provisions of sections 109.36, 9.85, 9.86 and 9.87 of the Revised Code is subject to the immunity and indemnification provided therein.

HEALTH INSURANCE PORTABILITY & ACCESSIBILITY ACT (HIPAA) REQUIREMENTS. As a condition of receiving a contract from the State, the Contractor, and any subcontractor(s), will be required to comply with 42 U.S.C. Sections 1320d through 1320d-8, and to implement regulations at 45 C.F.R. Section 164.502 (e) and 164.504 (e) [relating to privacy] and 164.308 and 164.314 [relating to security] regarding disclosure and safeguarding of protected health information under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, as amended by the American Recovery and Reinvestment Act of 2009. Contractor and any Subcontractor(s) will be required to enter into a Business Associate Agreement (BAA) with participating agencies. Due to the potentially large number of diverse BAA forms due to multiple Agencies, Boards and Co-Operatives, no sample forms are provided.

## ATTACHMENT TWO: REQUIREMENTS FOR PROPOSALS

**PROPOSAL FORMAT.** Each Proposal must include sufficient data to allow the State to verify the total cost for the Project and all of the Offeror's claims of meeting the RFP's requirements. Each Proposal must respond to every request for information in this attachment whether the request requires a simple "yes" or "no" or requires a detailed explanation. Simply repeating the RFP's requirement and agreeing to comply will be an unacceptable response and may cause the Proposal to be rejected.

These instructions describe the required format for a responsive Proposal. The Offeror may include any additional information it believes is relevant. An identifiable tab sheet must precede each section of a Proposal, and each Proposal must follow the format outlined below. All pages, except pre-printed technical inserts, must be sequentially numbered. Any material deviation from the format outlined below may result in a rejection of the non-conforming Proposal.

Each Proposal must contain the following information, chronologically in order, with tabbed sections as listed below:

1. Cover Letter and Mandatory Requirements
2. Certification
3. Signed Contracts
4. Offeror Profile and Prior Projects
5. Offeror References
6. Staffing Plan
7. Personnel Profile Summary
8. Work Plan
9. Support Requirements
10. Conflict of Interest Statement
11. Assumptions
12. Proof of Insurance
13. Payment Address
14. Contract Performance
15. W-9 Form and Additional Vendor Information Form
16. Affirmative Action Plan
17. Banning the Expenditure of Public Funds on Offshore Services
18. Questionnaire
19. Cost Summary Form
20. Rate Card

### REQUIREMENTS:

1. **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 will provide an executive summary of the solution the Offeror plans to provide. The letter must also have the following:
  - a. A statement regarding the Offeror's legal structure (e.g., an Ohio corporation), Federal tax identification number, and principal place of business.
  - b. A list of the people who prepared the Proposal, including their titles.
  - c. The name, phone number, fax number, e-mail address, and mailing address of a contact person who has authority to answer questions regarding the Proposal.
  - d. A list of all subcontractors, if any, that the Offeror will use on the Project if the Offeror is selected to do the Work.
  - e. For each proposed subcontractor, the Offeror must attach a letter from the subcontractor, signed by someone authorized to legally bind the subcontractor, with the following included in the letter:
    - 1) The subcontractor's legal status, tax identification number, and principal place of business address.
    - 2) The name, phone number, fax number, e-mail address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations.
    - 3) A description of the Work the subcontractor will do.
    - 4) A commitment to do the Work if the Offeror is selected.
    - 5) A statement that the subcontractor has read and understood the RFP and will comply with the requirements of the RFP.
    - 6) A statement that the Subcontractor will maintain any permits, licenses, and certifications required to perform work.
  - f. A statement that the Offeror's proposed solution for the Project meets all the requirements of this RFP.

- g. A statement that the Offeror has not taken any exception to the Terms and Conditions.
- h. A statement that the Offeror does not assume there will be an opportunity to negotiate any aspect of the proposal.
- i. A statement indicating the Offeror will comply with all Federal and Ohio (Ohio Revised Code) Laws and Rules of the Ohio Administrative Code as those law and rules are currently enacted and promulgated, and as they may subsequently be amended and adopted.
- j. A statement that the Contractor shall not substitute, at Project start-up, different personnel from those evaluated by the State 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.).
- k. A statement that the Offeror is not now, and will not become subject to an "unresolved" finding for recovery under Revised Code Section 9.24, prior to the award of a Contract arising out of this RFP, without notifying DAS of such finding.
- l. A statement that all the Offerors personal and business associates are in compliance with Chapter 3517 of the Revised Code regarding limitations on political contributions and will remain in compliance for the duration of the Contract and with all applicable provisions that extend beyond the expiration of the Contract. Refer to the Political Contributions paragraph in Attachment Three, Part Seven of this RFP document.
- m. All contractors from whom the State or any of its political subdivisions make purchases in excess of \$2500.00 shall have a written affirmative action program for the employment and effective utilization of economically disadvantaged persons, as referred to in division (E)(1) of section 122.71 of the Revised Code. Annually, each such contractor shall file a description of the affirmative action program and a progress report on its implementation with the Equal Employment Opportunity office of the Department of Administrative Services. Provide a statement that the Offeror has been approved through this affirmative action program. Refer to the Affirmative Action paragraph in Attachment Two and to the Equal Employment Opportunity paragraph in Attachment Three, Part Seven of this RFP.
- n. Registration with the Secretary of State. By the signature affixed to this Offer, the Offeror attests that the Offeror is:
  - 1) An Ohio corporation that is properly registered with the Ohio Secretary of State; or
  - 2) 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 Sections 1703.01 to 1703.31 of the Ohio Revised Code, which transacts business in the State of Ohio, without being so licensed, or when its license has expired or been canceled, shall forfeit not less than \$250 nor more than ten thousand dollars. No officer of a foreign corporation shall transact business in the State of Ohio, if such corporation is required by Section 1703.01 to 1703.31 of the Revised Code to procure and maintain a license, but has not done so. Whoever violates this is guilty of a misdemeanor of the fourth degree.

Offeror attests that it is registered with the Ohio Secretary of State.

The Offeror's Charter Number is: \_\_\_\_\_.

Questions regarding registration should be directed to (614) 466-3910 or visit the Web site at:  
<http://www.sos.state.oh.us>

All Offerors who seek to be considered for a contract award must submit a response that contains an affirmative statement using the language in paragraph(s) a. through n. above.

Responses to all Mandatory Requirements from Table 1 must be included in this section (Tab 1).

2. Certification. Each Proposal must include the following certification signed by the individual Offeror.

*(Insert Company name)* affirms they are the prime Offeror.

*(Insert Company name)* affirms it shall not and shall not allow others to perform work or take data outside the United States without express written authorization from DAS.

*(Insert Company name)* affirms that all personnel provided for the Project, who are not United States citizens, will have executed a valid I-9 form and presented valid employment authorization documents.

*(Insert Company name)* affirms that any small business program participants will provide necessary data to ensure program reporting and compliance.

*(Insert Company name)* agrees that it is a separate and independent enterprise from the State of Ohio, the Agency, and the Department of Administrative Services. *(Insert Company name)* has a full opportunity to find other business and has made an investment in its business. Moreover *(Insert Company name)* will retain sole and absolute discretion in the judgment of the manner and means of carrying out its obligations and activities under the Contract. This Contract is not to be construed as creating any joint employment relationship between *(Insert Company name)* or any of the personnel provided by *(Insert Company name)*, the Agency, or the Department of Administrative Services.

*(Insert Company name)* affirms that the individuals supplied under the Contract are either: (1) employees of *(Insert Company name)* with *(Insert Company name)* withholding all appropriate taxes, deductions, or contributions required under law; or (2) independent contractors to *(Insert Company name)*.

*If the Offeror's personnel are independent Contractors to the Offeror, the certification must also contain the following sentence:*

*(Insert Company name)* affirms that it has obtained a written acknowledgement from its independent Contractors that they are separate and independent enterprises from the State of Ohio and the Department of Administrative Services and the Agency for all purposes including the application of the Fair Labor Standards Act, Social Security Act, Federal Unemployment Tax Act, Federal Insurance Contributions Act, the provisions of the Internal Revenue Code, Ohio tax law, worker's compensation law and unemployment insurance law.

3. Signed Contracts. The Offeror must provide two (2) originally signed, blue ink copies of the included Contract, Attachment Four. Offeror must complete, sign and date both copies of the Contract and include it with their Proposal. (Attachment Four).
4. Offeror Profile and Prior Projects. Each Proposal must include a profile of the Offeror's capability, capacity, and relevant experience working on projects similar to this Work. The profile must also include the Offeror's legal name; address; telephone number; fax number; e-mail address; home office location; date established; ownership (such as public firm, partnership, or subsidiary); firm leadership (such as corporate officers or partners); number of employees; number of employees engaged in tasks directly related to the Work; and any other background information that will help the State gauge the ability of the Offeror to fulfill the obligations of the Contract. The financial stability of the company should also be described and is considered a necessary component of this portion of the Proposal's response. This RFP includes Offeror Profile Summary Form as Attachment Five A which must be completed for the Offeror. The Offeror must use this form and fill it out completely to provide the Offeror requirement information.

The Offeror shall also provide information on the firm's background as well as evidence that it has in place the personnel, internal procedures, and any other resources required under the terms of the Contract to ensure successful performance and contract compliance. Offerors must describe current operational capacity of the organization and the Offeror's ability to absorb the additional workload resulting from this Project. Failure to recreate the form accurately to include all fields, may lead to the rejection of the Offeror's Proposal.

The Offeror must document previous experience and expertise in providing a minimum of two (2) previous projects, similar in size and complexity, in the previous five (5) years. These projects must be of similar size, scope and nature. Details of the similarities must be included. Attachment Five B, C must be filled out completely for each of the two (2) projects provided. The Offeror must use these forms and fill them out completely to provide the Offeror requirement information. Failure to recreate the form accurately to include all fields, may lead to the rejection of the Offeror's Proposal.

5. Offeror References. The Offeror must include a minimum of three (3) references for organizations and/or clients for whom the Offeror has successfully provided services on projects that were similar in their nature, size, and scope to the Work. These references must relate to work that was completed within the past five (5) years. This RFP includes an Offeror Reference Form as Attachment Six. Failure to recreate the form accurately may lead to the rejection of the Offeror's Proposal.

The State does not assume that since the experience requirement is provided at the top of the page that all descriptions on that page relate to that requirement. Offerors must reiterate the experience being described, including the capacity in which the experience 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. Previous experience must include the conduct, management, and coordination of projects. Incumbents must ensure specifics are addressed. Evaluations will not be based on intrinsic knowledge of evaluation committee members.

The description of the related service shows the Offeror's experience, capability, and capacity to develop this Project's deliverables and/or to achieve this Project's milestones. Details such as the size of the contracting organizations, duration of involvement, level of responsibility, significant accomplishments, as well as a thorough description of the nature of the experience will be required for appropriate evaluation by the committee.

- a. Contact Information. The contact name, title, phone number, e-mail address, company name, and mailing address must be completely filled out. If the primary contact cannot be reached, the same information must be included for an alternate contact in lieu of the primary contact. Failure to provide requested contact information may result in the State not including the reference in the evaluation process.
- b. Project Name. The name of the project where the mandatory experience was obtained and/or service was provided.
- c. Dates of Experience. Must be completed to show the length of time the Offeror performed the experience being described, not the length of time the Offeror was engaged for the reference. The Offeror must complete these dates with a beginning month and year and an ending month and year.
- d. Description of the Related Service Provided. The State does not assume that since the experience requirement is provided at the top of the page that all descriptions on that page relate to that requirement. Offerors must reiterate the experience being described, including the capacity in which the experience 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.
- e. Description of how the related service shows the Offeror's experience, capability and capacity to develop this Project's deliverables and/or to achieve this Project's milestones.
- f. The Offeror's project experience must be listed separately and completely every time it is referenced, regardless of whether it is on the same or different pages of the form.

When contacted, each reference must be willing to discuss the Offeror's previous performance on projects that were similar in their nature, size, and scope to the Work.

6. Project Staffing Plan. The Offeror must provide a staffing plan that identifies all key personnel required to do the Project and their responsibilities on the Project. The State is seeking a staffing plan that matches the proposed Project personnel and qualifications to the activities and tasks that will be completed on the Project. In addition, the plan must have the following information:
  - a. A matrix matching each key team member to the staffing requirements in this RFP.
  - b. A contingency plan that shows the ability to add more staff if needed to ensure meeting the Project's due date(s).
  - c. A discussion of the Offeror's ability to provide qualified replacement personnel.
  - d. The Offeror must submit a statement and chart that clearly indicate the time commitment of the proposed work team, including the Project Manager, to the Project and any other, non-related work during the term of the Contract. The Offeror must also include a statement indicating to what extent, if any, the Project Manager may be used on other projects during the term of the Contract. The Evaluation Committee may reject any Proposal that commits the proposed Project Manager to other work during the term of the Contract if the committee believes that doing so will be detrimental to the Offeror's performance.
7. Personnel Profile Summary. This RFP includes Offeror Candidate Forms as Attachments Seven A, B and C. The Offeror must use these forms and fill them out completely for each key candidate referenced. Candidate refers to the Offeror's internal staff. The forms must be completed using typewritten or electronic means. The forms may be recreated electronically, but all fields and formats must be retained. Failure to recreate the forms accurately may lead to the rejection of the Offeror's Proposal.

All candidate requirements must be provided using the Offeror Candidate Forms (See Attachments Seven A, B and C.) The various sections of the form are described below:

- a. Candidate References. If fewer than three (3) projects are provided, the Offeror must include information as to why fewer than three (3) projects were provided. The State may disqualify the proposal if fewer than three (3) projects are given. (Refer to Attachment Seven A.)

For each reference the following information must be provided:

1. Candidate's Name.
2. Contact Information. The contact name, title, phone number, e-mail address, company name, and mailing address must be completely filled out. If the primary contact can not be reached, the same information must be included for an alternate contact in lieu of the primary contact. Failure to provide requested contact information may result in the State not including the reference experience in the evaluation process.
3. Dates of Experience. Must be completed to show the length of time the candidate performed the technical experience being described, not the length of time the candidate worked for the company. The Offeror must complete these dates with a beginning month and year and an ending month and year.
4. Description of the Related Service Provided. The State does not assume that since the technical requirement is provided at the top of the page that all descriptions on that page relate to that requirement. Contractors must reiterate the technical experience being described, including the capacity in which the experience was performed and the role of the candidate in the reference project as it relates to this RFP Project. It is the Contractors' responsibility to customize the description to clearly substantiate the candidate's qualification.

- b. **Education and Training.** This section must be completed to list the education and training of the proposed candidates and will demonstrate, in detail, the proposed candidate's ability to properly execute the Contract based on the relevance of the education and training to the requirements of the RFP. Must include copies of any pertinent licenses and or certificates. (Refer to Attachment Seven B.)
- c. **Required Experience and Qualifications.** This section must be completed to show how the candidate meets the required experience requirements. If any candidate does not meet the required requirements for the position the candidate has been proposed to fill, the Offeror's Proposal may be rejected as non-responsive. (Refer to Attachment Seven C.)

The candidate's project experience must be listed separately and completely every time it is referenced, regardless of whether it is on the same or different pages of the form.

One of the criteria on which the State may base the award of the Contract is the quality of the Offeror's Work Team. Switching personnel after the award will not be accepted without due consideration. The Offeror must propose a Work Team that collectively meets all the requirements in this RFP. Additionally, each team member may have mandatory requirements listed in this RFP that the team member must individually meet. All candidates proposed must meet the technical experience for the candidate's position and be named.

8. **Work Plan.** Offeror must fully describe its current capacity, approach, methods, and specific work steps for doing the Work on this Project. The State encourages responses that demonstrate a thorough understanding of the nature of the Project and what the Contractor must do to complete the Project satisfactorily. To this end, the Offeror must submit for this section of the Proposal the Project plan that will be used to create a consistent, coherent management plan of action that will be used to guide the Project. The Project plan should include detail sufficient to give the State an understanding of the Offeror's knowledge and approach, including Gantt charts documenting the successful completion of all of the deliverables to complete the Project.

The Work Plan must demonstrate an understanding of the requirements of the project as described in Attachment One Part One Work Requirements. Describe the methodologies, processes and procedures it will utilize in the implementation and production of the Scope of Work. Provide a comprehensive Work Plan that gives ample description and detail as to how it proposes to accomplish this project and what resources are necessary to meet the deliverables.

The State seeks insightful responses that describe proven state-of-the-art methods. Recommended solutions should demonstrate that the Offeror would be prepared to immediately undertake and successfully complete the required tasks. The Offeror's Work Plan should clearly and specifically identify key personnel assignments. (NOTE: The staffing plan should be consistent with the Work plans).

Additionally, the Offeror should address potential problem areas, recommended solutions to the problem areas, and any assumptions used in developing those solutions.

9. **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 should address the following:
  - a. Nature and extent of State support required in terms of staff roles, percentage of time available, etc.;
  - b. Assistance from State staff and the experience/qualification level required; and
  - c. 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 must therefore 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.

10. **Conflict of Interest Statement.** Each Proposal must include a statement indicating whether the Offeror or any people that may work on 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 has the right to reject a Proposal in which a conflict is disclosed or cancel the Contract if any interest is later discovered that could give the appearance of a conflict.
11. **Assumptions.** The Offeror must provide a comprehensive listing of any and all of the assumptions that were made in preparing the proposal. If any assumption is unacceptable to the State, it may be cause for rejection of the Proposal. No assumptions shall be included regarding negotiation, terms and conditions, and requirements.

12. Proof of Insurance. In this section, the Offeror must provide the certificate of insurance required by the General Terms & Conditions, Attachment Three, Part Two. The policy may be written on an occurrence or claims made basis.
13. Payment Address. The Offeror must provide the address to which payments to the Offeror will be sent.
14. Contract Performance. The Offeror must complete Attachment Eight, Offeror Performance Form.

15. W-9 Form and Vendor Information Form. The Offeror must complete Federal Form W-9, Request for Taxpayer Identification Number and Certification form and the Vendor Information Form (OBM-5657) in their entirety. At least one (1) original of each form (signed in blue ink) must be submitted in the "original" copy of the Proposal. All other copies of the Proposal may contain duplicates of these completed forms. If a subsidiary company is involved, Offerors must have an original W-9 and OBM-5657 for both the parent and subsidiary companies. These documents and directions can be found on the OBM Web site under the heading "Vendor Forms" at <http://ohiosharedservices.ohio.gov/SupplierOperations/Forms.aspx>

16. 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/tabid/133/Default.aspx>.

Approved Affirmative Action Plans can be found by going to the Equal Opportunity Department's Web site:

<http://eodreporting.oit.ohio.gov/searchAffirmativeAction.aspx>

Copies of approved Affirmative Action plans shall 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.

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

The Offeror must complete the attached Contractor/Subcontractor [Affirmation and Disclosure](#) to abide with Executive Order 2011-12K affirming no services of the Contractor or its subcontractors under this Contract will be performed outside the United States. During the performance of this Contract, the Contractor must not change the location(s) of the country where the services are performed, change the location(s) of the country where the data are maintained, or made available unless a duly signed waiver from the State has been attained to perform the services outside the United States.

18. Questionnaire. The Offeror's response to the questionnaire (Attachment Nine) must be submitted with the Offeror's Proposal. The Offeror must provide a comprehensive response to each of the sections and questions asked in the questionnaire.
19. Cost Summary Form. The Cost Summary Form (Attachment Ten) must be submitted with the Offeror's Proposal. Offeror's proposal must specify a Firm Fixed Mark-up percentage fee for completion of all activities set forth in this RFP, including Revenue Share. This fee will be based on a percentage mark-up of the hourly rate actually paid to the enrolled network supplier for the engaged staff augmentation resource. The applicable Mark-up Percentage is the only compensation the Contractor awarded the Contract may claim for services provided. The Contractor must not charge enrolled network suppliers additional fees for participating in the program. The Contractor is not permitted to charge other fees from the enrolled network suppliers for invoicing, registration, or any other portion of the supplier's involvement in the program.

All prices, costs, and conditions outlined in the proposal shall remain fixed and valid for acceptance for 120 days, starting on the due date for proposals. The awarded contractor must hold the accepted prices and/or costs for the entire contract period. No price change shall be effective without prior written consent from DAS, OPS.

NOTE: Offeror's should ensure Cost Proposals are submitted separately from the Technical Proposals, as indicated the Proposal Submittal paragraph of this RFP (see Part Three). This information should not be included in the Technical Proposal. In addition to Attachment Ten, the Cost Summary Form, Offeror's shall also include in the sealed cost submission Attachment Eleven, the Rate Card.

The State shall not be liable for any costs the Offeror does not identify in its Proposal.

20. Rate Card. The Rate Card (Attachment Eleven) must be submitted with the Offeror's Proposal. The Rate Card contains a listing of the positions being offered under this RFP. The Rate Card provides the current ceiling bill rates from existing staffing contracts. The Offeror must review the bill rates in comparison to the market and indicate in the "Market Adjusted

Ceiling Bill Rate-Standard" column any rates where the current bill rate for the State of Ohio may not be supported by market data and/or which may negatively impact SLA compliance. The State may consider this information in establishing a revised rate card in coordination with the top-ranked offeror. In addition, Offeror must provide Ceiling Bill Rate for Tier 2 and Tier 3 pricing using the guidelines below. The State recognizes that there may be areas where market rates change depending on geographical location and has proposed dividing the State of Ohio into 6 regions according to Supplement Three, Region Map. The Offeror may propose adjusted rates in accordance with Supplement Three. Any geographical adjustment must be indicated in the prospective region tabs in the Rate Card submitted with their proposal.

The following ceiling bill rate tiers shall be defined as:

Standard Bill Rate: Based on qualifications listed in position description (Supplement Two)

Tier 2 Bill Rate: 1-5 years' experience in addition to the qualifications listed in the position description

Tier 3 Bill Rate: 6+ years' experience in addition to the qualifications listed in the position description

NOTE: Offeror's should ensure Rate Cards are submitted separately from the Technical Proposals, as indicated the Proposal Submittal paragraph of this RFP (see Part Three). This information should not be included in the Technical Proposal. In addition to Attachment Ten, the Cost Summary Form, Offeror's shall also include in the sealed cost submission Attachment Eleven, the Rate Card.

ATTACHMENT THREE: GENERAL TERMS AND CONDITIONS  
PART ONE: PERFORMANCE AND PAYMENT

STATEMENT OF WORK. The RFP and the Offeror's Proposal (collectively referred to as the "RFP") are a part of this Contract and describe the Work (the "Project") the Contractor will do and any materials the Contractor will deliver (the "Deliverables") under this Contract. The Contractor will do the Project in a professional, timely, and efficient manner and will provide the Deliverables in a proper fashion. The Contractor will also furnish its own support staff necessary for the satisfactory performance of the Project.

The Contractor will 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. The Contractor will 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 and the Contractor is paid. 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 State however, 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 will also apply to the end of any subsequent biennium during which the Project continues. Termination or expiration of this Contract will not limit the Contractor's continuing obligations with respect to Deliverables that the State paid for before termination or limit the State's rights in such.

It is understood that the State's funds are contingent upon the availability of lawful appropriations by the Ohio General Assembly. If the General Assembly fails at any time to continue funding for the payments and other obligations due as part of this Contract, the State's obligations under this Contract are terminated 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. The RFP may also have several dates for 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 and the mutually agreed to Work Plan requires. 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 may also have certain obligations to meet. Those obligations, if any, are also listed in the RFP. If the State agrees that the Contractor's failure to meet the delivery, milestone, or completion dates in the RFP 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 all professional 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 (5) business days of the Contractor's realization that the State's delay will impact the Project. The notice to the State must be directed at making the State aware of its delay and the impact of its delay. It must be sent to the Agency Project Representative and the State Procurement Representative. Remedies resulting from the State's delay will be at the State's discretion.

The State seeks a complete Project. Any incidental items omitted in the RFP will be provided as part of the Contractor's not-to-exceed fixed price. The Contractor must fully identify, describe, and document all systems that are delivered as a part of the Project. All hardware, software, supplies, and other required components (such as documentation, conversion, training, and maintenance) for the Project to be complete and useful to the State are included in the Project and the not-to-exceed fixed price.

ECONOMIC PRICE ADJUSTMENT. The Contract Mark-Up Percentage Fee will remain firm throughout the initial term of the Contract. Thereafter, prior to Contract renewal, the Contractor may submit a request to adjust their Mark-Up to be effective on the effective date of the Contract's renewal. No price adjustment will be permitted prior to the effective date; on purchase orders that are already being processed; or on purchase orders that have been filled.

Rate Card Price increases must be supported by a general price increase in the cost of the materials/services rendered due to documented increases in the cost of related materials/services. Detailed documentation, to include a comparison list of the Contract items and proposed price adjustments must be submitted to support the requested adjustment. Supportive documentation should include, but is not limited to: copies of the old and the current price lists or similar documents which indicate the original base cost of the product to the Contractor and the corresponding adjustment, and/or copies of correspondence sent by the Contractor's supplier on the supplier's letterhead, which contain the above price information and explains the source of the adjusted costs in such areas as raw materials, freight, fuel or labor, etc.

Should there be a decrease in the cost of the finished product due to a general decline in the market or some other factor, the Contractor is responsible to notify DAS immediately. The price decrease adjustment will be incorporated into the Rate Card and the Contract and will be effective on all purchase orders issued after the effective date of the decrease. If the price decrease is a temporary decrease, such should be noted on the invoice. In the event that the temporary decrease is revoked, the Contract pricing will be returned to the pricing in effect prior to the temporary decrease. Failure to comply with this provision will be considered as a default and will be subject to the Suspension and Termination section contained herein.

COMPENSATION. In consideration of the Contractor's promises and satisfactory performance, the State will pay the Contractor the amount(s) identified in the RFP (the "Fee"), plus any other expenses identified as reimbursable in the RFP. In no event will payments under this Contract exceed the "not-to-exceed" amount in the RFP 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 is also contingent on the Contractor delivering a proper invoice and any other documents required by the RFP.

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 fifteen (15) business days after it receives a defective invoice of any defect and provide the information necessary to correct the defect.

The Contractor will send all invoices under this Contract to the "bill to" address in the RFP 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 may then deduct the disputed amount from its payment as a non-exclusive remedy. If, in the opinion of the State, a material breach has occurred by the Contractor, the State retains the right to withhold payment from the Contractor. Both parties agree that an attempt at resolution of any claims or material breach or disputes will first be made jointly by the Contractor Project Manager, the Contractor Project Principal, the Agency Project Representative and the State Procurement Administrator. If, within 30 calendar days following the above notification, the claim or dispute has not been resolved, only then will it be submitted to non-binding mediation (pursuant to the rules as stipulated by the American Arbitration Association). A claim or dispute must be submitted to non-binding mediation prior to the initiation of any formal legal process. 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. No payments are required to be made by the State until the matter is resolved.

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 will reimburse the State for that amount at the end of the 30 calendar days as a non-exclusive 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.

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

In making any reimbursable expenditure, the Contractor will always comply with the more restrictive of its own, then-current internal policies for making such expenditures or with the State's then-current policies. All reimbursable travel will require the advance written approval of the State's Agency Project Representative. All reimbursable expenses will be billed monthly and paid by the State within 30 business days of receiving the Contractor's invoice.

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:

1. All statutory provisions under ORC Section 126.07, have been met.
2. All necessary funds are made available by the appropriate state agencies.
3. If required, approval of this Contract is given by the Controlling Board of Ohio.

If the State is relying on Federal or third-party funds for this Contract, the State gives the Contractor written notice that such funds have been made available.

EMPLOYMENT TAXES. Each party will be solely responsible for reporting, withholding, and paying all employment related taxes, payments, and withholdings for its own personnel, including, but not limited to, Federal, state and local income taxes, social security, unemployment or disability deductions, withholdings, and payments (together with any interest and penalties not disputed with the appropriate taxing authority). All people the Contractor provides to the State under this Contract will be deemed employees of the Contractor for purposes of withholdings, taxes, and other deductions or contributions required under the law.

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. 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 at a later time.

NOTICE ON THE USE OF SOCIAL SECURITY NUMBERS AS FEDERAL TAX IDENTIFICATION NUMBERS. DAS requires vendors and contractors wishing to do business with the State to provide their Federal Taxpayer Identification Number to the Department. The Department does this so that it can perform statutorily required "responsibility" analyses on those vendors and contractors doing business with the State and, under limited circumstances, for tax reporting purposes. If you are a vendor or contractor using your Social Security Number as your Federal Taxpayer Identification Number, please be aware that the information you submit is a public record, and the Department may be compelled by Ohio law to release Federal Taxpayer Identification Numbers as a public record. If you do not want to have your Social Security Number potentially disclosed as a Federal Taxpayer Identification Number, the Department encourages you to use a separate Employer Identification Number (EIN) obtained from the United States Internal Revenue Service's to serve as your Federal Taxpayer Identification Number.

ELECTRONIC COMMERCE PROGRAM. The State of Ohio is an active participant in E-Commerce to include Electronic Data Interchange (EDI). This program will benefit both the State and the Contractor by reducing time delays in receiving invoices and making payments that are associated with the existing manual processes. The contractor is encouraged to move toward compliance with electronic commerce technologies as this will be the preferred method of doing business with the State of Ohio. Information regarding E-Commerce is available on the Office of Budget and Management's website at <http://obm.ohio.gov/sectionpages/electroniccommerce/> for additional information regarding E-Commerce.

ATTACHMENT THREE: GENERAL TERMS AND CONDITIONS  
PART TWO: WORK & 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.

BANNING THE EXPENDITURE OF PUBLIC FUNDS ON OFFSHORE SERVICES.

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

The Offeror must complete the attached Contractor/Subcontractor Affirmation and Disclosure form attachment to abide with Executive Order 2011-12K, affirming no services of the Contractor or its subcontractors under this Contract will be performed outside the United States. During the performance of this Contract, the Contractor must not change the location(s) of the country where the services are performed, change the location(s) of the country where the data are maintained, or made available unless a duly signed waiver from the State has been attained to perform the services outside the United States.

2. Termination, Sanction, Damages. If Contractor or any of its subcontractors perform services under this Contract outside of the United States, the performance of such services shall be treated as a material breach of the Contract. The State is not obligated to pay and shall not pay for such services. If Contractor or any of its subcontractors perform any such services, Contractor shall immediately return to the State all funds paid for those services. The State may also recover from the Contractor all costs associated with any corrective action the State may undertake, including but not limited to an audit or a risk analysis, as a result of the Contractor performing services outside the United States.

The State may, at any time after the breach, terminate the Contract, upon written notice to the Contractor. The State may recover all accounting, administrative, legal and other expenses reasonably necessary for the preparation of the termination of the Contract and costs associated with the acquisition of substitute services from a third party.

If the State determines that actual and direct damages are uncertain or difficult to ascertain, the State in its sole discretion may recover a payment of liquidated damages in the amount of one percent (1.0 %) of the value of the Contract.

The State, in its sole discretion, may provide written notice to Contractor of a breach and permit the Contractor to cure the breach. Such cure period shall be no longer than 21 calendar days. During the cure period, the State may buy substitute services from a third party and recover from the Contractor any costs associated with acquiring those substitute services.

Notwithstanding the State permitting a period of time to cure the breach or the Contractor's cure of the breach, the State does not waive any of its rights and remedies provided the State in this Contract, including but not limited to recovery of funds paid for services the Contractor performed outside of the United States, costs associated with corrective action, or liquidated damages.

3. Assignment / Delegation. The Contractor will not assign any of its rights, nor delegate any of its duties and responsibilities under this Contract, without prior written consent of the State. Any assignment or delegation not consented to may be deemed void by the State.

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

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 will hold the State harmless for and will indemnify the State against any such claims.

The Contractor will assume responsibility for all Deliverables whether it, a subcontractor, or third-party manufacturer produces them in whole or in part. Further, the State will consider the Contractor to be the sole point of contact with regard to contractual matters, including payment of all charges resulting from the Contract. 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 must also 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 exclusions 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 will indemnify the State for the damage.

RECORD KEEPING. The Contractor will keep all financial records in accordance with generally accepted accounting procedures consistently applied. The Contractor will file documentation to support each action under this Contract in a manner allowing it to be readily located. The Contractor will keep all Project-related records and documents at its principal place of business or at its office where the work was performed.

The Contractor will keep a separate account for the Project (the "Project Account"). All payments made from the Project Account will be only for obligations incurred in the performance of this Contract and will be supported by contracts, invoices, vouchers, and any other data needed to audit and verify the payments. All payments from the Project Account will be for obligations incurred only after the effective date of this Contract unless the State has given specific written authorization for making prior payments from the Project Account.

AUDITS. During the term of this Contract and for three (3) 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 will also apply to the State's duly authorized representatives and any person or organization providing financial support for the Project.

Unless it is impracticable to do so, all records related to this Contract must be kept in a single location, either at the Contractor's principle place of business or its place of business where the work was done. If this is not practical, the Contractor will assume the cost of collecting, organizing, and relocating the records and any technology needed to access the records to the Contractor's office nearest Columbus whenever the State or anyone else with audit rights requests access to the Contractor's Project records. The Contractor will do so with all due speed, not to exceed five (5) business days.

If any audit reveals any material deviation from the Project's specifications, any misrepresentation, or any overcharge to the State, the State will be entitled to recover damages, as well as the cost of the audit.

For each subcontract in excess of \$25,000, the Contractor will require its subcontractors to agree to the requirements of this section and of the record-keeping section. Subcontracts with smaller amounts involved need not meet this requirement. The Contractor may not artificially break up contracts with its subcontractors to take advantage of this exclusion.

INSURANCE. The Contractor shall provide the following insurance coverage at its own expense throughout the term of this Contract:

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

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

The policy shall also be endorsed to provide the State with 30-day prior written notice of cancellation or material change to the policy. It is agreed upon that the Contractor's Commercial General Liability shall be primary over any other insurance coverage.

3. Commercial Automobile Liability insurance with a combined single limit of \$500,000.

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

STATE PERSONNEL. During the term of this Contract and for one (1) year after completion of the Project, the Contractor will not hire or otherwise contract for the services of any state employee involved with the Project.

REPLACEMENT PERSONNEL. If the Offeror's Proposal contains the names of specific people 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 will use all commercially reasonable efforts to ensure the continued availability of those people. Also, the Contractor will 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 its Proposal from the Project if doing so is necessary for legal or disciplinary reasons. The Contractor must make a reasonable effort to give the State 30 calendar days' prior, written notice of the removal.

The Contractor must have qualified replacement people available to replace any people listed by name in its Proposal. When the removal of a listed person is permitted under this Section, or if a person becomes unavailable, the Contractor will submit the resumes for two (2) replacement people for each person removed or who otherwise becomes unavailable. The Contractor will submit the two (2) resumes, along with such other information as the State may reasonably request, within five (5) 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(s). Should the State reject both replacement candidates due to their failure to meet the minimum qualifications identified in the RFP, or should the Contractor fail to provide the notice required under this Section or fail to provide two (2) 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 the event of such a default, the State will have the right to terminate this Contract and to have the damages specified elsewhere in this Contract for termination due to default.

The State may determine that proposed replacement candidates meet the minimum qualifications of this Contract and still substantially reduce the value the State perceived it would receive through the work 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 will 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, then such rejection may be deemed a termination for 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, and right to ensure, that its operations are carried out in an efficient, professional, legal, and secure manner. The State, therefore, will have the right to require the Contractor to remove any individual working on 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 will follow the procedures identified above for replacing unavailable people. This provision applies to people engaged by the Contractor's subcontractors if they are listed as key people in the Proposal.

CONTRACT NON-COMPLIANCE. A primary goal of the Agency is to assure that the program receives high quality services from the Contractor. To this end, the Agency will work in partnership with the Contractor(s) to meet this goal. The partnership is defined by the Contract and it is important that communication between the Contractor and state agencies be open and supportive. Should contract non-compliance be an issue, the Agency shall make every effort to resolve the problem.

1. Non-Compliance Issues. Contractor non-compliance with the specifications and terms and conditions outlined in the Contract may result in the imposition of remedies as explained below in paragraph 2.

The Agency must be promptly notified of any procedural changes outside the technical requirements listed herein.

2. Resolution for Contract Non-Compliance. The Agency will be responsible for monitoring the Contractor's performance and compliance with the terms, conditions, and specifications of the contract.
  - a. For any infractions not immediately remedied by the Contractor, the Agency will notify DAS through a Complaint to Vendor (CTV) to help resolve the infraction.
  - b. DAS will impose upon the Contractor remedies for non-compliance regarding contract specifications and terms and conditions. Remedies imposed will be in proportion with the severity of the non-compliance and may be progressive in nature.

SUSPENSION AND TERMINATION. The State may terminate this Contract 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 may also 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. The State may also 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 (3) times. After the third notice, the State may terminate this Contract without a cure period if the Contractor again fails to meet any obligation. The three (3) 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. 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 may also terminate this Contract 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 may also terminate this Contract should that third party fail to release any Project funds. The RFP identifies any third party source of funds for the Project.

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 will 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 will also immediately prepare a report and deliver it to the State. The report must be all-inclusive; no additional information will be accepted following the initial submission. The report 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 will also deliver all the completed and partially completed Deliverables to the State with its report. If delivery in that manner would not be in the State's interest, then the Contractor will propose a suitable alternative form of delivery.

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

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

The State will have the option of suspending rather than terminating the Project where 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 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 amount of compensation due to the Contractor for work performed before the suspension will be determined 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. No payment under this provision will be made to the Contractor until the Contractor submits a proper invoice.

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 will perform no work without the consent of the State and will 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. If the suspension is for the convenience of the State, then termination of the Contract will be a termination for convenience. If the suspension is with cause, the termination will also be for cause.

The State will not suspend the Project for its convenience more than once during the term of this Contract, and any suspension for the State's convenience will 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 period, 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 will indemnify the State for any liability to them. Each subcontractor will hold the State harmless for any damage caused to them from a suspension or termination. They will look solely to the Contractor for any compensation to which they may be entitled.

The Contractor may, at its discretion, request termination with a minimum 60 day notice in writing. The State will review the request and respond in writing to the Contractor with its findings.

#### CONTRACT REMEDIES.

1. Actual Damages. Contractor is liable to the State of Ohio for all actual and direct damages caused by Contractor's default. The State may buy substitute supplies or services, from a third party, for those that were to be provided by Contractor. The State may recover the costs associated with acquiring substitute supplies or services, less any expenses or costs saved by Contractor's default, from Contractor.
2. Liquidated Damages. If actual and direct damages are uncertain or difficult to determine, the State may recover liquidated damages in the amount of 1% of the value of the order, deliverable or milestone that is the subject of the default, for every day the default is not cured by Contractor.
3. Deduction of Damages from Contract Price. The State may deduct all or any part of the damages resulting from Contractor's default from any part of the price still due on the contract, upon prior written notice being issued to the Contractor by the State.

REPRESENTATIVES. The State's representative under this Contract will be the person identified in the RFP or a subsequent notice to the Contractor as the "Agency Project Representative". The Agency Project Representative will review all reports made in the performance of the Project by the Contractor, will conduct all liaison with the Contractor, and will accept or reject the Deliverables and the complete Project. The Agency Project Representative may assign to a manager, responsibilities for individual aspects of the Project to act as the Agency Project Representative for those individual portions of the Project.

The Contractor's Project Manager under this Contract will be the person identified in the Proposal as the "Project Manager." The Project Manager will conduct all liaisons with the State under this Contract. Either party, upon written notice to the other party, may designate another representative. The Project Manager may not be replaced without the approval of the State if that individual is identified in the Proposal as a key individual on the Project.

WORK RESPONSIBILITIES. The State will be responsible for providing only those things expressly identified, if any, in the RFP. 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/or equipment or has voluntarily waived an inspection and will work with the equipment and/or facilities on an "as is" basis.

The Contractor will assume the lead in the areas of management, design, and development of the Project. The Contractor will 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 Agency Project Representative. The Contractor will be responsible for all communications regarding the progress of the Project and will discuss with the Agency Project Representative any issues, recommendations, and decisions related to the Project.

If the Project, or parts of it, 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 will complete an installation letter and secure the signature of Agency Project Representative certifying that installation is complete and the Project, or applicable portion of it, is operational. The letter will describe the nature, date, and location of the installation, as well as the date it was certified as installed and operational by the Agency Project Representative.

Unless otherwise provided in the RFP, the Contractor will be 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 will have the right to request a Change Order from the State. Scope of Work changes will be managed as follows: pricing will be provided from the Contractor 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. Within five (5) business days after receiving the Change Order, the Contractor will sign it to signify agreement.

If a change causes an increase in the cost of, or the time required for, the performance of the Project, the Contractor will notify the State in writing and request an equitable adjustment in the Contractor's 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 of the claim within five (5) 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 relevant change was specifically ordered in writing by the State 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, and the Contractor seeks an equitable adjustment in its Fee, either party may submit the dispute to the senior management of the Contractor and the State for resolution. If, within 30 calendar days following referral to senior management, the claim or dispute has not been resolved, only then will it be submitted to non-binding mediation (pursuant to the rules as stipulated by the American Arbitration Association). A claim or dispute must be submitted to non-binding mediation prior to the initiation of any formal legal process. Costs of mediation will be shared equally. Both parties further agree to use best efforts to resolve any claims or disputes arising during the performance of this Contract within 30 calendar days following the initiation of the dispute process. The resolved 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 will be 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 work a subcontractor will do under a Change Order.

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 will notify the other promptly of any material delay in performance and will 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 must also 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 Contractor has no legal control.

INDEPENDENT STATUS OF THE CONTRACTOR. 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 the State 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 O.R.C. 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 the agreement complete and submit to the ordering agency the Independent Contractor/Worker Acknowledgement found at the following link: <https://www.opers.org/forms-archive/PEDACKN.pdf#zoom=80>.

Contractor's failure to complete and submit the Independent Contractor/Worker Acknowledgement prior to commencement of the work, service or deliverable, provided under this contract, shall serve as Contractor's certification that Contractor is a "Business entity" as the term is defined in O.R.C. 145.037.

ATTACHMENT THREE: GENERAL TERMS AND CONDITIONS  
PART THREE: OWNERSHIP & HANDLING OF INTELLECTUAL PROPERTY & 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 interests of the public, other contractors or potential contractors with the State, or individuals or organizations about whom the State keeps information. By way of example, information should 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 expressly excluded by Ohio law from public records disclosure requirements.

The Contractor agrees not to disclose any Confidential Information to third parties and to use it solely to do the Project. The Contractor will 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 be liable for any unintentional disclosure of Confidential Information that results despite the Contractor's exercise of at least the same degree of care as it normally takes to safeguard its own secrets, except when the Contractor's procedures are not reasonable given the nature of the Confidential Information or when the disclosure nevertheless results in liability to the State.

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 will cause all of its employees 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) 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 will return all originals of any Confidential Information and destroy any copies it has made on termination or expiration of this Contract.

The Contractor may disclose Confidential Information to its subcontractors on a need-to-know basis, but they will be obligated to the requirements of this section.

HANDLING OF THE STATE'S DATA. The Contractor must use due diligence to ensure computer and telecommunications systems and services involved in storing, using, or transmitting State data are secure and to protect that data from unauthorized disclosure, modification, or destruction. To accomplish this, the Contractor must:

1. Apply appropriate risk management techniques to ensure security for all sensitive data, including but not limited to any data identified as Confidential Information elsewhere in this Contract.
2. Ensure that its internal security policies, plans, and procedures address the basic security elements of confidentiality, integrity, and availability.
3. Maintain plans and policies that include methods to protect against security and integrity threats and vulnerabilities, as well as and detect and respond to those threats and vulnerabilities.
4. Maintain appropriate identification and authentication process for information systems and services associated with State data.
5. Maintain appropriate access control and authorization policies, plans, and procedures to protect system assets and other information resources associated with State data.
6. Implement and manage security audit logging on information systems, including computers and network devices.

The Contractor must maintain a robust boundary security capacity that incorporates generally recognized system hardening techniques. This includes determining which ports and services are required to support access to systems that hold State data, limiting access to only these points, and disable all others. To do this, the Contractor must use assets and techniques such as properly configured firewalls, a demilitarized zone for handling public traffic, host-to-host management, Internet protocol specification for source and destination, strong authentication, encryption, packet filtering, activity logging, and implementation of system security fixes and patches as they become available. The Contractor must use two-factor authentication to limit access to systems that contain particularly sensitive State data, such as personally identifiable data.

Unless the State instructs the Contractor otherwise in writing, the Contractor must assume all State data is both confidential and critical for State operations, and the Contractor's security policies, plans, and procedure for the handling, storage, backup, access, and, if appropriate, destruction of that data must be commensurate to this level of sensitivity. As part of the Contractor's protection and control of access to and use of data, the Contractor must employ appropriate intrusion and attack prevention and detection capabilities. Those capabilities must track unauthorized access and attempts to access the State's data, as well as attacks on the Contractor's infrastructure associated with the State's data. Further, the Contractor must monitor and appropriately address information from its system tools used to prevent and detect unauthorized access to and attacks on the infrastructure associated with the State's data.

The Contractor must use appropriate measures to ensure that State's data is secure before transferring control of any systems or media on which State data is stored. The method of securing the data must be appropriate to the situation and may include erasure, destruction, or encryption of the data before transfer of control. The transfer of any such system or media must be reasonably necessary for the performance of the Contractor's obligations under this Contract.

The Contractor must have a business continuity plan in place. The Contractor must test and update the IT disaster recovery portion of its business continuity plan at least annually. The plan must address procedures for response to emergencies and other business interruptions. Part of the plan must address backing up and storing data at a location sufficiently remote from the facilities at which the Contractor maintains the State's data in case of loss of that data at the primary site. The plan also must address the rapid restoration, relocation, or replacement of resources associated with the State's data in the case of a disaster or other business interruption. The Contractor's business continuity plan must address short- and long-term restoration, relocation, or replacement of resources that will ensure the smooth continuation of operations related to the State's data. Such resources may include, among others, communications, supplies, transportation, space, power and environmental controls, documentation, people, data, software, and hardware. The Contractor also must provide for reviewing, testing, and adjusting the plan on an annual basis.

The Contractor may not allow the State's data to be loaded onto portable computing devices or portable storage components or media unless necessary to perform its obligations under this Contract properly. Even then, the Contractor may permit such only if adequate security measures are in place to ensure the integrity and security of the data. Those measures must include a policy on physical security for such devices to minimize the risks of theft and unauthorized access that includes a prohibition against viewing sensitive or confidential data in public or common areas. At a minimum, portable computing devices must have anti-virus software, personal firewalls, and system password protection. In addition, the State's data must be encrypted when stored on any portable computing or storage device or media or when transmitted from them across any data network. The Contractor also must maintain an accurate inventory of all such devices and the individuals to whom they are assigned.

Any encryption requirement identified in this provision must meet the Ohio standard as defined in Ohio IT standard ITS-SEC-01, "Data Encryption and Cryptography".

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

In case of an actual security breach that may have compromised State data, including but not loss or theft of devices or media, the Contractor must notify the State in writing of the breach within 24 hours of the Contractor becoming aware of the breach, and fully cooperate with the State to mitigate the consequences of such a breach. This includes any use or disclosure of the State data that is inconsistent with the terms of this Contract and of which the Contractor becomes aware, including but not limited to, any discovery of a use or disclosure that is not consistent with this Contract by an employee, agent, or subcontractor of the Contractor.

The Contractor must give the State full access to the details of the breach and assist the State in making any notifications to potentially affected people and organizations that the State deems are necessary or appropriate. The Contractor must document all such incidents, including its response to them, and make that documentation available to the State on request. In addition to any other liability under this Contract related to the Contractor's improper disclosure of State data, and regardless of any limitation on liability of any kind in this Contract, the Contractor will be responsible for acquiring one year's identity theft protection service on behalf of any individual or entity whose personally identifiable information is compromised while it is in the Contractor's possession.

OWNERSHIP OF DELIVERABLES. All deliverables produced by the Contractor and covered by this Contract, including any software modifications, and documentation, shall be owned by the State, 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 will 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 in any custom Deliverable ("Pre-existing Materials") if the Contractor provides the non-exclusive license described in the next paragraph.

The Contractor may grant the State a worldwide, non-exclusive, royalty free, perpetual license to use, modify, sell, and otherwise distribute all Pre-existing Materials that are incorporated in any custom-developed Deliverable rather than grant the State ownership of the Pre-existing Materials provided however, that the State may distribute such Pre-existing materials to the extent required by governmental funding mandates. The Contractor will 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 in a custom Deliverable, the Contractor must first disclose this and seek the State's approval for doing so in advance. On the request of the Contractor, the State will incorporate any proprietary notice the Contractor may reasonably want for any Pre-existing Materials included in a custom Deliverable in all copies the State makes of that Deliverable.

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

LICENSE IN COMMERCIAL MATERIAL. As used in this section, "Commercial Material" means anything that has been developed at private expense by the Contractor or a third party, 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 or as an attachment referenced in the RFP, 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 State secrets. 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 (8) of this section with respect to the software. The State will not use any Commercial Software except as provided in items (1) through (8) of this section 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.

6. Used or copied for use in or transferred to a replacement computer.

However:

7. If the Commercial Software delivered under this Contract is published and copyrighted, it is licensed to the State without disclosure prohibitions.
8. If any Commercial Software is delivered under this Contract with the copyright notice in 17 U.S.C. 401, it will be presumed to be published, copyrighted, and licensed to the State without disclosure restrictions, unless a statement substantially as follows accompanies such copyright notice: "Unpublished -- rights reserved under the copyright laws of the United States." The State will treat such Commercial Software as Confidential Information to the extent that such is actually the case.

ATTACHMENT THREE: GENERAL TERMS AND CONDITIONS  
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; (2) Unless otherwise provided in the RFP, be the work solely of the Contractor; and (3) No Deliverable will infringe on the intellectual property rights of any third party.

Additionally, with respect to the Contractor's activities under this Contract, the Contractor warrants that: (1) The Contractor has the right to enter into this Contract; (2) The Contractor has not entered into any other contracts or employment relationships that restrict the Contractor's ability to perform the contemplated services; (3) The Contractor will observe and abide by all applicable laws and regulations, including those of the State regarding conduct on any premises under the State's control; (4) The Contractor has good and marketable title to any goods delivered under this Contract and in which title passes to the State; (5) All hardware, software, firmware, and similar devices and materials provided under this Contract will be designed to operate without regard to the turning of a century and process dates in a manner that takes into account dates occurring before and after the turning of a century; and (6) The Contractor has the right and ability to grant the license granted in any Deliverable in which title does not pass to the State.

The warranty regarding material defects is a 1-year warranty. 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 will correct such failure with all due speed or will refund the amount of the compensation paid for such portion of the Project. The Contractor will also 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 agrees to 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 will do one (1) of the following four (4) 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; (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 in a Deliverable, the Contractor represents and warrants that it has done 1 of the following 3 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 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 in 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 (or any attachment referenced in the RFP) 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 obtained 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 entire System. The Contractor will not be obligated to provide source code for Commercial Software unless it is readily available from the licensor. The source code will 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.

EQUIPMENT WARRANTY. If any electrical equipment, mechanical device, computer hardware, telecommunications hardware, or other type of physical machinery ("Equipment") will be a part of any Deliverable, the following warranties apply. The Contractor warrants that the Equipment fully complies with all government environmental and safety standards applicable to the Equipment. The Contractor also warrants for 1 year from the acceptance date of the Equipment that the Equipment will perform substantially in accordance with specifications described in the RFP, the user manuals, technical materials, and related writings published by the manufacturer for the Equipment. The foregoing warranties will not apply to Equipment that is modified or damaged after title passes to the State.

The Contractor will notify the State in writing immediately upon the discovery of any breach of the warranties given above.

The Contractor's will do the following if any Equipment does not meet the above warranties:

1. Cause the Equipment to perform as required, or, if that is not commercially practicable, then;
2. Grant the State a refund equal to the amount the State paid for the Equipment or, if such has not been individually priced, the manufacturer's suggested retail price for the Equipment.

Except where the Contractor's breach of a warranty makes it not possible for the State to do so, the State will return the affected Equipment to the Contractor in the case of a refund under the previous paragraph.

GENERAL EXCLUSION OF WARRANTIES. The State makes no warranties, express or implied, other than those express warranties contained in this contract. The contractor also makes no warranties of merchantability or fitness for a particular purpose except as follows: If the Contractor has been engaged under the scope of work in the RFP to design something to meet a particular need for the State, then the Contractor does warrant that the contractor's work will meet the stated purpose for that work.

INDEMNITY. The Contractor will indemnify the State for any and all claims, damages, law suits, costs, judgments, expenses, and any other liabilities resulting from bodily injury to any person (including injury resulting in death) or damage to property that may arise out of or are related to Contractor's performance under this Contract, providing such bodily injury or property damage is due to the negligence of the Contractor, its employees, agents, or subcontractors.

The Contractor will also indemnify the State against any claim of infringement of a copyright, patent, trade secret, or similar intellectual property rights based on the State's proper use of any Deliverable under this Contract. This obligation of indemnification will not apply where the State has modified or misused the Deliverable and the claim of infringement, is based on the modification or misuse. The State agrees to give the Contractor notice of any such claim as soon as reasonably practicable and to give the Contractor the authority to settle or otherwise defend any such claim upon consultation with and approval by the Office of the State Attorney General. 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 will take one (1) of the following four (4) actions:

1. Modify the Deliverable so that 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.
4. Remove the Deliverable and refund the fee the State paid for the Deliverable and the fee for any other Deliverable that required the availability of the infringing Deliverable for it to be useful to the State.

LIMITATION OF LIABILITY. Notwithstanding any limitation provisions contained in the documents and materials incorporated by reference into this contract, the parties agree as follows:

1. Neither party will be liable for any indirect, incidental or consequential loss or damage of any kind including but not limited to lost profits, even if the parties have been advised, knew, or should have known of the possibility of damages.
2. The contractor further agrees that the contractor shall be liable for all direct damages due to the fault or negligence of the contractor.

ATTACHMENT THREE: GENERAL TERMS AND CONDITIONS  
PART FIVE: ACCEPTANCE AND MAINTENANCE

STANDARDS OF PERFORMANCE AND ACCEPTANCE. If the RFP does not provide otherwise, the acceptance procedure will be an informal review by the Agency Project Representative to ensure that each Deliverable and the Project as a whole comply with the requirements of this Contract. The Agency Project Representative will have up to 30 calendar days to do this. No formal letter of acceptance will be issued, and passage of the 30 calendar days will imply acceptance, though the State will issue a notice of noncompliance if a Deliverable or the Project as a whole does not meet the requirements of this Contract. If the Agency Project Representative issues a letter of noncompliance, then the Contractor will have 30 calendar days to correct the problems listed in the noncompliance letter. If the Contractor fails to do so, the Contractor will be in default without a cure period. If the Agency Project Representative has issued a noncompliance letter, the Deliverables or the Project as a whole will not be accepted until the Agency Project Representative issues a letter of acceptance indicating that each problem noted in the noncompliance letter has been cured. If the problems have been fixed during the 30 day period, the Agency Project Representative will issue the acceptance letter within 15 calendar days.

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

ATTACHMENT THREE: GENERAL TERMS AND CONDITIONS  
PART SIX: CONSTRUCTION

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

BINDING EFFECT. This Contract will be binding upon and inure to the benefit of the respective successors and assigns of the State and the Contractor.

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

ATTACHMENT THREE: GENERAL TERMS AND CONDITIONS  
PART SEVEN: LAW & COURTS

COMPLIANCE WITH LAW. The Contractor agrees to comply with all applicable federal, state, and local laws in the conduct of the Work.

DRUG-FREE WORKPLACE. The Contractor will comply with all applicable state and Federal laws regarding keeping a drug-free workplace. The Contractor will make a good faith effort to ensure that all the Contractor employees, 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. No Personnel of the Contractor may voluntarily acquire any personal interest that conflicts with their responsibilities under this Contract. Additionally, the Contractor will 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 will disclose to the State knowledge of any such person who acquires an incompatible or conflicting personal interest related to this Contract. The Contractor will take steps to ensure that such a person does not participate in any action affecting the work under this Contract. 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 AND ELECTIONS LAW.

1. Ethics Law

All Contractors who are actively doing business with the State of Ohio or who are seeking to do business with the State of Ohio are responsible to review and comply with all relevant provisions of O.R.C. Sections 102.01 to 102.09. Contractor certifies that it is currently in compliance and will continue to adhere to the requirements of Ohio ethics laws.

2. Political Contributions

The Contractor affirms in its cover letter that, as applicable to the Contractor, all personal and business associates are in compliance with Chapter 3517 of the Revised Code regarding limitations on political contributions and will remain in compliance for the duration of the Contract and with all applicable provisions that extend beyond the expiration of the Contract.

EQUAL EMPLOYMENT OPPORTUNITY. The Contractor will comply with all state and federal laws regarding equal employment opportunity, including O.R.C. Section 125.111 and all related Executive Orders.

Before a contract can be awarded or renewed, an Affirmative Action Program Verification Form must be completed using the Ohio Business Gateway Electronic Filing website <http://business.ohio.gov/efiling/>. Contractor must verify compliance on an annual basis for the duration of any contract. Approved Affirmative Action Plans can be found by going to the Equal Opportunity Division's web site: <http://eodreporting.oit.ohio.gov/searchAffirmativeAction.aspx>

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.

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

ATTACHMENT FOUR  
CONTRACT

This Contract, which results from RFP CSP900917, entitled Managed Services Provider for Non-IT Staff Augmentation Services is between the State of Ohio, through the Department of Administrative Services, Office of Procurement Services, on behalf of State Agencies, and Cooperative Purchasing Program Members (the "State") and

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(the "Contractor").

If this RFP results in a contract award, the Contract will consist of this RFP including all attachments, written addenda to this RFP, the Contractor's proposal, and written, authorized addenda to the Contractor's proposal. It will also 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 this one (1) page attachment to the RFP, which incorporates by reference all the documents identified above. The general terms and conditions for the Contract are contained in another attachment to the 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. This RFP, as amended;
2. The documents and materials incorporated by reference in the RFP;
3. The Contractor's Proposal, as amended, clarified, and accepted by the State; and
4. The documents and materials incorporated by reference in the Contractor's Proposal.

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

This Contract has an effective date of the later of November 01, 2016 or the occurrence of all conditions precedent specified in the General Terms and Conditions.

**IN WITNESS WHEREOF**, the parties have executed this Contract as of the dates below.

_____ (Contractor)	<u>Department of Administrative Services</u> <u>(State of Ohio Agency)</u>
_____ (Signature)	_____ (Signature)
_____ (Printed Name)	<u>Robert Blair</u> <u>(Printed Name)</u>
_____ (Title)	<u>Director, Department of Administrative Services</u> <u>(Title)</u>
_____ (Date)	_____ (Date)

ATTACHMENT FIVE A  
OFFEROR PROFILE FORM

Offeror's Legal Name:	Address:	
Phone Number:	Fax Number:	E-mail Address:
Home Office Location:	Date Established:	Ownership:
Firm Leadership:	Number of Employees:	Number of Employees Directly involved in Tasks Directly Related to the Work:
Additional Background Information:		

ATTACHMENT FIVE B  
OFFEROR PRIOR PROJECT FORM

Customer Company Name:	Contact:	
Address:	Phone Number:	E-mail:
Project Name:	Beginning Date of Project (Month/Year):	Ending Date of Project (Month/Year):

The Offeror must document previous experience and expertise in providing a minimum of two (2) previous projects working, similar in size and complexity, in the previous five (5) years. These projects must be of similar size, scope and nature. Details of the similarities must be included. Attachment Five B, C must be filled out completely for each of the two (2) projects provided. The Offeror must use these forms and fill them out completely to provide the Offeror requirement information. Failure to recreate the form accurately to include all fields, may lead to the rejection of the Offeror's Proposal.

ATTACHMENT FIVE C  
OFFEROR PRIOR PROJECT FORM

Customer Company Name:	Contact:	
Address:	Phone Number:	
	E-mail:	
Project Name:	Beginning Date of Project (Month/Year):	Ending Date of Project (Month/Year):
<p>The Offeror must document previous experience and expertise in providing a minimum of two (2) previous projects working, similar in size and complexity, in the previous five (5) years. These projects must be of similar size, scope and nature. Details of the similarities must be included. Attachment Five B, C must be filled out completely for each of the two (2) projects provided. The Offeror must use these forms and fill them out completely to provide the Offeror requirement information. Failure to recreate the form accurately to include all fields, may lead to the rejection of the Offeror's Proposal.</p>		

ATTACHMENT SIX  
OFFEROR REFERENCES

Three (3) professional references who have received services from the Offeror in the past five (5) years

Company Name:		Contact Name:	
Address:		Phone Number:	
		E-Mail Address:	
Project Name:	Beginning Date of Project: (Month/Year)	Ending Date of Project: (Month/Year)	
Description of project size, complexity and the Offeror's role in this project.			

Company Name:		Contact Name:	
Address:		Phone Number:	
		E-Mail Address:	
Project Name:	Beginning Date of Project: (Month/Year)	Ending Date of Project: (Month/Year)	
Description of project size, complexity and the Offeror's role in this project.			

Company Name:		Contact Name:	
Address:		Phone Number:	
		E-Mail Address:	
Project Name:	Beginning Date of Project: (Month/Year)	Ending Date of Project: (Month/Year)	
Description of project size, complexity and the Offeror's role in this project.			

ATTACHMENT SEVEN A  
OFFEROR'S CANDIDATE REFERENCES

Candidate's Name: \_\_\_\_\_

Candidate's Proposed Position: \_\_\_\_\_

Three (3) professional references who have received services from the candidate in the past three (3) years

Company Name:		Contact Name:	
Address:		Phone Number: E-mail:	
Project Name:		Beginning Date of Project: Month/Year	Ending Date of Project: Month/Year
Description of project size, complexity, and the candidate's role in this project.			
Company Name:		Contact Name:	
Address:		Phone Number: E-mail:	
Project Name:		Beginning Date of Project: Month/Year	Ending Date of Project: Month/Year
Description of project size, complexity, and the candidate's role in this project.			
Company Name:		Contact Name:	
Address:		Phone Number: E-mail:	
Project Name:		Beginning Date of Project: Month/Year	Ending Date of Project: Month/Year
Description of project size, complexity, and the candidate's role in this project.			

ATTACHMENT SEVEN B  
OFFEROR'S CANDIDATE INFORMATION  
EDUCATION AND TRAINING

Candidate's Name: \_\_\_\_\_

Education and Training: This section must be completed to list the education and training of the proposed candidate.

Name and Address	Months/Years	Degree/Major
College		
Technical School		
Licenses		
Certifications		

ATTACHMENT SEVEN C  
OFFEROR'S CANDIDATE EXPERIENCE REQUIREMENT

Candidate's Name: \_\_\_\_\_

Candidate's Proposed Position: \_\_\_\_\_

Client Company Name:		Client's Project Supervisor Contact Name:	
Address:		Phone Number:	
		E-Mail:	
Project Name:		Beginning Date of Project: Month/Year	Ending Date of Project: Month/Year
Description of the related services provided:			
Client Company Name:		Client's Project Supervisor Contact Name:	
Address:		Phone Number:	
		E-Mail:	
Project Name:		Beginning Date of Project: Month/Year	Ending Date of Project: Month/Year
Description of the related services provided:			
Client Company Name:		Client's Project Supervisor Contact Name:	
Address:		Phone Number:	
		E-Mail:	
Project Name:		Beginning Date of Project: Month/Year	Ending Date of Project: Month/Year
Description of the related services provided:			

ATTACHMENT EIGHT  
OFFEROR PERFORMANCE FORM

The Offeror must provide the following information for this section for the past seven (7) years. Please indicate yes or no in each column.

Yes/No	Description
	The Offeror has had a contract terminated for default or cause. If so, the Offeror must submit full details, including the other party's name, address, and telephone number.
	The Offeror has been assessed any penalties in excess of twenty-five thousand dollars (\$25,000), including liquidated damages, under any of its existing or past contracts with any organization (including any governmental entity). If so, the Offeror must provide complete details, including the name of the other organization, the reason for the penalty, and the penalty amount for each incident.
	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.
	Has trading in the stock of the company ever been suspended? If so provide the date(s) and explanation(s).
	The Offeror, any officer of the Offeror, or any owner of a twenty percent (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 twenty percent (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 Offeror's 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 on the project, and the best interests of the State.

ATTACHMENT NINE  
QUESTIONNAIRE

Account Management

1. Provide your account management model including roles and reporting structure.
2. Describe work experience and requirements for each role.
3. How do you recruit for the account team to ensure proper fit?
4. What role does the client have in selecting the account team?
5. Is the account team dedicated? If not, please explain.
6. How do you measure account team performance?
7. What elements of the account team are most critical to the success of the program?
8. When does the account team join the program?
9. Describe any hand-offs from implementation to account managements.

Implementation

1. Provide a sample high-level implementation plan for the project and estimated timeline.
2. Provide your implementation methodology.
3. What are the critical components of an implementation? Provide timing for each component.
4. Provide an overview of anticipated roles and responsibilities of the State and estimated time commitments to the project.
5. What are some of the major risks or lessons learned associated with the implementation of this type of program?
6. Describe how you would identify and incorporate our policies and practices into your solution.
7. Describe your communication and change management process.
8. Describe your training process for all program users. Provide types of training and materials included.
9. Explain how your company's business model is capable of sourcing nationwide.
10. Describe how your company would handle onboarding a large number of State agencies and Cooperative Program members with different requirements and needs.

Operations

1. Describe the process from requisition submission to identifying a pool of potential candidates.
2. How do you ensure that workers sourced through your program meet the specified skill requirements indicated in the positions description/requisition?
3. When an Urgent or STAT need for a resource, please outline the steps you will take to ensure qualified candidates are identified and communicated to us in the specified time.
4. Provide your range of on/off-boarding services.
5. Explain how your company is capable of sourcing highly-specialized resources.
6. Describe the settlement process, including capture and approval of time and expenses, invoice creation and submission and supplier payment. Please describe how adjustments are processed as well.
7. How will your company ensure prompt and accurate payment to the enrolled network suppliers providing resources?
8. Does your company currently conduct a performance survey after an assignment has ended? If so, please describe the process and how this information is used.
9. How do you address Resource conflict or performance issues?
10. Explain how your company ends a resource's assignment? What steps do you take to ensure that the assignment has ended? Be sure to include your company's off-boarding procedures in your response. (Include a flow chart or diagram to support the process you have described).
11. Describe your position classification methodology (standardizing position titles, descriptions, etc.)
12. Describe your rate management methodology (e.g., standard rate cards by category, region, etc.)
13. Explain your continuous process improvement program and how it is integrated into your solution.
14. How do you manage risk associated with the use of contingent labor?
15. Describe your Business Continuity Plan (PLAN) to ensure services remain uninterrupted.
16. Describe the process for background checks; drug testing, etc. will be tracked and controlled.
17. Describe your company's approach to change management over the life of the Contract including:
  - a. The development of a detailed assessment.
  - b. The implementation of a communications plan.
  - c. The approach to knowledge transfer if a member of key personal would leave or be removed.

### Reporting and Performance Metrics

1. Provide an overview of your reporting capabilities and any custom reporting options.
2. What is your frequency for reporting?
3. What performance metrics do you track?
4. Provide examples of your Service Level Agreements.
5. What metrics will be used to manage enrolled network supplier performance?
6. How will enrolled network supplier performance issues be addressed? Describe the process should a chronic performance issue arise.
7. How will you ensure that an excellent level of service, responsiveness and satisfaction is consistently experienced by the Agencies?
8. What is the process to review performance measurement the State?
9. Do you conduct operational studies with your current clients? If so, how often? What is the recommended timeline for these studies based on?

### Supply Chain Management

1. Describe the process for enrolled network supplier contracts and management.
2. Describe your process for bringing existing contracts/suppliers into the new program.
3. How do you ensure the optimal mix of enrolled network suppliers are engaged in the program?
4. Describe the steps used to qualify and add new enrolled network suppliers.
5. Describe the process used to terminate enrolled network suppliers.
6. What is your existing supplier attrition rate when implementing your solution?
7. Explain your communication process with enrolled network suppliers.
8. How do enrolled network suppliers benefit from participating in your program?
9. How do you work with enrolled network suppliers to ensure success?
10. Describe your enrolled network supplier optimization/rationalization practice?

ATTACHMENT TEN  
COST SUMMARY FORM

Managed Services Provider for Non-IT Staff Augmentation Services  
CSP900917

UNSPSC CATEGORY CODE: 80110000

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

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

Description	Mark-Up Percentage
Mark up Fee Initial 3 year Term of Contract	%
Mark up Fee Year 4 and 5 of Contract	%
Mark up Fee Year 6 and 7 of Contract	%

All costs must be in U.S. Dollars.  
The State will not be responsible for any costs not identified.  
There will be no additional reimbursement for travel or other related expenses.

ATTACHMENT ELEVEN  
RATE CARD

[CLICK HERE TO VIEW THE RATE CARD](#)

SUPPLEMENT ONE  
SERVICE LEVEL AGREEMENT

Service Level Agreements (SLA): The State has identified a set of industry SLAs, defined in the table below that the Contractor shall meet or exceed in order to remain in compliance with the contract. The Contractor should provide reporting examples that illustrate their capabilities in these listed SLA areas and others. Corrective action meetings will be needed to ensure Contractor will meet or exceed SLA metric targets. The State expects that the final SLAs will exceed these minimum requirements. The SLAs will be reviewed monthly by the DAS OPS representative to identify any issues requiring immediate attention and will be reviewed again during the quarterly meetings between the State and the MSP.

<b>Performance Metric</b>	<b>Supplier Goal</b>	<b>Performance Target</b>	<b>Description</b>	<b>Calculation</b>	<b>Frequency of Review</b>
Requisition Confirmation Time	4 business hours	94% or Higher	Measure average response time from receipt of request to confirmation of request receipt.	Number of requests which received confirmation within 4 hours divided by the total number of requests	Monthly
Urgent Requisition Confirmation Time	1 Hour	99% or Higher	Measure average response time from receipt of urgent request to confirmation of request receipt.	Number of urgent requests which received confirmation within 1 hour / the total number of requests.	Monthly
Normal Fill Rate	N/A	94% or Higher	Measures Contractor's ability to satisfactorily fulfill requisitions: Indicates how many requisitions are open.	Total number of filled positions at month end / total number of requisitions that have been in place over 2 weeks.	Monthly
First Round Normal Fill Rate	4 business days	92% or Higher	Measures the Contractor's ability to satisfactorily fulfill requisitions within first round of resumes submitted to requestor (normal requisitions).	Total number of filled positions resulting from first round resumes / total number of requisitions filled.	Monthly
Urgent Submittal Response Time	2 business days	94% or Higher	Measures the average time from receipt of Urgent/STAT request to delivery of first candidate's resume.	Number of Urgent requisitions that received first batch of resumes for review within required hours / total number of Urgent requisitions.	Monthly
Urgent/STAT Fill Rate	N/A	92% or Higher	Measures Contractor's ability to fulfill Urgent/STAT requisitions: Indicates how many requisitions are open.	Total number of Urgent/STAT filled positions at month end / total number of requisitions that have been in place over two weeks	Monthly
First Round Urgent Fill Rate	N/A	92% or Higher	Measures Contractor's ability to fulfill requisitions within first round of resumes submitted to requestor (Urgent requisitions).	Total number of Urgent filled positions resulting from first round of resumes / total number of requisitions filled.	Monthly

Performance Metric	Supplier Goal	Performance Target	Description	Calculation	Frequency of Review
Attrition Rate	N/A	8% or Lower	Measures resource turnover due to unplanned situations which are not caused by the State, not including inadequate performance, death, serious illness, etc. Does not include performance removal data.	Number of unplanned turnovers / total number of resources working on contract. Reasons must be included in the report.	Monthly
Performance Removal	N/A	5% or Lower	Measures resource turnover due to inadequate resource performance. Does not include attrition rate data.	Number of turnovers (due to inadequate performance) / total number of resources.	Monthly
MBE Usage	N/A	15% or Higher	Measure of how many MBE certified resources are being used by the State.	Dollars paid to MBE within period / Total dollars paid within period	Monthly
EDGE Usage	N/A	5% or Higher	Measure of how many EDGE certified resources are being used by the State.	Dollars paid to EDGE within period / Total dollars paid within period	Monthly
Customer Service Survey Results	Monthly survey of the satisfaction of the client with the resources placed at that agency by the Contractor. Survey will highlight positive and negative points about the Contractor's processes and resources in order to identify areas for improvement. The DAS OPS representative will review and include overall results as part of the scorecard.				

SUPPLEMENT TWO  
POSITION DESCRIPTIONS

[CLICK HERE TO VIEW THE POSITION DESCRIPTIONS](#)

SUPPLEMENT THREE  
REGION MAP

Region 1: Williams, Fulton, Lucas, Ottawa, Defiance, Henry, Wood, Sandusky, Erie, Paulding, Putnam, Hancock, Seneca, Huron, Van Wert, Allen, Hardin, Wyandot, Crawford

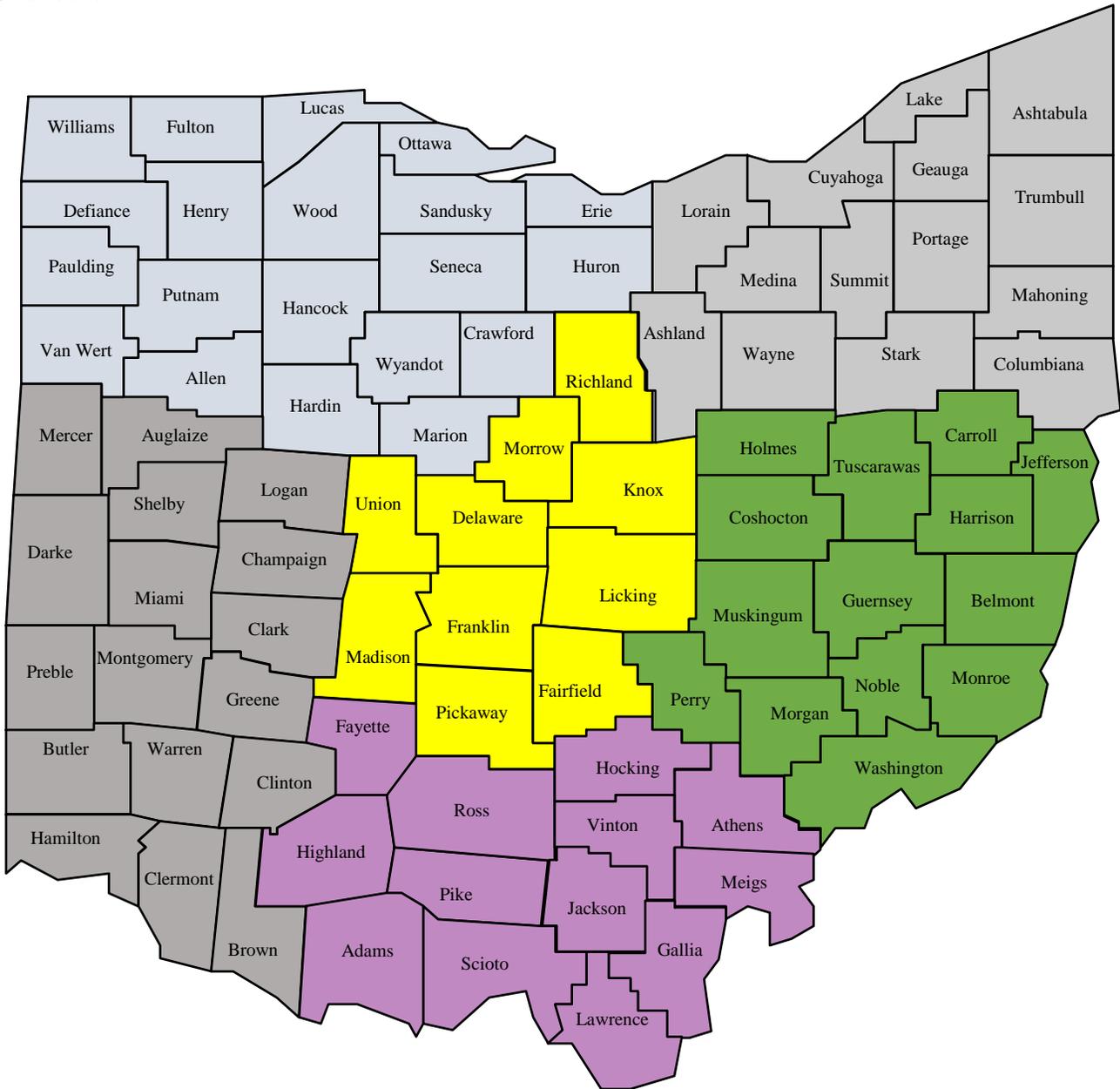
Region 2: Mercer, Auglaize, Logan, Darke, Shelby, Champaign, Miami, Clark, Preble, Montgomery, Greene, Butler, Warren, Clinton, Hamilton, Clermont, Brown

Region 3: Fayette, Ross, Hocking, Athens, Highland, Pike, Vinton, Meigs, Jackson, Adams, Scioto, Lawrence, Gallia

Region 4: Holmes, Tuscarawas, Carroll, Jefferson, Coshocton, Harrison, Muskingum, Guernsey, Belmont, Perry, Morgan, Noble, Monroe, Washington

Region 5: Marion, Morrow, Richland, Union, Delaware, Knox, Madison, Franklin, Licking, Pickaway, Fairfield

Region 6: Lorain, Cuyahoga, Lake, Astabula, Geauga, Ashland, Wayne, Stark, Columbiana, Trumbull, Portage, Mahoning



SUPPLEMENT FOUR  
CURRENT CONTRACT INFORMATION

November-December 2016 Implementation Period Phase 1 Contracts

TITLE	INDEX NUMBER	CONTRACT NUMBER	SUPPLIER	ANNUAL ESTIMATED SPEND
Temporary Medical Staffing	STS155	800166	HealthPro, Inc.	\$ 1,130,000.00
Temporary Medical Staffing	STS155	800152	Frontline National LLC	\$ 105,000.00
Temporary Medical Staffing	STS155	800170	Wise Medical Staffing, Inc.	\$ 275,000.00
Temporary Medical Staffing	STS155	800167	Supplemental Health Care	\$ 98,500.00
Temporary Medical Staffing	STS155	800169	Maxim Staffing Solutions	\$ 322,400.00
Temporary Medical Staffing	STS155	800163	A-1 Preferred Source, Inc. (MBE)	\$ 188,000.00
Temporary Medical Staffing	STS155	800171	ATC Healthcare Services, Inc.	\$ 268,000.00
Temporary Medical Staffing	STS155	800326	Arcadia Health Services, Inc.	\$ 146,000.00
Temporary Medical Staffing	STS155	7715500509	NurseStaffing Group OH LLC	\$ 266,700.00
Temporary Medical Staffing	STS155	7715500109	Medical Staffing Network	\$ 425,000.00
Temporary Medical Staffing	STS155	7715500609	Aerotek	\$ 322,000.00

January-June 30, 2017 Implementation Period Phase 2 Contracts

TITLE	INDEX NUMBER	CONTRACT NUMBER	SUPPLIER	ANNUAL ESTIMATED SPEND
Allied Health and Nurse Staffing Services	LDC003	CSP904012	ATC Healthcare Services Inc.	\$ 11,500,000.00
Advanced Level Provider Temporary Staffing Services	MAC107	CSP900516	Frontline National and Maxim Staffing	\$ 565,000.00
Temporary Personnel Services for The Home Energy Assistance Program	MAC027	RS900317	AIM Technical Consultants, Inc. (MBE), Diversity Search Group (MBE), Eastern Personnel Services Inc. (MBE)	\$ 1,453,000.00
Temporary Personnel Services (Non-Medical)	MAC022	RS905015	Acloche LLC, AIM Technical Consultants Inc. (MBE), Alpha Rae Personnel, Athena Consulting, CompTech Computer Technologies Inc., Cortech LLC, Diversity Search Group, Dunson & Associates Inc., Eastern Business Enterprise, Ingeneis Inc., Management Registry Inc., Sterling Staffing Services Inc., Wise Medical Staffing, Inc.	\$ 5,195,000.00