

REQUEST FOR PROPOSALS

RFP NUMBER: 0A1095
DATE ISSUED: March 26, 2012

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

Instructional Improvement System (IIS)

INQUIRY PERIOD BEGINS: March 26, 2012
INQUIRY PERIOD ENDS: April 26, 2012
OPENING DATE: May 4, 2012
OPENING TIME: 1:00 P.M.
OPENING LOCATION: Department of Administrative Services
I.T. Procurement Services
Bid Room
4200 Surface Road
Columbus, Ohio 43228

This RFP consists of five parts and ten attachments, totaling 83 consecutively numbered pages. Supplements also are attached to this RFP with a beginning header page and an ending trailer page. Please verify that you have a complete copy.

PART ONE: EXECUTIVE SUMMARY

Purpose. This is a Request for Competitive Sealed Proposals (“RFP”) under Sections 125.071 and 125.18 of the Ohio Revised Code (the “Revised Code”) and Section 123:5-1-8 of the Ohio Administrative Code (the “Administrative Code”). The Ohio Department of Education has asked the Department of Administrative Services to solicit competitive sealed proposals (“Proposals”) for development and implementation of an Instructional Improvement System (IIS) (the “Work”), and this RFP is the result of that request.

If a suitable offer is made in response to this RFP, the State of Ohio (the “State”), through the Department of Administrative Services, may enter into a contract (the “Contract”) to have the selected offeror (the “Contractor”) perform all or part of 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 term of the Contract will be from the award date until the Work is completed to the satisfaction of the State and the Contractor is paid or June 30, 2013, whichever is sooner. The State may renew this Contract for up to three (3) additional one-year term(s), subject to and contingent on the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium. Any such renewal of all or part of the Contract also is subject to the satisfactory performance of the Contractor and the needs of the state.

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

Background.

Ohio and Massachusetts were among the 12 states that were awarded “Race to the Top” (RttT) grants from the U.S. Department of Education in August 2010. Both states’ RttT grant applications included the Instructional Improvement System (IIS) product and project. Both states envision the IIS as a way to provide tools to educators and local education agencies (LEAs) that will improve teaching and learning, and thereby improve educational outcomes for students in the states. Both states have worked both independently and collaboratively to develop a common set of core requirements, which are the basis for this procurement.

The goal for each state is to support teaching and learning in districts throughout both Ohio and Massachusetts. In Ohio there are approximately 150,000 educators and 1.9 million students. In Massachusetts there are approximately 100,000 educators and one million students. The Ohio Department of Education (ODE) anticipates that approximately 35% of its school districts will adopt the IIS which represents approximately 500,000 students. Massachusetts Elementary and Secondary Education (ESE) anticipates that approximately at least 171 Massachusetts school districts, with approximately 547,000 students participating in the IIS during the RttT grant, with the potential for adoption by additional districts. The system must be designed to and capable of accommodating these populations.

The Changing Landscape of Educational Technology

Preparing the youth of America for 21st Century careers requires a fundamental change to the traditional education environment. The days of working in isolated silos are over. Today’s teachers require immediate and consistent access to a wide array of data about their students as well as the curriculum they are teaching. Collaboration is becoming the norm.

This is not a concept that has been recognized, or that is being embraced by the states of Massachusetts and Ohio alone. This is a national effort involving not only educators, but the business community as well. There are several initiatives currently in the planning and/or beginning implementation phases that are being spearheaded by leaders in the business community to address the increasing need for information and collaboration

These initiatives will be used by many states and schools and are expected to make important changes to the K-12 education and to the IT infrastructure that supports it. The IIS must be able to work within the context of these emerging initiatives in order to achieve the objectives for the system.

Below, we describe three initiatives in which Ohio and Massachusetts are participating. The IIS selected must have the ability to adapt to these initiatives, and to other major initiatives that may emerge during the IIS implementation.

Twenty-four states have joined together to create the Partnership for the Assessment of Readiness for College and Careers (PARCC or Partnership). The goal is to create an assessment system and supporting tools that will help states dramatically increase the number of students who graduate high school ready for college and careers and provide students, parents, teachers and policymakers with the tools they need to help students - from grade three through high school - stay on track to graduate prepared. The Partnership will also develop formative tools for grades K-2.

The Shared Learning Infrastructure (SLI) is being developed through funding from the Carnegie and Gates foundations and a partnership of states coordinated through the Council of Chief State School Officers (CCSSO). The SLI is designed to help educators address the Common Core standards through access to data, resources and tools. It will be a shared service featuring a data store, related analytical and reporting services and set of APIs to enable interoperability with 3rd party information systems, learning applications and content.

The Learning Registry (LR) is a new approach to capturing, sharing, and analyzing learning resource data to broaden the usefulness of digital content to benefit educators and learners. The LR is not a website repository, or search engine and it is not a replacement for the excellent sources of online learning content that already exist. The Learning Registry is an open source technical system designed to facilitate the exchange of data behind the scenes, and an open community of resource creators, publishers, curators, and consumers who are collaborating to broadly share resources, as well as information about how those resources are used by educators in diverse learning environments across the Web.

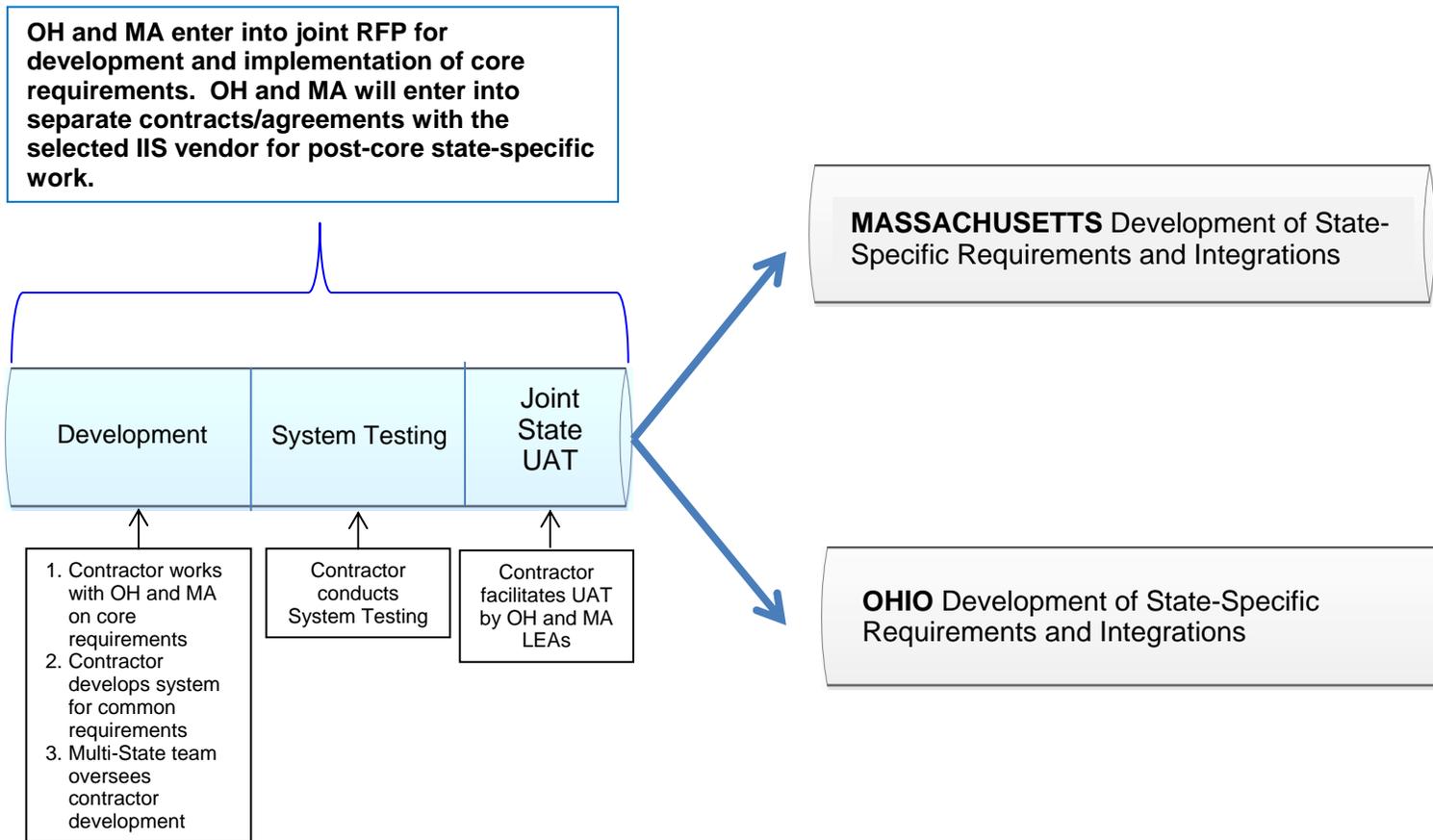
Ohio and Massachusetts will continue to embrace these initiatives as appropriate as they progress toward implementation. The vendor selected to provide the Instructional Improvement System will need to be a partner in the process, as these initiatives will need to be seamlessly available to the educators of the two states.

Multi-State Procurement

This multi-state procurement for Ohio and Massachusetts will be governed by an agreement mutually approved by Ohio and Massachusetts that defines the relationship between Ohio and Massachusetts for the purposes of this procurement and subsequent work. This procurement will ultimately result in a Contract for IIS core functionality which is common to both states (Core Phase), followed by separate agreements with each state for state specific requirements implementation and subscription services (Massachusetts Phase and Ohio Phase). This initial contract and the implicit focus of this RFP will provide and deliver a common set of functional requirements to both. Offerors whose software does not currently meet the full set of common functional requirements must include in their proposal a plan to develop the software to meet all of the requirements, test their software and conduct User Acceptance Testing (UAT). Costs for this work must be clearly identified in the Cost proposal. Offerors whose current software already meets the full set of common functional requirements should not include a plan for software development. System capabilities considered to be common among both states, that serves traditional K-12 as well as Career and Vocational Technical Education (CVTE) populations, includes (but is not limited to) design, management and revisions of : Standards and Curriculum, Assessments, Data Analysis and Reporting, User Interface, Data & Systems Integration, Security and Access. Upon the delivery of these common requirements, the Contractor will then engage in separate agreements with each state to provide state-specific requirements. A general representation of the proposed procurement for all contracts with the Contractor is represented below:

CORE IMPLEMENTATION AND UAT

STATE SPECIFIC IMPLEMENTATION



The diagram above shows a representation of the overall approach to the work. During the Core Phase, shown in blue, the Contractor will conduct the planning and development needed to ensure that their proposed solution meets all of the functional and technical requirements described in Supplement Two. Development needed should be completed with iterations that show demonstrable incremental value. Upon completion of development, UAT will be conducted by both states.

Upon Completion of UAT, the Contractor will move into separate state-specific phases to achieve the development and integration required by each state. Although the specific requirements for each state differ, the general timeline for development, testing, production and support will be parallel.

Core Phase (Ohio and Massachusetts) Strategy and Timeline

The States' strategy is to coordinate efforts around delivery of the Core requirements common to both States as defined in Supplement Two in this RFP. The Core Phase will be complete upon successful User Acceptance Testing (UAT) and is expected to end on or before December 31, 2012.

Upon completion of the Core phase system testing, the States will conduct a joint User Acceptance Testing (UAT) at the appropriate phase of the project, utilizing a cross-section of educational institutions, including the State Education Agencies (SEA), high schools, middle schools, and elementary schools. Both Ohio and Massachusetts plan to include between six and twelve Local Education Agencies (LEAs) (per state) in UAT. To ensure a real life look and feel to users during UAT, that States anticipate the data used during testing will be provided by the State agency and/or LEAs in each state. During UAT, the Contractor will develop and retest necessary revisions identified by users during the testing process.

The identification and selection of UAT LEAs for each state will be completed by the date of contract award. The details of the UAT will be determined by the Contractor with consultation and input from the States. The States anticipate that the Contractor will provide training and documentation to support the users for the Core testing phase.

Because state-specific development and integration will be conducted during a subsequent phase, data used in the Core phase will not be live data, but will be data provided to the Contractor for testing purposes.

Post Core Phase

Upon successful completion of UAT by both States, the Contractor will be required to continue work implementing specific requirements for both Ohio (Ohio Phase) and Massachusetts (Massachusetts Phase).

The work for the Ohio Phase will be completed under the Contract that results from this procurement and will be governed by the attached terms and conditions.

Supplement Seven describes the post RttT requirements for the subscription services for the State of Massachusetts. Additionally it contains the terms and conditions and contractual documents the Contractor must agree to and sign after the completion of the Core Phase. The work completed for the Massachusetts Phase will be completed in compliance with the attached Massachusetts agreement.

Ohio Phase Strategy and Timeline

The Ohio specific phase of the project will include development and deployment of the Ohio specific requirements, and hosting services including appropriate security and back-up procedures to ensure the integrity and security of all data. The Contractor will develop and deploy necessary enhancements/revisions during the pilot phase and also in the final implementation phase. ODE anticipates that there will be involvement and representation by Ohio SEA and LEA representatives in the development and piloting of Ohio-specific requirements. ODE anticipates the pilot to begin as quickly as possible after the Core system functionality has been accepted. The users' involvement in Pilot and UAT will be based on their appropriate roles in the system. ODE anticipates that the Contractor will provide training and documentation to support the users for the pilot phase. Final training and documentation will be delivered as part of the final statewide rollout of the system.

Massachusetts Strategy and Timeline

Massachusetts envisions a two-track implementation strategy for the Massachusetts-specific engagement. Massachusetts will be gathering information from participating Massachusetts Local Education Authorities (LEAs) for use in the IIS using the School Interoperability Framework (SIF). This data will be moved from ESE to the Contractor's IIS through web services.

Track 1 will focus on implementing IIS functionality to a pilot group of Massachusetts LEAs as rapidly as possible.

Track 2 will focus on completing any work necessary to meet the Massachusetts-specific IIS and integration requirements. Track 2 will also include testing prior to wider implementation.

Once the fully functional, integrated software has been tested, Massachusetts will conduct a phased in implementation. Outreach, training and documentation will be required for both Track 1 and Track 2.

Further information about Massachusetts planned implementation schedule, training, outreach, integration and software-as-a service (subscriptions) requirements are provided in Supplement Three.

Post RttT Contract Strategy

This project is currently funded through each State's awarded Race to the Top Grant, which expires on August 23, 2014. At the end of the RttT grant period each state will require the continuation of the services identified in this RFP through a separate Contract as described below. After the RttT funding expires, the Contractor must guarantee the pricing contained in this Contract to each state's LEAs.

Ohio Post RttT Contract Strategy

The Ohio Department of Education anticipates assigning the ongoing contract with the selected Contractor to one of the Information Technology Centers (ITCs) or Educational Service Centers (ESCs) within the state. This initial RFP will define the post-contract pricing model and related costs for a five year period so Ohio districts can anticipate expenditures during the post-grant period. Pricing should be presented on a tiered structure basis.

Massachusetts Post RttT Contract Strategy

As described above, Massachusetts' goal is for the IIS to be deployed to all participating RttT districts as well as any other Massachusetts districts that choose to use it. At the end of Massachusetts' RttT grant, the State's contract with the Contractor will end; however ESE believes that districts will have a strong interest in continuing use of the IIS.

After the RttT, Massachusetts anticipates that cities/towns/school districts that chose to continue the IIS subscription will enter into separate contracts resulting from this procurement as described in Supplement Seven. This RFP defines the post-contract pricing model and related costs for a five year period so Massachusetts districts can anticipate expenditures during the post-grant period. Pricing should be presented on a tiered structure basis.

The method for providing the Contractor with relevant district data will remain the same; the State will continue providing the Contractor with the student core schedule data that is provided to Massachusetts through SIF.

Objectives.

The States have the following objectives that it wants the Work to fulfill, and it will be the Contractor's obligation to ensure that the Work meets these objectives:

- Facilitate standards search by providing the ability to store, search and display all relevant educational frameworks and standards.

- Support curriculum development by providing tools to develop meaningful, standards-based curriculum maps, units, lesson plans, and other curriculum tools and resources.
- Ensure standards are covered by providing information about which standards have been planned, delivered and assessed.
- Create learning object repository for newly created learning objects that can be easily incorporated into instructional materials.
- Facilitate learning object search by providing easy access to high-quality learning objects in multiple repositories such that relevant objects can be easily identified and incorporated into curriculum units, lesson plans and assessments.
- Track progress on Career/Vocational Technical Education (CVTE) skills and standards by providing tools and reports that support the CVTE curriculum and frameworks.
- Improve assessment capabilities by providing assessment tools and related resources that meet the full breadth of needs of all educators.
- Support differentiated instruction by providing tools and information to create student groups and develop customized curriculum materials.
- Provide easy-to-understand information and reports to support educators throughout the districts. Promote use by providing tools that are easy to use, customizable, well integrated (including seamless navigation), and accessible on a variety of platforms.
- Support Users by providing outreach, training and user support tools.

While there is significant interest in using the IIS from districts in both Ohio and Massachusetts, participation is not mandatory. The Offeror's ability to meet the objectives of the IIS will promote adoption and ongoing use of the IIS.

Overview of the Work's Scope. The scope of the Work is provided in Attachment Two of this RFP. This section only gives a summary of the Work. If there is any inconsistency between this summary and the attachment's description of the Work, the attachment will govern.

Key work responsibilities involve:

- Deliver a web-based solution that meets all requirements of the RFP;
- Provide, host, and maintain a secure, reliable web-based Instructional Improvement System for use by Ohio and Massachusetts to selected LEAs by developing and completing UAT for the common requirements from both states **no later than December 31, 2012**;
- Provide, host, and maintain a secure, reliable web-based Instructional Improvement System for use by Ohio by deploying state-specific requirements, including conversion, integration, training and customer support to all remaining RttT participating LEAs **no later than March 1, 2014**;
- Provide, host, and maintain a secure, reliable web-based Instructional Improvement System for use by Massachusetts by deploying state-specific requirements, including conversion, integration, training and customer support to all remaining RttT participating LEAs **no later than December 31, 2013**;
- Provide subscription services for long-term support, maintenance, enhancements, and customer support for each state's final product based on both the shared core requirements and the state-specific terms.

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

Dates:

Firm Dates

RFP Issued:	March 26, 2012
Inquiry Period Begins:	March 26, 2012
Inquiry Period Ends:	April 26, 2012, at 8:00 a.m.
Proposal Due Date:	May 4, 2012, at 1:00 p.m.

Estimated Dates

Award Date:	August 24, 2012
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Estimated Work Dates

Work Begins:	September 10, 2012
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There are references in this RFP to the Proposal due date. Unless it is clearly provided to the contrary in this RFP, any such reference means the date and time (Columbus, Ohio local time) that the Proposals are due and not just the date.

PART TWO: STRUCTURE OF THIS RFP

Organization. This RFP is organized into five parts, has ten attachments and eight supplements. The parts, attachments and supplements are listed below.

Parts:

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

Attachments:

- Attachment One Evaluation Criteria
- Attachment Two Work Requirements and Special Provisions
- Attachment Three Requirements for Proposals
- Attachment Four General Terms and Conditions
- Attachment Five Sample Contract
- Attachment Six Sample Deliverable / Milestone Submittal Form
- Attachment Seven Offeror Certification Form
- Attachment Eight Offeror Profile Summary
- Attachment Nine Standard Affirmation and Disclosure Form, including Executive Order 2011-12K
- Attachment Ten Cost Summary

Supplements:

- Supplement One Glossary
- Supplement Two IIS System Requirements Matrix
- Supplement Three Massachusetts Specific Requirements
- Supplement Four Ohio Specific Requirements
- Supplement Five Massachusetts Service Level Requirements and Damages
- Supplement Six Ohio Service Level Requirements and Damages
- Supplement Seven Massachusetts Subscription Services with Terms and Conditions

PART THREE: GENERAL INSTRUCTIONS

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

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

Procurement Representative:

Margaret Owens
Computer Acquisition Analyst
Department of Administrative Services
Office of Information Technology
30 E. Broad Street, 39th Floor
Columbus, OH 43215

During the performance of the Work, the States representative (the "Work Representatives") will represent Ohio and Massachusetts. Jointly they will be the primary contacts for the Work. The States will designate the Work Representatives in writing after the Contract award.

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

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

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

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

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

The State does not consider questions asked during the inquiry period through the inquiry process as exceptions to the terms and conditions of this RFP.

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

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

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

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

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

Proposal Submittal.

On the Proposal due date, each offeror must submit a technical section and a cost section as part of its total Proposal. The offeror must submit the technical section as a separate package from the cost section, and each section must be submitted in its own separate, opaque envelope. The technical section may not exceed a total of 400 8.5 by 11-inch numbered pages (400 single sided or 200 double sided pages). Offeror’s Proposal may include 11 by 17-inch pages, but 11 by 17-inch page will count as two pages. All pages must have 1-inch (or more) margins at the top, bottom, left and right sides of each page and with text in at least 10-point font size. A smaller font size may be used for graphics and Microsoft Project WBS text. Tables of contents, tables of figures, tab sheets, page dividers, or state-required supplements and state-required attachments such as the profile summaries do not count toward the 400-page limit. Attachment Three contains an indication of whether each required section of the Proposal is included or excluded from the page limitation count.

The envelope with the technical section of the Proposal must be sealed and contain nine (9) complete and signed copies of the technical section of the Proposal (one original signature and eight copies) delivered to the Ohio address identified below and an additional package containing eight (8) signed copies of the technical section of the Proposal must delivered to the Massachusetts address identified below. Each technical proposal must contain an electronic copy of everything contained within the technical proposal on CD-ROM in Microsoft Word 2003 or higher, Microsoft Excel 2003 or higher, Microsoft Project 2002 or higher, and PDF format, as appropriate. If there is a discrepancy between the hard copy and the electronic copy of the Proposal, the hard copy will control, and the State will base its evaluation of the offeror’s Proposal on the hard copy.

The envelope with the cost section also must be sealed and contain three complete and signed copies of the cost section of the Proposal (one original and two copies). Further, the offeror must mark the outside of each envelope with either “0A1095 – ODE – Instructional Improvement System (IIS) RFP – Technical Section” or “0A1095 – ODE – Instructional Improvement System (IIS) RFP,” as appropriate.

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

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

And;

State of Massachusetts
Executive Office of Education
Attn: Melanie Stevens
75 Pleasant St.
Malden, MA 02148-5023.

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

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

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

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

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

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

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

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

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

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

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

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

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

PART FOUR: EVALUATION OF PROPOSALS

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

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

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

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

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

Clarifications and Corrections. During the evaluation process, in the State's sole discretion, it may request clarifications from any offeror under active consideration and may give any offeror the opportunity to correct defects in its Proposal, if the State believes doing so would not result in an unfair advantage for the offeror, and it is in the State's interest. The State may reject any clarification that is non-responsive or broader in scope than

what the State requested. If the State does so, or if the offeror fails to respond to the request for clarification, the State then may request a corrected clarification, consider the offeror's Proposal without the clarification, or disqualify the offeror's Proposal.

Corrections and clarifications must be completed off State premises.

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

Technical Evaluation. The State will evaluate each Proposal that it has determined is timely, complete, and properly formatted. The evaluation will be scored according to the requirements identified in this RFP, including the requirements in Attachment One. Other attachments and supplements to this RFP may further refine these requirements, and the State has a right to break these requirements into components and weight any components of a requirement according to their perceived importance.

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

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

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

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

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

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

This RFP asks for responses and submissions from offerors, most of which represent components of the requirements in Attachment One. While each requirement represents only a part of the total basis for a decision to award the Contract to an offeror, a failure by an offeror to make a required submission or meet a mandatory requirement normally will result in a rejection of that offeror's Proposal. The value assigned above to each requirement is only a value used to determine which Proposal is the most advantageous to the State in relation to

the other Proposals that the State received. It is not a basis for determining the importance of meeting that requirement.

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

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

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

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

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

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

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

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

The State will schedule the presentations, demonstrations, and interviews at its convenience and discretion. The State will determine the scope and format of any such presentations, demonstrations, and interviews and may record them. Additionally, if the State moves more than one offeror to this phase, the scope and format of these

presentations, demonstrations, and interviews may vary from one offeror to the next, depending on the particular issues or concerns the State may have with each offeror's Proposal.

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

Determination of Responsibility. The State may review the background of one or more of the highest-ranking offerors and its or their key team members and subcontractors to ensure their responsibility. For purposes of this RFP, a key team member is a person an offeror identifies by name in its Proposal as a member of its proposed team. The State will not award the Contract to an offeror it determines is not responsible or that has proposed candidates or subcontractors to do the Work that are not responsible. The State's determination of an offeror's responsibility may include the following factors: experience of the offeror and its key team members and subcontractors, its and their past conduct on previous contracts, past performance on previous contracts, ability to execute this Contract properly, and management skill. The State may make this determination of responsibility based on the offeror's Proposal, reference evaluations, a review of the offeror's financial ability, and any other information the State requests or determines is relevant.

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

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

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

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

Financial Ability. Part of State's determination of an offeror's responsibility may include the offeror's financial ability to perform the Contract. This RFP may expressly require the submission of audited financial statements from all offerors in their Proposals, but if this RFP does not make this an express requirement, the State still may

insist an offeror submit audited financial statements for up to the past three years, if the State is concerned an offeror may not have the financial ability to carry out the Contract. Also, the State may consider financial information other than the information that this RFP requires as part of the offeror's Proposal, such as credit reports from third-party reporting agencies.

Contract Negotiations. The final phase of the evaluation process may be contract negotiations. It is entirely within the discretion of the State whether to permit negotiations. An offeror must not submit a Proposal assuming that there will be an opportunity to negotiate any aspect of the Proposal, and any Proposal that is contingent on the State negotiating with the offeror may be rejected. The State is free to limit negotiations to particular aspects of any Proposal or the RFP, to limit the offerors with whom the State negotiates, and to dispense with negotiations entirely. If negotiations are held, they will be scheduled at the convenience of the State, and the selected offeror or offerors must negotiate in good faith.

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

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

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

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

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

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

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

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

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

State will give the offeror written notice of the State's acceptance, and the negotiated changes to the successful offer will become a part of the Contract.

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

PART FIVE: AWARD OF THE CONTRACT

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

Under Ohio's anti-terrorism legislation, effective April 14, 2006, the selected offeror must complete a Declaration Regarding Material Assistance/Non-assistance to a Terrorist Organization to certify that the offeror has not provided material assistance to any terrorist organization listed on the Terrorist Exclusion List. The form and the Terrorist Exclusion List are available on the Ohio Homeland Security Website. The form must be submitted with the offeror's Proposal. If an offeror answers yes or fails to answer any question on the form, the State may not award the Contract to that offeror. The offeror may request the Department of Public Safety to review such a denial of an award. More information concerning this law is available at: <http://www.homelandsecurity.ohio.gov>.

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

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

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

1. The one-page Contract (Attachment Five) in its final form;
2. This RFP, as amended;
3. The documents and materials incorporated by reference in the RFP;
4. The Contractor's Proposal, as amended, clarified, and accepted by the State; and
5. 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. To be binding on the State, a duly authorized representative of the Department of Administrative Services must sign any change order under or amendment to the Contract.

ATTACHMENT ONE: EVALUATION CRITERIA

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

Mandatory Requirements	Fail	Pass
Offeror’s existing IIS components proposed here have been successfully implemented in either: a minimum of five districts, or in one or more districts where the solution serves a minimum of 100,000 students.		
If the proposed solution includes functionality provided by a subcontractor’s software, the offeror must have past experience integrating a software solution with third parties.		
The offeror or a subcontractor must have experience providing hosting services, and call center services for large-scale technology solutions in engagements of similar size and complexity.		
The offeror or subcontractor must have successful experience integrating their educational-related technology with at least one student information system.		

Scored Criteria. With the exception of scoring the Offeror Mandatory Requirement and Offeror Requirements, points will be awarded by the criteria listed in the following table with the best proposal in each category being awarded ten (10) points, the second best seven (7) points and the third best four (4) points and any proposal fourth best or lower that meets the criteria will receive two (2) points. Any offeror that does not meet the criteria receives zero points in that category. The standard for evaluation, consequently, is established by the competition.

Points for the following evaluation criteria: Mandatory Offeror Requirement will be awarded according to how well each Proposal addresses the requirement describe in the RFP. Note that the comparative approach is not being used for this criterion and points will be awarded as follows: nine (9) points for Greatly Exceeds, seven (7) points for Exceeds, and five (5) points for Meets. Proposals that do not meet the mandatory requirement will not be scored points and may be rejected.

However, in the event of ties or significant differences in the quality and content of the proposals, the evaluation committee reserves the right to rate the proposals accordingly.

Offerors whose existing software release meets most/all of the required common functionality will be expected to reflect this fact in their implementation plan (i.e. shorter/no time required for development of common functionality).

Scored Mandatory Criteria	Weight	Fail	Meets	Exceeds	Greatly Exceeds
Offeror’s existing IIS components proposed here have been successfully implemented in either: a minimum of five districts, or in one or more districts where the solution serves a minimum of 100,000 students.	30	Reject	5	7	9
If the proposed solution includes functionality provided by a subcontractor’s software, the offeror must have past experience integrating a software solution with third parties.	30	Reject	5	7	9
The offeror or a subcontractor must have experience providing hosting services, and call center services for large-scale technology solutions in engagements of similar size and complexity.	30	Reject	5	7	9

Scored Mandatory Criteria	Weight	Fail	Meets	Exceeds	Greatly Exceeds
The offeror or subcontractor must have successful experience integrating their educational-related technology with at least one student information system.	30	Reject	5	7	9
Offeror Requirements	Weight	Does not Meet	Meets	Exceeds	Greatly Exceeds
A minimum of three successful projects hosting mission-critical applications of similar size and complexity, one of which is a current engagement. Scope must have included data center operations and daily operation of the application.	25	0	5	7	9
Experience providing application maintenance and support for at least two mission critical applications of similar size and complexity. Application support must have included application fixes, upgrades and enhancements.	20	0	5	7	9
Experience providing end user support center services for a minimum of two mission-critical applications of similar size and complexity. Scope must have included phone and email support as well as formal training.	30	0	5	7	9
Experience successfully implementing a solution for a state education agency that utilizes the Schools Interoperability Framework (SIF) as a part of the solution.	15	0	5	7	9
Experience implementing any education-related technology solution on a statewide basis, especially one that includes one or more of the IIS components proposed here.	30	0	5	7	9

Scored Criteria	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
Offeror's Description.	15	10	7	4	2	0
Offeror's Project Team. The quality of the offeror's proposed Project team will impact the success of the Project. Therefore the makeup of the team and how it completes the necessary tasks will be considered in assigning a score in this area. The proposed Project team must include a named project manager.	25	10	7	4	2	0

Proposed Solution

	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
Software Description	40	10	7	4	2	0
Internal Integration of IIS Components	40	10	7	4	2	0
Improvement of Student Outcomes	40	10	7	4	2	0
Standards & Curriculum	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
Standards	25	10	7	4	2	0
Curriculum Design and Management	50	10	7	4	2	0
Educational Resources	50	10	7	4	2	0
Career / Vocational Technical Education	25	10	7	4	2	0
Assessment & Growth	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
Assessment Items	35	10	7	4	2	0
Assessment Creation & Management	40	10	7	4	2	0
Assessment Assignment & Delivery	40	10	7	4	2	0
Assessment Scoring	35	10	7	4	2	0
Data Analysis & Reporting	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
General Reporting Capabilities	50	10	7	4	2	0
Standards & Curriculum Reporting	30	10	7	4	2	0
Assessment Reporting	40	10	7	4	2	0
User Interface	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
User Interface	60	10	7	4	2	0
Data & Systems Integration	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
Student Demographics & Program Participation	40	10	7	4	2	0
Data & System Standards & Integration	40	10	7	4	2	0
Data Security & Access	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Acceptable
Data Security & Access	100	10	7	4	2	0

Documentation, Training, & Support	Weight	Best	2 nd	3 rd	Lower	Not
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			Best	Best	than 3 rd Best	Accept- able
Documentation & Training	50	10	7	4	2	0
Helpdesk & Application Support	50	10	7	4	2	0
Massachusetts Specific Requirements	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Accept- able
Massachusetts Functionality (Supplement 2)	10	10	7	4	2	0
Statewide Implementation	20	10	7	4	2	0
Systems Integration	25	10	7	4	2	0
System Security	15	10	7	4	2	0
Training, Outreach & Documentation	10	10	7	4	2	0
Subscription Services	20	10	7	4	2	0
Ohio Specific Requirements	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Accept- able
Ohio Functional Requirements (Supplement 2)	10	10	7	4	2	0
Statewide Implementation	20					
Systems Integration	25	10	7	4	2	0
System Security	15	10	7	4	2	0
Training, Outreach & Documentation	10	10	7	4	2	0
Subscription Services	20	10	7	4	2	0
Methodology & Approach	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Accept- able
Core Phase	40	10	7	4	2	0
Massachusetts Phase	20	10	7	4	2	0
Ohio Phase	20	10	7	4	2	0
Work Plan & Project Schedule	Weight	Best	2 nd Best	3 rd Best	Lower than 3 rd Best	Not Accept- able
Project Work Plan	60	10	7	4	2	0
Project Schedule	40	10	7	4	2	0

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

<i>Criteria</i>	<i>Percentage</i>
Technical Proposal	70%
Cost Summary	30%

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

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

$$\text{Technical Proposal Points} = (\text{Offeror's Technical Proposal Points} / \text{Highest Number of Technical Proposal Points Obtained}) \times 700$$

The offeror with the lowest proposed Cost for each section identified below will be awarded the maximum cost points for that section. The remaining offerors will receive a percentage of the maximum cost points available based upon the following formula:

$$\text{Core Phase Cost Summary Points} = (\text{Core Phase Lowest Not-To-Exceed Fixed Price} / \text{Offeror's Core Phase Not-To-Exceed Fixed Price}) \times 150$$

$$\text{Ohio Phase Implementation Cost Summary Points} = (\text{Ohio Phase Lowest Not-To-Exceed Fixed Price} / \text{Offeror's Ohio Phase Not-To-Exceed Fixed Price}) \times 20$$

$$\text{Ohio Subscription Cost Summary Points} = (\text{Lowest Ohio Subscription Total Evaluation Cost} / \text{Offeror's Ohio Subscription Total Evaluation Cost}) \times 20$$

$$\text{Massachusetts Phase Subscription Cost Summary Points} = (\text{Lowest Massachusetts Subscription Total Evaluation Cost} / \text{Offeror's Massachusetts Subscription Total Evaluation Cost}) \times 40$$

$$\text{Post-Race to the Top Subscription Cost Summary Points} = (\text{Lowest Post-Race to the Top Subscription Total Evaluation Cost} / \text{Offeror's Post-Race to the Top Subscription Total Evaluation Cost}) \times 70$$

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

$$\text{Offeror Total Points} = \text{Offeror's Technical Proposal Points} + \text{All Offeror's Cost Summary Points}$$

ATTACHMENT TWO: WORK REQUIREMENTS AND SPECIAL PROVISIONS

PART ONE: WORK REQUIREMENTS

This attachment describes the Work and what the Contractor must do to get the job done. It also describes what the Contractor must deliver as part of the completed Work (the "Deliverables"). Additionally, it gives a detailed description of the Work's schedule.

Scope of Work.

The States will provide oversight for the Work, but the Contractor must provide overall Work management for the tasks under this Contract, including the day-to-day management of its staff. The Contractor also must assist the State with coordinating assignments for State staff, if any, involved in the Work.

Additionally, the Contractor must provide all administrative support for its staff and activities. Throughout the Work effort, the Contractor must employ ongoing management techniques to ensure a comprehensive Work Plan is developed, executed, monitored, reported on, and maintained.

The Contractor must provide one full time Project Manager for the Work throughout the Core Development Project lifecycle. After the Core Development Phase, the Contractor must provide one Project Manager for each state. There may be occasions when the Project Manager will need to work onsite at either ODE or ESE. The Contractor must employ the proposed Project Manager(s) as a regular, fulltime employee on the Proposal submission date and throughout the term of the Contract, including all renewals of it. Additionally, the Contractor's full-time regular employees must perform at least 30% of the effort required to complete the Work. The Contractor may use its personnel or subcontractor personnel to meet the remaining 70% of the effort.

The States will provide staff, as it deems appropriate to perform Project monitoring, quality assurance tasks, testing and Project reviews.

After implementation the Contractor will provide a Contractor Service Delivery Manager for each state to oversee the day to day operations and customer technical support of the IIS System.

Contractor Service Delivery Manager. After the Core Development Phase, the Contractor must provide one full time Service Delivery Manager for each State.

After implementation of the Core Development through the RttT grant, the day-to-day Management of this Contract will be handled by the Contractor Service Delivery Manager and a State Project Manager, from each State. The Contractor must propose only one candidate, by name, for each State, for the position of Contractor Service Delivery Manager who is dedicated 100% throughout operations of the IIS Project, unless otherwise approved by the applicable State.

Whenever either Contractor Service Delivery Manager or Contractor Project Manager will be unavailable, an alternate will be designate to handle communications with the manager for the other party.

The Contractor Service Delivery Manager will, on a full-time basis, manage the daily operations of the contract staff, work with state personnel, network Contractors, and be responsible for enforcing the defined service levels for the project.

Additionally each State's Contractor Service Delivery Manager will prioritize new Project work, handle ongoing maintenance and production support activities, manage dispute resolution, monitor issues and provide root-cause analysis for any unforeseen outages or system issues that occur in the applicable State. The Contractor Service Delivery Manager must be available for all project meetings and must be available to the applicable State by telephone during regular business hours. The Contractor Service Delivery Manager must be available onsite at the State's facility within 24 hours of notification by the State if necessary.

Overview. ODE and ESE seek to implement the core functionality of a web-based Instructional Improvement System (IIS). The solution must provide an information infrastructure for the Contractor to host the IIS and all

associated data for each State, adhere to the stated service levels, make the system available to authorized users via the Internet through a “thin client”, and ensure hardware and software systems are kept up-to-date and available. After development of the core system functional requirements the Contractor must be prepared to implement the state specific requirements of each state, including conversion, integration, final statewide implementation, training, hosting services, maintenance and enhancements and customer support.

Contractor Responsibilities and Deliverables. The following section describes the deliverables and Contractor responsibilities for the IIS project.

The Contractor must:

- Complete all tasks and activities required to accomplish project planning and management through implementation of state specific requirements;
- Identify and describing all methodologies, tools, technologies, testing, resources and other components required for successful implementation;
- Deliver a solution that meets all RFP requirements, both Core and state specific for Massachusetts and Ohio, with iterations that show demonstrable incremental value with testing and releases as appropriate;
- Perform User Acceptance Testing of the Core system, both iterative and overall with participation of both Ohio and Massachusetts;
- Pilot and Test the Massachusetts and Ohio systems with identified LEAs;
- Train as required in the state specific implementation strategies, including face to face and electronic, as well as associated documentation;
- Install, configure, and maintain all operating systems, databases and associated hardware necessary to support the production environment for each State;
- Host each State’s system during and following the Race to the Top grant period;
- Provide customer service to LEA staff as defined in the Service Level Agreement (SLA) agreed upon individually with each State;
- Make available both test and training environments to State and LEA staff that mirror the system implemented in each state;
- Communicate with identified State resources throughout the project lifecycle

The States recognize that each offeror has different methodologies and delivery structures. Therefore, it is expected that each offeror will provide a list of deliverables based on their recommended methodology. The list of deliverables provided below is intended to clarify the State’s expectations as part of the resulting Contract. The Contractor must produce the deliverables or equivalent work product based upon the Contractor’s methodology, approach and delivery structure. The planned deliverables must be identified in the offeror’s proposal.

Sample Deliverables	Sample content
Project Plan	Milestones, organizational and procedural activities, high level and detailed activities/tasks, timeframes, resources, priorities
Risk Management Plan	Risk management approach, risk identification, risk analysis, response planning, monitoring and control
Change Management Plan	Overview, approach, defined process
Change Request	Description; lifecycle phase; impacts on scope, schedule, resources, budget, assumptions, and impact of not making the change, recommended action
Testing Plan	Purpose, overview, testing approach, environment, timeline, training, execution, problem resolution, documentation, metrics, and results
Training Plan (state specific)	Initial product roll-out training, background training, on-going training programs, training format and methods, documentation

Implementation Plan (state specific)	Overview, approach and benefits, assumptions and risks, schedule and resources, promotion strategy, technical migration/implementation methods, support considerations, testing and customer acceptance,
Integration Plan (state specific)	Overview, approach, and timelines associated with required system integration points
Issues Log	Description, associated deliverable, priority, target date, owner, resolution, associated dates
System Functionality	User Acceptance Testing Results, Requirements Traceability Matrix
Implementation (state specific)	Updated Implementation Plan, Updated Testing Plan, including System Testing and UAT Updated Training Plan
Hosting Services (state specific)	Customer Support Reports

Maintain Work Plan. The Work Plan must allow sufficient time for both States' staff to review all Work. The State will determine the number of business days it needs for such reviews and provide that information to the Contractor after award and early in the development of the Work Plan. (See Attachment Three for components of the Work Plan.)

Meeting Attendance and Reporting Requirements. The Contractor's management approach to the Work must adhere to the following meeting and reporting requirements:

- Immediate Reporting - The Project Manager or a designee must immediately report any staffing changes for the Work to the States' Work Representative (see: Attachment Four: Part Two: Replacement Personnel).
- Attend Weekly Status Meetings/Conference Calls - The Project Manager and other Work team members must attend weekly status meetings during the core development phase (Phase 1) with the States' Work Representative and other people deemed necessary to discuss Work issues. The Contractor in coordination with the each State's project manager, will schedule these meetings, which will follow an agreed upon agenda and allow the Contractor and the State's to discuss any issues that concern them. Following the core development phase, the Contractor will meet separately with each State to implement State-specific Requirements
- Provide Weekly Joint Status Reports - The Contractor must provide written status reports to the States' Work Representative at least one full business day before each status meeting.
- The Contractor's proposed format and level of detail for the weekly joint status report is subject to the State's approval. At a minimum, status reports must contain the following:
 - Status of currently planned tasks, specifically identifying tasks not on schedule and a resolution plan to return to the planned schedule;
 - Issues encountered, proposed resolutions, and actual resolutions;
 - Anticipated tasks to be completed in the next week;
 - Task and Deliverable status, with percentage of completion and time ahead or behind schedule for tasks and milestones;
 - A risk analysis of actual and perceived problems encountered over the previous week;
 - An Issue Log, with emphasis on issues encountered over the previous week with anticipated resolutions and
 - Status of project change orders.
- Prepare Monthly Status Reports - During the Work, the Contractor must submit a written monthly status report to the States' Work Representative by the fifth business day following the end of each month. At a minimum, monthly status reports must contain the following:
 - A description of the overall completion status of the Work in terms of the approved Work Plan (schedule and cost);
 - Updated Work schedule;

- The plans for activities scheduled for the next month;
- The status of any Deliverables;
- Time ahead or behind schedule for applicable tasks;
- A risk analysis of actual and perceived problems encountered over the previous month and for the project as a whole;
- Proposed method for resolving actual or perceived problems; and
- Strategic changes to the Work Plan, if any.

Work Hours and Conditions. It is anticipated that system development will be completed at the Contractor location. The Contractor will establish work hours and communicate those hours to the States. All meetings and phone calls that include State staff will be held between the hours of 9:00 a.m. and 5:00 p.m. Eastern Time. There may be situations in which the Contractor project staff will be required to attend in-person meetings at either one or both State locations.

PART TWO: SPECIAL PROVISIONS

Submittal of Deliverables.

The Contractor must perform its tasks in a timely and professional manner that produces Deliverables that fully meet the Contract’s requirements. The Contractor must provide the Deliverables no later than the due dates the Contract requires. At the time of completion of a Deliverable, an electronic copy of the Deliverable as well as a Deliverable Acceptance Form will be presented to the appropriate state. The Contractor must provide the materials in a file format acceptable to the State.

By submitting a Deliverable, the Contractor represents that, to the best of its knowledge, it has performed the associated tasks in a manner that meets the Contract’s requirements.

The states will review the materials or documents within ten (10) working days after the receipt date. The receipt date is not counted as one (1) of the ten (10) days. If the material or document is determined to be in non-compliance, the State(s) will send written notification to the Contractor’s Project Manager outlining the reason(s) for his or her determination. The Contractor, at no expense to the State(s), will bring work determined by the State(s) to be in non-compliance with the Contract into conformance within ten working days of notice and resubmit the Deliverable to the State(s). If the State(s) accept the Deliverable, Deliverable material or documents, the Deliverable Acceptance Form, signed by the State(s) Project Representative(s), will be submitted to the Contractor.

The Contractor understands that the States’ deliverable acceptance does not represent or indicate that the State has accepted the system. The States’ acceptance of the system is conditional upon successful completion of the UAT of the of the Core system. Upon successful completion of the UAT, the Contractor must present the Core IIS system to the States for acceptance by submitting a letter certifying successful completion of User Acceptance Testing of the Core System. The States will review the submission according to the process described above.

The State form authorizing payment (Attachment Six) and the payment itself do not indicate that the State has accepted the Deliverables associated with the payment. The State’s acceptance of the Deliverables that are part of developing the Project is conditioned on a successful performance test upon completion of the Project.

The Contractor’s Fee Structure.

Core Phase. The Contract award will be for a not-to-exceed fixed price for the development of the Core Phase, payable in accordance with the schedule contained in the offeror’s accepted proposal or as otherwise agreed in writing. The table provided below is a sample format to be used for offeror’s to propose Milestones / Deliverables. The State intends to compensate the Contractor upon completion and acceptance of significant Milestones / Deliverables. The State is requesting a proposed Not-to-Exceed Fixed Price for the development of the Core Phase. Proposing a Fee Structure that is not based-upon completion and acceptance of significant Milestones / Deliverables for the Core Phase is not acceptable. All proposed fees must be deliverable-based. Proposing to perform all or a portion of the work based upon time and materials is not acceptable. Additionally, proposing to be compensated based upon a percentage of the proposed Not-to-Exceed Fixed Price each month is not acceptable. All proposed payments should generally be aligned with the sample Deliverables contained in the “Contractor Responsibilities and Deliverables” section included in this Attachment. It is permissible to modify the Milestones / Deliverables slightly to accommodate the offeror’s methodology and delivery structure.

Payment Milestone/Deliverable	Payment
Proposed Milestone/Deliverable #1	Proposed Cost
Proposed Milestone/Deliverable #2	Proposed Cost
Proposed Milestone/Deliverable #3	Proposed Cost
“	“
“	“
Proposed Milestone/Deliverable #N	Proposed Cost

Upon receipt of a signed Deliverable Submittal Form (Attachment Six) indicating the State agrees that the Deliverable identified in the work breakdown structure is compliant or that the Contractor has met an applicable milestone and payment should be made, the Contractor may submit an invoice for that Deliverable or milestone, according to the agreed upon payment schedule.

Ohio Specific. The Contract will include a not-to-exceed fixed price for the development of the Ohio Phase, payable in accordance with the schedule contained in the offeror's accepted proposal or as otherwise agreed in writing. The table provided below is a sample format to be used for offeror's to propose Milestones / Deliverables. The State intends to compensate the Contractor upon completion and acceptance of significant Milestones / Deliverables. The State is requesting a proposed Not-to-Exceed Fixed Price for the development of the Ohio Phase. Proposing a Fee Structure that is not based-upon completion and acceptance of significant Milestones / Deliverables for the Ohio Phase is not acceptable. All proposed fees must be deliverable-based. Proposing to perform all or a portion of the work based upon time and materials is not acceptable. Additionally, proposing to be compensated based upon a percentage of the proposed Not-to-Exceed Fixed Price each month is not acceptable. All proposed payments should generally be aligned with the sample Deliverables contained in the "Contractor Responsibilities and Deliverables" section included in this Attachment. It is permissible to modify the Milestones / Deliverables slightly to accommodate the offeror's methodology and delivery structure.

Payment Milestone/Deliverable	Payment
Proposed Milestone/Deliverable #1	Proposed Cost
Proposed Milestone/Deliverable #2	Proposed Cost
Proposed Milestone/Deliverable #3	Proposed Cost
"	"
"	"
Proposed Milestone/Deliverable #N	Proposed Cost

Upon receipt of a signed Deliverable Submittal Form (Attachment Six) indicating the State agrees that the Deliverable identified in the work breakdown structure is compliant or that the Contractor has met an applicable milestone and payment should be made, the Contractor may submit an invoice for that Deliverable or milestone, according to the agreed upon payment schedule.

Ohio Subscription Services for Years One and Two during Race to the Top Grant Funding.

The Contract will include subscription fees for the ongoing support, maintenance, and enhancement of the Ohio IIS system. The pricing tier that is applicable for each fiscal year will be based on the number of LEA students participating in the IIS system as of June 30 of the prior fiscal year. The total payment for the subsequent fiscal year will be determined by the actual number of students times the per student rate for the applicable tier in the Ohio subscription fees during the Race to the Top grant. One payment will be made in at the beginning of each fiscal year for that fiscal year's subscriptions.

Massachusetts Subscription Services for Years One and Two during Race to the Top Grant Funding.

The Contract will include subscription fees for the Massachusetts specific development, ongoing support, maintenance and enhancements of the Massachusetts IIS system. Payment will be made in accordance with the contractual agreement between the Commonwealth of Massachusetts and the Contractor.

Reimbursable Expenses. None.

Bill to Address.

Ohio Department of Education
Attn: Marsha Ward, Project Management Office
25 S. Front St
Mail Stop G-05
Columbus, OH 43215

Location of Data. All State data must be maintained and all work must be performed within the continental United States.

ATTACHMENT THREE: REQUIREMENTS FOR PROPOSALS

Proposal Format. Each Proposal must include sufficient data to allow the State to verify the total cost for the Work 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 may 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 through the proposal. The technical Proposal may not exceed 400 8.5 by 11-inch pages. The offeror's Proposal may include 11 by 17-inch pages. Each 11 by 17-inch page will count as two pages. All pages must have 1-inch (or more) margins at the top, bottom, left and right sides of each page and with text in at least 10-point font size. A smaller font size may be used for graphics and Microsoft Project WBS text. Sections specifically excluded from the page count as indicated below and tables of contents, tables of figures, tab sheets, page dividers, or State-required supplements and State-required attachments such as the profile summaries, do not count toward the page limit. Any material deviation from the format outlined below may result in a rejection of the non-conforming Proposal. *Excluded from the 400-page limit.

Each Proposal must contain the following:

- Vendor Information Form (OBM-5657)*
- Subcontractor Letters*
- Offeror Certification Form*
- Offeror Description
- Offeror Summary Forms*
- Offeror's Project Team Experience
- Time Commitment
- Solution (the Excel spreadsheet with the requirement matrix will not be included in the maximum page limit)
- Methodology and Approach
- Work Plan and Project Schedule
- Assumptions
- Support Requirements
- Proof of Insurance*
- Payment Address *
- Legal Notice Address*
- W-9 Form*
- Declaration Regarding Terrorist Organizations*
- Standard Affirmation and Disclosure Form (EO 2011-12k)*
- Cost Summary (must be separately sealed)*

Vendor Information Form. The offeror must submit a signed and completed Vendor Information Form (OBM-5657) for itself and for each subcontractor the offeror plans to use under the Contract. The form is available at <http://obm.ohio.gov/MiscPages/Forms/default.aspx>.

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

Offeror Certifications. The offeror must complete Attachment Seven, Offeror Certification Form.

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

Offeror Profile Summary Form. This RFP includes an Offeror Profile Summary Form as an attachment. The offeror must use these forms and fill them out completely to provide the required information.

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

Each offeror must meet all the mandatory requirements in the RFP. If an offeror does not meet all the mandatory requirements, the State may reject the offeror's Proposal as non-responsive.

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

Mandatory Experience and Qualifications. The offeror must complete this section to demonstrate that it has the experience needed to meet the RFP's mandatory requirements. (Refer to Attachment Eight.) For each reference, the offeror must provide the following information:

- **Contact Information.** The offeror must provide a client contact name, title, phone number, email address, company name, and mailing address. The offeror also must include the same information for an alternate client contact, in case the State cannot reach the primary contact. Failure to provide this information or providing information that is inaccurate or out of date may result in the State not including the reference in the evaluation process or rejecting the offeror's Proposal. The contact information given must be for a person within the client's organization and not a co-worker or a contact within the offeror's organization, subsidiaries, partnerships, etc.
- **Work Name.** The offeror must provide the name or title for the work, such as a project name, from which it obtained the mandatory experience.
- **Dates of Experience.** The offeror must complete this area with a beginning month and year and an ending month and year to show the length of time the offeror performed the work, not just the length of time the offeror was engaged by the reference.

- Description of the Related Service Provided. The State will not assume that, since the experience requirement is provided at the top of the page, all descriptions on that page relate to that requirement. The offeror must reiterate the experience being described, including the capacity in which the work was performed and the role of the offeror on the Work. It is the offeror's responsibility to customize the description to clearly substantiate the qualification.
- Description of how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables and do the Work.

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

Required Experience and Qualifications. The offeror must complete this section to demonstrate that it meets the requirements for experience. For each reference, the offeror must provide the information in the same manner as described under Mandatory Experience and Qualifications above.

THE OFFEROR MAY NOT USE THE EXPERIENCE OR QUALIFICATIONS OF A SUBCONTRACTOR, UNLESS INDICATED IN THE REQUIREMENT, TO MEET ANY OF THE ABOVE MANDATORY QUALIFICATIONS AND EXPERIENCE OR REQUIRED EXPERIENCE AND QUALIFICATIONS. THESE MUST BE FULFILLED EXCLUSIVELY THROUGH THE QUALIFICATIONS AND EXPERIENCE OF THE OFFEROR. If the offeror seeks to meet the qualifications and experience through a subcontractor, the offeror must identify the subcontractor by name in the appropriate part of the Offeror Profile Summary Form, in Attachment Eight to this RFP, for each reference.

Offeror's Project Team Experience. This section of the offeror's Proposal must identify the Project Manager for the Core Development Project and a Project Manager and Service Delivery Manager for each State after completion of the Core Development who will provide services as part of the resulting Contract. The State expects that the proposed Project Manager will be available as proposed to work on the project. Resumes must be provided for the proposed Project Manager(s), the Services Delivery Manager(s) and any key team members identified by name by the offeror. Resumes may be included as part of an attachment to the offeror's Proposal. Resumes are not required to be embedded within this section of the proposal. The resumes will be used to supplement the descriptive narrative provided by the offeror regarding their proposed project team.

The resume of the proposed Project Manager(s) and Service Delivery Manager(s) must include:

- Person's Name
- Proposed role on this Project
- Listings of completed projects that are comparable to this Project or required similar skills based on the person's assigned role/responsibility on this Project. Each project listed should include at a minimum the beginning and ending dates, client/company name for which the work was performed, client contact information (name, phone number, email address, company name, etc.), project title, project description, and a detailed description of the person's role/responsibility on the project.
- Education
- Professional Licenses/Certifications/Memberships
- Employment History

In addition to providing a resume, the offeror must indicate the role and responsibility of the team member and provide a detailed narrative highlighting why the proposed Project Manager and Service Delivery Manager possess the necessary experience, education, training and professional certifications to successfully perform their assigned role/responsibility on the Project.

The State recognizes that additional staff beyond the proposed Project Manager(s) and Service Delivery Manager(s) will be assigned to work on the project. Through the evaluation process the states may identify proposed roles (for which staff has not yet been identified by name) that the state's believe must be designated

as 'key personnel.' The States may require an offeror to identify additional candidates by name and provide a resume for that candidate for specific positions.

The State recognizes that additional staff beyond the proposed Project Manager(s) and Service Delivery Manager(s) will be assigned to work on the project. For these resources, the offeror must provide a narrative description of typical qualifications, training, education and experience of the caliber of resources that will be assigned for each classification/title expected to be used on the Project. Sample resumes or representative resumes may be submitted in addition to the requested narrative information.

Time Commitment. The offeror must submit a statement and a chart that clearly indicate the time commitment of the proposed Project Manager(s), Service Delivery Manager(s) and the offeror's proposed team members for the Work. The offeror also must include a statement indicating to what extent, if any, the Project Manager may work on other tasks or assignments unrelated to the Work during the term of the Contract. The State may reject any Proposal that commits the proposed Project Manager or any proposed personnel to other assignments during the term of the Work, if the State believes that any such commitment may be detrimental to the offeror's performance.

Solution.

Software Description. This section must describe the offeror's proposed IIS application software solution. In cases where software products from different vendors are being proposed, the integration and support of the total software solution must be explained.

Offerors must provide an overview of their proposed software solution that contains the following, at minimum.

- A complete list of the software products proposed to meet the functional requirements listed in Supplement Two of the RFP;
- A description of each software product and its modules;
- The release number of each product and the date at which the release was (or will be) available;
- How proposed products/modules that have been proposed map to IIS requirements as described in the Functional Requirements Matrix Supplement Two;
- Where the proposed IIS application software or any of the proposed third party components is implemented including the total number of installed sites for the proposed software, and the total number of installed sites on the proposed release(s);
- The offeror must provide a statement of policy that describes its policy regarding modifications to the proposed IIS application software. This statement must address at minimum, the following topics: support provided under the support agreement; an expression of general willingness to baseline client modifications during the implementation Project; the offeror must outline, if applicable, the circumstances under which base-lining of client modifications will take place. ('Baseline' and 'Base-lining' in this instance refers to the inclusion of Core functionality specific modifications or request for modifications into future releases of the software that will be made available as upgrades.)
- A description of the upgrade process and release history and the name and contact information for a site which has successfully upgraded to a new release of the proposed IIS application software;
- Number of customers who have and have not upgraded since implementation;
- Features in next release. Additionally the offeror must provide any Release Notes or other information showing the functional and technical differences between the current release and the previous one. If release notes are available for the next release, the offeror must also provide these; and
- Release frequency (e.g. annually, every 18 months, other).

Internal Integration of IIS Components

The functionality provided by the IIS includes curriculum, assessment, and reporting tools. The integration of system components will be critical to the effectiveness of the system, and is in itself a key

capability of the system. Integration between functional areas of the IIS is critical to the ease of use, and ultimately the effectiveness of the IIS.

The IIS is expected to meet several integration objectives:

- Ease of navigation - The IIS must enable users to move between functional areas easily and efficiently.
- Organization and flow between related activities – related capabilities within the IIS must be organized and linked such to facilitate use of those capabilities. For example, if supporting resources are needed while creating a curriculum resource, users must be able to search for and/or create supporting resource without leaving/closing the original resource.
- Information portability - When moving between related IIS functions, the IIS must reduce/eliminate the need for redundant entry of information.
- The IIS must contain a strong user interface (UI). The UI must be well organized and easy enough to navigate so that key functions are easy to find and operate. The UI must be organized and include sufficient prompts/help such that it can be used successfully without the need for extensive training.
- The organization IIS must reflect the users' cycle of instruction and administration. In the requirements matrix we have articulated the functionality that is needed in the IIS; this functionality must be provided in a way that fits within and supports the daily tasks of teachers and administrators. The IIS must also allow users utilize its components and resources in an "a la carte" fashion

The States vision of seamless IIS integration of components that will promote ease of use for teachers and educators navigating the system. Below is an example of this type of seamless integration:

A third grade teacher logs into the system and searches for English Language Arts standards to cover in class. Upon locating the specific standards she is able to search for and locate exemplar lesson plans that cover those standards, ideally without having to re-select/input the standards. The teacher is then able to select copy and edit the lesson plan, adding links to relevant digital content, aligned to the same standards. If she chooses, she is able to easily create a formative assessment on these standards to review the progress of her students. As the teacher navigates between the various IIS components as a part of her daily workflow these appear to be integrated seamlessly from the end-user perspective. The teacher doesn't have to re-input the relevant standards as she travels between curriculum design, resource search and assessment for example; this type of intelligence is carried between the various components of the system. Additionally the overall look and feel of the various components is similar enough so that the user has the impression that this is a single cohesive system.

Offerors should describe the level and types of integration provided by their IIS. The description should include specific examples of how the modules and functionality are integrated and how users move between components, how business intelligence supports users as they engage different activities/components of the system, and limitations, if any, in achieving the levels of support described above. Offeror's should include screen captures from released software versions to support their description.

Examples of potential integration points include, but are not limited to:

- The ability for the state and/or districts to identify gaps in their curriculum maps and, during this process, to upload new "model units" to fill gaps in the
- The ability to link curriculum resources into curriculum units and make these resources easily available to teachers preparing instruction for the unit
- The ability to move easily from a curriculum unit to the test builder to develop an assessment that is relevant to the unit,
- The ability to suggest refresher resources/materials for individual or groups of students based upon the results of formative and interim assessments to

- The ability to move from a curriculum map to a unit and from a unit to a lesson plan. When moving between these tools, the IIS should provide the ability to move relevant grade and standard information from one tool to another without the need for redundant input.

Improvement of Student Outcomes. Offerors must include a discussion of the ways in which the proposed IIS can improve teaching and learning, and therefore improve educational outcomes for students. The Offeror should be as specific as possible and should include available evidence that demonstrates the ability of the proposed solution or its components to improve the quality of curriculum, classroom instruction and educational outcomes.

Functionality Matrix. Offerors must complete the Core Functional Requirements Matrix contained in Supplement Two. For each requirement identified, offerors must indicate if the functionality:

- Exists in the current released version of the Prime Contractor's base system;
- Is scheduled for inclusion in a future release of the Prime Contractor's System;
- Is being met by a subcontractor's existing software release that will be integrated with the offeror's software; or
- Will be met by a scheduled release of a subcontractor's software.

For requirements that are not met by existing software or a planned release of either the Contractor or subcontractor, indicate whether a solution for the requirements will be

- Developed at no cost;
- Developed at a cost to the states; or
- The requirement will not be met.

For requirements met by a future release or development, indicate

- The relevant release date

In order for the offeror to designate an element of functionality as being in the current released version of their base system, the element must have been tested and implemented before the proposal due date for this RFP. If the offeror is proposing to work with more than one subcontractor and the subcontractors will provide any of the Core Functional Requirements, the offeror must indicate which subcontractor will enable the vendor to meet the Functional Requirement. If the offeror or subcontractor will meet any Core Functional Requirement in a planned release of their software, the date of the relevant planned release must be included in column h).

In addition to completing the Core Functional Requirement Matrix, the offeror must provide a detailed narrative at the beginning of each sub-section (i.e. 2.1 Assessment Items) of their comprehensive solution identified in the System Requirements for the Instructional Improvement System Project. Offerors may not simply state that the proposed solution will meet or exceed the specified requirements. The solution must address all of the requirements described or referenced in each sub-section and define how all of the identified requirements will interact or function together. Screen shots of the solution are welcome. Captions accompanying the screen shots must indicate whether the capability depicted is in a current release of the offeror's solution, a future release of the offerors solution, in a subcontractor's current solution, or subcontractor's future solution. All requirements described or referenced in the RFP, or in any Supplements referenced in the RFP are minimum requirements.

The Offeror may propose features, and other innovative or alternative solutions in excess of the minimum requirements described in the RFP, but must clearly identify them as such, provide the rationale behind the recommendations, and explain how they will benefit the State. Any proposed alternative solution must meet the minimum requirements.

Offerors must complete the Massachusetts-Specific Requirements Matrix and the Ohio-Specific Requirements Matrix contained in Supplement Two. For each requirement identified, offerors must indicate if the functionality:

- a) Exists in the current released version of the Prime Contractor's base system;
- b) Is scheduled for inclusion in a future release of the Prime Contractor's System;
- c) Is being met by a subcontractor's existing software release that will be integrated with the offeror's software; or
- d) Will be met by a scheduled release of a subcontractor's software.

For requirements that are not met by existing software or a planned release of either the Contractor or subcontractor, indicate whether a solution for the requirements will be

- e) Developed at no cost;
- f) Developed at a cost to the states; or
- g) The requirement will not be met.

For requirements met by a future release or development, indicate

- h) The relevant release date.

In addition to completing the State-Specific Functional Requirement Matrix, the offeror must provide a detailed narrative of the comprehensive solution to each state's specific requirements for the Instructional Improvement System Project. The solution must specifically address each area of the work requirements described or referenced in the each State's specific Supplements referenced in the RFP.

For the Massachusetts requirements, offerors must provide a detailed narrative for statewide implementation, including the implementation timetable, outreach and training, access, data conversion, integration with ESE/EOS Systems, integration layers, and subscription services.

For the Ohio Requirements offerors must provide a detailed narrative for statewide implementation, system integration, system security, training & documentation, and subscription services.

Supplements One through Six identify functional and technical requirements for this RFP as well as service levels for the proposed solution. The State expects the offerors proposed solution to provide all listed requirements and meet the service levels. If the offeror cannot meet a minimum requirement or service level they must list each 'unmet' requirement and identify why the requirement cannot be met.

Methodology and Approach. The offeror must provide a detailed narrative describing its proposed methodology and approach to meeting the requirements described in the RFP. The description provided must address the required implementation. The offeror may not simply state or list the steps/processes included in their proposed methodology and approach.

The methodology and approach narrative must include, but not be limited to, the following:

- Delivery of Functionality;
- Requirements Elicitation and Validation;
- Development and Testing Cycles;
- Documentation and Training;
- Tools and Techniques;
- Implementation and Operation; and
- Application of Methodology.

Work Plan and Project Schedule. The Offeror is required to submit the following documents as part of this section of the proposal: a narrative project work plan and a project schedule in Microsoft Project. The documents

are to be consistent and complementary. References from one document must be easily located and match information provided in the others. Recommended plans and schedules must demonstrate that the Offeror will be prepared to quickly undertake and successfully complete the required tasks.

Project Work Plan. The offeror must submit a narrative project work plan describing the work steps (tasks), which are consistent with the proposed methodology, to effectively plan, organize, control and manage this project. This description must be sufficiently detailed to describe the offeror's knowledge and understanding of the Project and scope of work. Attachment Two must be referenced in the offeror's plan showing how all work activities will be completed. The approach may also define other activities or tasks not listed in Attachment Two but deemed necessary by the offeror. In the event that additional activities or tasks are included, describe in detail why these activities or tasks are being recommended.

The project work plan narrative must include, but not be limited to, the following:

- Description of the Project management methodology
- Scope statement that includes the Project objectives
- A description of the proposed deliverables for all areas of the Project
- Assumptions used in developing the solution
- Description of approach to project management:
 - Integration management
 - Scope management
 - Schedule management
 - Cost management
 - Quality management
 - Staffing management
 - Configuration management, encompassing change control
 - Communications management
 - Risk management (including constraints and assumptions, planned responses and contingencies)
 - Issue resolution process

Project Schedule. The offeror is responsible for proposing a project schedule from Contract Award to the completion of the Implementation/Final Acceptance Task. Offerors must use April 30, 2014 as the final delivery date for each state's specific requirements for the proposed schedule. Offerors must use December 31, 2012 as the delivery date for the Core functionality. The schedule must clearly demonstrate how the Project will become fully operational by the final delivery date. The offeror must give dates for when all Deliverables and milestones will be completed and start and finish dates for tasks. If the offeror proposes a different schedule, an explanation must be provided to clarify why more or less time is anticipated. The project schedule will require revision and updates as part of the project planning task after Contract Award and throughout the project lifecycle as stipulated in Attachment Two.

When preparing the proposed project schedule, offerors must allow a minimum number ten (10) of business days for review by the State staff for all deliverables unless otherwise mutually agreed upon.

The project schedule must be formatted in Microsoft Project and include, but not be limited to, the following:

- Gantt chart;
- Milestones;
- Duration for each project task and subtask on a week-by-week schedule;
- Dates when all the deliverables will be completed; and
- Resource assignments.

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

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

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

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

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

Payment Address. The offeror must give the address to which the State should send payments under the Contract.

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

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

Declaration Regarding Terrorist Organizations. The offeror must complete a Declaration Regarding Material Assistance/Non-assistance to Terrorist Organizations in its entirety. The offeror must submit at least one originally signed copy of this form, which should be included with the offeror's originally signed Proposal. All other copies of the offeror's Proposal may contain copies of this form. The form is available at: <http://www.homelandsecurity.ohio.gov>.

Standard Affirmation and Disclosure Form (EO 2011-12K). The offeror must complete and sign the Affirmation and Disclosure Form (Attachment Nine) as part of its Proposal.

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

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

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

ATTACHMENT FOUR: GENERAL TERMS AND CONDITIONS

PART ONE: PERFORMANCE AND PAYMENT

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

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

Term. Unless this Contract is terminated or expires without renewal, it will remain in effect until the Work is completed to the satisfaction of the State and the Contractor is paid. But the current General Assembly cannot commit a future General Assembly to an expenditure. Therefore, this Contract will automatically expire at the end of each biennium, the first of which is June 30, 2013. The State may renew this Contract in the next biennium by issuing written notice to the Contractor of the decision to do so. This expiration and renewal procedure also will apply to the end of any subsequent biennium during which the Work continues, subject to the State's approval. Termination or expiration of this Contract will not limit the Contractor's continuing obligations with respect to Deliverables that the State pays for before or after termination or limit the State's rights in such.

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

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

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

The State seeks a complete solution to what the Work is intended to accomplish, and the Contractor must provide any incidental items omitted in the RFP Documents as part of the Contractor's not-to-exceed fixed price. All required components and processes for the Work to be complete and useful to the State are included in the Work and the not-to-exceed fixed price, unless the RFP expressly provides otherwise.

Compensation. In consideration of the Contractor's promises and satisfactory performance, the State will pay the Contractor the amount(s) identified in the RFP Documents (the "Fee"), plus any other expenses identified as reimbursable in the RFP Documents. The Contractor's right to the Fee is contingent on the complete and satisfactory performance of the Work or, in the case of milestone payments or periodic payments of an hourly, daily, weekly, monthly, or annual rate, all relevant parts of the Work tied to the applicable milestone or period. Payment of the Fee also is contingent on the Contractor delivering a proper invoice and any other documents the RFP Documents require. An invoice must comply with the State's then current policies regarding invoices and their submission. The State will notify the Contractor in writing within 15 business days after it receives a defective invoice of any defect and provide the information necessary to correct the defect.

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

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

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

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

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

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

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

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

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

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

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

PART TWO: WORK AND CONTRACT ADMINISTRATION

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

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

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

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

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

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

Record Keeping. The Contractor must keep all financial records in accordance with generally accepted accounting principles consistently applied. The Contractor also must file documentation to support each action under this Contract in a manner allowing the documentation to be readily located. And the Contractor must keep all Work-related records and documents at its principal place of business or at its office where the work was performed.

Audits. During the term of this Contract and for three years after the payment of the Contractor's Fee, on reasonable notice and during customary business hours, the State may audit the Contractor's records and other materials that relate to the Work. This audit right also applies to the State's duly authorized representatives and any person or organization providing financial support for the Work.

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

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

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

The policy must be endorsed to provide the State with 30-days prior written notice of cancellation or material change to the policy. And the Contractor's Commercial General Liability must be primary over any other insurance coverage.

- (c) Commercial Automobile Liability insurance with a combined single limit of \$500,000.
- (d) Professional Liability insurance covering all staff with a minimum limit of \$1,000,000 per incident and \$3,000,000 aggregate. If the Contractor's policy is written on a "claims made" basis, the Contractor must provide the State with proof of continuous coverage at the time the policy is renewed. If for any reason the policy expires, or coverage is terminated, the Contractor must purchase and maintain "tail" coverage through the applicable statute of limitations.

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

Replacement Personnel. If the RFP Documents contain the names of specific people who will do the Work, then the quality and professional credentials of those people were material factors in the State's decision to enter into this Contract. Therefore, the Contractor must use all commercially reasonable efforts to ensure the continued availability of those people. The Contractor will not be liable to the State for personnel removal in cases beyond the reasonable control of the Contractor, such as unavailability due to death, disability, resignation, or military leave. In all other cases, the Contractor may not remove those people from the Project without the prior, written consent of the State, except as provided below.

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

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

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

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

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

Should the State exercise its option under item (a) above, it nevertheless will be entitled anytime thereafter to exercise its option under item (b) above. Additionally, should the State terminate this Contract under this provision, it will be entitled to damages in accordance with the Suspension and Termination Section of this Contract due to the termination. Should the State assess liquidated damages or otherwise be entitled to damages under this provision, it may offset these damages from any Fees due under this Contract.

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

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

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

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

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 as determined by the State, the State will have the right to terminate this Contract immediately on notice to the Contractor. The State also may terminate this Contract in the case of breaches that are cured but are persistent. "Persistent" in this context means that the State has notified the Contractor in writing of the Contractor's failure to meet any of its obligations three times within a twelve (12) month period following the initial notification of breach. After the third notice, the State may terminate this Contract on written notice to the Contractor without any additional cure period if the Contractor again fails to meet any obligation as required by the work. Some provisions of this Contract may provide for a shorter cure period than 30 calendar days or for no cure period at all, and those provisions will prevail over this one. If a particular section does not state what the cure period will be, this provision will govern.

Moreover, the State may terminate this Contract by providing the Contractor 30 calendar days notice for its convenience and without cause or if the Ohio General Assembly fails to appropriate funds for any part of the Work. If a third party is providing funding for the Work, the State also may terminate this Contract should that third party fail to release any funds for the Work. The RFP Documents normally identify any third party source of funds for the Work, but an absence of such in the RFP Documents will not diminish the State's rights under this section.

The notice of termination, whether for cause or without cause, will be effective as soon as the Contractor receives it subject to the prescribed cure period. Subject to the approval of the State and upon receipt of the notice of termination, the Contractor may (i) continue on activities not related to the termination; (ii) or take all steps necessary to minimize any costs the Contractor will incur related to this Contract and immediately cease all Work on the Contract. The Contractor also must within 30 calendar days prepare a report and deliver it to the State. The report must be all-inclusive and must detail the Work completed at the date of termination, The Contractor also must deliver all the completed and partially completed Deliverables to the State with its report. If the State determines that delivery in that manner would not be in its interest, then the State may designate a suitable alternative form of delivery, which the Contractor must honor.

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

If the termination is for the convenience of the State, the Contractor will be entitled to compensation for any Work that the Contractor has performed before the termination. Such compensation will be the Contractor's exclusive remedy in the case of termination for convenience and will be available to the Contractor only once the Contractor has submitted a proper invoice for such, with the invoice reflecting the amount that the State determines it owes to the Contractor. The State will make that determination based on the completed and partially completed deliverables.

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

In the case of a suspension for the State's convenience, the State will determine the amount of compensation due to the Contractor for work performed before the suspension in the same manner as provided in this section for termination for the State's convenience. The Contractor will not be entitled to compensation for any other costs

associated with a suspension for the State's convenience, and the State will make no payment under this provision to the Contractor until the Contractor submits a proper invoice. If the State decides to allow the Work to continue rather than terminating this Contract after the suspension, the State will not be required to make any payment to the Contractor other than those payments specified in this Contract and in accordance with the payment schedule specified in this Contract for properly completed Work.

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

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

Any default by the Contractor or one of its subcontractors will be treated as a default by the Contractor and all of its subcontractors. The Contractor will be solely responsible for satisfying any claims of its subcontractors for any suspension or termination and must indemnify the State for any liability to them. Notwithstanding the foregoing, each subcontractor must hold the State harmless for any damage caused to them from a suspension or termination. They must look solely to the Contractor for any compensation to which they may be entitled.

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

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

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

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

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

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

letter must describe the nature, date, and location of the installation, as well as the date the Work Representative certified the installation as complete and operational.

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

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

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

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

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

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

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

Independent Status of the Contractor. The parties are independent of one another, and the Contractor's Personnel may act only in the capacity of representatives of the Contractor and not as representatives of the State. Further, the Contractor's Personnel will not be deemed for any purpose to be employees, representatives, or agents of the State. The Contractor assumes full responsibility for the actions of the Contractor's Personnel while they are performing under this Contract and will be solely responsible for paying the Contractor's Personnel (including withholding, and paying income taxes and social security, workers' compensation, disability benefits and the like). The Contractor may not commit, and is not authorized to commit, the State in any manner. The Contractor's subcontractors will be considered the agents of the Contractor for purposes of this Contract.

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

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

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

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

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

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

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

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

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. The State's minimum standard is the NIST 800-53 moderate baseline. 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 and approved by the State's Chief Information Security Officer. 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, or the suspicion of a breach, no more than 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. Such identity theft protection must be reasonably acceptable to the State.

All State data will remain the property of the State. The Contractor must ensure that the State retains access and download capability for purpose of retrieving its data for research, investigation, transfer or migration to other systems.

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

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

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

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

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

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

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

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

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

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

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

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

PART FOUR: REPRESENTATIONS, WARRANTIES, AND LIABILITIES

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

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

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

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

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

Limitation of Liability. Neither party will be liable for any indirect, incidental, or consequential loss or damage of the other party, including but not limited to lost profits, even if the parties have been advised, knew, or should have known of the possibility of such damages. Additionally, neither party will be liable to the other for direct or other damages in excess of \$20,000,000.00, whichever is greater. The limitations in this paragraph do not apply to any obligation of the Contractor to indemnify the State against claims made against it or for damages to the State caused by the Contractor's negligence or other tortious conduct.

PART FIVE: ACCEPTANCE AND MAINTENANCE

Acceptance. There will be no formal acceptance procedure unless the RFP Documents expressly provide otherwise. If the RFP Documents do not provide otherwise, the acceptance procedure will be an informal review by the Work Representative to ensure that each Deliverable and the Work as a whole comply with the requirements of this Contract. The Work Representative will have up to 3 months from the successful end of the pilot to do this. No formal letter of acceptance will be issued, and passage of the 3 months will imply acceptance, though the State will issue a notice of noncompliance if a Deliverable or the Work as a whole does not meet the requirements of this Contract. If the Work Representative issues a letter of noncompliance, then the Contractor will have 30 calendar days to correct the problems listed in the noncompliance letter. If the Contractor fails to do so, the Contractor will be in default without a cure period. If the Work Representative has issued a noncompliance letter, the Deliverables or the Work as a whole will not be accepted until the Work Representative issues a letter of acceptance indicating that each problem noted in the noncompliance letter has been cured. If the problems have been fixed during the 30 day period, the Work Representative will issue the acceptance letter within 15 calendar days.

If the Work fails to (comply with the requirements of this contract), the Contractor will be in default and will not have a cure period. In addition to all other remedies the State may have under this Contract, the State will have the right to request correction or replacement of the relevant portion of the Work.

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

PART SIX: CONSTRUCTION

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

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

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

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

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

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

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

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

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

PART SEVEN: LAW AND COURTS

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

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

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

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

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

Declaration of Material Assistance ("DMA"). The Contractor represents and warrants that it has not provided any material assistance, as that term is defined in ORC Section 2909.33(C), to an organization that is identified by, and included on, the United States Department of State Terrorist Exclusion List and that it has truthfully answered "no" to every question on the DMA form. The Contractor further represents and warrants that it has provided or shall provide the DMA form through the Ohio Business Gateway at <http://business.ohio.gov/efiling/> prior to execution of this Contract. If these representations and warranties are found to be false, this Contract shall be void and the Contractor shall immediately repay to the State any funds paid under this Contract.

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

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

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

Equal Employment Opportunity. The Contractor will comply with all state and federal laws regarding equal employment opportunity and fair labor and employment practices, including Ohio Revised Code Section 125.111 and all related Executive Orders.

Before a contract can be awarded or renewed, an Affirmative Action Program Verification Form must be submitted to the Department of Administrative Services Equal Opportunity Division to comply with the affirmative action requirements. Affirmative Action Verification Forms and approved Affirmative Action Plans can be found by going to the Ohio Business Gateway at: <http://business.ohio.gov/efiling/>.

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

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

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

**ATTACHMENT FIVE
SAMPLE CONTRACT**

**A CONTRACT BETWEEN
THE DEPARTMENT OF ADMINISTRATIVE SERVICES
ON BEHALF OF THE
Ohio Department of Education
AND**

(CONTRACTOR)

THIS CONTRACT, which results from RFP 0A1095, entitled Instructional Improvement System (IIS), is between the State of Ohio, through the Department of Administrative Services, on behalf of the Department of Education, and _____ (the "Contractor").

This Contract consists of the referenced RFP, including all its attachments and supplements, written amendments to the RFP, the Contractor's Proposal, and written, authorized amendments to the Contractor's Proposal. It also includes 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 page document, which incorporates by reference all the documents identified above. The General Terms and Conditions for the Contract are contained in an attachment to the RFP. If there are conflicting provisions among the documents that make up the Contract, the order of precedence for the documents is as follows:

1. This document;
2. The RFP, as amended;
3. The documents and materials incorporated by reference in the RFP;
4. The Contractor's Proposal, as amended, clarified, and accepted by the State; and
5. 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 _____, 20____, or the occurrence of all conditions precedent specified in the General Terms and Conditions.

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

CONTRACTOR

STATE OF OHIO
DEPARTMENT OF ADMINISTRATIVE SERVICES

SAMPLE – DO NOT FILL OUT

By: _____

By: «DAS_DIRECTOR»

Title: _____

Title: «DAS_DIRECTOR_TITLE»

Date: _____

Date: _____

**ATTACHMENT SIX
SAMPLE DELIVERABLE / MILESTONE SUBMITTAL FORM**

PURPOSE

The purpose of this document is to ensure that the requirements and expectations of the deliverable are met, approved, and accepted. This document may be used at the end of the project or during each phase as deliverables are submitted to the requesting organization and/or client.

PROJECT IDENTIFICATION

PROJECT IDENTIFICATION	
Date of Deliverable Submission	Project Name
Project Sponsor	Project Manager

DELIVERABLE ACCEPTANCE

DESCRIPTION OF DELIVERABLE
<List the deliverable that is being submitted. State the receiving individual or organization.>

SIGNATURE
Signature indicates that the named deliverable(s), in the opinion of the signer: <ul style="list-style-type: none"> ▪ Meets the specification ▪ Has no significant unresolved issues ▪ Meets the acceptance criteria ▪ Is ready for release either as a baseline for subsequent work or as a production deliverable

CONDITIONAL ACCEPTANCE			
The parties agree that <Delivery Organization> satisfactorily completed and delivered all project deliverables and client accepts all <Project Name> <Phase Name> deliverables, with the following customization exceptions:			
Change Request Log #	Description	Issue Log #	Description
<List the corresponding change, from the Change Request Log, that will need to be completed before this deliverable is met.>	<Briefly describe the change/modification that must be made.>	<List the corresponding issue, from the Issue Log, that will need to be completed before this deliverable is met.>	<Briefly describe the issue that must be resolved.>

Deliverable Amount: \$ _____

ACCEPTED BY	
Project Manager	<Enter name. Obtain signature and date >
Project Sponsor	<Enter name. Obtain signature and date >
Vendor	<Enter name. Obtain signature and date >

ATTACHMENT SEVEN

OFFEROR CERTIFICATION FORM

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

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

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

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

Potential Conflicts (by person or entity affected)

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

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

- 5. The offeror certifies that all its and its subcontractors' personnel provided for the Work will have a valid I-9 form on file with the offeror or subcontractor, as appropriate, and will have presented valid employment authorization documents, if they are not United States citizens.
- 6. The offeror certifies that it's regular; fulltime employees will perform at least 30% of the Work.
- 7. The following is a complete list of all subcontractors, if any, that the offeror will use on the Work, if the State selects the offeror to do the Work:

The offeror certifies that it has obtained and submitted a subcontractor letter, as required by Attachment Three, for each subcontractor it plans to use to do the Work.

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

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

Signature

Name

Title

Company Name

Company D-U-N-S Number

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

**OFFEROR MANDATORY REQUIREMENTS
(Duplicate as needed)**

MANDATORY REQUIREMENT: If the proposed solution includes functionality provided by a subcontractor's software, the offeror must have past experience integrating a software solution with third parties.

Company Name:	Contact Name: (Indicate Primary or Alternate) Contact Title:	
Company Address:	Contact Phone Number: Contact Email Address:	
Work/Project Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
Subcontractor providing functionality not in Prime Contractor's software	Functionality Provided by Subcontractor:	
Describe Services Provided while working with the Subcontractor to integrate two software products, including project management between the two vendor's:		

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

**OFFEROR/SUBCONTRACTOR MANDATORY REQUIREMENTS
(Duplicate as needed)**

REQUIREMENT: The offeror or a subcontractor must have experience providing hosting services, and call center services for large-scale technology solutions in engagements of similar size and complexity.

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:	Subcontractor, if applicable	
Company Name:	Contact Name: (Indicate Primary or Alternate) Contact Title:	
Company Address:	Contact Phone Number: Contact Email Address:	
Work/Project Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
Describe services provided related to hosting and call center services for a large scale technology solution:		
Describe how the related service shows the work provided for this reference is similar in size and complexity to the IIS system.		

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

**OFFEROR/SUBCONTRACTOR MANDATORY REQUIREMENTS
(Duplicate as needed)**

REQUIREMENT: The offeror or subcontractor must have successful experience integrating their educational-related technology with at least one student information system.

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:	Subcontractor, if applicable	
Company Name:	Contact Name: (Indicate Primary or Alternate) Contact Title:	
Company Address:	Contact Phone Number: Contact Email Address:	
Work Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
Educational-related technology provided:	Name of Student information system:	
Describe services provided related in which the educational-technology was integrated with a student information system:		

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

**OFFEROR REQUIREMENTS
(Duplicate as needed)**

REQUIREMENT: A minimum of three successful projects hosting mission-critical applications of similar size and scope, one of which is a current engagement. Scope must have included data center operations and daily operation of the application.

Company Name:		Contact Name: (Indicate Primary or Alternate)	
		Contact Title:	
Company Address:		Contact Phone Number:	
		Contact Email Address:	
Work/Project Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year	Current Engagement: Yes or No (Circle one)
Describe Services Provided while hosting a mission critical application; include description of the data center and daily operations provided.			
Describe how the related service shows the work provided for this reference is similar in size and complexity to the IIS system.			

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

OFFEROR REQUIREMENTS

(Duplicate as needed)

REQUIREMENT: Experience providing application maintenance and support for at least two mission critical applications of similar size and complexity. Application support must have included application fixes, upgrades and enhancements.

Company Name:	Contact Name: (Indicate Primary or Alternate) Contact Title:	
Company Address:	Contact Phone Number: Contact Email Address:	
Work/Project Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
Describe Services provided for application maintenance and support including application fixes, upgrades and enhancements.		
Describe how the related service shows the work provided for this reference is similar in size and complexity to the IIS system.		

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

**OFFEROR REQUIREMENTS
(Duplicate as needed)**

REQUIREMENT: Experience providing end user support center services for a minimum of two mission-critical applications of similar size and complexity. Scope must have included phone and email support as well as formal training.

Company Name:	Contact Name: (Indicate Primary or Alternate) Contact Title:	
Company Address:	Contact Phone Number: Contact Email Address:	
Work/Project Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
Describe Services provided for end user support services including phone, email support and formal training.		
Describe how the related service shows the work provided for this reference is similar in size and complexity to the IIS system.		

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

OFFEROR REQUIREMENTS
(Duplicate as needed)

Requirements: Experience successfully implementing a solution for a state education agency that utilizes the Schools Interoperability Framework (SIF) as a part of the solution.

Company Name:	Contact Name: (Indicate Primary or Alternate) Contact Title:	
Company Address:	Contact Phone Number: Contact Email Address:	
Work/Project Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
Describe Services implementing a solution that utilized the School Interoperability Framework (SIF):		

**ATTACHMENT EIGHT
OFFEROR PROFILE SUMMARY**

**OFFEROR REQUIREMENTS
(Duplicate as needed)**

Requirements: Experience implementing any education-related technology solution on a statewide basis, especially one that includes one or more of the IIS components proposed here.

Company Name:	Contact Name: (Indicate Primary or Alternate) Contact Title:	
Company Address:	Contact Phone Number: Contact Email Address:	
Work/Project Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
Describe Services implementing any education-related technology solution on a statewide basis: 		
Identify components implemented in the reference that is proposed for this IIS project: 		

ATTACHMENT NINE

STANDARD AFFIRMATION AND DISCLOSURE FORM, INCLUDING EXECUTIVE ORDER 2011-12K

Governing the Expenditure of Public Funds on Offshore Services

All of the following provisions must be included in all invitations to bid, requests for proposals, state term schedules, multiple award contracts, requests for quotations, informal quotations, and statements of work.

This information is to be submitted as part of the response to any of the procurement methods listed.

CONTRACTOR/SUBCONTRACTOR AFFIRMATION AND DISCLOSURE:

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

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

1. Name/Principal location of business of Contractor:

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

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

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

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

2. Name/Location where services will be performed by Contractor:

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

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

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

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

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

Contractor:

(Name)

(Address, City, State, Zip)

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

(Name)

(Address, City, State, Zip)

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

(Name)

(Address, City, State, Zip)

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

(Name)

(Address, City, State, Zip)



JOHN R. KASICH
GOVERNOR
STATE OF OHIO

Executive Order 2011-12K

Governing the Expenditure
of Public Funds for Offshore Services

WHEREAS, State of Ohio officials and employees must remain passionately focused on initiatives that will create and retain jobs in the United States in general and in Ohio in particular, and must do so especially during Ohio's continuing efforts to recover from the recent recession.

WHEREAS, allowing public funds to pay for services provided offshore has the potential to undermine economic development objectives in Ohio.

WHEREAS, the expenditure of public funds for services provided offshore may deprive Ohioans and other Americans of critical employment opportunities and may also undermine efforts to attract businesses to Ohio and retain them in Ohio, initiatives in which this State has invested heavily.

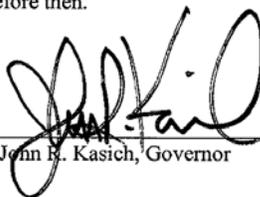
NOW THEREFORE, I, John R. Kasich, Governor of the State of Ohio, by virtue of the authority vested in me by the Constitution and the laws of this State, do hereby order and direct that:

1. No State Cabinet Agency, Board or Commission ("Executive Agency") shall enter into any contract which uses any public funds within its control to purchase services which will be provided outside the United States. This Executive Order applies to all purchases of services made directly by an Executive Agency and services provided by subcontractors of those providing services purchased by an Executive Agency.
2. This Executive Order will be personally provided, by the Director, Chair or other chief executive official of each Executive Agency, to the Chief Procurement Officer or other individual at that entity responsible for contracts for services.
3. The Department of Administrative Services, through Ohio's Chief Procurement Officer, shall have in place, by July 1, 2011, procedures to ensure all of the following:
 - a. All agency procurements officers (APOs), or the person with equivalent duties at each Executive Agency, have standard language in all Executive Agency contracts which:
 - i. Reflect this Order's prohibition on the purchase of offshore services.

- ii. Require service providers or prospective service providers to:
 - 1. Affirm that they understand and will abide by the requirements of this Order.
 - 2. Disclose the location(s) where all services will be performed by any contractor or subcontractor.
 - 3. Disclose the locations(s) where any state data associated with any of the services they are providing, or seek to provide, will be accessed, tested, maintained, backed-up or stored.
 - 4. Disclose any shift in the location of any services being provided by the contractor or any subcontractor.
 - 5. Disclose the principal location of business for the contractor and all subcontractors who are supplying services to the state under the proposed contracts.
 - b. All APOs confirm that all quotations, statements of work, and other such proposals for services affirm this Order's prohibition on the purchase of offshore services and include all of this Order's disclosure requirements.
 - i. Any such proposal for services lacking the affirmation and disclosure requirements of this Order will not be considered.
 - ii. Any such proposal where the performance of services is proposed to be provided at a location outside the United States by the contractor or any subcontractor will not be considered.
 - c. All procurement manuals, directive, policies, and procedures reflect the requirements of this Order.
 - d. All APOs have adequate training which addresses the terms of this Order.
4. Nothing in this Order is intended to contradict any state or federal law. In addition, this Order does not apply to:
- a. Services necessary to support the efforts of the Department of Development to attract jobs and business to the state of Ohio;
 - b. Academic, instructional, educational, research or other services necessary to support the international missions of Ohio's public colleges and universities; or
 - c. Situations in which the Director of the Department of Administrative Services, or the Director's designee, shall determine that it is an emergency or that it is necessary for the State to waive some or all of the requirements of this Order. The Director shall establish standards by which Executive Agencies may request a waiver of some or all of the requirements of this Order and by which such requests will be evaluated and may be granted.
5. Executive Order 2010-09S is hereby rescinded.

I signed this Executive Order on June 21, 2011 in Columbus, Ohio and it will expire on my last day as Governor of Ohio unless rescinded before then.





John R. Kasich, Governor

ATTEST:

Jon Husted, Secretary of State

**ATTACHMENT TEN
COST SUMMARY**

In the table below Offerors must provide a not to exceed fixed price for the total development effort required to provide the Core Phase requirements identified in this RFP. The Core IIS System will be considered complete upon successful UAT.

Core Phase Requirements	Cost
Standards and Curriculum	\$
Assessments	\$
Data Analysis & Reporting	\$
User Interface	\$
Data & Systems Integration	\$
Security & Access	\$
Documentation, Training and Support	\$
Total Not to Exceed Fixed Price for the Core IIS	\$

Following the acceptance of the Core system, state specific system integration and development to meet the each state's specific functional, integration, training, and support requirements will be completed.

Under the terms of the Contract resulting from this RFP, offerors must provide a not to exceed fixed price for the Ohio specific functional, integration, and training requirements.

Ohio Specific Requirements	Cost
Functional Requirements	\$
Integration	\$
Training	\$
UAT / Pilot	\$
Total Not to Exceed Fixed Price for the Ohio Specific IIS	\$

Subscription Services

Subscription fees for both states will be based on a tiered pricing structure.

Ohio - Offerors must provide subscription pricing for the Ohio Specific IIS System for use upon completion of the Ohio specific UAT and Pilot based on the number of LEA students who participate in the IIS System in Ohio. Ohio specific Subscription pricing must be provided for the first two years after completion of the Ohio IIS system during the Race to the Top Grant funding.

Offerors must provide per student pricing for each tier identified in the table. Payment will be made based upon the actual number of LEA students participating in the Ohio IIS system in accordance with the payment structure identified in this Contract.

To calculate an evaluation cost, offerors must calculate the average price across all fiscal years for each tier. The State has assigned a weight for each tier. The offeror must calculate the evaluation price for each tier by multiplying the average cost by the weight. The offeror must provide a total for the evaluation cost.

Ohio Subscription	Race to the Top Year 1	Race to the Top Year 2	Average Price	Weight	Evaluation Cost
Up to 249,999 students	\$	\$	\$		\$
250,000 to 399,999 students	\$	\$	\$		\$
400,000 to 649,999 students	\$	\$	\$		\$
650,000 to 999,999 students	\$	\$	\$		\$
Over 1,000,000 students	\$	\$	\$		\$
Total Ohio Subscription Total Evaluation Cost					

Massachusetts - Under the terms of a Subscription Services Agreement between Massachusetts and the Contractor, Massachusetts will begin subscription services upon the successful implementation of the first districts in Massachusetts for Core System. The subscription costs will be based on LEA student participation; however, the subscription fees for Massachusetts for the first two years must include the cost of the development and implementation of the Massachusetts specific requirements.

Offerors must provide per student pricing for each tier identified in the table below. Payment will be made based upon the actual number of LEA students participating in the Massachusetts IIS system in accordance with the payment structure identified in the Massachusetts subscription services agreement.

To calculate an evaluation cost, offerors must calculate the average price across all fiscal years for each tier. The State has assigned a weight for each tier. The offeror must calculate the evaluation price for each tier by multiplying the average cost by the weight. The offeror must provide a total for the evaluation cost.

Massachusetts Subscription	Race to the Top Year 1	Race to the Top Year 2	Average Price	Weight	Evaluation Cost
Up to 249,999 students	\$	\$	\$		\$
250,000 to 349,999 students	\$	\$	\$		\$
350,000 to 449,999 students	\$	\$	\$		\$
450,000 to 549,999 students	\$	\$	\$		\$
550,000 to 649,999 students	\$	\$	\$		\$
650,000 to 749,000 students	\$	\$	\$		\$
Over 750,000	\$	\$	\$		\$
Total Massachusetts Subscription Total Evaluation Cost					\$

Post-Race to the Top Subscriptions – Under each State’s agreement after the Race to the Top grant period expires, offerors will continue to provide subscription services to each State. Offerors must consider the participation of both states in the calculation of the ongoing subscription fees charged to the participating LEAs.

Offerors must provide per student pricing for each tier identified in the table below. The tier utilized for determining the pricing per fiscal will be based upon the actual number of LEA students participating in **both** States’ IIS Systems. Districts will make payment to the Contractor based on the actual number of participating students from their respective district. Each LEA will make payment in accordance with the payment structure identified in each State’s or LEA’s agreement with the Contractor.

To calculate an evaluation cost, offerors must calculate the average price across all fiscal years for each tier. The State has assigned a weight for each tier. The offeror must calculate the evaluation price for each tier by multiplying the average cost by the weight. The offeror must provide a total for the evaluation cost.

Post-Race to the Top Subscription Fees	Post RttT Year 1	Post RttT Year 2	Post RttT Year 3	Post RttT Year 4	Post RttT Year 5	Average Price	Weight	Evaluation Cost
Up to 399,999 students	\$	\$	\$	\$	\$	\$	15	\$
400,000 to 749,999 students	\$	\$	\$	\$	\$	\$	20	\$
750,000 to 999,999 students	\$	\$	\$	\$	\$	\$	30	\$
1,000,000 to 1,499,999 students	\$	\$	\$	\$	\$	\$	30	\$
1,500,000 to 1,999,999 students	\$	\$	\$	\$	\$	\$	20	\$
Over 2,000,000 students	\$	\$	\$	\$	\$	\$	15	\$
Total Post-Race to the Top Subscription Evaluation Cost								