Supplement 0: OAKS enterprise

General Opportunity Overview
OAKS Governance and Operating Environment
Other Details Pertinent to Responses

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1 OAKS[enterprise] Background and Overview

The State of Ohio regularly reviews the applicability of Agency and State Operational systems associated with the support of its applications portfolio to seek opportunities to streamline the State's operations and business processes around core Financial, HR, Procurement, Planning, Business Intelligence and related functions. The State maintains an asset known as the Ohio Administrative Knowledge System (OAKS) which is based upon PeopleSoft Human Capital Management (HCM) systems, Financial Systems (FIN), Procurement Systems and Enterprise Performance Management (EPM/BI) data warehouses and developed a strategy designed to extend and enhance the current operational capabilities of these systems and their use across all State Agencies.

In conjunction with the State's review and development of its ongoing strategy, several opportunities have presented themselves that the State has prioritized as beneficial to the State enterprise. In general these opportunities have been identified due to their ability to:

- Increase the State of Ohio's capabilities by deploying high impact and cost effective systems and systems management capabilities;
- Differentiate the State of Ohio wherever possible by providing unique offerings to State employees and State constituencies while providing best-in-class operational performance and capabilities;
- Support the migration of Agency and Enterprise services to a reliable, repeatable and world-class set of operating capabilities, standards and methods that are delivered in a cost effective and predictable manner;
- Create a platform that is designed to drive overall consistency of operations through the leverage of common systems platforms, consistent business processes and deploying/leveraging best practices wherever possible; and
- Work with the State of Ohio to operate modern capabilities, delivered under contemporary IT standards such as ITIL, software and testing Capabilities Maturity Model (CMM) and structured software development/implementation methodologies to ensure overall quality, operational agility, and alignment while supporting future requirements of the State of Ohio in a reliable and cost-effective manner.

The State's Strategic Goals in summary for this project are as follows:

1 **Migrate the ODOT Operating Environment to OAKS**

- Address the retirement of 15-20 ODOT Systems that are not suited to function, obsolete and poorly integrated
- Eliminate dozens (to hundreds) of manual processes and fragmented systems in the Finance/Accounting, HR, Labor Management, Procurement, Capital Planning, and Capital Project Management areas
- Refocus ODOT IT on the mission of the Agency, as opposed to common/"back office" systems available in the enterprise

2 **Significantly Extend Procurement (Procure to Pay) Functionality to Realize Original OAKS Business Case**

- More effectively manage more than: $1B of IT spend, $7B of commodity spend and $1B of ODOT spend
- Realize hard savings through aggregation, prompt pay, spend control, governance and analytics
- Move to Standard processes for "large spending" agencies

3 **Establish an Standard Operating Platform for more than 15 Agencies who Originate and Administer Grants**

- Foster well-coordinated, controlled, and predictable outcomes with respect to Grant applicants, awards and management
- Drive standard processes, systems and interactions between grantee, grantor and grant administration that make doing business with the State easier and better coordinated
- Surrender/retire dozens of manual adhoc and inconsistent processes associated with Grants across the State enterprise

4 **Extend Business Intelligence Coverage Model to Address Spend, Grants and Department of Transportation Needs**

- Significantly enhance spend management (planning, execution, management and controls) for approximately $10B of State spending
- Eliminate parallel/duplicative and inconsistent reporting mechanisms with respect to Federal, State and Agency analytics and systems – establish "single points of truth" for all data domains (e.g., OAKS, ODOT-specific functions, Grants, Procurement etc.)

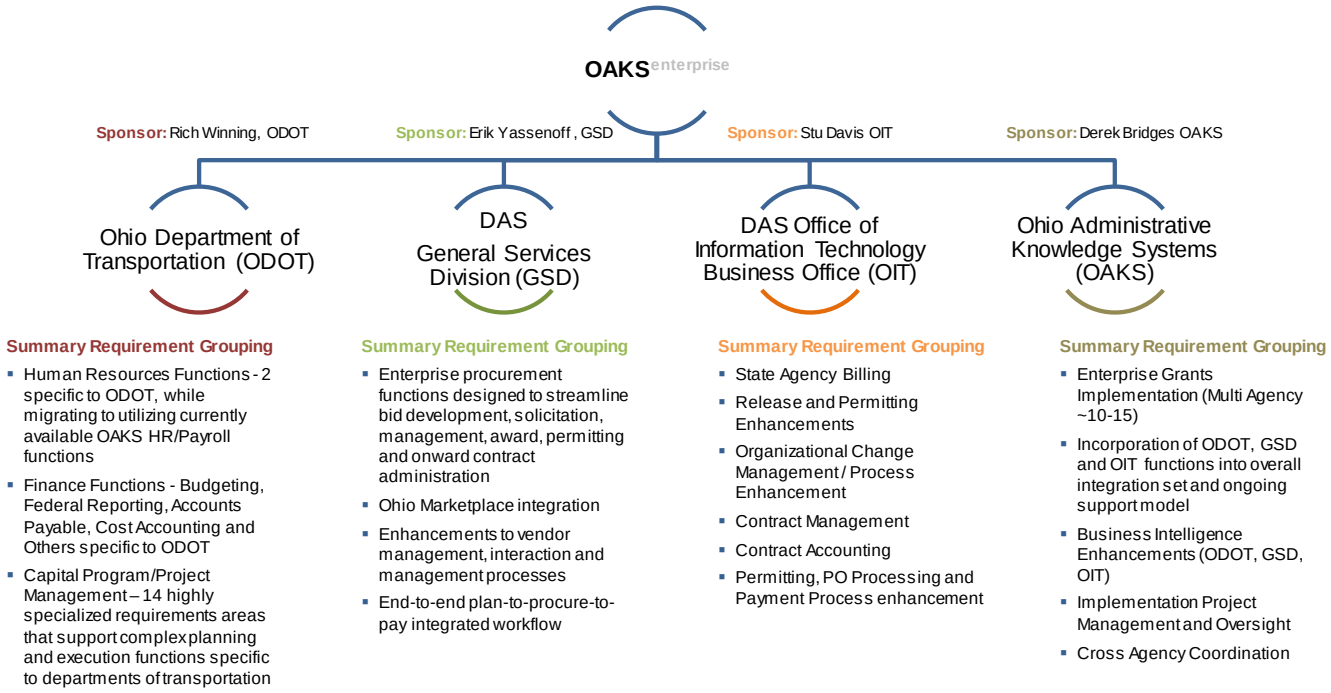
1.1 OAKS^{enterprise} Opportunity Conceptual Overview

In keeping with the aforementioned strategy, and in consultation and partnership with a multi-Agency set of constituents, the State has identified a program called OAKSenterprise that is designed to extend the use and usefulness of the OAKS asset to the Ohio Department of Transportation (ODOT), a combined State Procurement and IT Planning and Governance model for the Office of Information Technology (OIT) and the Department of Administrative Services (DAS) General Services Division (GSD) and a collective of Agencies that have Enterprise Grants requirements. This Supplement is provided as an overview and specifics to each of these projects that comprise the OAKSenterprise program are detailed in Supplements 1 through 6 of this RFP.

OAKSenterprise Objectives:

- Increase the use and usefulness of the OAKS Enterprise Application Solution while allowing Agencies to reduce or eliminate legacy, non-complimentary and overlapping applications and business processes
- Include high value functionality that drives efficiency for cumbersome, complex and high value business functions that support high value, high volume or financially significant business transactions
- Address Common Enterprise functions not covered via a centralized solution to drive Agency standards and consistency

General Overview of OAKSenterprise Sponsors and Content

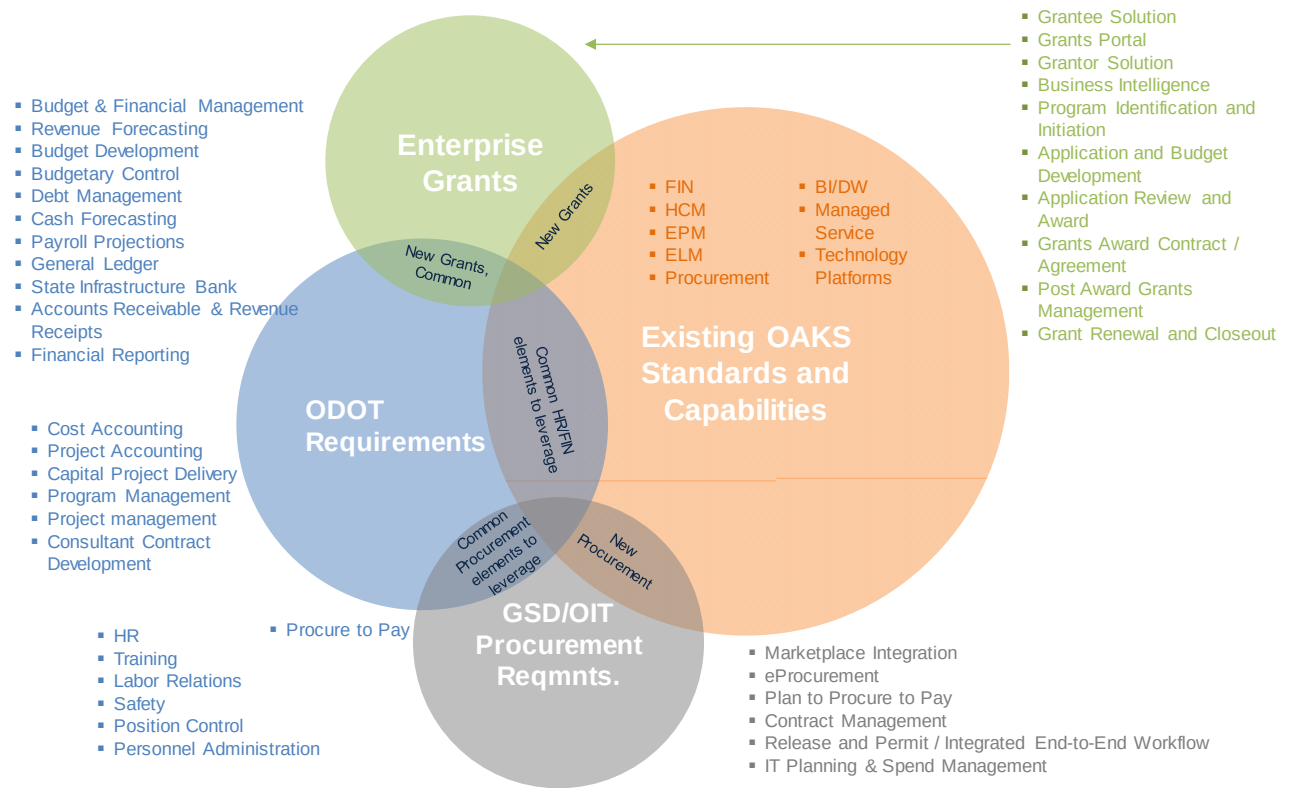


1.2 Conceptual Overview of Requirements and Relationships

The general approach to requirements in preferred approach priority order is to:

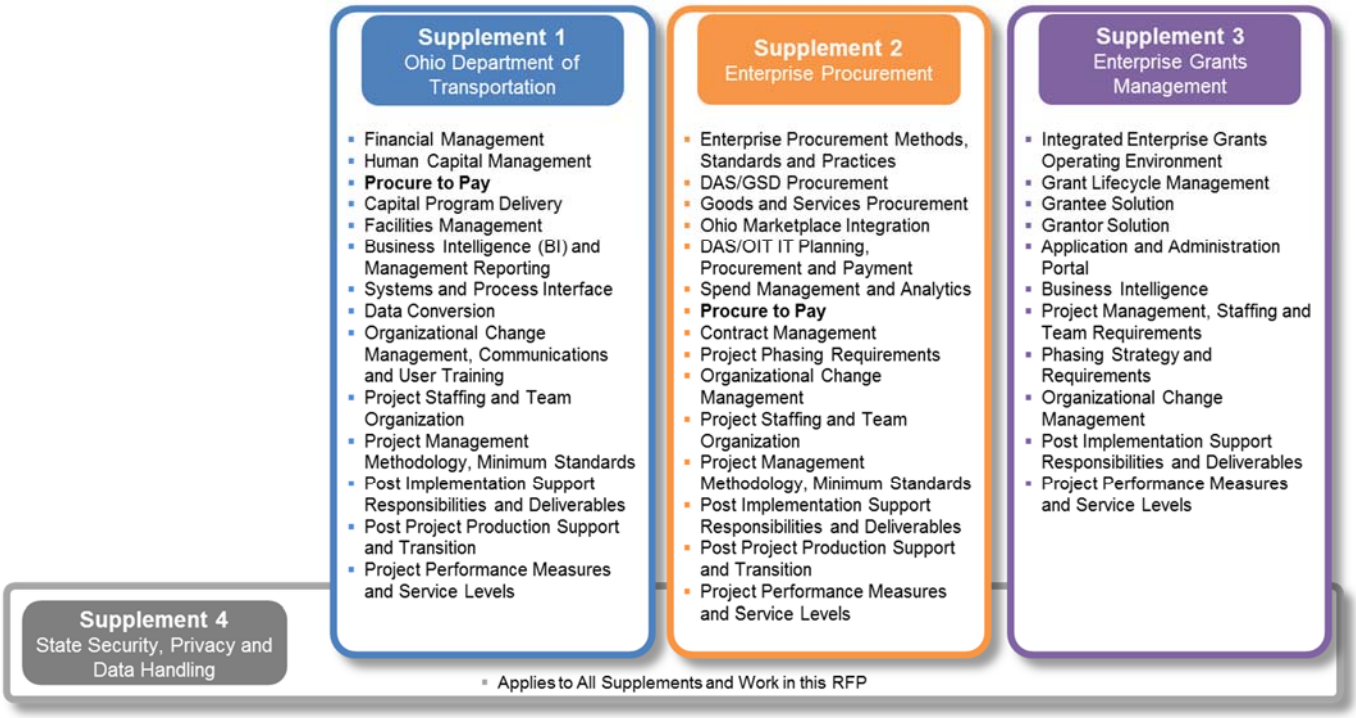
- leverage existing State/OAKS business processes and configurations for all elements (as appropriate) and migrate new user groups to existing OAKS functions, capabilities and State processes and drive all processes (wherever possible) to industry-leading or “best practices”;
- extend existing capabilities to suit new constituents through the configuration or adaptation of existing OAKS business and processes;
- implement new business and process functions and technology for new constituents where OAKS is one (or more of) not implemented, not ideally suited to purpose or better solutions (software, integration and business process) to address the State’s requirements.

Conceptually, these concepts can be viewed in the context of the State’s requirements areas (by constituent group) as follows:



A brief summary of the requirements in the above diagram and as an introduction to the Supplements that comprise this RFP follows.

This RFP and its five Supplements contain a variety of elements that collectively describe the work requirements for each Supplement and the RFP as a whole is as follows at a high level:



In general the contents and requirements of these Supplements are organized in the following structure:

- Business Overview
- State Objectives
- Organization of Requirements
- Requirement Narrative(s)
- Requirement Functional Matrices
- Integration Requirements
- Conversion Requirements
- Post Implementation Requirements
- Project Management Requirements
- Delivery Service Level Requirements
- Other Pertinent Details (both in the Supplements and by reference as Exhibits to this RFP)

Offerors choosing to respond to one or more of these Supplements are required to organize their work to support the State in the design, implementation and deployment of their solution to align with the State's goals, standards and requirements in Supplements 1-3 inclusive and in their entirety. Supplement 4 – State Security, Privacy and Data handling Requirements applies to all Supplements 1 through 3.

2 Guiding Principles and Requirements: Configuration and Customization of PeopleSoft Objects

Contractors are required to follow these guiding principles and requirements in the performance of the work contained in this RFP and any resultant contract.

The State seeks to implement and maintain the State's PeopleSoft implementation to as close to "as delivered" and, as part of this work to the extent possible, avoid all customizations in lieu of "as delivered" PeopleSoft functionality under the following conventions (emphasis intentional):

- No customization may introduce a systems performance issue, bottleneck or processing delay in consideration of the current operating state of OAKS. The current performance of OAKS, unless otherwise noted, shall be the performance baseline by which Contractor performance, system performance testing and State acceptance of same is measured.
- No customization may invalidate, negate or minimize any warranty or maintenance requirement as agreed to between the State and Oracle for PeopleSoft and other Oracle provided infrastructure elements that support OAKS.
- No customization may be constructed in such a manner as to confound, add complexity to, or technical burdens that would impact a future upgrade by the State to other versions of PeopleSoft.

The State acknowledges that due to the nature of its business, and the various integration demands of a multi-Agency PeopleSoft environment that certain existing customizations and extensions may still be required following the implementation of projects under this Supplement. Therefore, all RICEFW (Reports, Interfaces, Conversions, Extensions, Forms, and Workflows) objects must be designed, constructed, configured and deployed that adhere to these conventions unless one of the following criteria are met (emphasis intentional) and agreed to by the OAKS Steering Committee upon consideration of the requirement, Enterprise needs, cost/benefit and other factors:

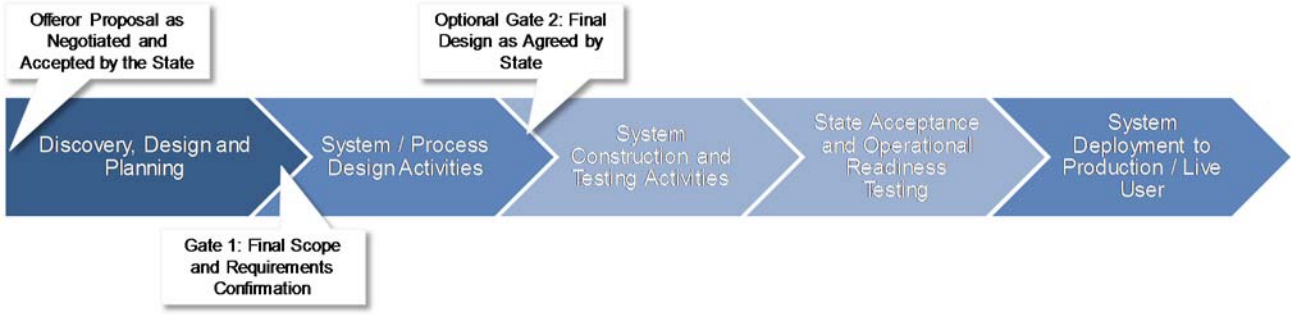
- The Contractor, as a first line of recourse, will advise the State on process, policy (and if applicable) revised code changes prior to the design and implementation of any customization.
- The Contractor shall analyze existing RICEFW customizations and objects, and for those identified as State specific with no viable alternatives, if still required by the State, the Contractor will obtain written State approval to continue these RICEFW customizations and objects as part of their Work.
- For any new customizations that cannot be resolved as a result of OCM, technical upgrade or other parts of the work described in this RFP, that contravene the aforementioned conventions and explicitly do not lend themselves to an "as delivered" or "configurable" approach, the Contractor will obtain written State approval to design, develop and implement these customizations prior to proceeding.
- For the avoidance of doubt, the Contractor shall not introduce any new customizations without written State approval. The Contractor shall identify all existing customizations and seek to implement these customizations in a supportable, upgradeable and State-wide consistent manner and seek State approval for the continuance of existing customizations.
- In consideration of the customizations as contained herein, State approval will require the approval of the OAKS Steering Committee. In **addition**, for any Ohio Department of Transportation ODOT specific or related systems or Work content the approval to introduce customizations shall include the written approval of the ODOT CIO.

3 Proposal Estimating Methodology and Interval Development Agreement / Cost Finalization

This RFP contains work in each Supplement that is subject to Interval Development Agreements (IDAs) as contained in RFP Attachment 2, Part 2 which allows for updates of Contractor proposed costs as a result of confirmation of the State's requirements and the State's written agreement to these costs based on work completed during "Discovery", "Requirements Confirmation" and "Functional and Technical Design" aspects of the work in this RFP. Offerors are to factor this section in the formulation of their response to this RFP (in full or in part) as provided for under this Award Structure and Evaluation Criteria (both Technical and Cost).

The State represents that the requirements, as they are currently understood by the State are as complete as possible and has included in this RFP the opportunities for both the Contractor and the State to refine and establish a definitive set of requirements that carry onward to the design, system construction, testing (Contractor and State Acceptance) and deployment of the system to the State's production and non-production environments as described earlier in this Supplement.

As an overview of the general method that all Supplements of this RFP will be delivered under:



Offerors may choose to augment, supplement or elaborate upon the contents of these general phases based on their respective or proprietary methods, but will only be afforded one (1) opportunity by the State to revise or update their proposed pricing in light of confirmed State scope and requirements, systems preferences and other factors as a result of completion of Discovery or Requirements Confirmation Phases of the work, and one (1) additional opportunity at the State's sole discretion at the completion of the System and Process Design phase of the work.

3.1 Basis of Initial Quotation and Estimating Factors for Design, Development and Deployment Work

Offerors will, as part of their Technical and Cost response to one or more of the Supplements of this RFP will indicate and include the estimating base factors and component level costs for each work area in a Supplement, and across Supplements as part of their response to this RFP. The work and base factors may include (but not be limited to):

Workforce/Change Sizing information (e.g., number of trainers/trainees, training events, training sessions and venues and other "unit based" factors) that directly drive offeror cost based on workforce and other effort based factors;

Estimable information that requires State input or validation (e.g., historical data conversions, document formats, accessibility of systems data, number of years to convert or retain, numbers of reports and the like based on other volume based factors;

Scope and Approach Factors that are dependent on a deeper understanding of the current OAKS process environment in the context of the State's implementation of OAKS and the underlying PeopleSoft software

and ancillary elements (e.g., integration standards, file exchange mechanisms, job schedulers, capacity of systems) as well as offeror proposed Software elements as described in Section 5 of this Supplement and elsewhere in this RFP.

Complexity Factors based upon the presumed or proposed system software elements, the offeror's knowledge of PeopleSoft or State implementation of OAKS which in general result in time, effort and inevitably costs for the project;

Capacity Factors based upon the anticipated technical availability and performance of OAKS and proposed software elements in light of the State's processing requirements (e.g., numbers of users, reports and business intelligence analyses).

Commencement of the Work contained in any Supplement to this RFP is subject to the discretion of the State and may be based upon ongoing evaluation of the business cases, merits, costs, priorities and availability of funding and other factors.

3.2 Offeror Response: Impact Categories, Sizing and Other Factors

While the State acknowledges that many factors are used to estimate the work contained in this RFP, however the State prefers a fair and equitable response to this RFP that factors the known items (as represented in the requirements in this RFP) the "unknown" factors that will be jointly identified by the State and Contractor(s) as a result of Discovery or Requirements Confirmation activities, the basis of estimate and estimating factors that the offeror has used in the assembly of their Proposal to the State as well as methods to equitably adjust the work in the context of the above under an IDA.

In no way shall the Contractor perform any work not covered under a State approved IDA, Change Order or Amendment to any contract arising from this RFP.

Functional Requirements Matrices and Supplement Requirements the State has provided requirements matrices as appropriate to convey functional, configuration, customization and system specification requirements within this RFP. As part of these matrices, offerors are to indicate the method of obtaining these requirements (e.g., base, configuration, customization, integration and other ERP RICEFW techniques) as well as an indication of the relative effort complexity (high, medium, low) for each. Should the State and Contractor determine that additional functions are required, or specified functions require a differing level of effort or complexity than proposed, the basis of any IDA or change order (either an increase or decrease in cost) shall rely upon similar or like functions taken in part or in aggregate to assemble a revised Cost for State consideration and approval or rejection.

Reporting, Interface, Conversion, Extension and Workflow (RICEFW) Requirements within the narrative of each Supplement reporting, interface and conversion requirements are provided with data volumes, types, frequency and historical dimensions. Should additional or fewer reports, interfaces, or conversions be deemed required, the estimate for the increase or decrease in cost when considered in part or in aggregate as appropriate as the basis for the revised Cost for State consideration and approval or rejection.

Workforce, Organizational Change Management, Training and Operational Readiness Requirements Offerors are to indicate the basis for the development of, deployment method (e.g., direct training, train the trainer, webinar, job aid) for Organizational Change, Readiness and other Workforce transition related work efforts contained in this RFP. In addition the number of sessions, tests, rehearsals, "mock events" and other simulated "go-lives" or "dress rehearsals" and impacted users by group and role (e.g., payroll processor, AP/Voucher processor etc.) in consideration of the work should be proposed. Should the State require additional, remedial or specialized training, readiness or transition support the State's requirements and utilize the aforementioned elements as the basis of their proposed Cost to the State for consideration and approval or rejection.

Software/SaaS Licensing and Sizing Offerors are to indicate the basis for licensing or obtaining a cloud service agreement for any items not already licensed by the State that are proposed for their solution and clearly indicate the basis of license (e.g., “active user”, “named user”, CPU, core, data volume) and the unit value that are proposed for the Software/SaaS package required as well as ongoing maintenance and support (for License based items) or ongoing subscription/usage costs (for SaaS offerings). Where volume discounts or tiers are available to the State for broader use or software items that have limitations (e.g., a single user type, agency or use) the offeror in conjunction with the Software publisher must clearly indicate the limitations and exclusions of the proposed license. Absent offeror and Software OEM indication of limitations to the contrary, the State will be allowed to utilize the Software at the licensed levels without limitation on an Enterprise basis Statewide.

Hardware and System Capacity and Sizing hardware and storage (memory, speeds, cpu and other configuration details should be proposed to adhere to established State standards (generally VMware based system images for x86 environments) and or virtualized Oracle Exadata/Exalogic frames and components. Offerors should indicate the estimating factor(s) and sizing rationale in the assembly of bills of materials as part of the Cost Summary Workbook for this RFP. While the State maintains ample system capacity (e.g., compute, memory, storage, redundancy, diversity, network and other technical factors) to operate, maintain and support current State use and projects on the OAKS platform, offerors are to assume that no (zero) capacity exists in the formulation of their responses to this RFP inclusive of the Proposed Solution as it relates to the Support of work contained in Supplements 1, 2 and 3. The Work contained in Supplement 4 (Security/Privacy) are not anticipated to have any appreciable hardware impact to the State. Therefore, offerors will include hardware requirements in their Cost Response(s) to this RFP within the Cost Summary Workbook inclusive of Attachments Nine, Ten and Eleven on the respective Bill of Materials Tab. Any PeopleSoft or BI related element(s) of offeror responses should wherever possible utilize Oracle ExaData/ExaLogic (ExaX) technical elements and for non-ExaX platforms (e.g., x86/Linux/Unix) include technical specifics, sizing values and limitations in responses to this RFP.

3.3 Basis of Updates as a Result of Discovery or Requirements Confirmation (Gate 1)

Upon completion of any Discovery of Requirements Confirmation phase or workstream, the Contractor will in consultation with the State assemble a definitive IDA for the design phase of the work.

This IDA must clearly illustrate and include the proposed basis of estimate inclusive of proposed cost and estimating factors and impact categories and any additional information discovered during the process or any unintentional inconsistencies or omissions by the State contained in this RFP that were utilized by the Contractor in the assembly of the response to this RFP.

Based on the aforementioned information and in the context of incremental new scope or work, higher complexity or effort and other factors, as well as the State’s direction to omit or reduce work based on State preferences, the Contractor will assemble a final estimate of the work to be Designed (and under later phases of the implementation lifecycle: developed, tested and deployed), but in all cases shall utilized the proposed values as an objective basis for these calculations. The Contractor will also update (if required) the Proposed Cost for Development, Testing (Contractor and State), Change Management and production Deployment Costs in light of the revised and confirmed definitive scope and requirements arising from the Discovery or Requirements Confirmation phases of the project under any Supplement that are agreed to by the State during this Phase and provide a written rationale based on the original proposed costs and the revised and final work content.

The State may request additional details from the Contractor to support any IDA, Change Order or Amendment to this Contract. Notwithstanding this process, the Contractor shall not be authorized to perform any Design or subsequent phase work in part or in full until it obtains the State’s written authorization to proceed and therefore should assemble these materials over the course of the Discovery/Requirements

Confirmation phase in anticipation and advance of meeting the State's need and as to not impede the progress of the project.

3.4 State Optional Updates at the Conclusion of the System and Process Design Phase (Gate 2)

Upon completion of the Design phase, and in consideration of the final Design (functional, business process, organizational and technical) of the overall solution required by a Supplement the State may elect to request an additional update to the Contractor's cost in consideration of the final solution. Contractors will comply with the process and requirements of the State as included in the preceding section in the development, proposal and finalization of this update. This Optional update shall be the sole discretion of the State, be performed in writing by the Contractor and will represent the final and definitive scope for the implementation inclusive of Development, Testing (Contractor and State), Change Management and Deployment phases of any Supplement or work contained in this RFP.

Notwithstanding this option, the Contractor shall not be authorized to perform any Development or subsequent phase work in part or in full until it obtains the State's written authorization to proceed and therefore should assemble these materials over the course of the Design phase in anticipation and advance of meeting the State's need and as to not impede the progress of the project.

3.5 Total Cost of Ownership and Operation Costs

As part of evaluating the offeror proposals, the State will consider the longer-term cost of operation and maintenance for offeror solutions and the Cost Summary Workbooks for each Supplement of this RFP (excepting Supplement 4) are included for offerors to include costs for the discovery, design, development and deployment of their proposed solutions. In addition, these Cost Workbooks include provisions for the collection of software, hardware and cloud service (SaaS) based solutions by way of initial purchase or subscription prices and the ongoing maintenance from the software or service provider on an ongoing basis as a Bill of Materials (BOM).

It is the State's experience through deployment of similarly large or complex software packages (PeopleSoft or otherwise) that significant ownership costs may exist post-implementation for the State that are generally best considered in the following two high level categories:

Application Operations and Maintenance (AO), which (in general) includes:

- Level 2 Help Desk Services
- Application Update and Refresh Services
- Steady State Operation and Maintenance (Run) Services
- Job Execution / Production Control
- Data Archive and Purge Activities
- Data Masking and Information Privacy in Non-Production Environments
- Break / Fix Support
- Appl. and PeopleSoft PeopleCode, PS Admin and PeopleTools Ops. and Updates
- BI/EPM Application Operations / Management Activities
- Environment Management
- Problem Management Services

- System and Performance Testing
- Production / Version Control and Release Management
- Service Reporting
- Legal / Regulatory Minor Change Services
- Major & Minor Application Upgrades
- Disaster Recovery Plan and Implementation

Infrastructure Operations and Maintenance (IO), which (in general) includes services "up to the operating system prompt" such as:

- Asset Management
- Level 3 Service Desk
- Enterprise Security Management
- Data Center and Wide Area LAN/WAN Management
- Server Planning and Management
- Storage Planning and Management
- Environment Technical Support
- System / Environment Administration Support
- Data Center and Wide Area LAN/WAN Management
- Data Center Architecture Planning and Facilities Management

Pertaining to OAKS, the State utilizes a variety of State Staff and a Managed Service Vendor (MSV) for the ongoing operations and maintenance of both AO and IO functions, but in general is staffed as follows:

State OAKS Support Organization	**Managed Services Roles and Staffing Levels**
• Program Administration • Project Development and Management • HCM Support Personnel • FIN Support Personnel • CRM, ELM and EPM Personnel • Business Intelligence and Data Warehouse Team	• Delivery Executive • PeopleSoft HR Lead • PeopleSoft Finance Lead • PeopleSoft Finance Analyst • PeopleSoft Payroll/HR Analyst • PeopleSoft Admin/DBA (4) • PeopleSoft ELM/ Technology & Functional • PeopleSoft EPM DataStage Tech • PeopleSoft Technical (2) • PeopleSoft Batch Admin (2) • PeopleSoft Finance Analyst • Tech Lead/Minor Enhancements • PeopleSoft Technical / Minor Enhancements • PeopleSoft CRM/Security Lead
State Requirements, Analysis & Configuration Management	
• OBM RACM Organization • OBM Shared Services Organization • OBM, OIT and OAKS Level 1 Help Desks • GSD OAKS Support Staff • HRD OAKS Support Staff	
OIT State Infrastructure Services, Security and Privacy	**OAKS Infrastructure Operations Staffing Roles**
See Section 5.2 for additional details. Via the DAS/OIT's Infrastructure Services Division (ISD) and a Managed Service Vendor the State maintains more than 5,000 Windows/x86/Linux and Unix environments for Agencies Statewide.	Oracle ExaData Support Team Oracle ExaLogic Support Team

Given the above information and other pertinent details contained in this Supplement and in the context of the offeror's proposed solution to any of Supplements 1, 2 or 3 in this RFP, and independent of project delivery costs, offerors will include indications on a Full-Time Equivalent (FTE) basis for AO and IO roles, for

incremental (i.e., in addition to the State's current compliment of capabilities) to operate and maintain PeopleSoft and non-PeopleSoft based elements of the Proposed Solution **within the respective Cost Summary Workbook for each Supplement** as follows:

Scope Area	Required Role Description	Staffing Level (FTE)	Rationale or Offeror Commentary
PeopleSoft Elements Application Operations and Maintenance (AO)			
PeopleSoft HCM	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
PeopleSoft FIN	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
PeopleSoft Ancillary (ELM, EPM, CRM	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
PeopleSoft (new or additional modules)	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Other Required PeopleSoft AO Roles	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
PeopleSoft Elements Infrastructure Operations and Maintenance (IO)			
Oracle ExaData	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Oracle ExaLogic	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Other Required PeopleSoft IO Roles	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Non PeopleSoft Elements Software Asset, Cloud or SaaS based elements of Offeror Proposal - Application Operations and Maintenance (AO)			
Offeror Proposed Software Package 1	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Offeror Proposed Software Package 2	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Offeror Proposed Software Package 3	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Offeror Proposed Software Package N (insert rows as appropriate)	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Non PeopleSoft Elements Software Asset, Cloud or SaaS based elements of Offeror Proposal - Infrastructure Operations and Maintenance (IO)			
Offeror Proposed Software Package 1	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Offeror Proposed Software Package 2	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		
Offeror Proposed Software Package 3	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		

Scope Area	Required Role Description	Staffing Level (FTE)	Rationale or Offeror Commentary
Offeror Proposed Software Package N (insert rows as appropriate)	▪ Role 1 ▪ Role 2 ▪ Role 3 etc…		

3.6 Multi-Award Delivery, Cost Synergies and Cost Workbooks

Based on performing similar transformational projects related to OAKS in the past, and in consideration of the work contained in Supplements 2 and 3 of this RFP as they relate to the work contained in Supplement 1, the State believes that there is a potential for project delivery synergies that may arise as a result of offerors performing work in more than one area in addition to Supplement 1 as contained and described in the Supplements to this RFP. These project delivery synergies may include, but not be limited to, one or more of the following: Project Management, Design, Development, Testing, Deployment and Post Production Support responsibilities as required in each Supplement of this RFP.

Therefore each Cost Summary Workbook pertinent to the Supplement(s) of this RFP that an offeror chooses to respond to have accommodation for the inclusion of Synergy Pricing should an offeror wish to extend a reduced cost price. Synergy pricing in each workbook will represent Reduced Price Offer from the offeror in consideration of the aforementioned project delivery synergies or pricing discounts that arise as a result of an offeror delivering the work in more than one Supplement to this RFP. In consideration of the relative scope, size and timing of the Supplement 1 (ODOT content) should be presented as the offerors Best Offer for the work in Supplement 1 and additional work contained in Supplements 2 and 3 (individually and collectively) should be considered for synergies as appropriate.

By way of **examples**:

Offeror 1 chooses to respond to Supplements 1 and 2, the Offered price may be as follows:

Offeror 1 Pricing	Supplement 1	Supplement 2	Supplement 3
Individual Offer	$5,000,000	$1,250,000	n/a
Synergy Offer (Supplements 1 and 2)		$1,000,000	n/a

Offeror 2 chooses to respond to Supplements 1, 2 and 3 the Offered price may be as follows:

Offeror 2 Pricing	Supplement 1	Supplement 2	Supplement 3
Individual Offer	$6,000,000	$1,000,000	$1,000,000
Synergy Offer (Supplements 1, 2 and 3)		$500,000	$500,000

Offeror 3 chooses to respond to Supplement 3 alone, the Offered price may be as follows:

Offeror 3 Pricing	Supplement 1	Supplement 2	Supplement 3
Individual Offer	n/a	n/a	$750,000
Synergy Offer (Supplement 3)			n/a

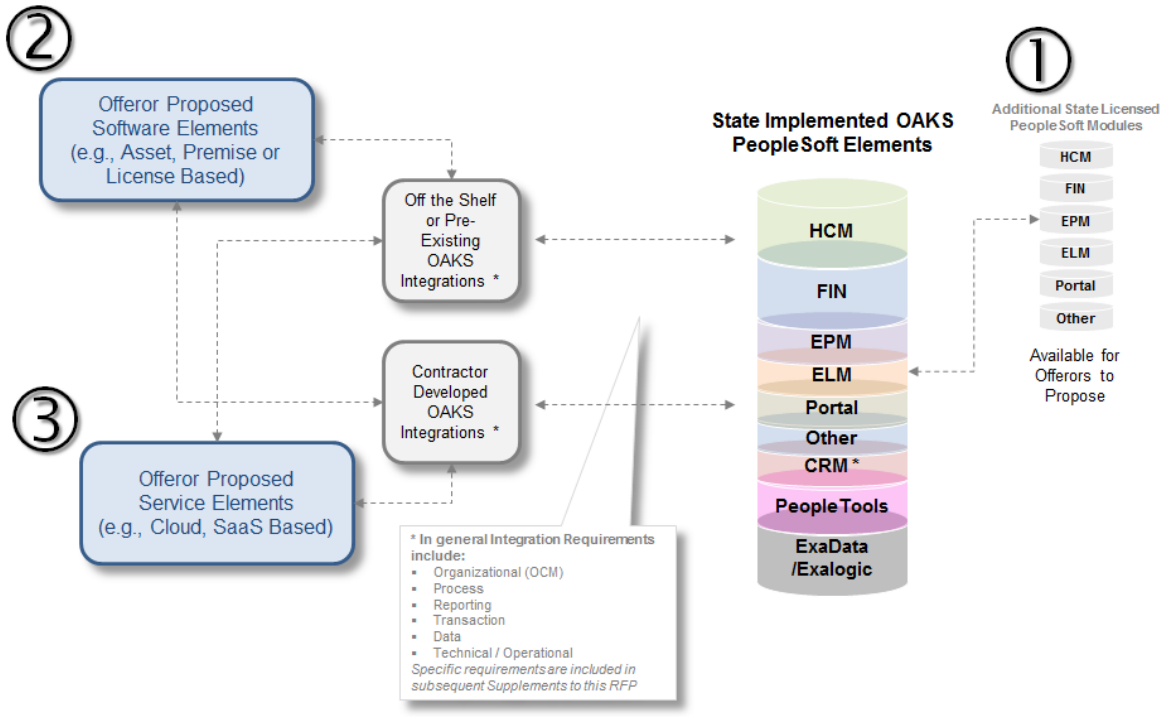
Offerors are to note that the values in the previous examples **are illustrative in nature** and do not convey the State's expectations or requirements for the ranges, values or budget for this project.

In responding to each Cost Summary Workbook, offerors that choose to provide Synergy Pricing should clearly indicate which Supplement(s) they are responding to and which Supplements the Synergies Apply to.

4 OAKSenterprise Extending OAKS Capabilities and Functional Footprint

Offerors are to consider this RFP and all Supplements in their entirety in the formulation and development of their proposals to this RFP. The State has identified in each respective Supplement preferences for the use of existing OAKS (PeopleSoft) functionality, extensions to OAKS functionality via one of more of: the use of State Licensed PeopleSoft and Ancillary Products; a willingness to consider the acquisition of Oracle or other OEM Ancillary products (e.g., Asset or Licensed Software); and/or use of Software as a Solution (SaaS) or Cloud Based solutions to satisfy the requirements of each State Agency or user constituency. Conceptually, in consideration of the current OAKS asset this is depicted as follows (next page):

OAKSenterprise: Conceptual Software/Service Elements



Each area in this diagram are described as follows:

1. Use of Existing OAKS Functionality and/or Implementation of State Licensed PeopleSoft Modules or Functions through traditional PeopleSoft RICEFW approaches inclusive of PeopleTools and PS-Admin considerations to tailor the overall proposed solution(s) to the user constituency;
2. Asset based software licenses from Oracle and market software OEMs that are pre-integrated or will be integrated by the Contractor with PeopleSoft modules and functions; and
3. Software as a Solution/Cloud based service offerings that are pre-integrated or will be integrated by the Contractor with PeopleSoft and or Oracle/OEM asset based software licenses.

Notwithstanding the proposed solution software, the State requires that the solution integration be proposed, designed, implemented and delivered by the Contractor as to support the following integrations as identified and defined in each respective Supplement.

4.1 State Licensed and In-Use PeopleSoft Modules and Components

The State has a longstanding investment in the underlying technologies that comprise OAKS. The currently licensed PeopleSoft software (in its entirety) is listed below as well as an indication as to its use profile in this

State. Offerors are informed that all elements in the below table are currently supported under a maintenance agreement with Oracle and available for use in this Program. Those elements indicated as “limited use” have not been broadly implemented for all State Agencies but rather for limited user and workgroups based on the required functionality of that group and in general are deployed for user groups of less than 100 users.

Offerors are further advised that PeopleSoft CRM products (indicated with red shading) have been superseded by Oracle with other offerings and therefore are encouraged not to propose solutions based on or that utilize these items.

Concurrent with the release of this RFP, the State will have completed both the HCM and FSCM upgrades to versions PeopleSoft in the preceding table which represent the preponderance of OAKS functionality in use by the State.

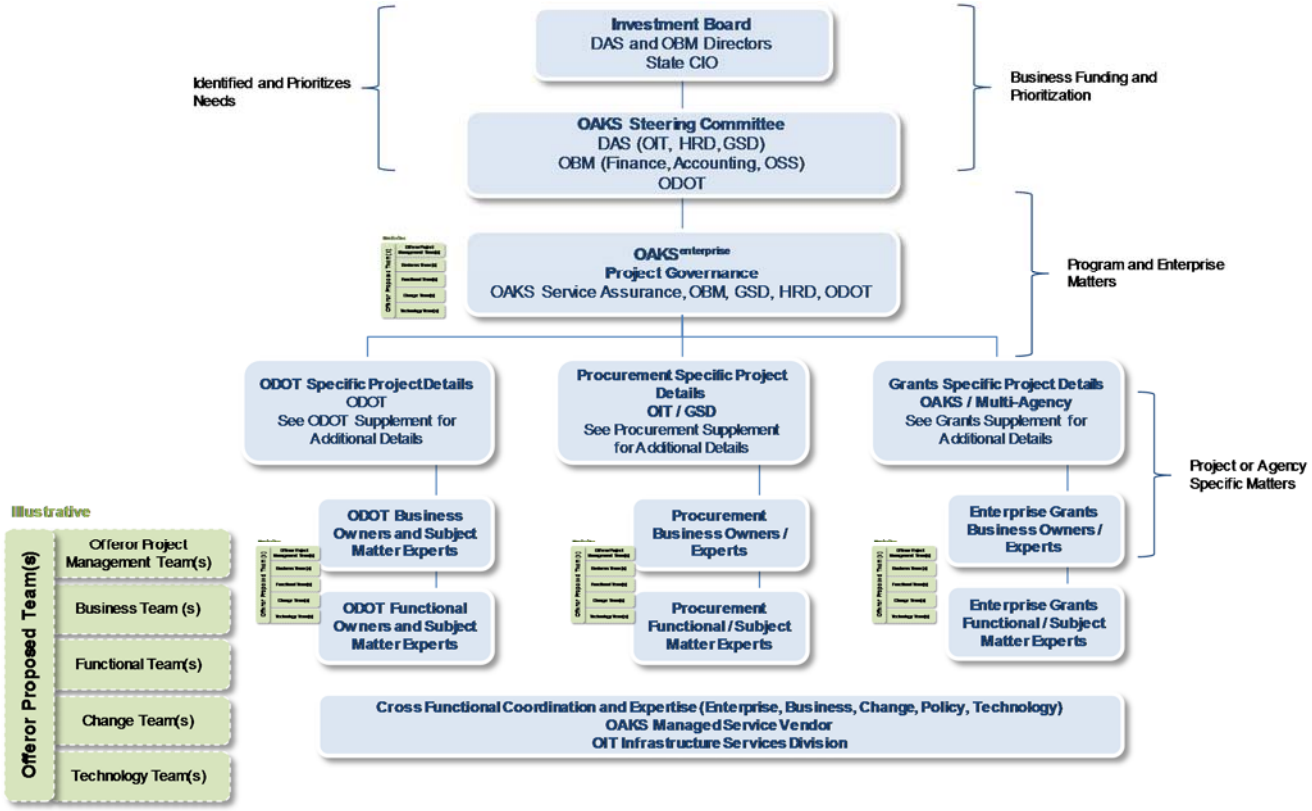
PeopleSoft Application Grouping	Licensed PeopleSoft Product Name	State of Ohio Implementation Status
CRM	CRM Portal Pack	Not Used
	CTI Integration	Production Use
	HelpDesk	Production Use
	HelpDesk for Employee Self Service	Not Used
	Support	Limited Use
	Support for Customer Self Service	Limited Use
ELM	Enterprise Learning Management	Production Use
EPM	Budgeting	Production Use
	Business Planning	Not Used
	Enterprise Scorecard	Not Used
	Enterprise Warehouse	Not Used
	EPM Portal Pack	Production Use
	Financials Warehouse	Production Use
	HCM Warehouse	Production Use
	Project Portfolio Management	Not Used
FIN	Asset Management (Fixed Asset Accounting)	Production Use
	Billing	Limited Use
	Cash Management	Not Used
	eSettlements	Not Used
	Financial Gateway	Not Used
	Financials Portal Pack	Not Used
	General Ledger	Production Use
	Payables	Production Use
	Receivables	Production Use
FIN-ESA	Contracts (Procurement)	Production Use
	Expenses	Production Use
	Resource Management	Not Used
FIN-SCM	Catalog Management	Not Used
	eProcurement	Production Use
	eSupplier Connection	Limited Use
	Purchasing	Production Use
	Services Procurement	Not Used
	Strategic Sourcing	Limited Use
	Supplier Rating System	Not Used
	Supply Chain Portal Pack	Not Used
HCM-Core HR	Absence Management	Not Used
	Administer Workforce	Production Use
	Base Benefits	Production Use
	Base Compensation	Production Use
	Benefits Administration	Production Use
	Career Planning	Not Used
	ePay	Production Use
	Health and Safety	Limited Use
	Human Resources	Production Use
	Labor Relations	Not Used
	Payroll for North America	Production Use
	Position Management	Production Use
	Profile Management	Not Used

PeopleSoft Application Grouping	Licensed PeopleSoft Product Name	State of Ohio Implementation Status
	Salary Planning	**Not Used**
	Succession Planning	**Not Used**
	Time and Labor	**Production Use**
	Training Administration	**Not Used**
HCM-Recruiting	Candidate Gateway	**Not Used**
	Talent Acquisition Manager	**Not Used**
HCM-Self Service	Directory Interface	**Not Used**
	eBenefits	**Production Use**
	eDevelopment	**Not Used**
	ePerformance	**Production Use**
	eProfile	**Limited Use**
	eProfile Manager Desktop	**Not Used**
	HCM Portal Pack	**Not Used**
Other	PeopleTools Enterprise Development	**Production Use**
Portal	Interaction Hub	**Production Use**
	PeopleSoft Applications Portal	**Production Use**

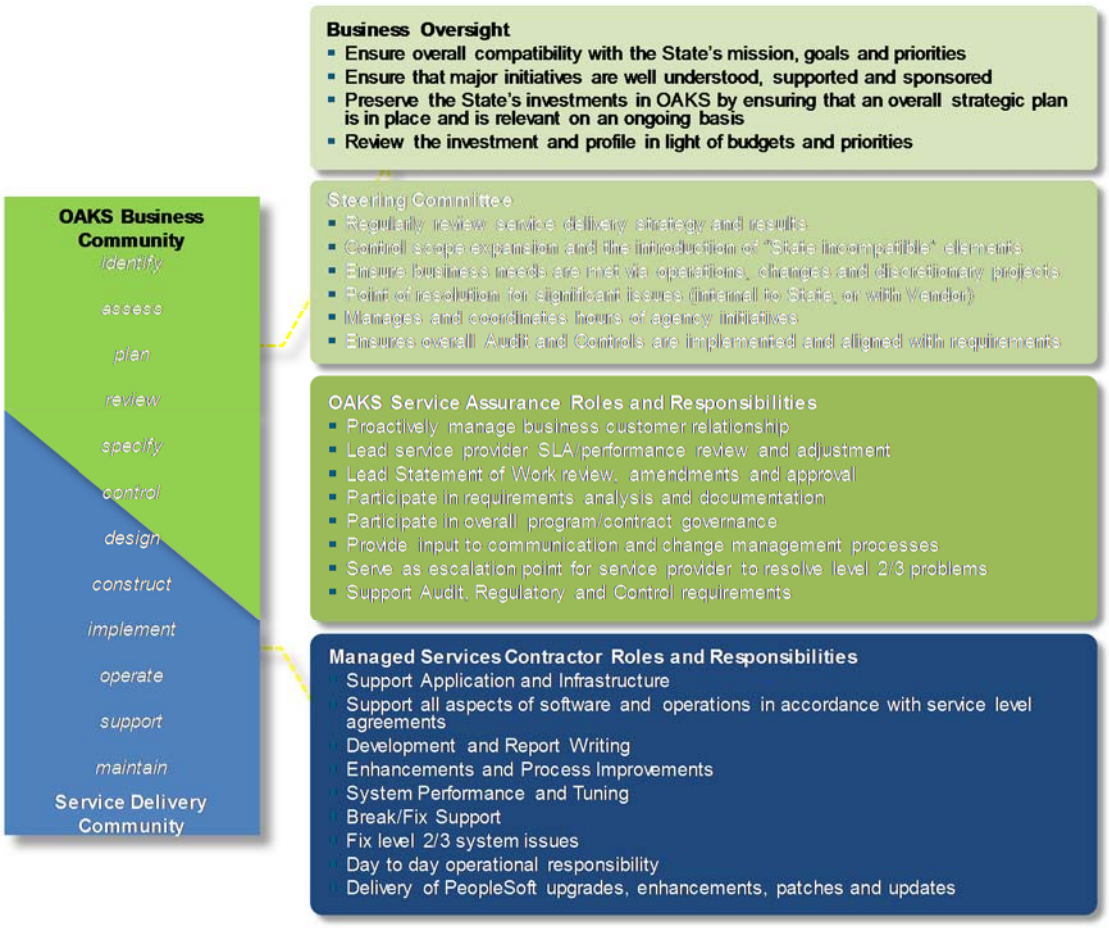
5 OAKS Governance, Decision Making and Oversight

Offerors are to design their project delivery capabilities to support and adhere to established decision making and governance structures pertaining to OAKS (at an enterprise level as depicted) in such a manner as to ensure the overall success of the OAKSenterprise program and its goals, as well as to secure the successful design, construction, testing and production deployment of each of the consistent projects as further described and required in the Supplements of this RFP. For purposes of illustration, in the figure below State roles and governance structures are shown in blue shaded boxes and typical offeror roles are identified in green shaded boxes for illustrative purposes. Offerors should propose in detail their overall Program and individual project delivery structures in this context.

OAKS Governance Model



Further to the OAKS Governance structure outlined above, the below diagram represents (at a high level) the OAKS operating and decision making framework currently in place, where (and what type of) decisions are made and directions for the OAKS asset are made. (Note: color coding in the below diagram is independent of the color coding in the preceding diagram and does not connote any expectations of the State of any offeror).



5.1 OAKS Application Managed Service and Operations Model

In February of 2009 the State moved to a Managed Service model for the operation and maintenance of OAKS. More recently in 2014 the State, as a competitive procurement, continued with a Managed Services model with a new vendor for the overall operations, maintenance and enhancements to OAKS. This Managed Service is designed to operationally stabilize OAKS (and additions to OAKS) through the implementation of ITIL operating practices, introduce robust change and operational management tools and processes, include definitive SLAs as well as ongoing efforts to stabilize elements of OAKS construction and upgrade phases.

As a result of the Managed Service OAKS has:

- Stabilized the platform and migrated to a reliable and efficient operating and maintenance model based on ITIL;
- Worked to simplify and streamline the end-user experience and Agency interaction model;
- Implemented a finance shared services center utilizing OAKS technologies and capabilities;
- Implemented Disaster Recovery and remediated SAS70 (now SSAE-16 Type II) related items associated with the OAKS technology platform;
- Performed a technology upgrade and refresh (2009)
- Implemented a Major Upgrade to the HCM applications as well as several HR extensions related to employee performance management
- Implemented an award winning Business Intelligence data warehouse

- Integrated the OAKS Financial application to the SciQuest e Catalog (2013)
- Established OAKS as the consolidation platform for Financial, HR, Procurement and related functions in the State of Ohio.

In addition, the State of Ohio provides certain Infrastructure Services, per the roles and responsibilities described later in this RFP, but in general provides all PeopleSoft specific application services (including L2/3 helpdesk, production operations, interfaces with State Infrastructure and otherwise) utilized by the State. Projects contained in Supplements under this RFP may have specific Contractor support obligations and responsibilities detailed in each respective Supplement. The general organization of services provided by the OAKS Organization to the State at a high level:

- The day-to-day operations of the PeopleSoft applications from the State of Ohio provided IT infrastructure operating system prompt to the PeopleSoft application login;
- PeopleSoft application administration, reporting, and support;
- Major and minor PeopleSoft related system enhancements and projects;
- Operation of a PeopleSoft specific Level 2 and Level 3 Service Desk;
- Application Break/Fix responsibility and Minor Enhancements to PeopleSoft RICEFW objects;
- Performance of State approved Discretionary Projects that are generally of the < 200 hour variety;
- Ongoing Project Services including the design, development, testing and deployment of new applications or application enhancements or extensions that may or may not be PeopleSoft related;
- Migration to Production of applications once meeting the State of Ohio's acceptance criteria;
- Ongoing Production Operations, Job Scheduling and Maintenance of Production Applications;
- Environment refresh services for non-Production and quasi-Production uses;
- System change management and Production version control;
- System maintenance, performance and tuning for PeopleSoft, Oracle and 3rd Party provided technology components
- Review of System Performance and Reliability parameters and collaboration with State Infrastructure Staff to drive system reliability and performance

5.2 OAKS Infrastructure Managed Service Model

The State of Ohio's Office of Information Technology. Infrastructure Services Division (OIT/ISD) will be responsible for providing the OAKS technical infrastructure platform as a service to the Contractor and will host the Contractor developed software and operating solution following the conclusion of any Project contained in this RFP. In general, this service includes the following:

- Primary Computing Facility: State of Ohio Computing Center (secure Tier III capable facility)
- Alternate/Disaster Recovery Center: Ohio Based Secure Tier II facility
- Redundant Networking between State facilities and Data Centers (Metro-E to 10Gb/s OARnet)
- Physical and Infrastructure Security Services
- Redundant Power, Cooling, Fire Suppression and onsite Redundant UPS/Power Generation
- Servers, Storage, Networking Devices, Firewalls, Security Appliances, Vulnerability and Virus Scanning to the operating system prompt

- Binding SLAs regarding performance, availability, reliability, provisioning and systems administrative access

The State of Ohio will provide ITIL based services in support of the Contractor as follows:

State Infrastructure Responsibility Matrix	
Asset Management ▪ Hardware Asset Tracking ▪ Software Asset Tracking ▪ Logistics Support ▪ Inventory Capture and Maintenance **Service Desk** ▪ Help Desk Operations ▪ Help Desk Tools ▪ Service Desk Processes	**Enterprise Security Management** ▪ Emergency Response Service ▪ Threat Analysis ▪ Managed Intrusion/Detection/Prevention ▪ System Security Checking ▪ Security Advisory and Integrity ▪ Malware Defense Management ▪ Vulnerability Management ▪ ID Management ▪ Security Policy Management ▪ Security Compliance Support ▪ Security Audit
Server Management ▪ Platform Support (Tools/Processes Procedures) ▪ Unix/Intel Servers ▪ Incident Management ▪ Server Operations ▪ High Availability ▪ File Management **Storage Planning** ▪ Capacity Management ▪ Storage Performance Management	**Data Center and Wide Area LAN/WAN Management** ▪ Enterprise Internet Services ▪ Regulatory/Change Management ▪ Network Engineering ▪ Standards ▪ LAN/WAN Management ▪ Network Operations and Management ▪ Network Capacity/Availability Management ▪ Network HW/SW Management ▪ Network Security ▪ Network M/A/C/D
Data Center Architecture Planning ▪ Hardware/Facilities Planning ▪ Unix/Intel Servers ▪ Platform Configuration Management ▪ Performance Management ▪ Capacity Management ▪ Batch Operations/Scheduling ▪ Storage Management ▪ Backup/Restore ▪ Media Management, Media Operations, Offsite Storage	**Data Center Facilities Management** ▪ Site Maintenance and Operations ▪ Site Availability Management ▪ Routine Maintenance and Upgrades ▪ Non-Technical Services (parking lot, landscaping, snow removal etc.)

The State of Ohio will provide to the Contractor, for State provided infrastructure elements, the following Service Levels. Any Contractor developed solution developed and deployed as a result of this RFP must be designed and implemented in such a manner as to not undermine or diminish these service levels and, during any System Testing effort contained elsewhere in this RFP, be demonstrated by the Contractor performing the work to perform and operate in a manner as to adhere to OAKS operating and maintenance standards as well as to conform to and support the following requirements.

No	Infrastructure Service Level	Service Level	Unit / Measure
1	Incident Resolution – Priority 1 Outages	90% <=4	hours
2	Incident Resolution – Priority 2 Outages	90% <=24	hours
3	Incident Resolution – Priority 3 Outages	90% <=7	days
4	Incident Resolution - Incident Closure and Recidivist Rate	99%	Key performance indicators (KPIs) met and do not reoccur
5	Service Availability – Non-Critical Server	99.5%+	uptime
6	Service Availability - Critical Server - High Availability	99.9%+	uptime
7	Capacity Monitoring & Planning – Capacity Utilization	TBD	KPIs not met
8	Scheduled Provisioning – Virtual Machines	>90%	% provisioned within Committed Dates
9	Scheduled Provisioning – Physical Machines	>90%	% provisioned within Committed Dates
10	User Interaction – Completion of Administrative User Deletes	>95%	% Deleted within3 Business Days
11	User Interaction – Completion of Administrative User Adds and Changes	>95%	% Add / Changes within 3 Business Days
12	Security - Security Compliance	99%	KPIs met
13	Security – Annual Security Review	>99%	KPIs met
14	Monitoring & Auditing – Security Breach Detection and Notification	0	Security breaches not detected/reported

No	Infrastructure Service Level	Service Level	Unit / Measure
15	Asset Management & Refresh - Asset Inventory Tracking Accuracy	>90%	% accuracy based on sampling
16	Capacity Monitoring and Usage Report	On time	Timeliness of capacity usage report
17	Operational Process Control & Repeatability – Changes to Production Environments	>99%	% changes to production that are approved with updates to documentation
18	Service Quality – System Changes	>97%	% changes implemented correctly first time
19	Service Timeliness – System Changes	>97%	% changes implemented on schedule

Specific performance requirements to each content area of this RFP (where applicable) are contained in latter Supplements to this RFP. Offerors are required to review these requirements and ensure that their proposed solution(s) to this RFP adhere to SLAs and operational performance requirements.

6 OAKS Operating Environment

The hardware, storage, network and security infrastructure that comprises OAKS was recently the subject of a technical refresh in 2015 scheduled to complete concurrent with the release of this RFP. Based on productive use and reaching end-of-life and/or end-of-support, the State elected to perform a technical platform upgrade for OAKS. The rationale for the upgrade includes hardware obsolescence, but also access to higher performing platforms, patches and supported operating systems as well as to enable data migrations and conversions that may be required as part of the activities described in this supplement.

As a result of this effort, the State the technical and version upgrade to the underlying technology platform that comprises OAKS specifically is:

High Level PeopleSoft Functional Group						
	FSCM	HCM	EPM	CRM	ELM	Portal
PeopleSoft	9.2	9.1	9.2	9.0 / ServiceNow	9.2 *	9.2 *
PeopleTools	8.53	8.53	8.53	8.53	8.53	8.53
Web/App OS	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8
Database	12c	12c	12c	12c	12c	12c
DB OS	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8	Oracle Enterprise Linux x86-64 OEL 5.8
Storage	Oracle ZFS	Oracle ZFS	Oracle ZFS	Oracle ZFS	Oracle ZFS	Oracle ZFS

All application environments (i.e., Production, Development, Test, Train/Demo, DR and QA) have been upgraded as a result of this project in a phased manner that will result in a consistent versioning of all technical elements that comprise OAKS (e.g., Servers, Storage, Operating Systems, Networking) and therefore offeror proposals must factor the capabilities and versions of the OAKS platform as part of their proposals. Additionally, offerors must factor the relative performance and location of these environments with respect to conversion/migration planning and approach.

The current OAKS Managed Services arrangement leverages a combination of State and 3rd Party Vendor provided facilities for the operation, maintenance and ongoing development and use of OAKS. As a result of the aforementioned technical platform upgrade and in conjunction with the term of Managed Services arrangement, the locations of OAKS environments is as follows:

OAKS Environment	Current Location
Production	State of Ohio Computing Center (SOCC), Columbus Ohio
Disaster Recovery	Disaster Recovery Center, 3rd Party State Contracted Vendor, Cincinnati Ohio
Production Replicas: Quality Assurance, Break/Fix, Research and Reference	State of Ohio Computing Center (SOCC), Columbus Ohio
Non-Production Demo/Train Development Testing	State of Ohio Computing Center (SOCC), Columbus Ohio

Offerors are to note that the logical environment name(s) in the above table may represent multiple virtual environments that support the State's needs with respect to SDLC, Production, training and other uses of OAKS. Actual environment counts and requirements are contained elsewhere in this RFP.

The Platform Devices and Environments that are pertinent to OAKS are as follows:

Environment Group	Production Hardware	Disaster Recovery	Non-Production Environments
Devices	1 Exadata X4–2 ¼ Rack 1 Exalogic X4 -2 ¼ Rack	1 Exadata X4-2 ¼ Rack 1 Exalogic X4-2 ¼ Rack	1 Exadata X4-2 ¼ Rack 1 Exalogic X4-2 ¼ Rack
Instances	Production	Disaster Recovery - Production	Replica (QA) Development Demo Training
Operating Environment	▪ Oracle Virtual Machines running Oracle Enterprise Linux ▪ Oracle Databases 12c ▪ Databases are Oracle Real-Time Application Cluster (RAC) and not configured for HA		
Related/Ancillary Applications and Environments	Oracle (12c) Databases and environments that comprise and support PeopleSoft 3rd Party Applications: ▪ nVision ▪ DataStage ▪ UC4 Job Scheduling ▪ Tumbleweed ▪ Cognos 1 each for Production, Disaster Recovery and Non-Production Operating system level support for the above under existing Contract conditions, but generally comprising Oracle Enterprise Linux, Microsoft Windows Server		
Related/Ancillary Devices	Ten (10) Sun x86 Server X4-2L in support of for production, development, QA and DR environments as well as Oracle Virtual Machine (“OVM”) guest domains on each Sun x86 X4-2L server. These set of x-86 servers are for non-Oracle tools and components (Cognos, Tumbleweed, UC4 as above)		