Supplement 1
Enterprise Salesforce Platform Managed Service
Enterprise Salesforce Enhancement Projects
Service Level Agreements
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1.0 Enterprise Salesforce Managed Service and Enhancement Services

1.1. Background and Overview

The Department of Administrative Services (DAS), Office of Information Technology (OIT), is charged with the design, deployment, operation and maintenance of critical Enterprise Services that include the provision, operation, support and ongoing evolutions to Enterprise and Agency-specific systems that operate utilizing the Salesforce.com platform and ancillary Salesforce AppExchange Applications, developed extensions and Enterprise integrations via an enterprise service bus (ESB) and file-based methods.

The State has developed and deployed a variety of public-facing and State internal use applications using the Salesforce platform and has recently commissioned a variety of development projects that are anticipated to go-live in the Fiscal Year 17-18 period as well as continued interest by State Agencies in migration of legacy applications to modern Software-as-a-Service and Platform-as-a-Service architectures for the foreseeable future.

Specific to this Supplement is a Managed Service that is required to operate, maintain, upgrade, patch and perform certain Level 2/3 Help Desk functions as it relates to Salesforce platform level elements as well as to operate and maintain State developed applications that have been implemented and deployed on top of the Salesforce platform.

In addition, this Supplement includes provisions for development of enhancements, evolutions and optimizations to these State applications deployed on top of the Salesforce platform.

State developed applications use a variety of similar architectural principles and common services, but each have their own unique collection of implementation-specific considerations (e.g., AppExchange elements, extensions, integration methods etc) that must be factored by Offerors in their development of Proposals to this Supplement. Details are contained later in this Supplement that are pertinent to each State application.

In addition, Offerors are advised that there are a variety of Salesforce applications under development that are anticipated to be deployed to production during the term of the contract that arises from this RFP – to the extent that design and implementation specifics exist, they are provided for Offeror reference throughout this Supplement as “Future Applications” with indicative go-live dates and other support needs.

This Service is new to the State and there are no incumbent vendors performing the services required under this RFP.

1.2. Conceptual Organization of Requirements and Scope of this Supplement

The State has organized this Supplement and the requirements herein in the following general categories. Specific requirements are contained later in this Supplement.

- **Salesforce Platform Services**: designed to ensure that Salesforce releases, enhancements and patches are included in the State’s environment and do not have any unintended impacts on State applications that utilize the Salesforce platform.
- **Salesforce Platform Level 2 /3 Help Desk Services**: Triage and Resolution of incidents and problems that cannot be addressed by the State that are Salesforce or State application integration with Salesforce specific matters.
- **State Application Management Services**: operation, maintenance, application support of State developed Salesforce applications.
- **State Application Integration Services**: operation, maintenance, application support of the integration(s) between Salesforce and other State Enterprise or Agency applications or systems.
- **Salesforce Continuous Improvement and Optimization**: enhancements; functional; technical; performance; and other improvements and optimizations to the Salesforce platform as implemented to benefit all Agencies that
leverage the platform through streamlining processes (technical or operational), integrations, reporting and other common/shared Salesforce foundational elements and Enterprise services.

- **State Salesforce Application Enhancement & Project Services**: enhancements, projects and initiatives that leverage the State’s Salesforce platform for Enterprise or Agency benefit. Offerors are to note that this content is repeated in Supplement 2 of this RFP that (in general) are designed to create a pool of qualified Contractors in addition to any Contractor awarded the work in this Supplement.

**Conceptual Organization of Requirements and General Scope of this Supplement**

**Sizing Considerations**

To assist Offerors in sizing the team associated with their proposal, the State offers the following volumetric information that represents anticipated user counts for respective systems.

<table>
<thead>
<tr>
<th>State Salesforce Application (Production Stage)</th>
<th>Estimated Number of Internal Users</th>
<th>Estimated Number of External Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>eLicensing</td>
<td>30-50</td>
<td>100,000+</td>
</tr>
<tr>
<td>Ohio Child Licensing and Quality System (OCLQS)</td>
<td>20</td>
<td>5,000+</td>
</tr>
</tbody>
</table>

**Applications Under Development**

<table>
<thead>
<tr>
<th>State Salesforce Application (Development Stage)</th>
<th>Estimated Number of Internal Users</th>
<th>Estimated Number of External Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Applications</td>
<td>2,500</td>
<td>5,000+</td>
</tr>
<tr>
<td>Ohio Business Gateway</td>
<td>50-75</td>
<td>500,000+</td>
</tr>
<tr>
<td>Enterprise Grants Management</td>
<td>500</td>
<td>7,500+</td>
</tr>
</tbody>
</table>

Requirements and Operational Considerations for each of these Scope Areas and State Applications will be present in turn within this Supplement.
1.3. Salesforce Managed Service Objectives

DAS/OIT provides the State, as an Enterprise Service, the Contractor will design and provide the Service to the State utilizing the Salesforce platform services as to:

- **Provide High Degrees of Availability** – Agency customers and users will be able to use this service 24 hours a day, 7 days a week less any scheduled maintenance windows.
- **Deliver Seamless Continuity** – The Salesforce platform service must allow for seamless recovery from service disruptions and incorporation of new features, functions, business processes and Agency applications.
- **Drive Multi-Application, Multi-Agency Efficiency** – The Salesforce platform service is delivered in a manner that requires fewer resources to meet the operational demands of the customer.
- **Drive Common Enterprise Processes** – The Salesforce platform service must be designed for all Agencies to utilize a common technology and process framework for complex and routine IT service requests, integration with Enterprise and Agency systems, management, operations and maintenance functions.

As part of the Enterprise elements of the Salesforce platform service, at a high level, the Contractor is responsible for:

- Global Administration of the system, configuration, roles, permissions for privileged, administrator and “super user” accounts and the service licensing relationship with Salesforce, Licensed AppExchange applications and Agency developed applications, extensions, integrations and reports;
- Tools and Templates which enables Agencies to leverage reusable Enterprise elements and common licensed elements that comprise Agency applications as well as Enterprise elements including payment gateways, document management/imaging platforms, enterprise service bus and ERP integration frameworks as well as design standards, templates, code elements and other reusable system elements that arise from any Salesforce-based development effort;
- Release and Version Management which must ensure that once Project acceptance criterion are met, that an Agency can deploy their Salesforce-based solution to the State’s Enterprise platform for ongoing operations and maintenance in a reliable, predictable, controlled and repeatable process that results in success for the Agency as well as does not impact other Agency systems that utilize the Salesforce platform; and
- Maintenance, upgrades and releases to State licensed Salesforce applications and Apex code elements are which are scheduled and communicated monthly. Agency customers and OIT Service owner involvement are essential in providing User Acceptance Testing and reviews specific to their business process and data. Communication is provided in advance of dates for the maintenance.

The State has identified several objectives that must apply to a Salesforce Managed Service relationship going forward. Specifically:

<table>
<thead>
<tr>
<th>Objective Area</th>
<th>Key Service Requirements and Offeror Differentiators</th>
</tr>
</thead>
</table>
| **Service Delivery**                | ▪ Continued robust ITIL based delivery model  
▪ Leverage of modern tools, techniques and processes  
▪ Defined Roles & Responsibilities with no gaps or non-complimentary overlaps  
▪ Accountability and ownership by all parties and stakeholders |
| **Delivery Team and Personnel**     | ▪ Aligned as business partner to the State as opposed to “vendor”  
▪ Seek to “further the art” as opposed to “strictly manage P&L”  
▪ Seek challenges and serve the State by going the extra distance  
▪ Integrated with State service delivery teams and partners  
▪ Fluent and viewed as experts in their respective disciplines and work as a cohesive team with the State as opposed to “operational silos” |
<table>
<thead>
<tr>
<th>Objective Area</th>
<th>Key Service Requirements and Offeror Differentiators</th>
</tr>
</thead>
</table>
| **Operational Reliability and Discipline** | ▪ Robust planning, design, build, test, and implement processes  
▪ Robust change and communications management  
▪ Reliable, repeatable and robust execution that results in Operational Quality  
▪ Tool and Process centric support of operations |
| **Delivery Culture**        | ▪ Collaborative, collegial and integrated with State operations and development teams  
▪ Focused on State objectives and outcomes as opposed to meeting minimum requirements  
▪ Strict adherence to time, quality, budget and personal commitments  
▪ Salesforce advocacy and evangelism, support of State in Agency adoption and legacy application retirement |
| **Change Management and Control** | ▪ Changes to production (code, process, configuration, reports and otherwise) controlled with versioning, testing and verification  
▪ Change management and environment changes supported by processes and tools  
▪ High-touch communications and expectation management with State service delivery and State stakeholder organizations |
| **Security, Reliability and Repeatability** | ▪ Continue to operate in a secure and reliable environment that protects sensitive and personal information contained in the Salesforce platform  
▪ Continue to ensure operations are reliable and repeatable from a service quality and predictability perspective  
▪ Adhere to required Service Level Agreements while striving for continuous improvement |
| **Platform for Consolidation** | ▪ Support the State in identifying consolidation opportunities for State legacy applications that could better be served via Salesforce applications  
▪ Become a change and consolidation advocate for the State and State Agencies rather than an impediment to progress |
| **Cost Considerations**     | ▪ Reduce Salesforce operational cost profile while seeking to optimize delivery through automation, elimination of redundancy or non-value added activities  
▪ Support the extension of the Salesforce investment through supporting the State in retiring legacy Agency applications through ROI positive projects |

This RFP is designed to receive responses for services that will allow the State to continue driving efficiencies with respect to ongoing operations, continued extension of the system and its use, refinement of the overall cost to operate and manage; as well as drive higher levels of service for the users and beneficiaries of the system.

1.4. Offeror Differentiators

▪ The State encourages Offerors to provide brief overviews of their capabilities, core competencies, and market differentiators in the following areas:  
▪ Salesforce Relationships, Alliances or Awards that demonstrate a commitment to Salesforce and a long-standing track record of successful deliveries and customer experiences;  
▪ Significant Customer Testimonials that highlight the strength of partnership between the Offeror and their customers that have resulted in achieving the strategic goals of your customers, specifically with respect to large government entities  
▪ Access to Best Practices that the Offeror has developed with customers that result in rapid, high quality and low cost operational usage of Salesforce capabilities and extensions while mitigating needs to customize the system;  
▪ World-Class Support Capabilities that drive the highest levels of support and service that ensure maximal usage and availability of the system – particularly during critical financial periods, but also during routine or planned maintenance and enhancement periods that minimize disruption to business and user communities;  
▪ Commitment to Scalable, Upgradeable Solutions to ensure the State has access to current features/functionality and can pursue migrations and new service implementation in a timely and cost effective manner;
Commitment to Minimize Customization and maximize the value provided by the standard off-the-shelf Salesforce modules, given the various requirements of the State;

Innovative Practices and Methodologies provided by the Offeror that are market proven and help drive successful migrations, implementations and enhancements while mitigating Project risk wherever possible;

Salesforce Center of Excellence or “laboratory” type of environment where best practices and methodologies are designed and refined in the context of new Salesforce capabilities, releases, versions or modules;

Rapid Implementation and Quality Methodologies designed to help ensure that migrations and implementations go as quickly as possible, are reviewed at each major step against quality requirements, and result in minimal business interruptions, auditable performance, and a lasting operational capability that the State can build on; and

Development of long-term partnerships working with public sector and government entities, establishing mutually beneficial, long term relationships.

The State encourages Offerors to share their demonstrated capabilities in the following areas that, for purposes of this response, are specifically out-of-scope, but may be required in the future:

Additional Salesforce module implementation services; and

Related Salesforce application configuration, deployment and management services that may include reporting databases, performance tuning and management, operational/ongoing cost reduction projects, end-user rollout/training and other Salesforce related activities.

1.5. Salesforce Foundational Concepts

The State has several foundational concepts that have been developed to guide the overall program and shape the desired delivery model to serve the State and its constituencies and partners. The following table outlines these foundational concepts:

<table>
<thead>
<tr>
<th>Foundational Concept</th>
<th>Overview and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create accurate and timely reporting</td>
<td>The State of Ohio is a complex set of Agencies with a correspondingly complex set of requirements that will be placed on Applications that rely upon Salesforce. The mandated need for accurate, timely processing and reporting requires that the system be managed and controlled effectively at an enterprise level.</td>
</tr>
<tr>
<td>Communicate clearly across customers</td>
<td>It is important to recognize that the Enterprise Salesforce applications comprise more than just the DAS/OIT organization. It also includes the key business organizations from the State’s Agencies collectively responsible for ensuring overall success.</td>
</tr>
<tr>
<td>Retain/develop knowledge capital</td>
<td>There is a strong desire and keen focus to drive and retain knowledge capital within the State, specifically in areas that drive strategic value. This guiding philosophy must be weighed against any risks that prevent the State from fulfilling its mission.</td>
</tr>
<tr>
<td>Leverage current Salesforce platform/investment</td>
<td>While steady-state stability is a necessity, the current Salesforce platform and Agency Applications will be leveraged and expanded in perpetuity to meet the State’s evolving needs (e.g., application consolidation, business intelligence) and to maximize the State’s return on its initial IT investment.</td>
</tr>
<tr>
<td>Enable service delivery to meet the needs of State</td>
<td>Salesforce must enable service delivery excellence in support of current and future State agency needs. Salesforce and State Applications based on it (and by extension the support organization inclusive of the Offeror) should be viewed as an enabler of change, as opposed to an inhibitor.</td>
</tr>
<tr>
<td>Fiscal responsibility</td>
<td>On-going investment in the Salesforce program must provide tangible value of the highest marginal benefit to system users and the citizens of the State.</td>
</tr>
</tbody>
</table>
The State requires Offerors to share their capabilities and ability to perform services in a manner consistent with these concepts.
2.0 General Service Requirements

2.1 State Architecture, Computing, Security & Privacy Requirements

Offerors are required to review, understand and accept the requirements contained in Supplement 3: State Architecture, Computing, Security and Privacy Standards.

2.2 ITIL v3 Orientation of Managed Service Elements

The State requires that the Contractor follow design and implementation principles which will continue the State use of Information Technology Infrastructure Library (ITIL®) compatibility. It is therefore required that the Contractor design and deliver services via a set of ITIL® v3 compatible concepts and techniques for managing the State’s Enterprise Salesforce platform.

Offerors are advised that the State OIT team and related Business Unit functions have been operating under, and in many cases have been trained on ITIL principles and processes. Therefore, Offerors are not to propose general ITIL training as part of their response.

The DAS/OIT, as a central service provider utilizes ServiceNow as its standard help desk and ITSM management platform for Enterprise Systems. Contractors will utilize the ServiceNow platform for customer facing and ticket-based functions that require State involvement (i.e., incident/problem/change: initiation, support, coordination and closure) at a minimum, and Offerors are encouraged to design and deploy all managed service based elements of their proposal using ServiceNow as to align with State processes and operating conventions. Offerors are to note that no ITSM based functions have been implemented for Salesforce within ServiceNow, further Contractors will collaborate with the State to design, for the State implement such functions for the State’s Salesforce environment.

2.3 Contractor Service Delivery Requirements

The ITIL discipline has been implemented within DAS/OIT to be focused on providing the appropriate Services to support the following areas:

The Service Desk handles all in scope services incidents, problems and questions as well as providing an interface for other activities such as change requests, maintenance contracts, software licenses, Service Level Management, Configuration Management, Availability Management, Financial Management, Application Management, and IT Services Continuity Management for Levels 2 and 3 State provided scope elements of this RFP.

Incident Management process and procedures are in place and continually refreshed in order to have the capability to restore a normal service operation as quickly as possible and to minimize the impact on business operations. An incident is considered to be any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in, the quality of that service. The objectives of the incident management process are to:

- Restore normal operations as quickly as possible with the least possible impact on either the business or the user, at a cost-effective price; and
- Maintain a comprehensive inventory of 'known problems' (without a known root cause) or 'known errors' (with a root cause) under the control of Problem Management and registered in an error database.

Problem Management processes have been implemented to identify record, track, correct and manage problems impacting Salesforce Platform service delivery. This area will be maintained to assist the State in recognizing recurring problems, addressing procedural incidents and containing or minimizing the impact of problems that occur. The Contractor will support and follow established Problem Management processes to allow the State to find and resolve
the root cause of incidents to minimize the adverse impact of IT infrastructure incidents and problems on the State and to prevent recurrence of incidents related to these errors. The objectives of the Problem Management process are:

- Allow OIT to reduce the number and severity of incidents and problems on the business, and report it in documentation to be available for Service Desk agents and end-users; and
- Allow OIT to provide a proactive process that identifies and resolves problems before incidents occur.

The Contractor will design and implemented processes and procedures pertinent to the operation, updates and maintenance to the State’s Salesforce Platform to include:

- Problem identification and recording;
- Problem classification;
- Problem investigation and diagnosis;
- Identification of the root cause of incidents;
- Trend analysis;
- Initiation of targeted support action;
- Providing information to the organization; and
- Iterative processing to diagnose known errors until they are eliminated by the successful implementation of a change under the control of the Change Management process.

**Change Management** processes and tools designed to minimize the impact of service maintenance to State operations and Agencies, inclusive of changes to production (code, process, configuration, reports and otherwise), controls with versioning, testing and verification and that change management and environment changes supported by ITSM processes and tools.

**Configuration Management** processes are implemented and followed for designing, planning and maintaining the physical and logical configuration of OIT services as well as 3rd Party integration and tool components and the way these resources are interrelated in the OIT environment. The Contractor shall employ ITIL compatible processes and tools that track all of the individual Configuration Items in the OIT service catalog for the supported infrastructure, software and service elements.

The Contractor will design and implement processes and procedures to include:

- **Planning**: The Configuration Management capability shall be implemented to support planning of State service offerings for a rolling six months in detail, and a following twelve months in outline. It is reviewed with the State at least quarterly and include strategy, policy, scope, objectives, roles and responsibilities, the Configuration Management processes, activities and procedures, the database, relationships with other processes and 3rd Parties, as well as tools and other resource requirements.
- **Identification**: This covers the recording of information including hardware, storage, network and software versions, documentation, ownership and other unique identifiers. Records are to be maintained in a Configuration Management database covering the selection, identification and labeling of all configurations of every item in the Contractor provided infrastructure and systems.
- **Control**: This only accepts and records authorized and identifiable Configuration Items from receipt to implementation. The State provided infrastructure systems are under Change Management control.
- **Monitoring**: Accounting and reporting on all current and historical data concerned with each Contractor provided item throughout its life-cycle. It enables changes to items and tracking of their records through various statuses, e.g. ordered, received, under test, live, under repair, withdrawn or for disposal.
- **Verification**: Provide reviews and audits that verify the physical existence of items, and checks that they are correctly recorded in the Configuration Management database. It must also include the process of verifying Release Management and Change Management documentation before changes are made to the State live environment.

Operational Services processes will be implemented and followed that define the daily activities to deliver OIT services from the use of OIT infrastructure, applications, software and services in order to meet Service Level Agreements and
established business targets for an OIT customer Agency environment. This collection of processes will be designed to adapt and respond to day to day fluctuations that occur in order to provide as much of the committed service as possible. This collection represents the day to day service operations within OIT/ISD. This includes managing contact with Users. Services include infrastructure, service and application management, event management, incident management, problem management and service execution.

2.4. Current Team Organization

The following organizational chart has been created to outline the Contractor roles and functions as they would fit into the current OIT structure. **Offerors are to note that this service does not currently exist in the State nor are any third parties providing these Services currently to the State.** The State, as a result of other similar managed service type of services is familiar with the operating and staffing conventions associated with the work requested. To the extent that the Offeror believes an alternative team organization or structure would be beneficial to the State, the Offeror may present an alternative organizational chart and roles and responsibilities in the response to this section.
### 3.0 Ongoing Development and Evolution of the State’s Enterprise Salesforce Platform

#### 3.1 Currently Identified Work and Enhancement Requirements

The following is the listing of Salesforce solution requirements in their entirety. The State has prioritized the application release and ongoing management requirements based on current need as follows:

<table>
<thead>
<tr>
<th>Requirement Group</th>
<th>Major Activities</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Major System Upgrades</td>
<td> Platform upgrades, releases, patches and bug-fixes as made available by Salesforce</td>
<td>As released by Salesforce, AppExchange and State Licensed Vendors inclusive of Major, Minor, Enhancements</td>
</tr>
<tr>
<td></td>
<td> Subsequent Salesforce releases within period of performance</td>
<td></td>
</tr>
<tr>
<td>2. Monthly and Minor Enhancements</td>
<td> Monthly within period of performance</td>
<td>As requested under discretionary hours pool</td>
</tr>
<tr>
<td>3. New Integrations</td>
<td>Tool integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td> Oracle Enterprise Service Bus</td>
<td></td>
</tr>
<tr>
<td></td>
<td> IIB (IBM) – OCQLS integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td> Informatica – OCQLS integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td> Single Sign On to Service Environment (all tools) utilizing State Active Directory/Domain and Identity/Access Management and Enterprise Fraud platforms</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Service Commencement of Ohio Business Gateway, or Enterprise Grants (sooner of)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Summer 2017</td>
</tr>
<tr>
<td>4. Current Agency Applications</td>
<td>Operations, Management, Maintenance, Upgrades and Releases of</td>
<td>Upon transition of Service to Contractor</td>
</tr>
<tr>
<td>(note: Details contained in Section 16 of this Supplement)</td>
<td> Ohio Department of Job and Family Services: Ohio Child Licensing &amp; Quality System (OCLQS)</td>
<td></td>
</tr>
<tr>
<td></td>
<td> DAS/OIT: Enterprise eLicensing Platform (eLicense)</td>
<td></td>
</tr>
<tr>
<td>5. Applications Currently under Development</td>
<td>Implement and thereafter operate, manage, maintain, perform upgrades and implement new releases for the following:</td>
<td>Release 1: October 2017 (Scheduled) through Contract Conclusion based on State need. Release 2: September 2018 (Scheduled) through Contract Conclusion based on State need. Release 1: December 2017 (Scheduled) through Contract Conclusion based on State need. Release 2: July 2018 (Scheduled) through Contract Conclusion based on State need.</td>
</tr>
<tr>
<td></td>
<td> DAS/OIT and Office of the Lt. Governor: Ohio Business Gateway 3.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td> DAS/OIT: Enterprise Grants Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td> ODJFS/OIS Adult Protection Service (APS)</td>
<td></td>
</tr>
<tr>
<td>6. Future Deployments</td>
<td>Based upon State Authorized and Mutually Agreeable Change Order.</td>
<td>Upon State Determination of Need</td>
</tr>
<tr>
<td></td>
<td>The State has successfully deployed a number of applications to the Public (citizens, businesses and workers) throughout a number of State Agencies that (in general) have similar core attributes including: time to</td>
<td></td>
</tr>
</tbody>
</table>
3.2. Identification of Major and Minor Enhancements

Contractor’s responsibilities with respect to identification of Major and Minor Enhancements will include the following:

- Submit improvement ideas, and agree to a development roadmap to more optimally deploy, operate and maintain OIT services via Salesforce, State and Contractor extensions and enhancements and State processes.
- Streamlining or eliminating sub-optimal processes (technical, performance, organizational and work-effort) that surround Salesforce, whether in the Contractor’s responsibility or those provided by the State for Contractor use or those that impact the timeliness, quality or cost of OIT services to Agency customers.
- Review of Service Level performance and discussion of increasing service delivery quality to OIT and Agency customers through improvement of visibility of operational performance, bottlenecks, I/P/C processes and SLA performance via adjustments or enhancements to State specified RICEFW (Reports, Interfaces, Configurations, Extensions, Forms and Workflow) objects.
- Upon the State’s request, develop a non-binding rough order of magnitude schedule, Statement of Work and cost for consideration and following this consideration or upon direction of the State, develop a formal pricing and Statement of Work inclusive of delivery dates, requirements, scope, deliverables and other implementation specifics for the State’s authorization to proceed as defined within Section 5.10 of this Supplement.

Offerors are to note that the State is under no obligation to accept such proposals as allowable under this Section and may, at the State’s sole discretion, seek alternative delivery means for Major and Minor Enhancements.

3.3. Support State Agency Salesforce Platform Development Projects

Should the Contractor be engaged by any State Agency to perform services using the DAS/OIT Salesforce platform as a result of any agreement arising from this RFP, the Contractor will adhere to the project delivery, management, development, testing and deployment conventions contained in this Supplement in such a manner as to drive consistent development, roadmap, project management, operational and maintenance processes to be aligned with and follow the conventions established by DAS/OIT and detailed in this Supplement unless otherwise agreed to in writing by DAS/OIT.

3.4. Warranty Considerations for Authorized Work
The authorized work, unless mutually agreed in writing otherwise, involves software as a Deliverable, then, on acceptance and for 12 months (or such other period as may be stated in a project order, change request, authorization letter or other similar document under which the software Deliverable is developed) after the date of acceptance of any Deliverable that includes software, the Contractor warrants as to all software developed under this Contract that: (a) the software will operate on the Salesforce platform for which the software is intended in the manner described in the relevant software documentation, the Contractor's Proposal, and the RFP Documents; (b) the software will be free of any material defects; (c) the Contractor will deliver and maintain relevant and complete software documentation, commentary, and source code; and (d) the source code language used to code the software is readily available in the commercial market, widely used and accepted for the type of programming involved, and support programming in the language is reasonably available in the open market; and (e) the software and all maintenance will be provided in a professional, timely, and efficient manner.

The warranty shall be valid only for software Deliverables that are (i) not enhanced or modified by the State (or any State subcontractor or agent), (ii) operated on the computer(s) for which the software Deliverable was intended or (iii) not combined with items not furnished, specified or reasonably anticipated by Contractor.

3.5. Salesforce Technology and Process Optimization Plan

The Contractor will create and follow a technology and process optimization plan that is aligned with contemporary best practices and in keeping with the achievement of Service Level Agreements (SLAs) provided to Agencies. Based on Contractor best practices, and in keeping with the attainment of the defined SLAs, the Contractor must propose a specific approach that is achievable within Salesforce or propose an alternate business practice with a detailed description and rationale that include:

- Refinement of existing service specific toolsets, environments and operational processes to ensure overall continuity and minimization of late-term disruptions or diminishment in services due to opportunities to optimize the Salesforce platform and how it operates;
- Phased replacement or enhancements to operational and technical processes over the term of the Contract to best leverage existing State investment in technology components, use of personnel (both State and Contractor) while minimizing any disruptions in service associated with the implementation of the operational or technical processes;

In any case, Contractors are specifically required as part of the technology and service optimization plan to:

- Provide and implement a plan to include existing or future OIT technology services or elements (whether production or non-production); and
- Adjust processing, configuration, job schedules or operating processes/procedures to leverage the State’s investment in the Salesforce infrastructure and software while minimizing manual labor, work/re-work cycles, non-productive endeavors or other elements that would allow the State to deploy, operate and manage OIT services in a more optimal fashion.

3.6. Additional Services

- To the extent an incident is due to errors or defects within an in-scope environment, supported service or element licensed by a 3rd Party to the State that interfaces with or provides data to Salesforce, the Contractor will assist the State by referring such incident to the appropriate 3rd Party entity for resolution and coordinating with the 3rd Party contractor or software provider as appropriate to help minimize the State role in problem management.
- Implementing measures to help avoid unnecessary recurrence of incidents impacting the Salesforce platform, by performing root cause analysis and event correlation.
4.0 Offeror Advisory: State Software Development and Contracting Conventions

Offerors are advised that the State has a rigorous set of standards for the design, development, testing and acceptance of State developed applications. Specific to all Applications developed by the State utilizing third party contractors, the State has made provisions for these third parties to perform certain “Post-Production Support” responsibilities that, in general, require these third parties to maintain on-site project presence to address any Severity 1 and 2 defects that are detected upon production deployment of their developed applications. Conceptually the State’s process is as follows:

These third-party developers are not required nor contracted to operate or maintain these Applications once deployed to production. Further, these third-party developers are (depending on scope and work content) required to address all Severity 1 and 2 defects that arise and (re)develop solution components as to eliminate these defects prior to obtaining final State Acceptance.

In general, this “Post-Production” support period is no less than 45 days and may be 90 days (or longer for significant efforts). This period may be extended for these third parties by the State in consideration of the defects that arise. Following State acceptance, these third parties are required under State contracted warranties to address issues that arise for a period of one year following production deployment.

The Contractor performing the Managed Service (as a result of this Supplement) are responsible for Operations and Maintenance functions at Production deployment and thereafter as described in this Supplement.
5.0 Salesforce Operations and Maintenance Services (Run Services)

5.1. General Requirements and Organization of Services

Salesforce Operations and Maintenance Services include:
- Production/Version Control and Release Management
- Break/Fix Support
- Support of Salesforce Future Releases and State Applications as a Result of these Changes
- Major/Minor Upgrades and Change Services
- System/Environment Administration Support
- Establishment and Management of a Master Release Calendar
- Maintaining Current Solution and Operations Documentation
- Technical Management of Systems Interfaces and Integrations
- Production Backup and Periodic Adhoc Environment/System Data Backups
- Support of Disaster Recovery, State Security/Privacy Audits

Detailed Operations and Maintenance Services and Contractor requirements are presented in more detail in this Section.

The Services in this Section 5 are considered Run Services and not subject to any variation based on ticket volumes that originate from Salesforce platform end-users, Agencies, OIT or Contractor originated tickets. Offerors are advised to provide, and as Contractor adhere to, monthly recurring cost for each contracted application as a fixed fee without variation based upon ticket volumes. Considerations related to ticket volumes and variations are contained in Section 7 (and Section 7 alone) of this Supplement.

5.2. Commencement of Services and Contractor Compensation

The Contractor shall not be entitled to, nor seek compensation unless all of the following pre-requisites are demonstrated to be achieved and in place for each State Salesforce application that is Operated and Managed by the Contractor:

1. Contractor Staffing plan is in place and all positions Staffed as to conform to the Staffing Plan as agreed with the State;
2. All Contractor proposed operational management tools are installed and verified to be functioning in accordance with State agreed parameters and values;
3. All State required operations and architecture tools such as security, privacy, encryption and Identity/Access Management are in place and fully operational;
4. The State’s ITSM Platform (ServiceNow) is configured and operational as to accept Incident/Problem and Change requests from the State and State Agency Application users and owners;
5. The System is demonstrated to be in live, commercial use or otherwise in Production and conformant to the lesser of: operational Service Level Agreement (SLA) requirements demonstrated during System Acceptance and Production Support Period as contracted with a State Systems Integrator/Vendor responsible for system/application development; or Operational Service Level Agreements as contained in this Supplement; and

Offerors are to note that the State’s ITSM platform will be made available for Contractor use (technical platform, design standards and licenses), however it is the responsibility of the Contractor to configure and deploy Level 2 and 3 help desk processes within ServiceNow for purposes of delivering the Service to the State. No system contained in this
Supplement are currently implemented in ServiceNow from an ITSM / Service Desk perspective. In general "user facing" ticketing functions that are of a user or business specific nature are addressed within Salesforce, and ITSM ticketing (e.g., technical or integration elements) should be addressed by the Contractor using ServiceNow.

The State acknowledges that due to the diversity and complexity of Salesforce applications that some accommodations may need to be mutually contemplated to ensure overall continuity of service, release management schedules and quality of applications delivered to production and may consider under the circumstances of such release localized accommodation of temporary exceptions to the aforementioned Operation and Management prerequisites. Absent written State approval to the contrary, all five (5) of these criterion must be achieved and demonstrated by the Contractor prior to the commencement of any billing or costs to the State.

Notwithstanding the aforementioned Service Level Agreement considerations, the Contractor will be responsible for operating any production system, system release, upgrade or enhancement under the SLAs in full effect as contained in this Supplement no less than ninety (90) days following the introduction of the production system, system release, upgrade or enhancement to Production or live commercial use.

5.3. Production/Version Control and Release Management

The Contractor will be responsible for working with the State and executing the production deployment and roll-out of any Release Package or Application to the State’s Salesforce platform environment. Releases shall include (at a minimum): new application(s) inclusive of AppExchange applications; 3rd party developed or licensed Salesforce extensions and Apex developments; State integrations (ESB or File-Based); production batch or scheduled job streams; and related Salesforce reports, interfaces, conversions, forms, workflows or extensions (RICEFW).

Production deployment includes software deployment to the production instance of Salesforce and (if applicable) interfaces to production tools and systems that orchestrate, manage, report or control those devices and services managed by the Service, identification of interfaces and any required conversions/migrations, installation of server software, and any required testing to achieve the proper roll-out of the Release Package software.

As part of this Service, the Contractor will:

- Establish for the State and thereafter comply with and enforce a repeatable State Salesforce implementation and deployment procedure. This may include laboratory testing, migration procedures, the use of any pre-production or pseudo-production environment prior to production migration;
- For each release, submit to the State, for the State’s approval, a written deployment plan describing Contractor’s plan to manage each such implementation. The tasks and activities to be performed by Contractor as part of Salesforce production deployment services;
- Establish and follow procedures and automated software versioning mechanism(s) to ensure that the entire contents of a release, following State acceptance or authorization to implement to a production environment, are complete and maintain all elements that comprise the defined Release Package and the then current production version of the software prior to deployment of the Release Package;
- Develop, prepare and test emergency back out or roll back procedures to return the production system to its pre-deployment State as it pertains to correcting an errant, erroneous or defective deployment of a Release Package to the production environment inclusive of all code, data, middleware, infrastructure, tables and parameters;
- If, in the mutual opinion of the State and Contractor, the deployment of a Release package to the production environment is errant, erroneous or otherwise defective, implement back-out or rollback procedures in their entirety upon the written authorization or direction of the State.
- If required, convert electronic data into a format to be used by the new solution using a data conversion program;
- Conduct production pilot(s) (including “day in the life” simulations) and fine tune solution as mutually agreed with the State as appropriate;
- Compile and maintain solution issue lists;
- Conduct post Production Deployment quality and progress reviews with appropriate State personnel, and (if requested by the State) State Systems Integrator/Vendor;
- Develop, and thereafter maintain and make available to the State, a knowledge base of documentation gathered throughout the Release Package’s life and allow for re-use of such documentation for future Projects; and
- Establish a performance baseline for the impacted business systems, and where appropriate document requirements for future enhancement of the business systems implemented as part of a future Project or Authorized Work.

5.4. Break/Fix Support

The Contractor will:
- Track, monitor and provide remediation for solution defects and incidents requiring system configuration or in-scope environment code or configuration changes arising from the application of any of Salesforce, AppExchange, 3rd party, State contracted Apex RICEFW enhancements to the State’s Salesforce platform and Agency applications;
- Address any incompatibilities, inconsistencies or erroneous processing introduced to the State’s Salesforce platform and Agency applications that arise from any production release, patch, update, upgrade or change in code or configuration values;
- Identify and implement required system or configuration changes to address solution defects;
- Test configuration changes to confirm resolution of defects;
- Support the State in performing applicable acceptance testing or review of any changes arising as a result of break/fix or patch/release Contractor responsibilities; and
- Ensure compliance with any State Security/Privacy requirements or Salesforce mandated patches or system levels to the extent and system enhancement turnaround time required given the nature of the security mandate and report to the State in writing any risks or issues that the Contractor becomes aware of in providing Service to the State. For example: patches designed to address immediate or active Security issues may be scheduled for a near-real-time release, where other less pressing releases may be implemented during a scheduled maintenance or outage period.
- Maintain solution documentation (technical specifications and testing documentation) as well as a compendium of common problems, root causes and remedy to aid in the identification and remediation of underlying system incidents.

5.5. Problem Management Services

Problem Management identifies and resolves the root causes of service disruptions. As part of delivery of the Service the Contractor will:
- Perform Root Cause Analysis and identification;
- Develop and Submit of Request for Changes to correct problems with State Applications;
- Prioritize resources required for resolution based on business need; and
- Update the knowledge base with revised operating procedures and conventions upon resolution of problems.
- Analyze trends and participating in the State continuous improvement process striving to enhance its operations and identifying continuous improvement ideas.
- Share applicable best practices that may improve the State processes and enabling technologies.
- Conduct periodic knowledge exchanges between Contractor team and the State designated individuals.
- Assist with implementing the State defined IT control requirements including updating security matrix spreadsheets, and implementing Supported server and Systems software configurations for access control.

5.6. Salesforce and Application Licensing, Capacity Planning and Monitoring
The Contractor will:

- Review the State growth plans during quarterly service review meetings, and if requested due to an unforeseen requirement, participate in the required number of ad-hoc reviews coincident with these new requirements and Salesforce application needs to correctly plan for licensing and capacity – periodic capacity increases as well as burst requirements.
- Monitor Salesforce and State application usage and capacity, forecast capacity and review with the State Infrastructure Management on a quarterly basis.

The State will:

- Project future Salesforce based trends and capacity requirements in conjunction with receipt of Contractor provided capacity usage reports, and in consultation with the Contractor, for new Projects and provide such information to the Contractor as it pertains to the Services;
- Authorize Contractor to purchase additional capacity for any Supported server resource that has reached critical usage levels and is impacting Contractor's ability to provide the Services, at the State expense, or relieve Contractor of any affected Service Levels until such time as the required capacity is installed, or relieve Contractor from the affected Service Level Commitments; and
- Review Salesforce Platform performance, licensing and capacity and throughput for new Applications before promotion into the production environment to resolve any overcapacity situations.

5.7. Job and Interface Execution / Production Control

The Contractor will develop with the State and thereafter maintain an operational “Run Book” to manage the scheduling of respective production operations, interfaces, scheduled and routine jobs and reports. In general, these functions are executed on a daily, weekly and monthly basis co-incident with Agency processing and close periods and business cycles. The Contractor will develop and assume this run book as part of operational responsibilities for any application that is within the scope of the Contractor provided service.

The Run Book will:

- Provide a high-level overview of the processes requiring State involvement (e.g., Change Management, Problem Management);
- Outline the current operating schedule for major production and operational schedules which include jobs, processing, report generation, interfaces and other regularly scheduled and routine tasks associated with the Offeror performing services in this area;
- Be used by the Contractor to provide the Services;
- Identify the Contractor/State interaction process dependencies and roles; and
- Describe how the State and the Contractor will interact during the Term.

Until such time as the State and the Contractor complete and approve the Run Book, the Contractor will use the then current processes and procedures existing as of, and delivered to the Contractor to the extent that such processes and procedures are applicable to the new operating environment. In the event that the State does not have existing processes and procedures at service commencement or such processes and procedures do not apply to the Contractor Service environment, the Contractor will document the processes and procedures for the State environment existing prior to the production dates as necessary by the Contractor to perform the Services.

The final Run Book will supersede all prior processes and procedures unless otherwise specified.

The Contractor must:

- Assign an individual to be the single point of contact to the State for the Run Book development and maintenance;
- Provide the proposed table of contents and format for the Run Book for the State review and approval;
• Develop and provide the draft Run Book, which will be customized by the Contractor to reflect the process interfaces (interaction between parties, roles responsibilities, timing and the like) between the State and Contractor;
• Review the State feedback and revise the draft Run Book to incorporate mutually agreed changes and regular optimizations;
• Provide the current version of the Run Book to the State for its use, which will not be unreasonably withheld;
• Conduct process maturity assessments, identify process inhibitors, and propose process improvements to the State, as required;
• Jointly review the Run Book on a quarterly basis or more frequently, as required, and update and maintain the Run Book accordingly; and
• Provide appropriate State employees and Contractors with access to the Run Book, as required.

The State will:
• Assign an individual to be the single point of contact for the Run Book review and approval;
• Review and approve the proposed table of contents and format for the Run Book;
• Review and provide documentation containing the State’s comments, questions and proposed changes to the draft Run Book;
• Acknowledge receipt of the final version of the Run Book and provide acceptance and approval, which will not be unreasonably withheld;
• Identify process inhibitors and propose process improvements to the Contractor, as appropriate;
• Jointly review the Run Book on a quarterly basis or more frequently, as required.

5.8. Salesforce Platform System Management and Administration

The Contractor will:
• Coordinate the installation, testing, operation, troubleshooting and maintaining of the Salesforce software.
• Identify and test packaging patches and other updates associated with supported Salesforce software, as well as supporting additional security-related fixes associated with the Systems software.
• Manage the security functions related to the Salesforce software including administrative access and passwords (i.e., users with root, admin, administrator, DBA or low-level read/write access) and the related security controls to maintain the integrity of the Salesforce software, based on the State’s security standards.
• Configure and maintain systems managed by the Contractor for network and remote access.
• Provide advisory services to support the Salesforce administration and developer access services and roles.
• Review supported Salesforce administration, set-up and configuration
• Support performance tuning of State application elements and perform performance tuning on Salesforce elements

The State will:
• Assist the Contractor in developing procedures for handling all planned and unplanned outages affecting the Salesforce Platform and State Applications including review, approval, communication and proper documentation; and
• Notify the Contractor of any planned or emergency changes to the State’s environment affecting the Contractor’s delivery of the Services.

5.9. Support of Salesforce Future Releases and State Applications as a Result of these Changes

The Contractor will provide Support and Maintenance of the State’s Salesforce platform that includes:
• Agency Application and Salesforce platform-level administration, reporting, and support. Application and Salesforce platform support does not include Level 1 and Business Level 2 help desk functions (i.e., end-user facing), but only
those Level 2 and 3 items (i.e., technical, integration and application/code based functions) that are specific to Salesforce and Agency Applications within the contracted scope of Services;

- Supporting the State in re-testing or validating State specified RICEFW objects coincident with Major and minor Salesforce system releases;
- Application Break/Fix responsibility and Minor Enhancements to State specified RICEFW objects;
- Migration to Production of applications once meeting the State’s acceptance criteria;
- Environment refresh services for non-Production and quasi-Production uses;
- System change management and Production version control; and
- Review of system usage, performance and reliability reports and collaboration with State Infrastructure Staff to drive system usability, reliability and performance.

5.10. Major/Minor Upgrades (Ongoing)

Release upgrades for packaged software are initiated through periodic releases by Salesforce as Major or Minor releases. Due to the packaged nature of these releases associated with the Salesforce platform (i.e., unified patch streams that apply to the cloud software, security and other elements), the State requires that the Contractor lead and coordinate efforts to analyze, install/apply, test/verify and utilize State specified RICEFW objects to these releases in the State’s environment. As the State is dependent on Salesforce and is responsible for Enterprise infrastructure operations, this coordination and leadership must be well defined and executed so that the State can realize the benefits of a release while not introducing any service impacting or application related issues.

Further, the State understands the importance of Salesforce major and minor upgrades to its overall capabilities in support of the State’s mission and in particular over the life a multi-year contract and is committed to maintaining the State’s Salesforce platform and related service at the most current proven release at all times, unless the State provides a written exception, in such a manner as to maintain ongoing compliance with Salesforce requirements, standards and conventions for maintenance of the Salesforce platform and Agency applications and Contractor provided elements that comprise these Agency or Enterprise Salesforce-based systems.

The Contractor are to comply with the following requirements:

- The State’s requirement is to always operate on a set of Application and Technical Infrastructure components that are on the current Salesforce release and support model and terms as provided by Salesforce;
- As part of annual planning and coincident with monthly project review meetings, the Contractor is to inform the State in writing of any components that are moving beyond a current support model or would rendered unusable as a result of an upcoming release and present a plan to implement the required updates in a controlled manner to the applicable State environment(s) to maintain compliance Salesforce support models;
- Based on review of any upgrade or update plan (inclusive of all elements required to effectively manage, resource, test, validate and implement the change as outlined elsewhere in this statement of work, the State and the Contractor will schedule a mutually agreeable upgrade / update effort and authorize the Contractor to perform these upgrade services to maintain the required support model;
- Upgrade and update efforts must factor any regularly scheduled batch processing or system availability as well as any seasonal processing requirements and should be scheduled to maintain compliance with system availability in consideration of then prevailing development release or production schedule;
- The Contractor will be responsible for the design, development, and implementation of the Minor/Major enhancements in the State environments including requirements/design discussions, applicable conference room pilots, design review/signoff, document design specification, document and execute unit and integration/interface tests, support of the State in executing UAT;
- The Contractor must support the State in the planning and deployment of periodic releases of non-emergency patches and enhancements (e.g., test new functionality, regression test entire application, document release notes,
coordinate with the State for end user change management/communication) as well as perform these responsibilities for all Contractor developed elements for the State;

- The Contractor must be capable of verifying and accepting enhancements not developed by the Contractor (e.g., review designs, execute tests, migration to production);
- All System Enhancements will be performed in accordance with the appropriate software development lifecycle procedures in this Supplement; and
- For all code based deliverables that are accepted by the State or otherwise placed in commercial use, the Contractor will provide an electronic copy of all source and executable code elements to the State as part of the deployment of the element’s introduction to production or commercial use.

Notwithstanding Major and Minor Upgrade enhancement requirements as outlined above, the Contractor has an obligation to maintain all Salesforce elements in keeping with a current support and in accordance with agreed procedures associated with the minimization of exposure to viruses, malicious software (malware), security holes or flaws, incompatibility issues, software patch currency, technical updates, corrections and other elements that directly influence the warrantee, support, performance and ongoing upgradeability of underlying software and State specified RICEFW objects of the Salesforce platform Service.

Upgrades and updates will be scheduled in such a manner as to minimize disruption, capital requirements and risk to the State while balancing Contractor staffing availability and synergies as to affect to the extent possible a seamless and overall consistent upgrade approach and staffing and leverage pricing, staffing, personnel and overall management synergies to the extent possible. The Contractor will propose fixed pricing for performance of these upgrades in keeping with the timing considerations outlined herein that is applicable to the overall term of the agreement.

5.11. System/Environment Administration Support

The Contractor will:

- Perform Salesforce and ITSM technical activities (e.g., incident, problem and change processes) including but not limited to: system code/object migrations, patch implementations, log administration, data copies and exports, interfaces (both service bus based and file based) and scheduled reporting/ETLs, and responsibility for incident resolution such that migrations into production will be executed at agreed periodic intervals and other production changes will be scheduled during the maintenance window.
- If required, support multiple release levels of Salesforce elements for in-scope Services, provided that such support does not impair the Contractor’s ability to meet Contractor development and project commitments until such time as all environments can be upgraded to the same version/release level.
- Perform environment/supported Salesforce environment and database tuning, code restructuring, and provide tools and other efforts to help improve the efficiency and reliability of environments and to help reduce ongoing maintenance requirements.
- Provide appropriate Contractor-related data for periodic State analysis and review of resources deployed for preventive maintenance and planning preventive maintenance.
- Monitor and analyze trends to identify potential issues and follow-up on recurring problems.
- Install Salesforce software, AppExchange and related Salesforce application upgrades and enhancements for updates or revisions (i.e. 1.x, where x is the update/revision) as necessary to maintain the operability of the Services and implement technology changes (e.g., Systems software upgrades or new scheduling software). Included in the scope of such adaptive development work is testing new interfaces to Applications.
- Coordinate with designated State Agency production staff, to manage production schedules.
- Update access and parameter or environment configurations contained within in-scope environments, where applicable.
Generate and provide access to the State to daily production control and scheduling reports, including the production of monthly summary reports that track the progress of the Contractor’s performance of work.

Provide timely responses to State requests for information and reports necessary to provide updates to the State business units and stakeholders.

Implement and monitor the Management Services operations.

Monitor operations for correctness and adherence to agreed quality, performance and availability criteria as set forth in the Run Book or other supporting documents.

Perform batch monitoring and restart inclusive of verification of batch jobs and interfaces (ESB and File based) start and complete as scheduled, monitoring and restart of scheduled production batch jobs and resolution of batch scheduling conflicts.

Monitor scheduler related incidents and develop and recommend changes to a scheduler database;

Schedule batch jobs, as requested by the State, that require expedited execution;

Notify the State as required in the Run Book or other supporting documentation; and,

Support production staff (both the State and Contractor) to create and adapt IT operational processes and procedures related to the in-scope environments.

5.12. Program Management & Master Release Calendar

The Contractor will develop and thereafter follow a State Master Release Plan and support the State in the development, maintenance and publication on a monthly basis of a Master Release Calendar that includes a schedule (with dates) of:

- Major/Minor and Scheduled Releases, Upgrades, Updates and Enhancements;
- Implementation of Projects, Minor Enhancements or Discretionary Work;
- Scheduled Maintenance Windows and Planned Outages;
- Major and Minor Project Key Dates (i.e., Start, SDLC Gate Completion, Production Release, Completion) whether Contractor delivered or otherwise; and
- Other pertinent dates that require end-user notification or coordination.

5.13. Minor Change and Enhancement Services

Based on the State’s experience with the management and ongoing operations of the Salesforce environments, the State is requiring the Contractor to provide the capability to address minor alterations or enhancements (generally less than one month of duration per occurrence inclusive of analysis, design, construction, testing and implementation tasks, but extendable to larger efforts at the mutual agreement of the State and Contractor) to Applications within the scope of the Services that arise as a result of legal, regulatory, mandates or changes to the State’s business. Due to the sporadic nature of these requirements (e.g., minor display field changes, edits, reports, etc.), the State may require the Contractor to provide these services as needed.

The Parties will agree to a resource plan to support Minor Change and Enhancement services in order to maximize personnel continuity.

The Contractor must include, in their proposed annual cost for Minor Change and Enhancement hours, an initial pool of eight thousand (8,000) annual hours to be used in conjunction with the Contractor’s Rate Card, and represent an initial minimal monthly staffing level of four full-time equivalents.

The hours will be pro-rated for the first Contract fiscal year commencing July 1st and then optionally renewed or adjusted in writing by the State every Fiscal year thereafter. Absent State written instructions pertaining to these hours in any Fiscal year, the Contractor will not be entitled to compensation nor provide these services.

The Contractor and State will meet prior to the conclusion of each Fiscal year of Contract execution to review this Minor Change and Enhancement hour pool and make adjustments as required. In the event that the hour pool is
adjusted, the State and Contractor will work to establish an annual number of hours, and base staffing level commitment for each year of the agreement.

- The Contractor will provide a schedule of all hours consumed (by activity, resource and Project) and a forecast of remaining hours and activities to the State on a monthly basis.

Ad-Hoc Requests may be required under this hour pool. The following provides examples of typical ad-hoc requests:

- Ad-hoc requests generally require no extensive modification, configuration, or customization of the Salesforce environments (e.g., cosmetic enhancements, maintenance of configuration values, simple reports/views).
- Routine tracking procedures will provide visibility of all ad-hoc requests to the State Authorized service representative. The Contractor and the State will develop a prioritization approach for ad-hoc requests based upon business impact and document such process as mutually agreed.

5.14. Environment Backup and Restoration Services

For each Salesforce environment within the scope of the Contractor’s Service, the Contractor will perform backup processes to State provided storage as follows:

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Scheduled Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>Pre-production image</td>
<td>Once</td>
</tr>
<tr>
<td>Daily Incremental Files</td>
<td>Data changes during the period</td>
<td>Daily</td>
</tr>
<tr>
<td>Full Data Files</td>
<td>All resident data files</td>
<td>Weekly (weekend)</td>
</tr>
<tr>
<td>State Applications</td>
<td>All application files</td>
<td>Monthly and Immediately preceding and following any updates to software</td>
</tr>
<tr>
<td>Pre-Production Initiations</td>
<td>All initialization files during the Production introduction/implementation period</td>
<td>Daily</td>
</tr>
<tr>
<td>Salesforce Platform and Related Commercial Software</td>
<td>All Salesforce configuration files and related Commercial software</td>
<td>Monthly</td>
</tr>
<tr>
<td>Database</td>
<td>All Database</td>
<td>Weekly (weekend)</td>
</tr>
<tr>
<td>Full Backup Copy</td>
<td>At request of State when a change is made to a State system a copy will be made before the change.</td>
<td>As needed</td>
</tr>
</tbody>
</table>

Offerors are to note that the State maintains a virtual tape library for these purposes. Access to this library will be provided by the State, but it is the requirement of the Contractor to design, implement and thereafter maintain and operate Salesforce-specific elements of backup and restoration processes.

The Contractor will work with the State to maintain backup retention periods as follows

<table>
<thead>
<tr>
<th>Description</th>
<th>Retention Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>Until first annual + 1 month</td>
</tr>
<tr>
<td>Daily</td>
<td>6 Days</td>
</tr>
<tr>
<td>Weekly</td>
<td>4 Weeks</td>
</tr>
<tr>
<td>Monthly</td>
<td>12 Months</td>
</tr>
<tr>
<td>Annual</td>
<td>7 Years</td>
</tr>
</tbody>
</table>

- Upon any return of Contractor created backup images or machine readable media of State data, Contractor will provide any encryption keys, passwords, hardware decryption keys (e.g., dongles) as necessary to decrypt the data and restore the data.

5.15. Support of State Disaster Recovery

The Contractor will work with the State, and be responsible for the development, maintenance and testing of Disaster Recovery Plan for its Enterprise Salesforce platform and State Applications that rely upon Salesforce to the extent practicable under the capabilities and conventions of Salesforce as a platform/cloud service.
The Disaster Recovery Plan will document the sequence of events to follow in the circumstance that an internal or external interruption impacts Services provided to the State Salesforce user community that may arise as a result of failure of one or more elements that comprise the State’s Salesforce environment including, but not limited to: infrastructure, hardware, software, interfaces, networks, Salesforce provided elements, and the like.

The Disaster Recovery Plan will be developed in consultation with the State and in adherence to the State IT policies provided herein.

The activities of the Disaster Recovery Plan are intended to reduce or minimize downtime of the platform, interruption of employee work schedules, and financial exposures for the State and Contractor.

The Disaster Recovery Plan documents a sequence of communication events to follow during an internal or external infrastructure failure or natural disaster (act of nature).

In order to minimize downtime, once notification is received from an external utility that disruption is imminent, the Disaster Recovery Plan will be activated.

**Disaster Recovery Planning**

To the extent agreed appropriate, participating in planning sessions, testing review sessions and other meeting activities during the term of the Contract.

Support implementation of disaster recovery plans as agreed based upon the following principles:

- Utilize the Salesforce provided alternate disaster recovery capabilities which are adequate to process the State’s transactions and to provide systems access to end-user personnel during an outage period;
- Transfer of operations to this alternate site to occur within 24 hours of failure of primary location;
- Transfer of the State data, configuration and user access to this site is to occur within 24 hours of failure;
- Restoration of primary operations site operations (once available) within 24 hours; and
- Notification of the State regarding primary site failure within 60 minutes, and intent to migrate to alternate site within 4 hours of failure.

**Annual Disaster Recovery Rehearsal and Testing**

The Contractor will:

- Establish joint test objectives with the State designed to verify that State Salesforce Applications will be available within the agreed upon timeframes contained in the mutually agreed disaster and business continuity plan.
- Schedule and rehearse and test components of the disaster recovery and business continuity plans relating to the in-scope Applications at least annually in cooperation with the State, its designees, any testing and recovery providers and relevant State Third Party Contractors no less frequently than annually.
- Design and implement these services to allow for the State and Contractor to continue to operate and manage the Services during periodic disaster recovery tests.
- Notify the State as soon as practicable upon becoming aware of a disaster affecting the Services.
- Perform necessary migrations of the software code and data as required to reinstate the in-scope Applications so that they are functional at a backup location provided by the Contractor in accordance with the procedures set forth in the engagement practices and relevant Statements of Work;
- Coordinate with the State to support the reinstatement of the in-scope Applications at such backup location; and
- Maintain provision of the Services for unaffected areas.

**Service Restoration Following Disasters**

Following any disaster, in consultation with the State, the Contractor will:

- Reinstall any in-scope Applications affected by such disaster in accordance with the process for such re-installation set forth in the mutually agreed disaster recovery plan and business continuity plan.
▪ Conduct a post-disaster meeting with the State for the purpose of developing plans to mitigate the adverse impact of future occurrences.
▪ To the extent applicable to the in-scope Applications, maintaining compliance with the disaster recovery policies, standards, and procedures contained in the mutually agreed disaster recovery and business continuity plan.

5.16. Maintaining Solution and Operations Documentation

For each major Application release or update the Salesforce platform, the Contractor will:

▪ Document the solutions developed or modified by the State in accordance with established methods, processes, and procedures such that, at a minimum the State or a competent 3rd Party vendor can subsequently provide a similar scope of Services;
▪ Develop and maintain, as agreed appropriate, the documentation on system environments. Where it is determined that documentation is inaccurate (for example, due to demonstrated errors or obsolescence), and such inaccuracy may negatively affect the Services, Contractor will correct such documentation as part of normal day-to-day operational support;
▪ Update programmer, impacted technical elements of end user manuals and operational reference materials;
▪ Maintain all documentation on the State’s SharePoint site and ensure that all documentation is current following any change to the Salesforce Managed service and State Applications as it relates to documentation and conduct an annual audit for State review of all documentation to ensure ongoing compliance with these requirements; and
▪ Contractors will comply with State IT Access policies for State systems, offerors are to note that this compliance may require the provision of certain Contractor personnel related identifying (but anonymous) information to establish Contractor personnel on State systems such as insignificant (last 4) digits of SSN or Driver’s license information.

5.17. Support of State Service Audits

SSAE-16 Type II Reporting

Once every calendar year, the State may conduct an annual Statement of Auditing Standards (SSAE16 Type II) audit covering at least the preceding period, for Contractor service locations or service types for which the Contractor, may be delivering Service to the State or reliant upon.

To the extent such reports are pertinent to the Contractor Services provided to the State (and the State alone), the Contractor will support and make available all delivery artifacts including reports, security profiles, logs, tickets, documentation, work products, deliverables and other items as reasonably requested.

The audit will be a multi-customer SSAE16 Type II covering the common processes controlled and performed by the Contractor at State service and delivery locations in administering the Service to the State. A copy of each of the resulting audit reports will be delivered to the State and made available to the Contractor for those items pertinent to the Contractor in understanding, addressing and resolving any identified issues, concerns and/or weaknesses within 45 days following the conclusion of the SSAE16 Type II audit.

It is the sole obligation of the Contractor to remedy any issues, material weaknesses, or other items arising from these audits as they pertain to services or capabilities provided by the Contractor to the State in conjunction with the Statement(s) of Work in effect at the time of the Audit.

The Contractor is to remedy these issues at no cost to the State. For items that arise as a result of State policies, procedures and activities, after mutual agreement on the underlying cause and remedial activity requirements and plan, State agrees to work, and under agreed terms, to affect the required changes to the Services delivery model to remediate issues discovered under a SSAE16 Type II audit.

Other State Service Audit and Examination Requirements
To assist the State in its activities related to oversight of Contractor in the performance of the Service, the State, or its agent, may conduct onsite operational and financial examinations of Contractor related to provision of the Service to the State.

The onsite examinations may include, without limitation, verification that business is conducted as represented by Contractor at all sites where it performs Managed Services or Disaster Recovery for the State; Contractor’s facilities are adequate to support claims of staffing, services performed and inventory housed; and the facilities provide adequate security for staff, functions performed and services rendered. This examination may include verification that Contractor has adequate information security compliance policies and procedures and that the Service is staffed in accordance with Contracted requirements as evidenced by Contractor employee time records.

The financial examination may include, without limitation, a review of Contractor’s current balance sheet; its most recent annual report; up to three (3) years of third party audits; tax returns for the previous three (3) years; and all documentation supporting employee bonds and insurance policies of Contractor.

**Consent to Examinations.**

- The Contractor consents to the examinations described in these provisions and consents to such examinations being conducted by the State or its agent.
- The State may conduct such examinations from time to time during the Term of this Agreement and the consent to the examinations provided by Contractor shall be a continuing consent to conduct the examinations periodically in the State’s discretion during the Term of this Contract.

**Right to Terminate.**

- In the event the State determines in its sole discretion that the results of any examination of Contractor is unsatisfactory per the requirements of the Contract and not remedied within a 30-day period following notice from the State, the State may terminate this Agreement, in part or in full.
- If the Contractor fails to satisfy the requirements of the State with regard to security of information, or if an examination reveals information that would result in a continuing contractual relationship that causes the State to be in violation of any law, the State may terminate this Contract immediately without notice.
- If Contractor fails to satisfy the requirements of the State with regard to matters not related to those discussed the preceding two bullets, the State will provide Contractor with notice and an opportunity to cure the failure within thirty (30) days. If the failure is not cured by Contractor within such thirty (30) day period, the State may terminate this Contract without further notice.
6.0 Salesforce Environment Management and Project Support Services

6.1 General

Based on the modules implemented to date, a high-level context is as follows, please note that the State eLicense and OCLQS systems, supporting applications, integrations and reporting systems run in unique “Business Environments” due to the fact that configurations, customizations, operational considerations are different. Further, Salesforce applications currently under development (e.g., Agency-specific applications, Ohio Business Gateway, Enterprise Grants etc) are currently unique “business environments” due to their stage in the development lifecycle (i.e., under development, deployments in FY18 and beyond).

Offerors are encouraged to consider the merits of these “business environments” under the tenets of Sections 1.3 – 1.5 of this Supplement and propose (if feasible and advisable) moving these environments to a more common set of operating standards to drive efficiency, cost, State licenses and other consolidation/optimizations. Should the State agree with such approaches, the Offeror, as Contractor will perform the consolidation/optimizations as contracted.

6.2 Environment Management Requirements

As part of the end-to-end Managed Service, the Contractor will include the ongoing management and maintenance, encompassing deployment/management, testing and training environments for the instances of the Salesforce Applications and supporting extensions identified in this document. The table below reflects the State’s requirements in terms of environments. To the extent the Offeror wishes to suggest alternatives based upon Salesforce best-practices, the Offeror may do so in their response to this section.

<table>
<thead>
<tr>
<th>Environment (refresh requirements)</th>
<th>Initial Scope Applications</th>
<th>Future Scope Applications</th>
<th>Projects Under Development (at Service Introduction*)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>eLicensing</td>
<td>User Count Estimate</td>
<td>OCLQS</td>
</tr>
<tr>
<td>Demo / Sandbox (quarterly)</td>
<td>✓</td>
<td>10</td>
<td>✓</td>
</tr>
<tr>
<td>Patch Testing/Staging (quarterly)</td>
<td>✓</td>
<td>10</td>
<td>✓</td>
</tr>
<tr>
<td>Development (monthly)</td>
<td>✓</td>
<td>45</td>
<td>✓</td>
</tr>
<tr>
<td>Configuration (monthly)</td>
<td>✓</td>
<td>45</td>
<td>✓</td>
</tr>
<tr>
<td>Quality Assurance/ Testing (quarterly)</td>
<td>✓</td>
<td>45</td>
<td>✓</td>
</tr>
<tr>
<td>Acceptance Testing (quarterly)</td>
<td>✓</td>
<td>15</td>
<td>✓</td>
</tr>
<tr>
<td>Production (scheduled releases)</td>
<td>✓</td>
<td>100,000+</td>
<td>✓</td>
</tr>
<tr>
<td>Training Delivery (scheduled releases)</td>
<td>✓</td>
<td>15</td>
<td>✓</td>
</tr>
<tr>
<td>Proof of Concept (quarterly)</td>
<td>✓</td>
<td>15</td>
<td>✓</td>
</tr>
</tbody>
</table>

* For initial systems that will be delivered under the Service, see 16.1 Overview. Additionally, for Offeror consideration the State offers two additional systems that, at the time of issuance of this RFP are in very early stages of development (requirements/planning phases) that, once live and subject to a State Authorized change order to any contract arising from this RFP, may be included at a future date.

Descriptions of the instances are as follows:

- **Demo:** This is the instance delivered by Salesforce for diagnostic purposes. All patches and bundles will be applied to this instance. No customizations, modifications or configurations will be made to this instance.
- Patch Testing/Staging: This instance is for developers to test Salesforce delivered bundles and fixes.
- Development: All development activity including customizations, modifications or configurations will be made in this instance as needed.
- Configuration: This is the instance used to test and validate large-scale configuration changes to the Salesforce environment. Configuration changes for the other applications are made in other environments.
- Quality Assurance / Testing: This instance allows testers and pilot users to test the customizations, modifications or configurations made to the application before any changes are migrated to Production. This instance will be used for User Acceptance Testing and all forms of integration testing.
- Acceptance Testing: This instance allows State testers and pilot users to assess production acceptance issues and for performance testing.
- Production: This is the main transactional instance for each State Salesforce Application.
- Training Delivery: This instance is used for classroom and web-based training.
- Proof of Concept: This instance is used for exploratory development and product testing and to assess Salesforce developments and releases in conjunction with a major releases and new Application implementation planning.
- Other replicas of these environments to support SDLC activities, migration of Agencies and other efforts upon the request of the State

The Contractor will support the provisioning of the Salesforce environments utilizing State provided licenses and replication of production data or production data subsets using applicable data masking procedures, this may include design, development, testing, pre-production implementation and migration staging, production or disaster recovery validation, additional processing requirements for peak or seasonal requirements or infrastructures for performance testing as described in this or other Supplements. The Contractor will provision and provide as required by the State and to adhere to the specified Service Level Agreements outlined herein, in keeping with contemporary configurations as required by the specified Service Level Agreements.

The Contractor will be responsible for the specification, installation and operation of all code/release version management tools and software as it relates to any release, patch, update or upgrade to State production environments. Contractors will not be responsible for such tools for SDLC projects performed by the State or 3rd parties as it relates to pre-production environments that are specific in nature to a development project. The State does not currently maintain code/release management tools for Salesforce environments.
7.0 Salesforce Level 2 and Level 3 Help Desk Requirements

The State’s Service Desk will provide the single point of contact (SPOC) for day-to-day communications between the State key personnel/IT staff and Application Administrators. Requests and incidents are reported by Users to the IT organization through the Service Desk in accordance with the Run Book or other supporting documents provisions. It is the single contact point for the State Users to record their problems and requests related to the supported servers and the Applications on those supported servers. If there is a direct solution, the Service Desk will provide immediate resolution, if not, then it creates an incident Report.

Incidents will initiate the appropriate chain of processes: Incident Management, Problem Management, Change Management, Release Management and Configuration Management. This chain of processes will be tracked using the State’s ServiceNow-based trouble ticketing system, which records the execution of each process, quality control point, and store the associated output documents for traceability. Such processes and procedures will be as set forth in the Run Book or other supporting documents.

General Contractor responsibilities include:

- Handling incidents and requests through full life cycle management of all service requests as set forth in the Run Book or other supporting documents.
- Provide a Single Point of Contact for entry and exit to the service process and providing an interface for 3rd Parties essential to the service processes.
- Providing ease of use and a good customer experience for the State Users.
- Maintaining security and assuring data integrity as required in this RFP.
- Providing timely and effective communication which keeps the State Users informed of progress and of appropriate advice on workarounds.

7.1 State Level 1 Help Desk and Responsibilities

The State maintains a Level 1 help desk function, staffed with State workers that responds to user needs (inclusive of login/password matters) and inquiries and to the extent possible, resolve them with limited involvement from the Contractor. The State maintains adequate staffing, help desk tools and other elements (such as IVR, CTI etc) as to respond to typical Level 1 queries that originate via email and phone channels from both internal to the State as well as from public/citizen sources. In general, Level 1 personnel address common login and business related issues that do not require an intimate understanding of Salesforce development, but do have an understanding of State business processes and applications. To the extent that the Level 1 help desk is unable to resolve business, technical or functional questions or issues from the user community, the Contractor will provide Level 2 and 3 help desk functions as a service to the Level 1 help desk and the State. Additionally, as the State is responsible for the ongoing provision, operation and maintenance of State infrastructure (i.e., data center facilities, servers, storage, networks and infrastructure security) as a service to the Contractor, in the event that a Level 2/3 issue is determined to be provided by the State, the Contractor is to escalate and route the problem/incident or change record in the IT service management platform (ServiceNow) to the State for resolution.

The State’s Tier 1 help desk comprises a distributed set of personnel both within DAS/OIT and Agencies as supported by service desk tools that are designed to act as the first point of contact and resolution for all service impacting issues. In the event that the Tier 1 help desk cannot for any reason address or otherwise resolve an issue with the system, a Tier 2/3 ticket shall be routed to the Contractor via the IT service management system. Relevant SLAs for processing of help desk incident at the level 2/3 shall commence upon the entry of the incident in the Contractor provided tool and conclude at either the resolution of the issue or route to the State infrastructure team (for infrastructure issues) for resolution.
7.2. Level 2 / 3 Ticket Volumetric Requirements

The State and Contractor will review the ticket load presented to and resolved by the Contractor to mutually refine develop a Level 2 and 3 help desk staffing model, by major application area. This review will include actual ticket volumes flowing from the State retained Level 1 help desk to the Contractor following an agreed upon stabilization period, commencing no less than 90 days following the completion of the migration of services to the Contractor’s Service Delivery Center.

The State and Contractor agree to meet to review the actual ticket volume passed from the Level 1 State retained functions to the Contractor’s Level 2 and 3 help desks. In the event that ticket volumes are materially different (i.e., more than 10% higher or lower in aggregate over the period than anticipated) the Contractor agrees to provide additional resources or reduce resources, or change the mix of resource skillsets to meet any revised ticket level and will provide pricing associated with these resources utilizing the prevailing unitized pricing in effect at the time the difference is detected and agreed to by the State. It is recognized that the Contractor’s Help Desk staffing is driven both by the Level 2/3 ticket volumes as well as the skill set mix required to process the varying types of tickets that could be processed. **Notwithstanding the foregoing, no elements of the Contracted service outside of this Section 7 shall be subject to Ticket-based variations.**

7.3. Annual Level 2 / 3 Ticket Reviews and Adjustments

Thereafter, on an annual basis, commencing with the first anniversary of the agreement, the State and Contractor will meet to review historical averages, methods to reduce help desk ticket volumes through continuous improvement, technology and or efficiency advancements, training or otherwise. Based on the anticipated needs and in consideration of the aggregate ticket volume in the preceding six (6) months exceeding a 10% threshold (either up or down) the State and the Contractor will establish the appropriate Level 2 and 3 staffing level for the next year of service. In any event, if ticket volumes fall within the 10% range in aggregate, no changes to the staffing level shall be in effect, although changes to staff skill mix may be requested, and in no case shall relief be provided to the Contractor as a result of failing to meet established Service Levels as defined in this RFP. Ticket volume changes and skill set mix based on the complexity of presented tickets from the State to the Contractor shall be the determinants of increases and decreases to the Contractor’s staffing model for Level 2 and 3 help desk functions.

Contractor responsibilities include:

- To the extent incidents cannot be resolved by a centralized State Tier I Service Desk, tracking, monitoring, responding to requests and incidents and resolving incidents consistent with the established Service Levels and referring, as set forth in the Run Book or other supporting documents, requests to break/fix support resources for additional assistance;
- Providing documentation for the Contractor’s development of or modifications to the Service Desk to help minimize transfers to specialized support;
- Providing the State with an updated list of Contractor-provided Level 2 Support personnel or “on call” personnel who are responsible for Level 3 Salesforce Support, including contact phone numbers; and
- Working to correct environment defects or problems that require environment code or operational modifications.

The State will:

- Be responsible for all end-user training;
- For in-scope State-retained systems, provide systems status information to the Contractor Service Desk and updates as they occur. The Contractor will maintain such information as set forth in the Run Book or other supporting documents;
- Maintain and distribute a State contact list, including names and telephone, mobile/pager and fax numbers, for use by Contractor Service Desk staff to contact appropriate State personnel for problem determination assistance and escalation and ensure such personnel are available as required;
• Assist the Contractor in establishing call prioritization guidelines and escalation procedures;
• Ensure end-users have a basic level of understanding of the State and Contractor established Service Delivery processes and adhere to such processes for accessing the Services;
• Communicate support responsibilities and procedures to the State Single Point of Contact and 3rd Party service providers (for example, providing call status and resolution to the Contractor Service Desk) and ensure adherence to such procedures;
• Assist the Contractor, as requested and in a time frame commensurate with the assigned problem Priority Code and associated Service Level commitment, in the resolution of recurring problems which are the result of end-user error;
• Resolve any of the State 3rd Party service provider performance problems affecting the Contractor’s provision of the Services;
• Be responsible for all the State 3rd Party support costs (for example, help lines or additional Application functional or technical support); and
• Be responsible for the resolution or closure of all calls related to products and services that are not within the Contractor’s scope Services.

Notwithstanding the foregoing, no elements of the Contracted service outside of this Section 7 shall be subject to Ticket-based variations.

7.4. Initial Ticket Volumetrics: Offeror Sizing Guidance

The State advises that as this Managed Service will be new to the State, no reliable ticket information is available for the two systems (eLicensing and OCLQS) as part of the initial go-live of the Service.

For sizing purposes only, offerors are instructed to design, staff and price their solution based on the following estimates. The State and Contractor will review actual sizing at ninety (90) days following the introduction of the Service and formulate a mutually agreeable adjustment (up or down) at this ninety (90) day mark under the provisions of the preceding section in light of actual ticket volumes presented to the Contractor via the Level 2 / 3 help desk that in adherence with SLA requirements that represent a steady-state baseline following the stabilization of the Run Service.

### Level 2 / 3 Contractor Initial Sizing Requirements (Monthly)

<table>
<thead>
<tr>
<th>Help Desk Tier</th>
<th>State Salesforce Application</th>
<th>OCLQS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>eLicensing</td>
<td></td>
</tr>
<tr>
<td>Level 1</td>
<td>State Managed, Out of Contractor Scope</td>
<td>State Managed, Out of Contractor Scope</td>
</tr>
<tr>
<td>(Login/Password, Business Process, FAQ, Navigation etc) Issues/Questions</td>
<td>State experience is that 90% of all requests are addressed by this Tier</td>
<td>State experience is that 90% of all requests are addressed by this Tier</td>
</tr>
<tr>
<td>Level 2</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>(Application, Integration, Reporting, Job Scheduling etc) Issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 3</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>(Salesforce, AppExchange, ESB, State Developed Code, Infrastructure, Database etc) Issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Contractor Level 2 / 3 Monthly Tickets</td>
<td>220</td>
<td></td>
</tr>
</tbody>
</table>

The State does not maintain volumetric information (sizing and resolution times and the like) for either of these systems at this time due to their current stage development and degree of support provided by systems integrators performing these projects. The aforementioned values are for initial sizing and quotation purposes only and are subject to change.
8.0 Service Transition Requirements

8.1 Overview of Scope

The Contractor will be responsible for supporting the migration of State systems, system components, documentation and related operational support roles in transitioning for in-scope applications from the State to their Service to enable the Services to be provided under the Scope of Work to the extent defined and required within this Supplement. The Contractor’s responsibilities with respect to Transition Services include the tasks, activities and responsibilities listed below.

8.2 Service Transition Management

During the period beginning on the Effective Date and ending upon completion of all Contractor responsibilities as required in the State and Contractor agreed Transition Plan. The Contractor will plan, prepare for and conduct the migration of Salesforce systems operations (the “Transition”). Transition will include the migration of systems and related operational support from currently existing facilities, locations and personnel to long-term facility/location as required by the State herein.

For any future State Salesforce Application(s) that the State requests to be incorporated into the Service, the Contractor will follow a simplified process – acknowledging that for future Application “service on-boarding” not all “service setup and initiation” steps will be required, but a structured process needs to be established and followed by all participants (i.e., Contractor, DAS/OIT and Agency).

The Contractor will:

- Coordinate with the State and Contractor network provider to schedule the installation of any required secure connectivity into Contractor Service Delivery Location(s);
- Implement processes and controls as to not otherwise disrupt the State business operations, including the interfaces between the State and various 3rd parties;
- Specify costs and effort associated with Transition and otherwise performing such migration tasks as are necessary to enable the Contractor to provide the Services, including the completion of Transition; and

The State will:

- Obtain and provide current information, data and documentation related to the Transition (for example, 3rd Party supplier and the Contractor information, Agency contact data, software inventory data, existing Application processes and procedures, systems documentation, configuration documentation), decisions and approvals, within the agreed time periods;
- Support the establishment of secure network connections from State facilities to Contractor service delivery or operations center(s);
- Assist the Contractor in identifying, addressing and resolving deviations from the Transition Plan and any business and technical issues that may impact the Transition; and
- Develop the Transition meetings (i.e., planning, review and status) schedule with the Contractor, including the frequency and location, and attend such meetings in accordance with the established schedule.

8.3 Transition Plan and Future Project On-Boarding

Transition will be conducted in accordance with a written plan (the “Transition Plan”) which will include the items below. The Transition Plan will be created as a deliverable. The Contractor will be responsible for revising and finalizing the Transition Plan, provided that: (1) the Contractor will cooperate and work closely with the State in finalizing the
Transition Plan (including incorporating the State agreed comments); and (2) the final Transition Plan will be subject to written approval by the State.

**Deliverable 1. Transition Plan**

The Transition Plan will contain:

- An inventory and description of the IT applications being migrated;
- Baseline performance attributes of the system/environment being migrated to validate that system performance post-migration is not adversely impacted;
- A description of the documentation, methods and procedures, personnel and organization the Contractor will use to perform the Transition;
- A detailed schedule of migration activities inclusive of State and Contractor staff (generally Microsoft Project GANTT);
- A detailed description of the respective roles and responsibilities of the State and the Contractor during the Transition;
- Any other information and planning artifacts as are necessary so that the Transition takes place on schedule and without disruption to the State operations;
- A definition of completion criteria for each phase of the Transition Plan, with required specificity such that all Parties may objectively determine when such phases have been completed in accordance with the plan;
- A process by which the State may require the Contractor to reschedule all or any part of the Transition if the State determines that such Transition, or any part of such Transition, poses a risk or hazard to the State’s business interests and allowing the State to require the Contractor to reschedule all or any part of the Transition for any other reason; and
- Validation of successful Transition inclusive of user acceptance and assessment of acceptable performance with respect to comparison to baseline operational and performance attributes collected during preceding phases (i.e., design, build, test) outlined herein.

The State will:

- Reasonably cooperate with the Contractor to assist with the completion of the Transition;
- Manage Agency facing efforts and cooperation with agreed Contractor created roles, responsibilities, plans and requirements; and
- Approve or reject the completion of each phase of the Transition Plan in accordance with the acceptance criteria after written notice from the Contractor that it considers such phase complete, such approval not to be unreasonably withheld.

**8.4. Transition Process and Future Project Onboarding**

No functionality of the IT operations being transitioned will be disabled until the new Service is demonstrated to materially conform to the requirements set forth in this Supplement and operationally performs and is conformant to agreed-upon Service Levels, and has been accepted by the State.

As part of Transition, the Contractor will:

- Inventory, track and report all Salesforce operational software on supported Applications.
- The State reserves the right to monitor, test and otherwise participate in the Transition as described in the Transition Plan. The State and the Contractor will develop a mutually agreed upon responsibility matrix for discrete
activities tasks as part of the transition planning process. The State will provide availability of the Salesforce Application groups to the Contractor according to such agreed-to responsibility matrix in the Transition Plan.

8.5. Transition and Future Project Onboarding Planning Services

In the delivery of Planning Services, the Contractor will perform the following functions:

- Define and Prioritize the effort
- Define stakeholder goals and expectations.
- Define high-level requirements and the scope of Transition.

8.6. Transition/Onboarding Planning and Analysis Requirements

The tasks and activities to be performed by the Contractor as part of the planning and analysis phase of the existing computing environment will include the following at a minimum:

- The Contractor will be responsible for managing the process and preparing a scope and operations portion of the Transition Plan which will include assessing the resource requirements (either applications, software or personnel), time requirements, known impact or dependencies on other Projects, and other information as required as mutually agreed to by the Parties.
- The Transition Plan will accommodate solution development or alternative sourcing and implementation options including, where applicable, providing build versus buy analysis and support.
- The Contractor will provide support to the State in the creation and evaluation of proposed strategies and standards to coordinate information and Salesforce architecture across the State business units and to develop recommendations on Salesforce technology use within the State.
- The Contractor will define solution blueprints and operational/technical change plan for each major functional or service domain areas (e.g., Salesforce environments, code and software versions, interfaces, RICEFW objects, tools, customizations etc.).
- The Contractor will conduct weekly progress reviews with appropriate State personnel.
- The Contractor will prepare a detailed Transition Plan which includes an estimate of the schedule and labor for the design, development, implementation and training required for each phase contained in the plan. Each Transition Plan will, at a minimum: (i) include schedules that specify a detailed level of activity, including the planned start dates, completion dates, hours and other required resources for activities to be performed by the Contractor (and the State where applicable) pursuant to the phase for which such Transition Plan was developed; (ii) identify any pre-existing software components (e.g., code libraries) and tools to be used; (iii) licensing or purchase requirements of any 3rd Party components, tools or software elements including Systems software, operational tools and instrumentation, operational productivity aids and other tools required to deliver the solution to the State; (iv) include a detailed list of the deliverables and milestones (with planned delivery/completion dates) and the phase management reports that will be provided; (v) describe any assumptions made in compiling the plan; and (vi) identify any the State dependencies or personnel requirement assumptions.
- The Contractor will establish baseline performance levels of supported servers, processes (both online and batch) and other measurable elements of system performance for the current “status-quo” environment to be used as the basis for performance validation prior to the conclusion of the Transition Period.
- Identify potential risks due to uncertainty with the solution’s complexity and feasibility.
- Coordinate and confirm the State approval of phase requirements as stated above.

8.7. Environment Design-Build Services
The Contractor will develop and build operational, technical and functional designs for each service domain of the Salesforce environment. The environment design and build Services will also include the following:

**Design**

The build designs will include, where applicable based on the size, complexity and requirements of the system(s), supported server(s) or Application(s), design of files, databases, forms, user interfaces, reports, security, system performance and availability instrumentation, audit trails of the transactions processed, provision for parallel testing, development of fallback procedures, provision for recovery procedures from production failures, disaster recovery procedures, creation of job scheduling, and provision for on-line viewing of reports. As part of the design process, the Contractor must also:

- Analyze related State Salesforce environments to identify any additional or alternative IT solution requirements required to deliver the Services;
- Assess current Salesforce and IT solution gaps and dependencies.
- Create Salesforce IT system/solution designs to support solution requirements as follows:
  - Design user interaction model which defines applicable standards, solution prototypes, and project-specific designs.
  - Design reports and forms.
  - Design integrated solution components and interfaces to external systems.
  - Design logical environment, data conversions/migrations, processes and procedures as agreed upon by the State when necessary.
- Compile and maintain solution incident lists.
- Document design specifications and work with the State to create applicable completion criteria in accordance with meeting Production Processing and Defined SLA requirements.
- Conduct quality and progress reviews with appropriate State personnel.
- Establish assembly, configuration, environmental, performance, and user acceptance test plans.
- Coordinate and confirm State approval of solution design specifications and applicable completion criteria.
- Determine and identify relevant Baseline system performance profiles or capabilities sufficient to design a robust solution that complies with this Supplement and the Service Levels in the Contractor environment as well as to serve as the basis for performance comparisons following Transition.
- Provide the State with regular reports tracking the progress of the Contractor’s design work. In addition, the Contractor must provide timely responses to State requests for information and reports necessary to provide updates to State business units and stakeholders.

**Build**

The Contractor will be responsible for:

- Generating, and thereafter operating and maintaining Salesforce environments required to complete and implement each supported computing platform in support of the in-scope Applications as part of delivery of the overall Managed Service.
- Provide operational documentation sufficient to operate the supported environment at agreed-upon Service Levels and incorporate the use of documentation standards, reviews, and audit trails, including release control.
- Conducting user walk-through of the systems environment will be reasonably provided upon request.

The Contractor’s documentation must include the creation and testing of test and production procedures and job schedules, as appropriate. The Contractor must also perform the following tasks and activities in connection with building systems environments:

- Perform detailed technical design as mutually agreed upon when required by the State.
- Build solution components to support approved design specifications as follows:
  - Configure and customize solution user interfaces, process and procedures as required.
  - Specify and support the State in the provisioning of solution environments including CPU, disk and memory requirements.
  - Configure and customize integrated solution components and interfaces to external systems.
- Coordinate with the State Application Management Team to implement other physical and network environmental requirements and designs.
- Document solution and refine applicable user acceptance/validation criteria.
- Develop any applicable State-specific Transition training materials, as follows:
  - Perform communications needs analysis based on the State requirements that have been identified to the Contractor;
  - Determine the awareness material/method of delivery design with the State;
  - Develop awareness material to support the agreed-upon approach and methods of delivery.
- Coordinate with State infrastructure management experts to implement required technology environment changes as mutually agreed.
- Compile and maintain incident lists per the ITIL requirements as defined in this Supplement
- Develop environments in accordance with State strategies, principles, and standards relating to technical, data and Applications architectures as set forth in this Supplement.
- Conduct Service build progress reviews with appropriate State personnel.
- Coordinate and confirm the State approval of solution components and verification of applicable completion criteria for transition into test/validation activities.
- Provide the State with reports on a weekly basis tracking the progress of the Contractor’s performance of Service build activities and deliverables. In addition, the Contractor will provide timely responses to the State requests for information and reports necessary to provide updates to the State business units and stakeholders, as reasonably required.

8.8. Transition/Future Project Test/Acceptance.

All supported Salesforce applications will be subject to a formal validation testing and acceptance process that uses objective and thorough test or validation criteria established by the Parties that will allow the Parties to verify that each element of the Transition meets the specified functional, technical, operational and where appropriate, performance requirements.

The testing and acceptance process will be developed for each element of the Transition as soon as possible after confirming and documenting State requirements. The testing and acceptance process will include a capability for tracking and correcting problems.

The tasks and activities that the Contractor will perform as part of the testing and acceptance process related to the Transition will also include the following:

**Deliverable 2.** Transition Acceptance

- Develop and maintain test data repositories as mutually agreed appropriate;
- Develop test plans, scripts, cases and schedules as mutually agreed appropriate;
- Perform the following testing activities for in-scope components and assess quality and completeness of results including: System test/assembly; Production readiness testing including integration/interface testing and regression testing new releases of existing in-scope solutions.
Verification that performance on the Contractor managed environment is consistent with the pre-transfer baseline and to minimize incidents associated with the migration of environments to the Contractor.

The Contractor, as part of Acceptance will:

- Conduct quality and progress reviews with appropriate State personnel;
- Document State approval of solution components and verification of applicable completion criteria for transition into deployment and production (steady State) use; and
- Provide the State with reports on a weekly basis tracking the progress of the Contractor’s performance of testing work, or in the case of user acceptance testing, support of State activities. In addition, the Contractor will provide timely responses to State requests for information and reports necessary to provide updates to State business units and stakeholders, as reasonably required. The Contractor will also provide the State with a services connection portal that tracks progress of the Contractor’s performance of testing work upon request.

8.9. Service/Future Project Deployment

The Contractor will be responsible for the production deployment and roll-out of any newly developed Applications over the term of the Contract. Deployment includes identification of interfaces and any required data migrations, installation and testing of, installed Systems software, and any required testing to achieve the proper roll-out of the Salesforce computing environment(s).

The Contractor will comply with the State required implementation and deployment procedures as set forth in this Supplement. This may include, network laboratory testing, data migration procedures, the use of any pre-production or pseudo-production environment prior to production migration.

Deliverable 3. Authorization to Commence Service

The Contractor will submit to the State, for the State approval, in accordance with this Supplement, a written deployment plan describing the Contractor’s plan to manage each such implementation. The tasks and activities to be performed by the Contractor as part of the Deployment Services also include the following:

- Execute required migrations that follow a mutually agreeable and documented process that includes clear roles, responsibilities and review/approval steps for participating parties.
- Perform required data matching activities and error reporting.
- Document incidents and provide to the State for resolution.
- Coordinate and confirm the State approval of data conversion results.
- Conduct production pilot and fine tune solution as mutually agreed appropriate.
- Compile and maintain solution incident lists.
- Support State deployment communication efforts including identifying required communication recipients and communicate deployment activities to stakeholders.
- Evaluate detailed communication feedback from recipients and stakeholders including the effectiveness of and need for additional communication.

During the Transition process, the Contractor will:

- Determine the requirements for, and assist the State in the development of Agency training for the Salesforce system(s) or environment(s) resulting from Transition, including the roll-out of workshops, self-study guides and computer-based training and train-the trainer activities, based on the State requirements provided to the Contractor.
- Support training activities as mutually agreed in the Transition Plan including confirm timeframe, type, content, and target user audience of planned training.
- Assess the effect and value of conducted training and cooperate to resolve issues identified.
- Conduct weekly quality and progress reviews with appropriate State personnel.
- Develop, and thereafter maintain and make available to the State, documentation gathered throughout the project's life and allow for re-use of such documentation for future Projects.
9.0 **Knowledge Transfer and Educational Services**

9.1. **Overview**

Contractor will design and provide the State a formal Knowledge Transfer and Education Service in connection any Major Release of Salesforce or six months preceding the expiration or termination of the Contract arising from this RFP.

9.2. **Periodic/Ongoing Knowledge Transfer and Training**

In addition, on a continuous basis, the Contractor will conduct informal information sharing and knowledge transfer services coincident with the "go-live" of any mutually defined release of State developed functionality in such a manner as to ensure that State personnel assigned to support, develop, manage or operate the Salesforce platform are apprised of the contents of each release, features, functions, known defects and workarounds and other information as to manage and communicate to DAS/OIT leadership (in general) and Agency owners of the system and Agency applications (specifically) as to the most effective use of the then current system assets (i.e., the Salesforce platform and State developed enhancements or extensions).

9.3. **OIT Change Management/Communications and Update Briefings**

Coincident with any Agency Application production implementation, the Contractor will have the following responsibilities with regard to the effort which are additive to the general responsibilities contained in this Supplement as they pertain to Change Management and Communications of the OIT Team and Agency Leadership teams that maintain applications on the Salesforce platform. Each will be discussed in turn:

**Change Management/Communications**

- Contractor will work with the State to develop general communications materials regarding the scope, anticipated impact of change with regard to the contents and impacts of any release to the Enterprise Salesforce platform. These communications documents must be focused (at a minimum) on general communiqué to service delivery staff and State expert Salesforce users (generally less than 10) for onward dissemination to Agency development and service delivery teams and OIT customers by the State;
- For expert Salesforce Users, the Contractor will develop progress and design summaries to be shared by the State with these users; and
- For the OIT service owners that support Agency customers and OIT help desks, the Contractor will develop targeted presentations that highlight specific system support processes, workflows, job aids and updates arising from the solution implementation.

**Service Delivery Functions Update Briefings**

- For Statewide and Expert Users, the Contractor will develop for the State to publish general guides containing FAQ, one-page “how to” and help pages for the OIT website on utilizing the new system for required Applications; and
- For the State Service delivery functions and Business support functions OIT the Contractor will develop targeted information sharing sessions as appropriate to Business, Operations (e.g., State IT personnel) and Technical (e.g., State developers or infrastructure personnel) to be delivered that highlight the implementation, use, changes, workflow, reporting and other use considerations in such a manner as to facilitate the migration of business and technical infrastructure support functions to the new Application.
9.4. Contract Conclusion Knowledge Transfer and Training

These services shall be designed and delivered in a manner as to (a) to the extent requested by the State, the continued performance by Contractor of its obligations under the Contract (including providing the Services which are subject to termination or expiration), and (b) the provisioning of such assistance, cooperation and information as is reasonably necessary to help enable a smooth transition of the applicable Services to the State or its designated 3rd Party provider (“Successor”). As part of these services, Contractor will provide such information as the State may reasonably request relating to features, functions, extensions, configurations, release and programmer notes, FAQs and other delivery artifacts required to operate and maintain the system, and Contractor will make such information available to the State in a Microsoft SharePoint site provided by the State for this purpose.

9.5. Cooperation with State, State Contractors Developing Application and Successor Contractor

Contractor will cooperate with the State in its attempts at transferring the services responsibilities to another provider in a manner in keeping with not adversely affect the provision of ongoing services or utilizing 3rd Party Contractors to develop or enhance applications on the State Salesforce platform.

In addition to the requirements in this section, at the written request of the State, the Contractor will design and deliver a training program (via an approved and mutually agreeable Statement of Work) to State employees or contractors designed to convey operational and technical knowledge associated with the ongoing design and development standards, conventions and tools and operation of the system and systems, conduct knowledge and documentation transfers for the then current operational processes and tasks and work to ensure an overall continuity of services until such time as State employees or contractors can reasonably perform the roles in keeping with service levels and other operational quality, timeliness and accuracy considerations associated with the delivery of the system.
10.0 Support of Additional State Agency Adoption and Development of Future Salesforce-based Applications / Enhancements

10.1 Contracting Methods and Standards

The State may from time to time request proposals in the form of Statements of Work (SOW) e.g., Change Request/Amendments or Interval Deliverable Agreements (IDAs) under the contract arising from this RFP for the design, development, testing and deployment of new applications or significant application enhancements (“Application Development Projects”). Upon completion of a Project Services implementation, the completed application, once meeting the State’s acceptance criteria, will, in most cases, be managed by the State on an ongoing basis as an Enterprise DAS/OIT service. Such projects will be governed by and provided by a contractor under the standards and requirements contained in Supplements 2 and 3 of this RFP.

The State may also request staff augmentation services from the Contractor. When staff augmentation services are provided by the Contractor that do not involve full lifecycle development or implementation responsibilities, the Project Requirements described in Supplement 2 may not apply (determined at the sole discretion of the State). The State acknowledges that it is responsible for the management of these types of projects and of the work being provided by any Contractor staff providing services under a staff augmentation-type engagement.

10.2 Future Project Services Objectives

The Future Project Services are defined to achieve the following:

- Standardize the Delivery Model for new application development using the Enterprise Salesforce Platform;
- Facilitate smooth, well-defined transitions of new Projects to steady-state/production support;
- Utilize the Contractor’s rate card to better control overall development costs across the State;
- Improve delivery through clearly defined development standards, conventions and guiding principles;
- Implement a standards based governance structure to drive process improvements and consistency across the State;
- Speed up the development lifecycle by reducing the procurement timeline; and
- Identify, design and develop Agency specific Security and Data privacy requirements that follow State standards included in Supplement 3 as well as any Agency specific requirements based on Agency use of the Salesforce platform.

Future Projects and the associated rate card are strictly for Project Oriented Work requested by the State and are separate and distinct from the Operations and Maintenance responsibilities contained in sections 1-9 of this Supplement.

10.3 Changes Arising from Future Projects and Developments

From time to time, the State may request that the Contractor perform discrete services related to, or in connection with, the Managed Services described in this RFP. Any such State requested Projects will be further described and carried-out pursuant to mutually agreed-upon Statements of Work or applicable Approved Change Order.

Specific State Projects outside of the detailed Service contained herein, but delivered to the State via Ongoing Project Services as outlined in this Supplement 2 or other means that involve these services may be further described and arranged in one or more mutually agreed-upon Statements of Work.

Regardless of the origin of these services, the Contractor must follow the Contract Change Procedures. Based on the need to incorporate the ongoing operation, maintenance and upgrades to these future Projects over the term of the
10.4. Future Salesforce Projects and Deployments: Contractor Support Requirements

The State has invested in the creation and ongoing operation of the Salesforce platform and related Enterprise and Agency applications. As a result of ongoing Salesforce and Application releases, stabilization and extension into new lines of business and services as well as current IT Optimization efforts underway State-wide, the State has identified several opportunities for Agencies leverage Salesforce-based applications in support of the State’s overall, and Agency-specific missions.

The Contractor will support DAS/OIT in:

- The development and refinement of ongoing Salesforce Business Roadmaps for State identified Salesforce opportunities;
- Creation of business case, change programs and Salesforce adoption/extension budgets, timelines and investment models that are pragmatic and grounded in the realities of budgets, implementation efforts and Salesforce capabilities;
- Development and delivery of exploratory workshops with new Agency customer groups from the above;
- Leading of “change agent” type communications designed to encourage Agency and Statewide adoption of Salesforce service offerings; and
- Support DAS/OIT management in bridging: business, functional and technical and organizational changes to propose, design, implement and extend Salesforce offerings Statewide.

10.5. Development Life Cycle Proposals associated with Development and Enhancement Projects

The Contractor will provide a disciplined Systems Development Life Cycle (SDLC) methodology for use on Application Development Projects and will adhere to such methodology during the performance of Application Development Projects. The Contractor will adapt this methodology as required to meet the State’s needs. The Contractor will provide the State with a comprehensive description of the methodology, the formal training available if required, the development tools and templates used with the methodology, the project management tools to be used with the methodology, and the plan for implementing the methodology within the State environment. For large changes and releases the Production/Version Control and Release Management requirements in Section 5.3 above must be followed.

10.6. Future Project Services Pricing Response and Rate Card

Offerors must utilize the Rate Card, by project personnel role and experience level as well as Business, Functional and Technical role and experience level that is binding over the Contract term. The Contractor may not propose rates in any Project SOW that exceed the rate card as allowed under any contract arising from this RFP.

10.7. Submission and Acceptance of the Proposed Contractor Offer and Statement of Work associated with a Future Project

At the State’s request, the Contractor may provide a proposal inclusive of a statement of work, project plan, team and cost to the State that addresses the State’s requirements for an Application Development Project. The Contractor’s offer must incorporate the SDLC described above (or as agreed to by the State) and as appropriate, be in accordance with all the requirements included in both of Supplements 2 and 3. At a minimum, the Contractor’s offer must include a list of activities to be executed and deliverables to be created, organized by SDLC Phase (e.g., design, build, test and implement).
The Contractor’s offer must be priced based on the either the Rate Card (for time based projects) or Fixed Price Deliverables/Milestones included in the Cost Summary for the completion of the deliverables required by the State’s requirements and as contained in a mutually agreeable Statement of Work (SOW).

The State will review the Contractor’s offer and provide feedback as needed to the Contractor within thirty (30) days of receipt of the offer. Under no circumstances will work be started without State approval, and the State will have no financial obligation for services performed without State approval.

Upon State acceptance of a Contractor Proposal, all standards, conventions and general Project Management requirements contained in this Supplements 2 and 3 of this RFP shall apply unless otherwise agreed to in writing by the State.
11.0 Contractor Staffing and Personnel Requirements

11.1. Contractor Staffing Plan, Time Commitment and Work Locations

Offerors proposing responses to this Supplement must provide a Staffing plan as to align with, and support all requirements and Service levels contained within this Supplement. In addition, for each Contractor resource performing work under this Supplement, the Offeror must indicate where the work will be performed (e.g., “State Location” or “Contractor Location”), the degree of involvement (e.g., “Full-Time”, “Part-Time” or “Situational/Limited”).

The offeror’s response must contain the following information:

- An organizational chart including any sub-Contractors and key management and administrative personnel assigned to this project.
- A contingency plan that shows the ability to add more staff if needed to ensure meeting the Project’s due date(s).
- The number of people onsite at State location(s) at any given time to allow the State to plan for the appropriate workspace.
- A statement and a chart that clearly indicates the time commitment of the proposed Project Manager and the offeror’s Key Project Personnel, inclusive of the Project Manager and the offeror’s proposed team members for this Work during each phase of the Project.

The offeror also must include a statement indicating to what extent, if any, project team members may work on other projects or assignments that are not State related during the term of the Contract. The State may reject any Proposal that commits the proposed Project Manager or any proposed Key Project Personnel to other projects during the term of the Project, if the State believes that any such commitment may be detrimental to the offeror’s performance.

In addition, the offeror’s proposal must identify all Key Project Personnel who will provide services as part of the resulting Contract. The State expects that the proposed named Key Project Personnel will be available as proposed to work on the Project. Resumes for the proposed candidates must be provided for all Key Project Personnel. Representative resumes are not acceptable. The resumes will be used to supplement the descriptive narrative provided by the offeror regarding their proposed project team.

The resume (2-page limit per resume) of the proposed Key Project Personnel must include:

- Proposed Candidate’s Name
- Proposed role on this Project
- Listings of competed projects (a minimum of two references for each named Key Project Personnel) that are comparable to the scope of this Service or required similar skills based on the person’s assigned role/responsibility on this Service. 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 for sponsoring Directors, Managers or equivalent level position (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
- Salesforce Certifications/Accreditations
- Employment History
11.2. Contractor Personnel Requirements

The Contractor shall comply in all respects with Ohio statutes, regulations, and administrative requirements, Executive Order 2011-12K (prohibition of offshore services), HIPPA Privacy Rules and other conventions as described and required in Supplement 3.

The Contractor will provide resources for the work described herein with natural persons who are lawful permanent residents as defined in 8 U.S.C. 1101 (a)(20) or who are protected individuals as defined by 8 U.S.C. 1324b(a)(3). It also means any corporation, business association, partnership, society, trust, or any other entity, organization or group that is incorporated to do business in the U.S. It also includes any governmental (federal, state, local), entity.

The State specifically excludes sending, taking or making available remotely (directly or indirectly), any State information including data, software, code, intellectual property, designs and specifications, system logs, system data, personal or identifying information and related materials out of the United States in any manner, except by mere travel outside of the U.S. by a person whose personal knowledge includes technical data; or transferring registration, control, or ownership to a foreign person, whether in the U.S. or abroad, or disclosing (including oral or visual disclosure) or transferring in the United States any State article to an embassy, any agency or subdivision of a foreign government (e.g., diplomatic missions); or disclosing (including oral or visual disclosure) or transferring data to a foreign person, whether in the U.S. or abroad.

It is the responsibility of all individuals working at the State to understand and comply with the policy set forth in this document as it pertains to end-use export controls regarding State restricted information.

If the Contractor is handling confidential employee or citizen data associated with Human Resources data, the Contractor will comply with data handling privacy requirements associated with HIPAA and as further defined by The United States Department of Health and Human Services Privacy Requirements and outlined in http://www.hhs.gov/ocr/privacysummary.pdf

It is the responsibility of all Contractor individuals working at the State to understand and comply with the policy set forth in this document as it pertains to end-use export controls regarding State restricted information.

Where the Contractor is handling confidential State, employee, citizen or Ohio Business data associated with State data, the Contractor will comply with data handling privacy requirements associated with HIPAA and as further defined by The United States Department of Health and Human Services Privacy Requirements and outlined in http://www.hhs.gov/ocr/privacysummary.pdf. In addition, the Contractor will be required to sign a mutually agreeable Business Associate Agreement.

11.3. Criminal Background Check of Personnel

Contractor agrees that (1) it will conduct 3rd party criminal background checks on Contractor personnel who will perform Sensitive Services (as defined below), and (2) no Ineligible Personnel will perform Sensitive Services under this Agreement. “Ineligible Personnel” means any person who (a) has been convicted at any time of any criminal offense involving dishonesty, a breach of trust, or money laundering, or who has entered into a pre-trial diversion or similar program in connection with a prosecution for such offense, (b) is named by the Office of Foreign Asset Control (OFAC) as a Specially Designated National, or (b) has been convicted of a felony.

“Sensitive Services” means those services that (i) require access to Customer/Consumer Information, (ii) relate to the State’s computer networks, information systems, databases or secure facilities under circumstances that would permit modifications to such systems, or (iii) involve unsupervised access to secure facilities (“Sensitive Services”).

Upon request, Contractor will provide written evidence that all of Contractor’s personnel providing Sensitive Services have undergone a criminal background check and are eligible to provide Sensitive Services. In the event that Contractor does not comply with the terms of this section, the State may, in its sole and absolute discretion, terminate this Contract immediately without further liability.
11.4. Use of State Provided SharePoint® Collaboration Site, Use of State Exchange®

Starting with the Award of this Contract and the Contractor access being made available by the State, and in conjunction with the delivery of the Services and any Project to the State under this RFP, the Contractor must use the existing State provided and hosted document management and team collaboration capability (Microsoft® SharePoint™) to provide access through internal State networks and secure external connections to all project team members, approved project stakeholders and participants.

In conjunction with the utilization of this tool, the Contractor must:

- Structure the document management and collaboration pages and data structures in such a manner as to support the overall requirements of the Project;
- Be responsible for the maintenance and general upkeep of the designer configurations of the tool in keeping with commercially reasonable considerations and industry best practices as to not adversely impact the project delivery efforts performed by the Contractor and State; and
- At the conclusion of the Contract and any Project, or upon request of the State, ensure that the State is provided a machine readable and comprehensive backup of the SharePoint® database(s) contained within the tool that is owned by the State and not proprietary to the Contractor or otherwise required by the State to maintain ongoing project documentation and artifacts (i.e., Contractor is to remove all Contractor proprietary or non-State owned or licensed materials from the tool).

As a minimum standard, the Contractor will include the following delivery artifacts in the Site:

- All Contractor required reports as specified herein to the State and supporting documentation, work products and artifacts produced formally for the State or for State review and approval.
- All SDLC delivery artifacts when accepted by the State in final and editable form (i.e., native formats not PDF or scanned facsimiles) inclusive of requirements, design, technical, functional, performance, results, diagrams, RACI or Roles/Responsibilities, approvals, operational and end-user guides, training materials, analysis, findings, issues, risks, actions and documents as approved by the State in conjunction with the delivery of a Project
- All Change to Production or Environment Change Request directives from the State
- All approved Change Orders or Change Requests
- All Operational, Maintenance, Job Schedules or Run Books
- All monthly SLA reports
- Any approved customizations, RICEFW objects in a machine readable form as attachments
- Any Amendments to this Contract
- Meeting Minutes, Resolutions and Issues/Risks

The Contractor will use State email systems for all formal correspondence pertaining to State business, in particular those that may contain or identify sensitive State data, processes, conventions, practices, issues, vulnerabilities, risks and project matters or may be considered advantageous to gaining unauthorized access to State systems, infrastructure or data.

11.5. State Personnel Replacement Requirements

In an effort to foster a mutually supportive and collaborative environment in which the Services are provided in an effective manner that drives value to the State, the Parties will jointly review certain Key Contractor Management and State Facing positions (collectively “Key Personnel”, including the Contractor Account Representative. “Key Personnel” will include the following at a minimum:

- Contractor Account Representative
- Managed Services Delivery Team personnel performing Services on State Premises
- Managed Services Delivery Team personnel that have regular (i.e., more than 50% of their productive time) spent in direct interaction with State personnel (i.e., face-to-face or remotely via teleconference or phone calls)
- Application Leads (e.g., eLicensing, OCLQS, and future applications once on-boarded) and Production/Change Management Leads (e.g., operations, production control, L 2/3 Service Desk)
- Applicable Major Project Stream or Tower Leads for Contractor led Major Projects
- Other Contractor Personnel as Mutually Agreed

Based on the State’s experience with similar managed services relationships with a variety of leading vendors, the State feels strongly that the Contractor team (as a team and as individuals) should be regularly reviewed with regard to several key factors including, but not limited to:

- Support of State Salesforce initiatives including Agency adoption of Salesforce and Application Consolidation;
- Attainment of high customer satisfaction in Stakeholder Agency communities and by extension and importantly end-user communities;
- Creation of a highly integrated, collaborative and mutually supportive delivery of Services under this Service to the State through the formation of an “integrated team” culture;
- Adoption, implementation and refinement of a “State First” operating culture that is designed to drive value through the relationship and result in a high-performance working partnership between the State and Contractor;
- Incorporation of industry-leading and Contractor best practices in the construction, operation, maintenance and support of Salesforce while seeking opportunities for continuous refinement and improvement of areas that are directly within the Contractor’s scope, those areas where the Contractor has a reliance on the State and 3rd parties, and areas in the common interest of driving Service efficiency, quality and timeliness (e.g., Value).

The State and Contractor will meet on a regular basis, no less frequently than annually, to review the Contractor’s performance (as a team and as individuals) in support of these goals and agree to make changes to the number, nature, mix or named Key Personnel as required to improve and enhance the Contractor’s position in supporting the State’s attainment of these goals. As a one-time evaluation the Contractor and State shall meet to review the performance of the entire Contractor team within 90 days of completion of Transition activities as required herein and implement any changes so that the Service is launched on the best possible Contractor team as possible.

Should, for whatever reason, the State determine based on documented or observed performance that a member (or members) of the Contractor’s Key Personnel is operating in a manner inconsistent with these Goals, the State will request a meeting of the Contractor Account Representative and the State Service owner (and if required the State CIO and Contractor Managing Director or Lead Partner for Public Sector) to address localized or endemic failures to meet these goals. Upon receiving this feedback, the Contractor will develop and implement a plan to either realign the performance of the Key personnel in question or replace them promptly should the situation dictate in accordance with the provisions of Attachment Four pertaining to Replacement Personnel.

For the avoidance of doubt, should for whatever reason the State Service owner request the replacement of any member of the Contractor Staff, the Contractor shall implement the change on a mutually agreeable schedule.

Should, for any reason described above the State and Contractor determine that a member of the Contractor Key Personnel need replacement, this replacement shall occur no later than thirty (30) calendar days from the State’s request or as mutually agreed.

11.6. Additional Work Requirements and Conditions

The following identify additional work requirements and conditions for staff augmentation services:

1. Contractor staff must submit time sheets for all time and materials work (for that work that is time and material based) to the State for review and approval on a monthly basis and a formal Deliverable or Milestone approval sheet for that Work that is Deliverable or Milestone based on a monthly basis for that work completed and accepted during the month.
2. Contractor staff must work, at a minimum, during normal core business hours Monday through Friday, except for State holidays. It is the Contractor’s responsibility to ensure staff is working within these parameters and to communicate to the State when exceptions, such as requested time off, personal illness or emergencies arise, to ensure these situations will not impact the project or service.

3. Contractor staff work location will be identified in the SOW. If it is not necessary for Contractor staff to be onsite, the Contractor will be responsible for providing an offsite work location. For Work that requires the Contractor to work onsite, the State will provide each Contractor staff workspace and internet access. Contractor personal computing equipment, printers, general office supplies and other administrative items required to perform the work for the State are the sole responsibilities of the Contractor unless the State provides written approval of items to the Contractor.
12.0 Service Level Requirements: State Salesforce Platform Operations and Maintenance Services

This section sets forth the performance specifications for the Service Level Agreements (SLA) and Service Level Objectives (SLO) to be established between the Contractor and the State that are applicable to any work associated with the operation, maintenance, updates or upgrades of any software associated with this Supplement in general or specifically as the work pertains to any Salesforce Operations and Maintenance services.

The section contains the tables and descriptions that provide the State framework, requirements relating to service level commitments, and the implications of meeting versus failing to meet the requirements and objectives, as applicable. This document defines the State’s detailed performance, management, and reporting requirements for the Operations and Run Services and to all subsequent Operations and Run services and phases that are contracted under future Statements of Work between the State and the Contractor related to this RFP. During the initial thirty (30) days of the Service, the Contractor and State will meet to develop a mutually agreeable Service Level Report, inclusive of: data source(s); report format(s) and conventions; report timing/due dates and other factors.

The mechanism set out herein will be implemented to manage the Contractor’s performance against each Service Level, in order to monitor the overall performance of the Contractor.

The Contractor will be required to comply with the following performance management and reporting mechanisms for all Services within the scope of this RFP and will provide these reports to the State on a no less frequent than monthly basis:

- **Service Level Specific Performance** – Agreed upon specific Service Levels to measure the performance of specific Services or Service Elements. Most individual Service Levels are linked to financial credits due to the State (“Performance Credits”) to incent Contractor performance.

- **Overall Contract Performance** – An overall performance score of the Contractor across all Service Levels. The overall performance score is linked to governance and escalation processes as-needed to initiate corrective actions and remedial processes.

12.1. Service Level Specific Performance Credits

Each Service Level (SL) will be measured using a “Green-Yellow-Red” traffic light mechanism (the “Individual SL GYR State”), with “Green” representing the highest level of performance and “Red” representing the lowest level of performance. A Performance Credit will be due to the State in the event a specific Individual SLA GYR State falls in the “Yellow” or “Red” state. The amount of the Performance Credit for each SLA will be based on the Individual SLA GYR State. Further, the amounts of the Performance Credits will, in certain cases, increase where they are imposed in consecutive months. No Service Level Performance Credit will be payable for the Contractor’s failure to meet a Service Level Objective.

Set forth below is a table summarizing the monthly Performance Credits for each SLA. All amounts set forth below that are contained in a row pertaining to the “Yellow” or “Red” GYR State, represent Performance Credit amounts.
The Contractor agrees that in each month of the Contract, 12% of the monthly project charges (MPC) associated with the Maintenance and Operations portions of this RFP will be at risk. MPCs are the charges for the deliverables accepted during a given month. The MPC for the Project Implementation will be at risk for failure to meet the Service Levels set forth in the Contract. The Contractor will not be required to provide Performance Credits for multiple Performance Specifications for the same event; the highest Performance Credit available to the State for that particular event will apply.

On a quarterly basis, there will be a “true-up” at which time the total amount of the Performance Credits will be calculated (the “Net Amount”), and such Net Amount will be set off against any fees owed by the State to the Contractor.

Moreover, in the event of consecutive failures to meet the Service Levels, the Contractor will be required to credit the State the maximum Performance Credit under the terms of the Contract.

The Contractor will not be liable for any failed Service Level caused by circumstances beyond its control, and that could not be avoided or mitigated through the exercise of prudence and ordinary care, provided that the Contractor immediately notifies the State in writing and takes all steps necessary to minimize the effect of such circumstances and resumes its performance of the Services in accordance with the SLAs as soon as possible.

For example, if an Individual SL GYR State is Yellow in the first Measurement Period, Red in the second Measurement Period and back to Yellow in the third Measurement Period for an SLA then the Performance Credit due to the State will be the sum of Yellow Month 1 (B) for the first Measurement Period, Red Month 2 (A + 50% of A) for the second Measurement period, and Yellow Month 3 (B + 100% of B) for the third Measurement period, provided (1) such Performance Credit does not exceed 12% of the MPC (the At-Risk Amount); and, (2) no single Service Level Credit will exceed 20% of the total At-Risk Amount, as stated below:

<table>
<thead>
<tr>
<th>GYR State</th>
<th>1st Month</th>
<th>2nd Month</th>
<th>3rd Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>A + 1.71% of MPC</td>
<td>A + 50% of A</td>
<td>A + 100% of A</td>
</tr>
<tr>
<td>Yellow</td>
<td>B + 0.855% of MPC</td>
<td>B + 50% of B</td>
<td>B + 100% of B</td>
</tr>
<tr>
<td>Green</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

### SLA Calculation EXAMPLE

Monthly Project Charge (MPC) = $290,000.00
Monthly at Risk Amount = 12% of MPC = $34,800
Maximum for any one SLA = 20% of at Risk Amount = $6,960

<table>
<thead>
<tr>
<th>GYR State</th>
<th>1st Month</th>
<th>2nd Month</th>
<th>3rd Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>A + 1.71% of MPC</td>
<td>A + 50% of A</td>
<td>A + 100% of A</td>
</tr>
<tr>
<td>Yellow</td>
<td>B + 0.855% of MPC</td>
<td>B + 50% of B</td>
<td>B + 100% of B</td>
</tr>
<tr>
<td>Green</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

- Adjusted Totals by at Risk Amount and 20% per individual SLA Limitations

  - (Is monthly total of all Service Level Credits equal to or less than $34,800?) - Yes
  - (Is monthly amount for any one Service Level Credit equal to or less than $6,960?) - Yes
  - (Is monthly amount for any one Service Level Credit equal to or less than $6,960?) - No
  - $2,479.50

Total Monthly Credit: $2,479.50 + $6,960.00 + $4,959.00
Total Quarterly Credit: $14,398.50
Service Level Performance Credit payable to the State = (B) + (A + 50% A) + (B + 100% B), based on an illustrative MPC of $290,000;

The total of any weighting factors may not exceed 100% of the total At-Risk Amount. To further clarify, the Performance Credits available to the State will not constitute the State’s exclusive remedy to resolving issues related to the Contractor’s performance. Service Levels will commence with Project initiation for any Implementation Project.

12.2. Overall Contract Performance

In addition to the service specific performance credits, on a monthly basis, an overall SL score (the “Overall SL Score”) will be determined, by assigning points to each SL based on its Individual SL GYR State. The matrix set forth below describes the methodology for computing the Overall SL Score:

<table>
<thead>
<tr>
<th>Individual SLAs and SLOs GYR State</th>
<th>Performance Multiple</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>0</td>
</tr>
<tr>
<td>Yellow</td>
<td>1</td>
</tr>
<tr>
<td>Red</td>
<td>4</td>
</tr>
</tbody>
</table>

The Overall SL score is calculated by multiplying the number of SLAs and SLOs in each GYR State by the Performance Multiples above. For example, if all SLAs and SLOs are Green except for two SLAs in a Red GYR State, the Overall SL Score would be the equivalent of 8 (4 x 2 Red SLAs).

Based on the Overall SL Score thresholds value exceeding a threshold of fifteen (15), mandatory Executive escalation procedures outlined in this RFP will be initiated to restore acceptable Service Levels.

If a successful resolution is not reached, then the State may terminate the Contract for cause if:

The overall SL score reaches a threshold over a period of 3 consecutive months with the equivalent of 50% of the service levels in a red state; and the Contractor fails to cure the affected Service Levels within 60 calendar days of receipt of the State’s written notice of intent to terminate; OR

The State exercises its right to terminate for exceeding the threshold level of 75% of Service levels in total over a six (6) month period.

The Overall Contract Performance will not constitute the State’s exclusive remedy to resolving issues related to the Contractor’s performance. The State retains the right to terminate for Overall Contract Performance under the terms of this Contract.

12.3. Monthly Service Level Report

On a State monthly basis, the Contractor will provide a written report (the “Monthly Service Level Report”) to the State which includes the following information: (i) the Contractor’s quantitative performance for each Service Level; (ii) each Individual SL GYR State and the Overall SL Score; (iii) the amount of any monthly Performance Credit for each Service Level; (iv) the year-to-date total Performance Credit balance for each Service Level and all the Service Levels; (v) a “Root-Cause Analysis” and corrective action plan with respect to any Service Levels where the Individual SL GYR State was not “Green” during the preceding month; and (vi) trend or statistical analysis with respect to each Service Level as requested by the State. The Monthly Service Level Report will be due no later than the tenth (10th) business day of the following month.

Failure to report any SLA, SLA performance in a given month, or for any non-Green (i.e., performing to Standard) SLA a detailed root cause analysis that substantiates cause will result in the State considering the performance of the Contractor for that period as performing in a Red State.
12.4. Failure to Report or Report Late after Mutually Agreed Dates

Should for any reason the Contractor fail to report or produce the Monthly Service Level Report to the State on a mutually agreeable date, in part or in total, the Contractor performance for the Service Levels, in part or in total, shall be considered Red for that period. Should, under agreement of the State a Service Level not apply in a given period, the report shall reflect this agreement and indicate “not applicable this period”.

12.5. Salesforce Applications and Environments

The State acknowledges that its Salesforce environment requirements fall into two major categories: 1) critical applications – those that are required to perform day-to-day state functions in production or support the SDLC requirements for major infrastructure investments for major initiatives where significant funds are devoted to providing environments to development teams; and 2) non-critical application environments – which are defined as items that do not have a significant impact on day-to-day operations, are used in a non-production capacity, which may not adversely impact the productivity of State development efforts or are otherwise used to support non-commercial activities. The Contractor must deliver Service Levels in keeping with the criticality levels as described herein.

12.6. Period Service Level in Full Effect and In-Progress Service Levels

Service levels specified herein shall be in full effect no later than ninety (90) days following the completion of migration of the current services and environments to the Contractor’s responsibility. Additionally, these service levels shall be in full effect following a ninety (90) day period commencing on production go-live for each State application developed by the State, a State contracted third party, or the Contractor that is migrated to the Contractor’s responsibility.

During the phases in which the Contractor is performing Transition/Migration Services and while the State still retains operational responsibility of the application environments, the Contractor will not be subject to financial credits associated with the Service levels described herein, but nonetheless shall be required to report the service levels as specified.

During the period in which the State no longer has substantive operational responsibilities pertaining to the application environments, and the Contractor is operating application environments for the State, or a combination of State and Contractor responsibilities the Contractor agrees to:

- Perform services in keeping with the described Service Levels contained herein;
- Promptly report any Service Level violations in accordance with the Service Level reporting requirements contained herein;
- Work in good faith and using commercially reasonable efforts to address and otherwise resolve service level violations that arise;
- Provide a level of service in keeping with levels performed by State personnel and otherwise aligned with commercial best practices prior to the operational transfer; and
- Not be subject to any financial credits associated with Service Level violations.

Due to the nature of the implementation of future Major Projects or new modules associated with Salesforce, full SLAs will not be in effect for the applications until such time as either an Application is moved to a Salesforce production environment or is used for commercial use, whichever is sooner.

12.7. Temporary Escalation of an SLO to an SLA

In general, SLOs are considered measurable objectives by the State and the SLA framework accommodates their treatment and importance to the State via Contract termination considerations as opposed to financial credits as contained herein. However, in the event that Contractor performance is not meeting the established standards and
requirements for SLO related items, the State may determine that an SLO needs to be escalated to an SLA. The following conditions shall prevail in this escalation:

- Contractor performance falls below yellow standard in an SLO area for three consecutive months; or
- Contractor performance falls below 75% of red standard in any given month; or
- Contractor performance is consistently in a yellow or red status for four of any six consecutive months.

Should one or more of these conditions exist, the State may:

- Temporarily replace any SLA of its choosing with the SLO until such time as the below standard SLO is determined to be consistently (i.e., more than 3 months in a row) performing to standard;
- Add the SLO to the SLA group and rebalance the weighting accordingly such that the monthly fees at risk percentage agreed to is maintained (i.e., fees at risk remain constant, the number of SLAs that are considered against those fees changes) until such time as the below standard SLO is determined to be consistently (i.e., more than 3 months in a row) performing to standard.

At the conclusion of period of three consecutive months where the escalated SLO is deemed to be performing in a green status, the State and Contractor will revert the escalated SLO (now an SLA) back to its SLO state.

12.8. State Provided Service Support Infrastructure Elements

The following items not be considered Contractor Fault with respect to Service level failures and therefore not apply to any Contractor Performance Credits or Overall Contract Performance considerations discussed later in this section:

- Failures outside of the scope of the Contractor responsibilities pursuant to the Services responsibility scope;
- Failures due to non-performance of State retained responsibilities pursuant to the services responsibility scope;
- Failure of an out-of-scope State provided element that directly impacts an in-scope Contractor element;
- Failures arising from State provided equipment or networks;
- A pre-existing or undocumented deficiency in a State provided computing element as they pertain to adhering to State Policies and Standards. In this case, upon identification the Contractor is to promptly notify the State of the identified deficiency.
- Failure of a State provided resource to follow and comply with Contractor provided processes and procedures except where: (i) State Policies and Contractor policies are in conflict in which case the State resource shall notify the Contractor of the conflict and resolve which process applies or; (ii) in cases of emergency that would place the State resource at physical peril or harm;
- Failure of a State provided third party warranty or maintenance agreement to deliver services to the Contractor for in-scope services and infrastructure elements that result in the Contractor’s inability to perform at required levels;
- The period of time associated with an incident where a State provided or contracted 3rd party service, repair or replacement service renders an in-scope infrastructure element unusable by the Contractor to provide the Contracted Services shall be reduced from the overall duration timing of an incident;
- The incident requires assistance for a State retained responsibility, is delayed at the State’s request, or requires availability of an End User that is not available;
- Failures of the Salesforce Platform as provided by Salesforce to the State as part of the Contracted platform service with Salesforce;
- Mutually agreed upon service interruptions such as scheduled changes to the technical environment.
- State implemented changes to Production Environments that the Contractor is not aware or apprised of.

12.9. Salesforce Managed Service: Service Level Commitments

Contractor will meet the Service Level Commitment for each Service Level set forth in the table below and specified in detail later in this section
<table>
<thead>
<tr>
<th>Service Level</th>
<th>SLA or SLO</th>
<th>Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Incident Resolution – Mean Time to Repair (Severity 1 Issues)</td>
<td>SLA</td>
<td>7x24</td>
</tr>
<tr>
<td>2 Incident Resolution – Mean Time to Repair (Severity 2 Issues)</td>
<td>SLA</td>
<td>7x24</td>
</tr>
<tr>
<td>3 Incident Resolution – Mean Time to Repair (Severity 3 Issues)</td>
<td>SLO</td>
<td>State Published Business Hours</td>
</tr>
<tr>
<td>4 Service Availability – State Application Availability</td>
<td>SLA</td>
<td>7x24</td>
</tr>
<tr>
<td>5 Production Release Management – Successful Deployment to Production</td>
<td>SLA</td>
<td>7x24</td>
</tr>
<tr>
<td>6 Incident Resolution - Issue Triage, Closure and Recidivist Rate</td>
<td>SLO</td>
<td>State Published Business Hours</td>
</tr>
<tr>
<td>7 Developer/Agency Support - Completion of Administrative, Root, DBA, Privileged User Adds/Deletes</td>
<td>SLO</td>
<td>State Published Business Hours</td>
</tr>
<tr>
<td>8 Monitoring &amp; Auditing – Application Security Breach Detection, Notification and Resolution</td>
<td>SLA</td>
<td>7x24</td>
</tr>
<tr>
<td>9 Job Schedule and Scheduled Reporting Performance</td>
<td>SLA</td>
<td>Scheduled Hours</td>
</tr>
<tr>
<td>11 Service Quality – System Changes</td>
<td>SLA</td>
<td>Scheduled Maintenance Periods</td>
</tr>
<tr>
<td>12 Service Timeliness – System Changes</td>
<td>SLA</td>
<td>Scheduled Maintenance Periods</td>
</tr>
</tbody>
</table>
12.10. Incident Resolution – Mean Time to Repair (Severity 1 Issues)

**Business Intent:** Prompt resolution of Salesforce and Application issues that impact State processing and processes

**Definition:** Mean Time to Repair (Severity 1 Issues) will be determined by determining the elapsed time (stated in hours and minutes) representing the statistical mean for all Severity 1 Issue Service Requests for in-scope Services in the Contract Month. “Time to Repair” is measured from time Service Request is received at the Contractor Service Desk to point in time when the incident is resolved or workaround is in place and the Contractor submits the resolved Service Request to the State for confirmation of resolution.

“Severity 1 Issue” is defined as:

An Incident shall be categorized as a “Severity 1 Issue” if the Incident is characterized by the following attributes: the Incident (a) renders a business critical System, Service, Software, Equipment or network component un-available, substantially un-available or seriously impacts normal business operations, in each case prohibiting the execution of productive work, and (b) affects either (i) a group or groups of people, or (ii) a single individual performing a critical business function.

This Service Level begins upon completion of agreed production acceptance criteria and a measurement period as documented in the transition to production plan.

The Contractor will report updates and progress to the State every thirty (30) minutes for this SLA until resolved in the impacted environment(s).

**Formula:**

\[
\text{Mean Time to Repair (Severity 1 Issues)} = \frac{\text{Total elapsed time it takes to repair Severity 1 Issue Service Requests}}{\text{Total Severity 1 Issue Service Requests}}
\]

**Measurement Period:** Reporting Month

**Data Source:** Monthly Service Report

**Frequency of Collection:** Per incident

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Mean Time to Repair (Severity 1 Issues)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>( \leq 4 \text{ hours} )</td>
</tr>
<tr>
<td>Yellow</td>
<td>( &gt; 4 \text{ hours and } \leq 6 \text{ hours} )</td>
</tr>
<tr>
<td>Red</td>
<td>( &gt; 6 \text{ hours} )</td>
</tr>
</tbody>
</table>
12.11. Incident Resolution – Mean Time to Repair (Severity 2 Issues)

**Business Intent:** Prompt resolution of Salesforce and Application Issues that impact State processing and processes

**Definition:** Mean Time to Repair (Severity 2 Issues) will be determined by determining the elapsed time (stated in hours and minutes) representing the statistical mean for all Severity 2 Issue Service Requests for in-scope Services in the Contract Month. “Time to Repair” is measured from time Service Request is received at the Contractor Service Desk to point in time when the incident is resolved or workaround is in place and the Contractor submits the resolved Service Request to the State for confirmation of resolution.

“Severity 2 Issue” is defined as: An Incident shall be categorized as a “Severity 2 Issue” if the Incident is characterized by the following attributes: the Incident (a) does not render a business critical System, Service, Software, Equipment or network component un-Available or substantially un-Available, but a function or functions are not Available, substantially Available or functioning as they should, in each case prohibiting the execution of productive work, and (b) affects either (i) a group or groups of people, or (ii) a single individual performing a critical business function.

This Service Level begins upon completion of agreed production acceptance criteria and a measurement period as documented in the transition to production plan.

In the event of “go live” of new functionality, an Upgrade, or significant change in the architecture of the Application environment, this Service Level will be suspended temporarily from the time the “go live” of the applicable Change through two (2) business days following completion of stabilization criteria in accordance with the transition to production plan.

The Contractor will report updates and progress to the State every sixty (60) minutes for this SLA until resolved in the impacted environment(s).

**Formula:**

\[
\text{Mean Time to Repair (Severity 2 Issues)} = \frac{\text{Total elapsed time it takes to repair Severity 2 Issue Service Requests}}{\text{Total Severity 2 Issue Service Requests}}
\]

**Measurement Period:** Reporting Month

**Data Source:** Monthly Service Report

**Frequency of Collection:** Per incident

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Mean Time to Repair (Severity 2 Issues)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&lt;= 8 hours</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt; 8 hours and &lt;= 12 hours</td>
</tr>
<tr>
<td>Red</td>
<td>&gt; 12 hours</td>
</tr>
</tbody>
</table>
12.12. Incident Resolution – Mean Time to Repair (Severity 3 Issues)

**Business Intent:** Prompt resolution of Salesforce and Application issues and irregularities that impact State processing and processes

**Definition:** Mean Time to Repair (Severity 3 Issues) will be determined by determining the elapsed time (stated in hours and minutes) representing the statistical mean for all Severity 3 Issue Service Requests in the Contract Month.

“Time to Repair” is measured from time a Service Request for in-scope Services is received at the Contractor Service Desk to point in time when the incident is resolved or workaround is in place and the Contractor submits the resolved Service Request to the State for confirmation of resolution.

“Severity 3 Issue” is defined as:

An Incident shall be categorized as a “Severity 3 Issue” if the Incident is characterized by the following attributes: the Incident causes a group or individual to experience a Incident with accessing or using a System, Service, Software, Equipment or network component or a key feature thereof and a reasonable workaround is not available, but does not prohibit the execution of productive work.

This Service Level begins upon completion of agreed production acceptance criteria and a measurement period as documented in the stabilization and transition to production plan.

The Contractor will report updates and progress to the State every twenty-four (24) hours for this SLA until resolved.

**Formula:**

\[
\text{Mean Time to Repair (Severity 3 Issues)} = \frac{\text{(Total elapsed time it takes to repair Severity 3 Issue Service Requests)}}{\text{Total Severity 3 Issue Service Requests}}
\]

**Measurement Period:** Reporting Month

**Data Source:** Monthly Service Report

**Frequency of Collection:** Per incident

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Mean Time to Repair (Severity 3 Issues)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&lt;= 5 business days</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt; 5 business days &lt;= 7 business days</td>
</tr>
<tr>
<td>Red</td>
<td>&gt; 7 business days</td>
</tr>
</tbody>
</table>
12.13. Service Availability – Application Availability

**Business Intent:** State Applications are Available to All State Users for All Business Functions to Support Critical Enterprise and Agency Functions

**Definition:** Application Availability for each in-scope Application, Environment, Module and Business Process

Application Availability means access to the production system is enabled; log-in permitted from the local user LAN and business transactions can be executed. While it is dependent on State provided Salesforce, infrastructure and Third Party software availability the expectation is that the Contractor will implement operational processes, instrumentation, monitoring and controls that validate availability of Salesforce Applications to the end-user Production and development community in the State.

This SLA will be calculated for those Service Elements that are directly in the Contractor’s scope and will be measured from the end-user community desktop to the ability to process transactions to the Salesforce databases. If, in determination of the root cause of an “unavailable” condition, the State Salesforce instance(s), LAN, WAN and Data Center outages, or the outage of State provided Infrastructure is the cause of the condition, the Contractor shall be excused from those issues that arise from such a condition, unless the issue is a direct result of a Contractor created situation.

Critical Environments shall be those that are hosting or supporting State SDLC environments for those projects in excess of $5M in a given 12 month period and Production environments, which will be made known to the Contractor in advance of service level commencement.

Non-Critical Environments include routine development, testing, training, demo and the like

**Formula:**

\[
\text{Application Availability} = \frac{\text{Total Application Scheduled Uptime} - \text{Total Application Unscheduled Issues}}{\text{Total Application Scheduled Uptime}}
\]

**Measurement Period:** Reporting Month

**Data Source:** Monthly Service Report

**Frequency of Collection:** Continuous, 24 hours a day

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Critical/Production Environment</th>
<th>Non Critical Environments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&gt;= 99.9%</td>
<td>&gt;= 95.0</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt;= 99.7% and &lt; 99.9%</td>
<td>&gt;=92.0 and &lt; 95.0</td>
</tr>
<tr>
<td>Red</td>
<td>&lt;99.7%</td>
<td>&lt;92.0%</td>
</tr>
</tbody>
</table>

**Business Intent:**
State Applications, once deployed to the Production environment perform and function within expected norms, the end user experience is consistent and responsive as demonstrated under State Acceptance testing prior to hand-off to the Contractor and scheduled jobs, processes and reports execute within the established job schedule without intruding upon online application users or other business functions.

**Definition:**
Production Release Management will be based upon the successful deployment of all Salesforce elements, AppExchange applications, 3rd Party extensions, code, configuration elements, RICEFW elements and other ancillary elements as required to operate the Enterprise or Agency Application.

The Contractor will be measured by the successful release and deployment of all elements required for Production operation and deployment of all elements in an error-free manner as to replicate those elements in their entirety as Accepted by the State without any Contractor introduced errors, omissions, gaps or inconsistencies.

All the production introduction periods will utilize mutually agreeable “go-live” dates and include all elements as required to successfully operate and maintain the Enterprise or Agency Application inclusive of documentation, production and performance standards and other elements included in the State’s Production Acceptance checklist that will be developed and thereafter followed by the State and Contractor.

Releases shall include all scheduled Application, Patch, Upgrade, Update, and Enhancements scheduled in a month. Issues are those identified by the State, a State User or the Contractor.

**Formula:**

\[
\text{System Performance and Responsiveness} = \frac{\text{Number of Releases with Issues Resulting in a Severity 1, 2 or 3 Production Issue arising from Contractor Efforts}}{\text{Number of Releases Scheduled in a Month}}
\]

**Measurement Period:**
Reporting Month

**Data Source:**
Monthly Service Report

**Frequency of Collection:**
Continuous, 24 hours a day as per Production Release Schedule

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Production Release Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&lt;= 5%</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt;=5% - &lt;=7%</td>
</tr>
<tr>
<td>Red</td>
<td>&gt; 7%</td>
</tr>
</tbody>
</table>
12.15. Incident Resolution - Issue Triage, Closure and Recidivist Rate

**Business Intent:** Incidents affecting State Salesforce Applications, online, batch or otherwise, are promptly addressed, prioritized and resolved to the satisfaction of the State and to not reoccur or cause corollary or spurious issues to occur as a result of the repair to the element that was the root cause of the Incident.

**Definition:** Incident Triage, Closure and Recidivist Rate will be determined by monitoring compliance with the following four key performance indicators (KPI):

1. Incident Triage: Contractor to indicate high-level diagnosis and estimate to remedy to the State within 30 minutes of acknowledgement
2. Incident Closure: Incident to be documented with root cause remedy, (where root cause is within Contractor's control), and procedures to eliminate repeat of incident within 24 hours of incident close
3. Incident Recidivist Rate: Closed incidents not to reappear across all in scope Services following incident closure.
4. Incident means any Severity 1 or 2 incident where the Services for which Contractor is responsible are unavailable.

**Formula:**

\[
\text{Issue Triage, Closure and Recidivist Rate} = \frac{\text{(Total Severity 1, 2 and 3 Issues for which Contractor is responsible, where solution Services are unavailable) - (Number of Incidents where the KPI was not in compliance)}}{\text{(Total Severity 1, 2 and 3 Incidents where Services for which Contractor is responsible under the Service are unavailable)}}
\]

**Measurement Period:** Calendar Quarter

**Data Source:** Incident Management System Report

**Frequency of Collection:** Calendar Quarter, All Severity 1, 2 and 3 Incidents

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Incident Resolution - Incident Triage and Closure and Recidivist Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&gt;= 99.5</td>
</tr>
<tr>
<td>Yellow</td>
<td>&lt; 99.5 and &gt; =99.3</td>
</tr>
<tr>
<td>Red</td>
<td>&lt; 99.3</td>
</tr>
</tbody>
</table>
12.16. Developer/Agency Support – Completion of Administrative, Root, DBA and Privileged User Adds/Deletes

**Business Intent:** Ensure that those individuals (State, Contractor or 3rd Party Systems Integrator) that, upon meeting State systems access requirements, are established correctly in the required Salesforce environment(s) to perform their job functions and upon completing their assignment or being relieved of these responsibilities are removed from the system.

**Definition:** This SLA shall only apply to those personnel that have administrator (force.com, ESB, x86, windows), root or super-user (Unix, Linux or similar), DBA (oracle or file system level or similar) or other elevated or Privileged user access at the operating system or database level prompt. This SLA does not apply to State Authorized users of Salesforce via application level login and use levels.

Completion of Adds/Deletes defines the timeliness of both emergency and scheduled Privileged User Deletes.

Emergency is the condition in which, for whatever reason, the State believes there is a real or potential threat or risk to the State for those individuals who have privileged access to Salesforce and Application platforms and software, file systems, code, interfaces or database(s) and therefore must be deleted immediately.

Late Emergency User Adds/Deletes are defined as anything greater than 1 business hour.

Late Scheduled User Adds/Deletes are defined as anything greater than 4 business hours.

**Formula:**

\[
\text{Completion of Administrative, Root, DBA and Privileged User Adds/Deletes} = \frac{(\text{Total Emergency User Adds/Deletes}) - (\text{Late Emergency User Adds/Deletes}) + (\text{Total Scheduled User Adds/Deletes}) - (\text{Late Scheduled User Adds/Deletes})}{(\text{Total Emergency User Adds/Deletes}) + (\text{Total Scheduled User Adds/Deletes})}
\]

**Measurement Period:** Month

**Data Source:** Service Desk, Service Request System

**Frequency of Collection:** Daily

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Completion of Administrative, Root, DBA and Privileged User Adds/Deletes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&gt;= 99.5</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt;= 98.5 and &lt; 99.5</td>
</tr>
<tr>
<td>Red</td>
<td>&lt; 98.5</td>
</tr>
</tbody>
</table>

Business Intent: Ensure that State Security policies are implemented correctly, and monitored and followed at all times for all users of State Salesforce Applications whether end-user, State, Contractor or 3rd Party.

Definition: System Security Breach Detection will be determined by monitoring compliance with the following three key performance indicators (KPI):

1. System security breach success notification due within 30 minutes of physical intrusion detection of any element within the Contractor’s responsibility area or Contractor provided facility or element that accesses State Salesforce or Salesforce Applications including Contractor’s machines. Notification will be as set forth in the State/Contractor Process Interface Manual or other supporting documents.

2. Suspension or Revocation of unapproved or intruder access in accordance with State established procedures within 10 minutes of State approval or (absent State approval) 15 minutes.

3. System security breach (attempt, failure) notification due within 1 hour of such physical intrusion detection. Notification will be as set forth in the Process Interface Manual or other supporting documents.

Formula:

\[
\text{Security Breach Detection} = \frac{(\text{Number of instances where individual KPI's were not in compliance})}{\text{Total number of instances}}
\]

Measurement Period: Month

Data Sources: Infrastructure Antivirus/Malware/Rootkit Scan logs, Active Port Scanning Logs, User Account Review Report

Frequency of Collection: Monthly

Service Level Measures:

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Security Breach Detection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&lt;= 0</td>
</tr>
<tr>
<td>Yellow</td>
<td>N/A</td>
</tr>
<tr>
<td>Red</td>
<td>&gt; 0</td>
</tr>
</tbody>
</table>
12.18. Job Schedule and Scheduled Reporting Performance

**Business Intent:** Scheduled Jobs and Reports Start and Complete with established time parameters and execute in such a manner as to not intrude upon online users of Salesforce Applications. Job abends and restarts are monitored and executed within the established schedule.

**Definition:** Job Schedule and Scheduled Reporting Performance shall consider all scheduled daily, weekly, monthly and business cycle Jobs and Reports that execute under the responsibility and scope of the Contractor via scheduled Salesforce jobs, automated operating system job schedulers (e.g., cron, task scheduler), State ETL data extractions, interfaces and any interfaces and reports in the Contractor’s scope.

The Contractor shall, as part of establishing and maintaining a Salesforce Run Book (per State Application), establish automated schedules for Salesforce scheduled processes and reports and set Start, Stop and Completion and Job dependencies as appropriate.

The actual Start and Completion of all Scheduled Jobs and Reports shall be recorded on a daily basis as afforded by the automated schedule. For those jobs that cannot be automated for any reason and require Contractor personnel to manually execute these jobs, the actual Start and Stop times shall be recorded and included in the below calculation.

**Formula:**

\[
\text{Job Schedule and Scheduled Reporting Performance} = \frac{(\text{Total Number of Minutes Jobs/Reports were delayed from Starting}) + (\text{Total Number of Minutes Jobs/Reports Ran in Excess of Completion/Stop Parameters})}{\text{Total Number of Minutes Jobs/Reports Ran as Scheduled}}
\]

**Measurement Period:** Monthly

**Data Sources:** Scheduled Job Report

**Frequency of Collection:** Daily

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Job Schedule and Scheduled Reporting Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&lt;= 10%</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt; 10% &lt;= 15%</td>
</tr>
<tr>
<td>Red</td>
<td>&gt; 15%</td>
</tr>
</tbody>
</table>
12.19. Service Quality – System Changes

**Business Intent:** System Changes are implemented correctly the first time, and do not cause unintended consequences to Salesforce Application users, scheduled jobs and reports, corrupt or compromise data or data relationships and otherwise perform as intended from a functional, technical and performance perspective. Non-Production environments reflect Production.

**Definition:** The Service Quality System Changes measure is determined by monitoring compliance with the following four key performance indicators (KPI):

1. System changes or updates (i.e., break fix, configuration, and patches) in any release to production environment are implemented correctly the first time inclusive of all code, non-code, configuration, interface, scheduled job or report, database element or other change to the production environment.
2. System changes or updates are propagated within 5 business days as mutually deemed appropriate to non-production environments such that environment configurations are synchronized and reflect the then current environment and a common development, testing, QA, demonstration and training environment is carried forward that is reflective of production.
3. Production system changes (i.e., break fix, configuration, and patches) in releases that do not cause other problems.
4. System changes or updates (i.e., break fix, configuration, and patches) in emergency releases are implemented correctly the first time that comprise the State’s Salesforce platform.

**Formula:**

\[
\text{Service Quality – System Changes} = \frac{\text{Total Number of KPIs not met}}{\text{Total Number of KPIs met}}
\]

**Measurement Period:** Monthly

**Data Sources:** Production Change Report

**Frequency of Collection:** Each Change to Production and Follow-On Changes to Non-Production

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Service Quality – System Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&lt;= 2%</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt; 2% &lt;= 5%</td>
</tr>
<tr>
<td>Red</td>
<td>&gt; 5%</td>
</tr>
</tbody>
</table>
12.20. Service Timeliness – System Changes

**Business Intent:** System Changes are implemented in a timely manner as scheduled with the State or (if applicable) during a Scheduled Maintenance Period or as required by the State.

**Definition:** The Service Timeliness System Changes measure is determined by monitoring compliance with the following two key performance indicators (KPI):

1. Emergency system changes or updates (i.e., break fix, configuration, and patches) to Salesforce or State Salesforce Applications will be initiated within 24 hours of the State approved request and Change Management Process and to be reported complete within 1 hour of completion.

2. Non-emergency system changes or updates (i.e., break fix, configuration, and patches) to Salesforce or State Salesforce Applications to be initiated in accordance with the State policies during a scheduled maintenance period or as mutually scheduled between the Contractor and State and reported within 2 days of post implementation certification.

**Formula:**

\[
\text{Service Quality – System Change Timeliness} = \frac{\text{Total Number of KPIs not in Compliance in a Month}}{\text{Total Number of System Changes in a Month}}
\]

**Measurement Period:** Monthly

**Data Sources:** Production Change Report

**Frequency of Collection:** Each Change to Production and Follow-On Changes to Non-Production

**Service Level Measures:**

<table>
<thead>
<tr>
<th>Individual SL GYR State</th>
<th>Service Quality – System Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>&lt;= 2%</td>
</tr>
<tr>
<td>Yellow</td>
<td>&gt; 2% &lt;= 5%</td>
</tr>
<tr>
<td>Red</td>
<td>&gt; 5%</td>
</tr>
</tbody>
</table>
13.0 Contract Governance Processes and Requirements

13.1. Informal Dispute Resolution

Prior to the initiation of formal dispute resolution procedures as to any dispute (other than those arising out of the breach of a Party’s obligations), the Parties will first attempt to resolve each dispute informally, as follows:

- If the Parties are unable to resolve a dispute in an amount of time that either Party deems required under the circumstances, such Party may refer the dispute to the Service Management Steering and Oversight Committee by delivering written notice of such referral to the other Party.
- Within five (5) Business Days of the delivery of a notice referring a dispute to the Service Management Steering and Oversight Committee, each Party will prepare and submit to the Service Management Steering and Oversight Committee a detailed summary of the dispute, the underlying facts and their respective positions, together with any supporting documentation.
- The Managed Services Oversight Council will address the dispute at its next regularly scheduled meeting or, at the request of either Party, will conduct a special meeting within ten (10) Business Days to address such dispute. The Managed Services Oversight Council will address the dispute in an effort to resolve such dispute without the necessity of any formal proceeding.
- The specific format for the discussions will be left to the discretion of the chairperson of such group. If the Service Management Steering and Oversight Committee is unable to resolve a dispute within thirty (30) days of the first meeting addressing such dispute (or such longer period of time as the Parties may agree upon), either Party may refer the dispute to the State CIO and Contractor Managing Director / Lead Public Sector Partner by delivering written notice of such referral to the other Party.
- Within five (5) Business Days of the delivery of a notice referring a dispute to the State CIO and Contractor Managing Director / Lead Public Sector Partner, the State Service owner and Contractor Account Executive will each prepare and submit to the State CIO and Contractor Managing Director / Lead Public Sector Partner a detailed summary of the dispute, the underlying facts and their respective positions, together with any supporting documentation.
- If the State CIO and Contractor Managing Director / Lead Public Sector Partner are unable to resolve a dispute within thirty (30) days of the first meeting addressing such dispute (or such longer period of time as the Parties may agree upon), either Party may refer the dispute to internal escalation by delivering written notice of such referral to the other Party.

13.2. Escalation Obligations and Requirements

The Parties will make efforts to first resolve internally any dispute, by escalating it to higher levels of management. If the disputed matter has not been resolved by the State Service owner and Contractor Account Representative, the disputed matter will be reviewed by the within fifteen (15) days of the delivery written notice by one Party to another.

If for whatever reason the Contractor and the State cannot resolve a dispute via the above escalation processes and procedures, Contractor and the State agree to choose a mutually agreeable third party neutral who shall mediate the dispute between the parties. The mediator chosen shall be an experienced mediator and shall not be: a current or former employee of either party or associated with any aspect of the Government of the State of Ohio; or associated with any equipment or software supplier; or associated with Contractor or the State. As to each prohibition this means either directly or indirectly or by virtue of any material financial interests, directly or indirectly, or by virtue of any family members, close friendships or in any way that would have the reasonable appearance of either conflict or potential for bias. If the parties are unable to agree on a qualified person, the mediator shall be appointed by the American Arbitration Association.
The mediation shall be non-binding and shall be confidential to the extent permitted by law. Each party shall be represented in the mediation by a person with authority to settle the dispute. The parties shall participate in good faith in accordance with the recommendations of the mediator and shall follow procedures for mediation as suggested by the mediator. All expense of the mediation, except expenses of the individual parties, shall be shared equally by the parties. The parties shall refrain from court proceedings during the mediation process insofar as they can do so without prejudicing their legal rights.

If the disputed matter has not been resolved within thirty (30) days thereafter, or such longer period as mutually agreed to in writing by the Parties, each Party will have the right to commence any legal proceeding as permitted by law.

13.3. Escalation for Repetitive Service Level Failures

The State may escalate repetitive service level failure to the Contractor’s executive sponsor, the Contractor’s Managing Director / Lead Public Sector Partner President for Public Sector, or the equivalent position.

13.4. No Termination or Suspension of Services or Payment.

While any dispute is pending, the Contractor must continue its obligations under this Scope of Work and the applicable SOW, and not take any action that intentionally obstruct, delay, or reduce in any way the performance of such obligations. While any dispute is pending, the State will not interrupt or delay the payment of Services in whole or in part, other than Services that are the subject of the dispute.

13.5. Billing, Invoicing and Reporting

Billing & Invoicing

Contractor is to provide electronic billing by the first business day of each month for the Monthly Recurring Charge, and by the tenth day of each month for the preceding month’s additional or reduced charges and applicable Service Level credits.

In support of the monthly electronic billing feed, the Contractor will include sufficient detail as to uniquely identify key billable items including (but not limited to): quantity of items, service types/description, resource units, and prices on a monthly basis with sufficient granularity to link to the State cost centers. The Contractor will derive the calculated monthly billed amount based on the baseline of billable Resource Units (the Monthly Recurring Charge), with the addition of any additional or reduced charges incurred during the preceding financial cycle (usually one month). The monthly billed amount will include the Monthly Recurring Charge adjusted by any additional or reduced charges, plus any additional out of scope services incurred during the month. The annual billed amount is equal to the total of the Monthly Recurring Charge, adjusted by additional or reduced charges, plus any additional out of scope services for a given fiscal year.

The Contractor agrees to meet with the State, after award of the Contract, to formalize the invoice requirements, including, but not limited to format, content, back up information, review processes, approval and timing considerations.

Reporting

The Contractor will implement and utilize measurement and monitoring tools and metrics as well as standard reporting procedures to measure, monitor and report the Contractor’s performance of the Services against the applicable Service Level Specific Performance plus the Overall Performance Score and provide any other reports required under this Scope of Work. The Contractor will provide the State with access to the Contractor’s asset management reports used in performing the Services, and to on-line databases containing up-to-date information regarding the status of service problems, service requests and user inquiries. The Contractor also will provide the State with information and access to the measurement and monitoring reports and procedures utilized by the Contractor for purposes of audit verification. The State will not be required to pay for such measurement and monitoring tools or the resource utilization associated with their use.
Prior to the Commencement Date, the Contractor will provide to the State proposed report formats, for State approval. In addition, from time to time, the State may identify a number of additional reports to be generated by the Contractor and delivered to the State on an ad hoc or periodic basis. Generally, the Contractor tools provide a number of standard reports and the capability to provide real-time ad hoc queries by the State. A number of additional or other periodic reports (i.e., those other than the standard ones included in the tools) mean a number that can be provided incidentally without major commitment of resources or disruption of the efficient performance of the services. Such additional reports will be electronically generated by the Contractor, provided as part of the Services and at no additional charge to the State. To the extent possible, all reports will be provided to the State on-line in web-enabled format and the information contained therein will be capable of being displayed graphically.

At a minimum, the reports to be provided by the Contractor must include:

- Monthly Service Level report(s) documenting the Contractor's performance with respect to Service Level Agreements;
- Monthly report(s) describing the State utilization of each particular type of Resource Unit, and comparing such utilization to then applicable baseline for each Resource Unit;
- A number of other periodic reports requested by the State which the State reasonably determines are necessary and related to its use and understanding of the Services; and,
- Reports that contain resource unit utilization data at a level of detail, and any other similar and related information that the State reasonably determines is necessary, to enable the State to verify and allocate accurately the Contractor's Charges under this Scope of Work to the various business units and divisions of the State and the other Eligible Recipients.


As part of the Services, the Contractor will provide the State with such documentation and other information available to the Contractor as may be reasonably requested by the State from time to time in order to verify the accuracy of the reports provided by the Contractor. In addition, the Contractor will provide the State with all documentation and other information reasonably requested by the State from time to time to verify that the Contractor's performance of the Services is in compliance with the Service Levels and this Scope of Work.

13.7. Correction of Errors

As part of the Services and at no additional charge to the State, the Contractor will promptly correct any errors or inaccuracies in or with respect to the reports, the date or other Deliverables caused by the Contractor or its agents, subcontractors or 3rd Party product or service providers.

13.8. Contractor Best Practices

The Contractor acknowledges that the quality of the Services provided in certain Service areas can and will be improved during the Term and agrees that the Service Levels in such Service areas will be enhanced periodically in recognition of the anticipated improvement in service quality. The Contractor will improve the quality of the Services provided in such areas to meet or exceed the enhanced Service Levels and will do so at no additional charge to the State. The Contractor will implement applicable Contractor best practices including but not limited to items included in this RFP, ITIL tools and process compliance, COBIT, CMM development and testing and other practices based on the Contractor’s eminence and experience in operating systems of a similar scope and complexity.

In conjunction with regularly scheduled operational meetings with State Personnel or a meeting of the Service Management Steering Committee, and in conjunction with continuous improvement requirements of this Contract, the Contractor may elect to sponsor a meeting to review recent or anticipated industry trends, emerging technologies, technology advancements, alternative processing approaches, new tools, methodologies or business processes.
(collectively “best practices”) that, at the State choosing, could alter the cost, efficiency, computing capacity, server density or otherwise drive efficiencies for both the State and the Contractor.

The Contractor will perform its obligation, including its obligations with respect to continuous improvement, in accordance with the common Six Sigma Quality Improvement Methodology (or similar quality management methodologies that the Contractor may utilize). The State is under no obligation to accept or implement these “best practices”, and absent a formal approval to implement these changes with a corresponding change order, the Contractor is under no obligation to implement these “best practices”.
14.0 Contract Conclusion Requirements: Transition to Successor MSV or State at Contract Termination or Non-Renewal

14.1. Overview

Contractor will provide to the State the Termination Assistance Services set forth herein in connection with the termination or expiration of the Contract.

To the extent the Termination Assistance Services include any tasks which Contractor is not otherwise obligated to perform under the Contract, the charges will be based on then-current rates for Services as proposed by Contractor in this RFP or prevailing rates at the time of termination, whichever is lower.

“Termination Assistance Services” will mean (a) to the extent requested by the State, the continued performance by Contractor of its obligations under the Contract (including providing the Services which are subject to termination or expiration), and (b) the provisioning of such assistance, cooperation and information as is reasonably necessary to help enable a smooth transition of the applicable Services to the State or its designated 3rd Party provider (“Successor”). As part of Termination Assistance Services, Contractor will provide such information as the State may reasonably request relating to the number and function of each of the Contractor personnel performing the Services, and Contractor will make such information available to the Successor designated by the State.

Contractor will cooperate with the State in its attempts at transferring the services responsibilities another provider in a manner in keeping with not adversely affect the provision of ongoing services.

14.2. Responsibilities

Commencing no less than six (6) months prior to expiration of this Contract or on such earlier date as the State may request, or commencing upon a notice of termination or of non-renewal of this Contract, and continuing through the effective date of expiration or, if applicable, of termination of this Contract, Contractor will provide to the State, or at the State’s request to the State’s designee, the termination/expiration assistance requested by the State to allow the Services to continue without interruption or adverse effect and to facilitate the orderly transfer of the Services to the State or its designee (including a competitor of Contractor). Contractor will also provide Termination/Expiration Assistance in the event of any partial termination of this Contract (e.g., termination of an element or other component of the Services) by the State, such assistance to commence upon the State’s notice of termination to Contractor. Termination/Expiration Assistance will include the assistance described in the following:

- The State or its designee will be permitted to undertake, without interference from Contractor, to hire any Contractor Personnel primarily performing the Services as of the date of notice of termination, or, in the case of expiration, within the six (6) month period (or longer period requested by the State) prior to expiration. Contractor will waive, and will cause its subcontractors to waive, their rights, if any, under contracts with such personnel restricting the ability of such personnel to be recruited or hired by the State or the State’s designee. The State or its designee will have access to such personnel for interviews and recruitment.
- If the State is entitled pursuant to this Contract to a sublicense or other right to Use any software owned or licensed by Contractor, Contractor will provide such sublicense or other right.
- Contractor will obtain any necessary rights and thereafter make available to the State or its designee, pursuant to agreed terms and conditions, any 3rd Party services then being utilized by Contractor in the performance of the Services, including services being provided through 3rd Party service or maintenance contracts on equipment and software used to provide the services. Contractor will be entitled to retain the right to utilize any such 3rd Party services in connection with the performance of services for any other Contractor customer.
For a period of up to twelve (12) months following the effective date of termination/expiration under other provisions of this Contract, at the State’s request Contractor will continue to provide Termination/Expiration Assistance. Actions by Contractor under this section will be subject to the other provisions of this Contract.

In the process of evaluating whether to undertake or allow termination/expiration or renewal of this Contract, the State may consider obtaining, or determine to obtain, provisions for performance of services similar to the Services following termination/expiration of this Contract or to return these services to the State for ongoing operation. As and when reasonably requested by the State for use in such a process, Contractor will provide to the State such information and other cooperation regarding performance of the Services as would be reasonably necessary for the State or a 3rd Party to prepare an informed option analysis for such services, and for the State or a 3rd Party not to be disadvantaged compared to Contractor if Contractor were to be invited by the State to submit a proposal.

Contractor acknowledges that, in the event it breaches (or attempts or threatens to breach) its obligation to provide Termination/Expiration Assistance as provided in this section, the State will be irreparably harmed. In such a circumstance, the State may proceed directly to court. If a court of competent jurisdiction should find that Contractor has breached (or attempted or threatened to breach) any such obligations, Contractor agrees that, without any additional findings of irreparable injury or other conditions to injunctive relief (including the posting of bond), it will not oppose the entry of an appropriate order compelling performance by Contractor and restraining it from any further breaches (or attempted or threatened breaches).

Contractor will provide State an inventory of resources (or resource full time equivalents) then performing work under the Managed Services statement of work to assist the State in determining the appropriate resourcing and skill model required for the State or a State contracted 3rd Party to assume the services as provided by the Contractor at the time of termination. This resource inventory will include (at a minimum); full-or part time equivalent resource models; skill and experience levels; education or technical skill certification levels required; and other mutually agreeable and pertinent information for the State to assemble or source the capabilities to perform the work described herein upon termination of the Contract post transition of services. Contractors are to note State does not require names of individuals as part of fulfilling this requirement.

In addition to the requirements in this section, in the event of a transfer of services back to the State and at the State’s sole discretion, Contractor will design and implement a training program to State employees designed to convey operational and technical knowledge associated with the ongoing operation of the in-scope applications and systems, conduct knowledge and documentation transfers for the then current operational processes and tasks and work to ensure an overall continuity of services until such time as State employees can reasonably perform the roles in keeping with service levels and other operational quality, timeliness and accuracy considerations associated with the delivery of the service. These services will be priced utilizing the then current Contractor rate card at the time of the request and as approved by the State.

14.3. Standards

The terminated or expired Services are transferred to the State or its successor(s) in an efficient and orderly manner. The impact on the State’s business (including its personnel and customers) and the internal and 3rd Party IT-related costs incurred by the State in transferring the Terminated Services are acceptable to the State under the circumstances.

The Terminated Services continue to be performed by Contractor without disruption or deterioration until the transfer has occurred: (i) consistent with the terms and conditions of this Contract, or (ii) except as approved by the State.

Any disruption or deterioration of the remaining Services following the transfer (except as approved by the State or included in the Termination Assistance Plan) to the extent the same is within the control of Contractor and as agreed with the State.

In an effort to facilitate transition of responsibilities, the Key Management Position obligations in the Governance Section of this Supplement will continue to apply during the agreed Termination Assistance Period.
14.4. Termination Assistance Plan

The contents of Termination Assistance Plan will include, unless otherwise agreed, the services, functions, and activities as defined below:

- Documentation of existing and planned Projects and support activities.
- Identification of the Services and related positions or functions that require transition and a schedule, plan and procedures for the State or its designee assuming or reassuming responsibility.
- Description of actions to be taken by Contractor in performing Termination Assistance.
- Description of how the transfer of (i) relevant information regarding the Services, (ii) resources (if any), (iii) operations and (iv) contracts (if any) will be achieved.
- Description in detail of any dependencies on the successors necessary for Contractor to perform the Termination Assistance Services (including an estimate of the specific Contractor staffing required).
- Inventory of documentation and work products required to facilitate the transition of responsibilities.
- Assist the State in the identification of significant potential risk factors relating to the transition and in designing plans and contingencies to help mitigate the risk.
- Set out the timeline for the transfer of each component of the terminated Services (including key milestones to track the progress of the transfer).
- Define a schedule and plan for Contractor’s return to the State of (i) the State Service locations then occupied by Contractor (if any), and (ii) the State Confidential Information, the State Data, documents, records, files, tapes and disks in Contractor’s possession.

14.5. Termination Management Team

Contractor will provide a senior Project manager who will be responsible for Contractor’s overall performance of the Termination Assistance Services and who will be the primary point of contact for the State in respect of the Termination Assistance Services during the Termination Assistance Period.

The State will appoint a senior Project manager who will be the primary point of contact for Contractor during the Termination Assistance Period. Additionally, the State may appoint a Transformation Team that would be responsible for the review of then current services provided by the Contractor and work to facilitate an orderly transition of services.

14.6. Operational Transfer

Contractor will perform the activities reasonably required to help effect a smooth and orderly transfer of operational responsibility for the Terminated Services.

Facilitating access to the State source code, object code, object and production libraries, reference files, field descriptions, record layouts and technical specifications along with run documentation for the State software then in Contractor’s possession including tools, scripts, run books, production schedules and procedures as required to support the in-scope Applications which may be used in training, knowledge transfer, sizing assessments, operational reviews and other uses required by the state at the time of Transfer.

Cooperate with the Successors in conducting migration testing.

Providing the State owned documents and information related to the functionality, program code, data model and data base structure, and access methods for the in-scope Applications and manual and automated processes used for the State, within the possession or control of Contractor, and reviewing such processes, documents and information with the Successor as reasonably requested.

Cooperate with the State’s test plans, back out procedures, and contingency plans as part of the migration of Terminated Services.
After the transfer of the provision of Terminated Services to the State, its designee(s), or both, providing additional assistance as reasonably requested by the State to facilitate continuity of operations, through the end of the Termination Assistance Period.
15.0 Sizing and Design/Implementation Information – State Salesforce Applications

15.1. Overview

The State has gathered pertinent details including design and implementation information for the two initial systems that will be delivered under the Service:

- Ohio Enterprise eLicensing; and
- Ohio Child Licensing & Quality System (OCLQS)

Additionally, for Offeror consideration the State offers two additional systems that, at the time of issuance of this RFP are in very early stages of development (requirements/planning phases) that, once live and subject to a State Authorized change order to any contract arising from this RFP, may be included at a future date.

Due to their early stages of development, the State cannot provide any additional details for this RFP other than the links to the State’s requirements, they are:

- Ohio Enterprise Grants Management; and
- Ohio Business Gateway

15.2. Ohio Enterprise eLicensing

Enterprise eLicense is the State of Ohio’s online system based on Salesforce with Basic.Gov extensions that is currently used by 26 Boards and Commissions to manage the issuance, certifications, inspections, renewals and administration of professional licenses across the State. It has the 5th largest user base of all Ohio systems offered through the ohio.gov portal. The eLicense application is a public/business facing system that is designed to foster the creation and growth of businesses in the State and is the mechanism through which Agencies, Boards and Commissions support Ohio citizens to remain gainfully and legally employed within their professional occupation across the State.

The system has established a roadmap to address the State’s more than 700 professional licenses and has been in production since July of 2015 with numerous releases since its production go-live.

The eLicense system is extensible to a wide variety of licensing needs process license applications, renewals, continuing education, complaints, and to manage investigations and enforcement case workflow and includes provisions for complex workflows, approvals, document management and other functions associated with license administration.

The system manages the generation and storage of correspondence and secure fee collection through an on-line payment processor that includes bank transfers, credit cards and other payment types. The system is used by licensed professionals to confirm status, apply for and renew licenses, and to claim continuing education credit.

The State offers the following documents pertinent to system design, integration and operating conventions for Offerors to consider in formulating their response to this Supplement:

<table>
<thead>
<tr>
<th>Ohio Enterprise eLicensing System: System Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Project Timeline</td>
</tr>
<tr>
<td>• Release Roadmap</td>
</tr>
<tr>
<td>• Solution Architecture</td>
</tr>
<tr>
<td>• Configuration Management Plan</td>
</tr>
<tr>
<td>• Workflow Repository</td>
</tr>
<tr>
<td>• Data &amp; Interface Design</td>
</tr>
</tbody>
</table>

EMBEDDED ZIP FILE – MUST
This system is in Production. Following the Award of this Salesforce Managed Service RFP and establishment of the Service by the Contractor and **MUST** be in the initial Service Scope of the Contractor.

### 15.3. Ohio Child Licensing & Quality System (OCLQS)

ODJFS is in the process of developing a replacement the current automated licensing system with a new integrated system based upon Salesforce that supports the licensing and Step Up to Quality (SUTQ) operations and administration. The system will be used by ODJFS, county agencies and Ohio Department of Education (ODE) staff and by child care program staff within ODJFS or ODE licensed programs.

As a result of the completion of this project, ODJFS will take advantage of current technology opportunities such as Cloud, Software as a Service (Salesforce), and Service Oriented Architecture (SOA) to lower infrastructure burden, eliminate manual processes, streamline reporting, analytics, and dashboards, as well as expand data sharing goals.

The new Salesforce-based system will provide the ability for data to be managed according to an individual’s needs, and not according to disparate agency structure and that can be used by ODJFS, county agencies and ODE staff and licensed programs.

The State offers the following documents pertinent to system design, integration and operating conventions for Offerors to consider in formulating their response to this Supplement:

<table>
<thead>
<tr>
<th>Ohio Child Licensing &amp; Quality System: System Details</th>
</tr>
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<tbody>
<tr>
<td>• Project Timeline</td>
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<tr>
<td>• Solution Architecture</td>
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<td>• Configuration Management Plan</td>
</tr>
<tr>
<td>• Workflow Repository</td>
</tr>
<tr>
<td>• Data &amp; Interface Design</td>
</tr>
<tr>
<td>• Data Conversion</td>
</tr>
<tr>
<td>• Interface Management Plan</td>
</tr>
<tr>
<td>• Configuration Management Plan</td>
</tr>
</tbody>
</table>

This system is scheduled for a production go-live contemporary with the Award of this Salesforce Managed Service RFP and establishment of the Service by the Contractor and **MUST** be in the initial Service Scope of the Contractor.

### 15.4. Potential Future Scope: Ohio Enterprise Grants Management

The Federal grants management processes employed by Agencies within the State of Ohio involves over 700 employees and are antiquated, inefficient and ineffective. There are 22 State Agencies receiving and distributing approximately $25B in federal grant funds annually. These Agencies employ 57 different software systems and technology tools. In most cases, these are standalone systems not integrated with the State’s ERP financial system.

This approach to federal grants management at the enterprise level results in restricted visibility into how approximately $25 billion is being spent within grant programs annually. Under the current situation, providing answers to practical operational questions at the enterprise level, is a labor-intensive and expensive endeavor.

The State has established Enterprise Grants Management (EGM) Program to programmatically address the State’s end-to-end Grants Management process and technology analysis effort. The State has performed an analysis of the Grants Management systems utilized by the various State Agencies as well as the Grants Management processes. A
major conclusion of the analysis was the State needed to standardize its Grants Management business processes as part of (and to be supported by) Salesforce based solutions.

In September of 2016, the State awarded a multi-year contract to develop an Enterprise Grants Management System based upon Salesforce and migrate legacy Agency systems to this system.

The pertinent elements of RFP pertaining to this Application are located at:
https://procure.ohio.gov/ProcOppForm/0A1158_Supplement%203%20Grants%20Management.pdf

The State has contracted for three go-live dates that are pertinent to the scope of work in this Supplement:

15.5. Potential Future Scope: Ohio Business Gateway

Founded in 2002, the Ohio Business Gateway (OBG) has a long term vision to become the primary hub for business interactions with the State of Ohio. OBG is an online destination where 500,000 - 600,000 business users submit transactions and payments for 23 different service areas. In 2009, “OBG 2.0” went live as the first major release and update to the original OBG system. Since 2009, transaction volume on the OBG has increased as more service areas have come online, foundational and user-facing technology has evolved at a rapid pace, and the needs of the OBG’s end-users and the state agencies have changed. These factors have contributed to the State’s desire to modernize the OBG.

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

In September of 2016, the State awarded a multi-year contract to Modernize the OBG and migrate the legacy 2.0 system to Salesforce.

This RFP is located at: http://procure.ohio.gov/proc/viewProcOpps.asp?oppID=12861

The State has contracted for two go-live dates that are pertinent to the scope of work in this Supplement: