



Office of Information Technology

Procurement Outreach

Agency Requirements Information

Competitive Procurement Process Request for Proposal (RFP)

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March 2007

Required Request For Proposal Information

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AGENCY PREPARATION

Note: These are recommendations regarding Agency preparation.

Write and present a project justification to Agency senior management

- State the Agency need
 - What is needed which the project will provide?
- State the objective
 - What is to be achieved by the project?
- State the business reason
 - Agency business benefits the project will have (savings of resources such as time, staffing, money)

Research

- Become familiar with technology which might provide a solution
- Attend conferences or contact other states/entities who addressed similar problems
- Determine a potential vendor pool

Determine Project Schedule

- RFP Procurement Process Estimated Schedule
- High-Level Resultant RFP Project Target Dates

Establish Budgets First, establish the estimated procurement process budget then the estimated budget for the project including ongoing maintenance and support costs.

- RFP development and evaluation budget
 - Number of personnel assigned
 - Time commitments for the RFP development team
 - Resources needed (facility, work space, equipment)
 - Outside resources needed (conferences, other state visits)
 - Outside support resources needed (consultants, industry experts)
 - Equipment needed for any testing or demonstrations
- Project budget: an estimated budget for how much the resultant RFP project will cost
 - System hardware
 - System software
 - Application software (application development)
 - Communications hardware & software
 - System maintenance
 - Training
 - Project management
 - Transition & conversion
 - Facilities upgrade, site preparation, and deployment
 - Ongoing or recurring costs such as support, hardware & software maintenance, additional facilities costs (space, air conditioning, etc.)
 - Miscellaneous costs
 - Project ongoing yearly costs
 - Includes maintenance and support costs
 - Fiscal Years and Biennium(s) impacted

Gain Agency senior management (including CIO) approval to move forward with the procurement process

AGENCY INITIATES PROCUREMENT

Identify the main agency contact during Request For Proposal (RFP) Development. If possible at this stage, identify the lead agency contact for the RFP Evaluation Team. Identifying Program (Business) Area, Procurement and Information Technology Agency contacts for the project is helpful but not mandatory.

- Business/Program Area (user group): The business department typically provides the following information for the RFP:
 - Definition of the current work process
 - Functional/business requirements of the RFP
 - Workflow of business processes within the Agency
 - Definition of operational problems limiting the Agency
 - Description of operational processes to remain unchanged
 - Description of operational processes that may be changed or eliminated
 - Analysis of work volume and throughput requirements
 - Description of internal resources required
 - Description of external resources required (regular outsourcing of work to a specialized company)

- Information Technology (IT) Area: The IT staff typically provides the following information for the RFP:
 - RFP technical requirements (based on requirements and work description supplied by the business staff)
 - Complete Description of the current hardware and software environment
 - Description of any unique technologies the new system must communicate to or co-exist with
 - Provide existing state and Agency technology standards (communication network, programming, development, security, etc.)
 - Technical qualifications of potential offeror staff
 - Development of the RFP project requirements

- Procurement Area: If applicable, procurement staff will:
 - Ensure potential offerors are economically stable
 - Help develop an estimated budget for the project
 - Participate in possible contract negotiations in conjunction with OIT Acquisition Management staff

Complete the Agency Procurement Request (See *Example A-1*) Request available from the Office of Information Technology – Acquisition Management

Identify Agency Evaluation team members (if possible at this stage, can be assigned at a later date):

- The evaluation team should include:
 - The RFP development team
 - Technical experts
 - Subject matter experts

REQUIRED INFORMATION

PURPOSE AND BACKGROUND

(See Examples B1 and B2)

Term of Contract

- Length of Contract including renewals
- Consider the following to determine length:
 - Time to build and implement
 - Maintenance and support
 - Will you support in-house and require knowledge transfer or use vendor support?
 - Include time for replacement solution timeframe and any enhancements during the life of the project
 - Estimate the useful life of the solution, amount of technology change in the market place, how will the contract length affect the costs
 - Longer term contracts may lower the total cost as the contractor has the ability to amortize costs over a longer period of time.
 - There must be consideration of periodically offering another competitive process, for example, a contract is not recommended for 20 years
 - Consider funding restrictions such as the end of grants or fiscal year end

Background

- Describe the history with regard to the work to be covered in the RFP (what needs to be newly automated, converted, etc.)
- General overview of how the specific business unit fits into the larger organization
- Agency mission, goals and objectives
- Physical environment, Agency location, any analysis work completed prior to this procurement and existing practices this procurement (system) must conform to
- Describe why the work is necessary (mandate or legislation, outdated technology, etc.)
- Identify circumstances which may affect the project such as predetermined timelines, current state of the project (if any), staff availability and previous projects
- Identify any special requirements the Agency must handle prior to Contract award (e.g., federal approval required, Controlling Board release of funds, etc.)

Existing environment and/or target environment (a high level description, the specifics and details will be in a supplement)

- List of current hardware and software utilized by the Agency
- Network connections
- Number of users
- License agreements, if applicable

Existing technologies to leverage, if applicable

- List of existing hardware, software, or resources the Agency expects the Contractor to build on for cost-saving purposes.

Objectives

- What the Agency wants to accomplish as a result of this contract.
 - Can be a bulleted list or statement of the project's result to be achieved in order for the overall goals of project to occur. After the Scope of Work is completed, review the Objectives and Scope of Work to ensure they are in alignment.
- Could include a description of any regulations, legislation, or mandates the Contractor must take into consideration when designing the solution
 - For example: *Legislation requiring a new process and how this project meets the requirements.*
- Objectives must be well defined, measurable, attainable items
- Define objectives, develop Scope of Work then the Overview of Work's Scope

PROJECT REQUIREMENTS INCLUDING **SCOPE OF WORK** **(See Examples D1 and D2)**

Outline of Scope of Work Development Timeframes:

- **Broad Scope:** The Agency's draft is created between the Pre-Acquisition and the Kick Off Meeting
Target Completion: Fifteen business days (3 weeks).
- **Refined Scope:** With assistance from Acquisition Management, the Agency refines the Scope of Work including business and technical requirements then develops the Evaluation Criteria and Requirements.
Target Completion: Up to twenty business days (4 weeks) after the Kick Off Meeting.
- **Specific Scope:** The Scope is very detailed. Minor refinements are requested by Acquisition Management.
Target Completion: Twenty business days (4 weeks) after scope is refined.

Overview of the Project's Scope of Work (See Example C-1)

- High level narrative identifying the major components of what will be accomplished by the work performed under this contract. The overview is further detailed in the full Scope of Work section. This section is typically defined after the Scope of Work is complete.

(Optional) Firm dates for project start, project end or predefined milestones if they exist

- Start and completion dates, based on anticipated award date, funding issues or mandated dates
- If the Agency does not have firm dates, Acquisition Management may recommend including estimated dates in the Request for Proposal based on Acquisition Management's experience with similar products
- Consider the amount of time to complete the design, development testing, implementation, training and support and the time needed to accept the project

Location of data

- Agency's geographic restrictions regarding where the data will be stored:
 - Must all data remain within State facilities?
 - Will contractor have custody of State data and what are the restrictions placed on that information?
 - Will the Agency provide work space for contractor staff?
 - Are there any positions which must work on-site such as Project Manager?
 - Consider the life of the contract when determining what staff will be resident

Provide the Scope of Work including the contractor's responsibilities (includes support and maintenance, training, knowledge transfer, etc.)

The Scope of Work is a detailed description of what the awarded offeror is to accomplish during the project. When drafting the Scope, envision the end state of the project or desired solution rather than the business problem, or, attempt to answer the questions an offeror might ask. Define the Scope so there is no question about what is acceptable and expected. It addresses who, what, when and where. The offeror determines how to execute a solution to the problem.

- What is to be done?
 - What will the contractor deliver to accomplish the goals of the project?
 - What work will the contractor perform to meet project requirements?
 - What project management skills are necessary to manage and develop project?

- What are the deliverables?
 - Examples of deliverables: *A Microsoft Project Plan with Work Breakdown Structure showing what work is to be done; a list of project risks.*
- Who is going to do which tasks?
 - Define contractor and Agency responsibilities
- When should the solution be done? What are the expectations for project completion?
 - A list of deliverables will be in the Scope of Work and may have timelines attached to them.
- Where will work be performed?
 - Where will work be performed: on-site, within Ohio, within the continental United States?
 - At the Agency's or the contractor's place of business?
 - Must the work be done within Ohio?

Indicate if a performance test will be done and describe the performance criteria

- Describe what will be tested, deadlines for completion and length of time the system must operate successfully and consistently
 - Describe testing: Will there be system testing, BETA tests, test scripts, user acceptance tests?
 - Define the critical number of transactions through the system
 - Acceptable speed/timeframes for information to be processed correctly
 - Define what constitutes accurate reporting from the system
- Timelines for curing the defects
 - How long will the vendor have to make corrections after the acceptance test? Two weeks? A month?
- May include suspension, termination and/or remedies for failing to cure defects
 - What do you expect to do if the contractor fails to comply?
- Testing is necessary to prove the system works properly

Describe the work hours and conditions for the contractor

- Indicate hours of operation for the Contractor and staff
 - Normal work hours are 8:00 A.M. to 5:00 P.M. Monday through Friday, List State Holidays
- Describe what facilities and office equipment will be available to Contractor's staff
 - If on-site, will there be work space, computers/laptops, parking, phone, a development environment available?

Identify any special maintenance conditions

- Maintenance requirements in addition to the RFP boilerplate terms and conditions (e.g. specific hours of operation, response times, and/or security clearance)
 - Examples:
 - *Four business hour response time, next day service, anything over the standard terms and conditions of the RFP boilerplate.*

Any additional information pertinent to the project

Examples:

- *Charts/graphs of environment and connections*
- *If applicable, a list of branch offices, staff and hours*
- *Technical Limitations*
- *Additional Terms and Conditions*
- *Glossary of terms*

Business Requirements

- Business requirements determine what the product/service will do to meet what the Agency does as a business
- Agency must capture, document, validate and monitor explicit and clear-cut requirements
- Assess current practices
 - What does the current system provide today?
 - Is the goal to have more requirements than you currently have?
- Bridges the gap between user needs and system functionality
 - How will the system meet user needs – for the Agency, customers, stakeholders (federal government, recipients, other agencies)
- Examples of Business Requirements:
 - *Acceptable number of business transactions per hour/day/month/year*
Critical factors application must process as set out by the Agency
 - *Determine if application meets the business needs set out by the Agency*
 - *Capture data fields necessary to perform business functions such as income, number of children in family, age of applicant, birth date, social security number*
 - *Determine what the contractor must address in these requirements intrinsic to what the Agency does*
 - *Identify any business rules the Agency must adhere to*
 - *Example:*
 - *Checks must be processed every two weeks by system*
 - *Report transactions occur every week, month, quarter and year end.*

Technical Requirements

- This section of the RFP describes as completely and as accurately as possible all the functional and operational aspects of the proposed purchase and details the minimum performance standards.
- This section also includes a description of all applicable acceptance tests as well as any existing hardware and software interface requirements.
- Technical requirements may be developed by a consultant instead of Agency staff. Contact your Acquisition Supervisor to discuss this method further.
- Sample questions regarding development of technical requirements:
 - *Disaster Recovery Requirements*
 - *Will the contractor build a disaster recovery plan?*
 - *Backup every 24 hours? Twelve hours? Two weeks?*
 - *Hardware/software must process "X" number of transactions per minute*
 - *Response time – how many (sub) seconds?*
 - *Operating System: Microsoft based, Windows based, Linux, Unix, SQL database, Oracle database, DB2 database.*
 - *What is the response time you want in the system?*
 - *Will the information be hosted by the contractor or Agency?*
 - *Where will the data reside if hosted by the Agency (at the Agency or State of Ohio Computer Center?)*
 - *What are the support requirements after completion of the system (six months, one year, two years?)*
 - *What type of Help Desk Support will the Agency need?*
 - *Will Help Desk be maintained by contractor or Agency staff?*
 - *Who will purchase the hardware? Contractor or Agency?*
 - *What type of configuration (2 tier, 3 tier?)*
 - *Is a test environment required?*
 - *Who will provide it?*
 - *Will system back-up be required for the system?*
 - *What pieces of the system will be backed up?*
 - *What interfaces are required to current systems? (OAKS, CRIS-E, SACWIS)*

PROPOSAL REQUIREMENTS

The Agency determines the number of proposals needed based on the size of the evaluation team (plus Acquisition Management keeps one original and one copy)

The cost summary (See *Examples E1 and E2*)

- A format offerors use to identify costs to the State for hardware, software, services and/or deliverables
- May include optional maintenance, support and additional products

EVALUATION SCORING AND WEIGHTS **(See Examples F1 and F2)**

Mandatory Requirements Overview

- Requirements every proposal must meet to remain under active consideration
- Implies the Agency cannot do without this requirement
- Keep mandatory requirements to a minimum
 - Too many mandatory requirements put the procurement at risk
- Example:
 - *Offeror must have completed three document management systems within the last three years with the same scope and requirements as this project.*

Scored Criteria

- Scored Criteria are non-mandatory requirements
- Each requirement's weight and score are based on the relative importance to the overall project
 - Weights are used to establish relative importance
 - Ratings are generally "Does Not Meet (0), Meets (5), Exceeds (7) and Greatly Exceeds (9)
 - Score is a product of the weights times the ratings
- Examples:
 - *Offeror will provide work plan*
 - *Project Manager's education and experience as it relates to the project*
 - *System testing*

MISCELLANEOUS

Indicate if a site visit is necessary

- Walk-through of Agency's site to view operations
- Usually conducted if the Agency feels it will add value to the offerors' solutions by viewing the facilities, equipment and operations
- Adds time to the procurement

Determine if your Agency wants a presentation, interview and/or demonstration

- Offeror demonstrates proposed solution's ability to meet requirements
- Adds time to the procurement
- Usually conducted to determine solution's compatibility with software/hardware, ease of use, and offeror's knowledge of system and how it meets pre-established test criteria.
 - Agency test scripts are often used during the demonstration

Establish the number of days work must begin after cutting a purchase order

- Agency must determine when Contractor/staff must be available to start work

Describe the manner in which the contractor will be paid for work (the contractor's fee structure) (See Example G1)

- Agency must determine if Contractor will be paid on a deliverable or time and material basis
 - RFP's are deliverable based
 - Example: *Kick Off Deliverable complete, Programming Deliverable complete, Phase 1 accepted.*

Hold-Back

- An option available to agencies
- Each invoice submitted during the project life cycle is reduced by a percentage that is held in escrow. Following the date of Final System Acceptance, the Contractor submits a final invoice for the total amount accumulated for all hold-back credits.

Reimbursable Expenses

- This includes any items not mentioned in the RFP an Agency is willing to reimburse a Contractor throughout the life of the Project (e.g. *Excessive travel not contemplated in the original Scope of Work which may occur*).
- Reimbursement subject to Office of Budget and Management guidelines.
- Most contracts do not include reimbursable expenses.

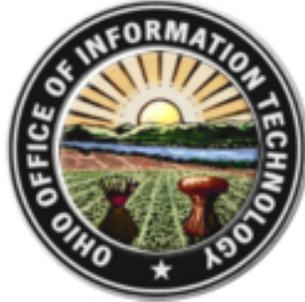
Bill to Address

- Agency provides an address where the Contractor may submit invoices upon completion of a task/deliverable

EXAMPLES OF AGENCY PROVIDED INFORMATION

AGENCY INITIATES PROCUREMENT

Example A1: Agency Procurement Request



**Office of Information Technology
Investment and Governance Division**

Acquisition Management Agency Procurement Request

1.0 PROJECT IDENTIFICATION

Agency/Division Name:

Project Name:

I.T. Plan #:

(NOTE: This project must be added to the Agency I.T. Plan if not included currently)

Requesting Agency Contacts:

MAIN CONTACT*			
NAME	TITLE	PHONE	EMAIL
EVALUATION TEAM LEAD			
NAME	TITLE	PHONE	EMAIL
PROGRAM (BUSINESS) AREA CONTACT			
NAME	TITLE	PHONE	EMAIL
PROCUREMENT CONTACT			
NAME	TITLE	PHONE	EMAIL
INFORMATION TECHNOLOGY CONTACT			
NAME	TITLE	PHONE	EMAIL

*Identifying the Main Contact is mandatory.

Provide Evaluation Team Lead plus Program (Business) area, Procurement and Information Technology contacts if known.

2.0 PROJECT DESCRIPTION

Business Opportunity/Business Need:

Project Objectives:

Critical Dependencies:

3.0 PROJECT BENEFITS

Tangible Benefits:

Tangible Benefit	“Who” will benefit?	“How” project will provide benefit

Intangible Benefits:

Intangible Benefit	“Who” will benefit?	“How” project will provide benefit

4.0 PROJECT COSTS

Total Estimated Cost:

Estimated Cost of Hardware only:

Estimated Cost of Software only:

Estimated Cost of Services only:

Total Budgeted Cost:

Fiscal Year:

Funding Source (Federal, State):

5.0 TIMELINE ESTIMATES:

Project Timeline

Anticipated Contractor Work Start Date: Month {Select Month} Year {Select Year}

Procurement Process Timeline

Estimated Procurement Timeframe:

Requested Start Date: Month {Select Month} Year {Select Year}

Requested Award Date: Month {Select Month} Year {Select Year}

6.0 NOTES AND SPECIAL CONDITIONS (Information regarding related, dependent or previous project work such as assessment studies, requirement definition, etc.)

PROJECT BACKGROUND

EXAMPLE B1: Project Background for Request for Proposal 0A04002 titled Employer Resource Information Center (ERIC), an application development procurement.

Background

The Department of Job and Family Services, Office of Unemployment Compensation, Bureau of Unemployment Compensation Tax (UC Tax) administers the tax and wage record provisions of the Ohio Unemployment Compensation Law. UC Tax serves approximately 232,000 active Ohio employers and processes \$750 million of tax revenues per year. The bureau comprises four sections: Contribution, Compliance, Collection, and Wage Record.

UC Tax is seeking to implement a modernized system for processing unemployment compensation taxes to effectively and efficiently accept reporting, bill employers, accept payments and process refunds, collect monies due, track employer records, assure employer compliance with the law, and provide customer support to assist employers in meeting their legal obligations.

While a current system exists, it is inefficient in both business process and system operation. A key objective of this modernization effort is not only to implement an improved system but also to implement the new system inside an improved business operation. Therefore, the requirements of the system are constructed such that implementing a system that meets the requirements will necessitate changes to the business process. UC Tax is committed to working with the selected vendor to implement these process changes. The modernized system is envisioned to drive these process changes and is the key to effective and efficient future operation.

Objectives. The State has the following objectives that it wants this Project to fulfill, and it will be the Contractor's obligation to ensure that the Project meets these objectives.

UC Tax's mission is to provide a system that exceeds our customers' expectations by modernizing our processes and providing employer customers with the ability to interact (reporting and paying) in the easiest, most efficient manner possible.

The single highest priority of UC Tax is a modernization of business processes, including the replacement of the existing UC Tax mainframe system (Employment Security Tax Accounting System [ESTAS]). The current system was designed in the 1970s and must be updated if Ohio is to continue to control costs and improve service levels to all interested parties. A new tax system will facilitate the efficient and timely cashing of State Unemployment Tax Administration (SUTA) payments, maximize interest earnings and enhance the integrity of the trust fund. A new tax system is necessary to facilitate our ability to meet the U.S. Department of Labor (USDOL) annual evaluation of the UC tax functions in accordance with the Tax Performance System (TPS) standards.

The State of Ohio published a statewide IT strategy that commits to a statewide modernization of government, move to e-government, focus on customer accessibility to information and services, and has recognized the necessity to reinvest in IT enabling systems.

Use of the Internet to communicate and conduct simple transactions has greatly increased public expectations regarding the availability of government information and services.

JFS has been clear in defining its effort to move away from the traditional legacy environment to an enterprise production environment. The strategic direction articulates the necessity of moving all mainframe systems to either the IBM platform or to rewrite them as Web-enabled systems.

EXAMPLE B2: Project Background for Request for Proposal 0A06008 titled Statewide Imagery Acquisition Project, a service procurement.

Background. The Ohio Geographically Referenced Information Program (OGRIP) wishes to better support the users of geospatial data within Ohio, provide for a common visual geographic framework that can be used by all levels of government, and enable more effective planning and response in case of man-made or natural emergencies.

The OIT/OGRIP statewide imagery acquisition Project entails the entire land area of the state of Ohio, which is approximately 41,276 square miles. The State’s envisioned Project extent and imagery, required products and services and Deliverables are identified in Attachment One: Work Requirements of this RFP document.

OGRIP is the authorized GIS coordinating body for the State. OGRIP promotes effective use and sharing of geographic data— data that includes a reference to place, such as street address, voting district, or coordinate position. Created in 1988 to provide a mechanism for communicating in and between state agencies and local government, OGRIP was officially established through an Executive Order by Governor Voinovich (93-010-V). This Executive Order was re-established by Governor Taft (99-10T and 2000-05T) into its present configuration. Consisting of a Council that directs its activities, and a Forum that provides opportunities for users and creators of spatial information to meet and exchange ideas, OGRIP reflects a truly multi-organizational approach. The Council’s make-up and current representation are provided below:

County Auditor’s Association of Ohio (CAAO) [Fairfield County]	Office of Information Technology (OIT)
County Commissioners Association of Ohio (CCAO) [Lucas County]	OGRIP Forum Chair
Department of Development (ODOD)	Ohio Environmental Protection Agency (OEPA)
Department of Natural Resources (ODNR)	Ohio Municipal League (1 for cities over 100,000) [Cleveland]
Department of Transportation (ODOT)	Ohio Municipal League (1 for cities under 100,000) [Galion]
Institutions of Higher Learning [Cleveland State University]	Public Utilities [AEP]

OGRIP’s primary focus is to:

1. Provide a leadership role in the establishment of a proper system of collection and dissemination of data
2. Coordinate GIS activities within the State that provide for the efficient collection, management and use of geographically referenced data
3. Establish a GIS Forum to assist in the coordination of GIS activities and to encourage access and consistency with other GIS systems to the maximum extent possible
4. Represent the interests and concerns of all State agencies.

OGRIP has initiated and sponsored numerous projects since its inception. A few of these are below:

- GISOM (Generating Information from Scanning Ohio Maps) [completed]
- Ohio Digital Orthophoto Program Study (ODOP) called for and defended the development of a comprehensive statewide program for imagery at local government resolutions in 1997. [completed]
- National Digital Orthophoto Program (NDOP) & DOQQ (Digital Ortho Quarter Quads) compression and enhancement [completed]
- Ohio County GIS Profiles provides a snapshot regarding spatial data assets in each county and their status. The purpose of the GIS Profiles was twofold – 1) to obtain an inventory of spatial assets and activities at the local level and 2) to create a mechanism for painless updates to this inventory as more counties and municipalities implement and manage GIS programs.
- The information gathered through this process allows OGRIP to craft together business cases for the development of statewide programs for data collection, such as digital imagery.
- Ohio Department of Commerce/Bureau of Underground Storage Tank Regulations working with the GIS Support Center (GISSC) is developing an application linking inventory, permitting and inspection data to site locations [on-going]
- The Location Based Response System (LBRS) is a \$7M program to develop highly accurate street centerlines with address ranges and field verified site address points through partnerships with local governments. Staff at the GISSC manage this

program, coordinating negotiation of MOAs (memoranda of agreements), and publicizing the program to all counties. All funding is earmarked for county participation and supports cross-Agency data sharing for, among other things, emergency management and economic development. [on-going]

- Ohio Department of Agriculture's Premise Identification Program, working with the GISSC has obtained local government parcel information showing land use classification and ownership data to identify livestock locations and slaughterhouses to support analysis concerning the prevention of disease. [on-going]
- GIServOhio is a data and services portal to support the discovery, access, and delivery of raster and vector spatial data sets.

There are nearly 5,000 data sets described and/or accessible through the GIServOhio portal today. They can be accessed at the following link; <http://metadataexplorer.gis.state.oh.us/metadataexplorer/explorer.jsp>. This implementation of server technology will provide a convenient means of "shopping" for the most current available data in Ohio. GIServOhio promotes data exchange using non-proprietary technologies. To develop a comprehensive statewide GIS program for Ohio, the OGRIP Council needs to have a current and up-to-date inventory of county activity and spatial data assets. Local government activities have to be documented and assets coordinated if the benefits of a comprehensive program are to be realized. As mentioned above, the Ohio County GIS Profiles represents the assets and GIS activities in local government for Ohio. The results of this annual County Profile Survey is available in delimited text format on the OGRIP web site by following the delimited text link next to the Survey Results heading of the Ohio GIS County Profiles page. They are current as of the individual file dates. <http://geodata.oit.ohio.gov/geodata/projects/Profiles/sections/> The first file provides a listing of the questions asked by section, the sections provide responses listed by county.

The State intends to procure the Deliverables proposed for statewide orthophotography for the Required and Optional Project Product Deliverables identified in this RFP from the selected offeror. Final delivery of all products and services described in this RFP will be scheduled for completion no later than December 31, 2007. The State requires a single contract for the imagery required and optional Project Product Deliverables. State agencies and counties will also be able to purchase from this Contract to enhance the required product Deliverables for the purpose of obtaining the optional products described in this RFP. The Contract will allow a State Agency or a county to leverage the imagery acquisition services required to deliver the required product Deliverables for the State. If a State Agency or county chooses to obtain an optional product enhancement, the enhanced product will be delivered with the State's required Deliverable and the State Agency or county will be responsible for the additional cost for the enhancement as identified in the offeror's Cost Proposal. Additional feature capture or resolution enhancement on behalf of counties or State agencies for Deliverables other than those identified in the Contract are outside the scope of this RFP document and will require a separate agreement between the successful Contractor and participating counties or State agencies. No contracting services will be offered by the State of Ohio to support data capture, quality control, or any other services not explicitly listed in the resulting Contract.

OVERVIEW OF WORK'S SCOPE

EXAMPLE C1: Request for Proposal 0A04002 titled Employer Resource Information Center (ERIC).

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

The modernized system will support business operations that are common across all of UC Tax as well as support business operations that are unique to specific segments of the UC Tax operation. To assist the reader in understanding the concept of operations for the modernized system, macro functionality has been defined for both common and unique operating functions. Included in the System Requirements Document (SRD) is a summary of the high-level goals, objectives, and functional requirements for both common and unique operations. Detailed requirements are provided in the System Requirements Document (See Supplement 3) and specify the details of each of these areas in addition to other internal and external requirements.

Requirements defined in the SRD for common operating functions include common architecture, workflow, accounting/finance, data capture, tickler notices, portal environment, customer resource management (CRM), reporting, and data conversion.

Requirements defined in the SRD for unique operating functions include contribution and wage record report processing, compliance, collection, and case management.

SCOPE OF WORK AND DELIVERABLES

EXAMPLE D1: Scope of Work and Deliverables for Request for Proposal 0A04002 titled Employer Resource Information Center (ERIC), an application development procurement.

Scope of Work.

This section of the RFP describes the deliverables required for the ERIC project. The scope of services required include project management, validating the requirements, developing the logical design and detailed design, developing approved design, implementing the approved design, completing acceptance testing, piloting the operational systems and completing the roll out to the production environment. Training of and knowledge transfer to JFS staff is required throughout the project.

The following tasks and deliverables represent all the work to be completed to successfully implement the ERIC system. They do not necessarily represent a logical sequence for completion of the work to be performed.

Deliverables.

Task 1 - Project Management

Kick Off

Kick Off Meeting. The Contractor, JFS and DAS will conduct a kick-off meeting within 5 working days of starting work.

Manage Staff. The Contractor must provide the day-to-day management of its staff and project activities in accordance with the approved Project work plan and Project schedule. The Contractor has primary responsibility for the successful completion of project activities, in accordance with the approved work plan, and the transfer of knowledge to State staff. The Contractor must provide administrative support for its staff.

Update Project Schedule. The Project schedule submitted with the Contractor's proposal must be updated and submitted in electronic and paper form to the State Senior Project Management Team for approval within fourteen (14) calendar days of the work start date. The revised project schedule will become the Contractor's master plan to fulfill the Contract. The Contractor must use Microsoft Project 2002 or latest version as the automated project management tool for the maintenance and presentation of the Project schedule during the Project.

The Project schedule must be formally updated in conjunction with the monthly and quarterly reporting requirements throughout the Project.

Assemble Project Team. The Contractor must assemble its twelve (12) primary Project staff at the Primary Project Site in Columbus, Ohio, in preparation for conducting the Project tasks. The integrated Project team will consist of the Contractor's primary Project staff and State staff designated for the Project.

Prepare Secondary Project Site. The Contractor must assemble and provide workspace for Contractor Project staff that will not be located at the Primary Project Site. The secondary project site must be located within the Continental U.S.

Provide Hardware/Software at Secondary Project Site. For the Contractor staff located at any site other than the primary Project site, the Contractor must provide for the acquisition, installation, upgrading, and support of all hardware and software necessary, with the exception of the Novell Netware client. This will include all data circuits, networking hardware, software, and support necessary to connect to a State Virtual Private Network (VPN). The secondary site must be configured with site-to-site VPN service. The Contractor must provide high bandwidth connections for the secondary site that operate at a minimum performance level of T1. The minimum acceptable data transfer rate for this VPN will be 1.5 Mbits per second. All web-based traffic across this VPN must support a minimum of 128-bit encryption using Secure Sockets Layer (SSL). All other traffic across this VPN must support a minimum of 168-bit Data Encryption Standard (DES), also known as 3DES or Triple DES.

Communication Plan

As part of the Project Management Task the Contractor must develop a communication plan that demonstrates sufficient services to ensure timely and appropriate generation, collection, and dissemination of project information. This includes the communications protocols and procedures for reporting to JFS stakeholders regarding project issues, changes via the Change Control Review Board (CCRB), work activities, and deliverables. The Contractor must detail its procedure for assuring effective project management activities, specify all project management activities and responsibilities, and quantify how project progress will be measured and controlled. All materials generated as a result of the Communication Plan must be turned over to JFS at the completion of the implementation of the ERIC application.

Software Development Plan

The Software Development Plan is a comprehensive plan that gathers all information required to manage the project from a software development perspective. This plan is to be developed during the first phase of the Contractor's proposed methodology and updated as necessary. It describes the approach to the development of the software, and it should be designed as the top-level plan developed and used by managers to direct the development effort. It provides the Project Manager with the tools needed to plan the project schedule and resource needs, and to track the progress against the schedule. Guidance is provided to project team members to understand what they need to do, when they need to do it, and what other activities they are dependent upon.

Artifacts that are to be included in the Software Development Plan must include (but are not limited to): (JFS MIS will provide the various templates for these artifacts.)

- Iteration Plan
- Requirements Management Plan
- Risk Management Plan
- Business modeling Guidelines
- User-Interface Guidelines
- Use-Case Modeling Guidelines
- Design Guidelines
- Programming Guidelines
- Test Guidelines
- Infrastructure Plan
- Configuration Management Plan
- System Security Plan
- Documentation Plan
- Quality Assurance Plan
- Problem Resolution Plan

Change Management Plan

The Contractor must develop a Change Management Plan which establishes the Change Management roles and responsibilities, polices, guidelines, processes and procedures necessary for controlling and managing the changes, both technical and other changes, during the life of the ERIC development project. This document will identify how changes are identified, defined, evaluated, approved, and tracked through completion. This plan will identify responsibilities and define the composition, function, and procedures for the ERIC Change Control and Review Board (CCRB).

Project Plan Baselines

The Project Plan Baseline will be established early in the first phase of the ERIC project. Once established, the baseline will only be modified through the Change Control Board process. The approved baseline will be utilized for all project metrics reported on a weekly status reporting schedule.

Reporting and Status Meetings

The Contractor must provide periodic reporting and attend status meetings. The weekly, Ad Hoc, and monthly status reports do not require a Deliverable review cycle.

- **Weekly Meetings:** Throughout the Project, the Contractor's Project Manager and pertinent primary Project staff must attend weekly meetings with the State Project Management Team and other members of the ERIC Project. The weekly meetings must follow a preset agenda and must allow the Contractor or the State the option to discuss other issues that concern either party.
- **Weekly Status Reports:** The Contractor must provide written and electronic status reports on the Project, which are due to the State Project Management Team at least 24 hours before each weekly meeting. Additionally, the Contractor will forward a copy of the weekly status report to the DAS, EPMO Office located at 30 E. Broad Street, 39th Floor Columbus, OH 43215. Weekly status reports must contain, at a minimum, descriptions of the following:
 - An Executive Summary;
 - Any issues encountered and their current disposition;
 - The results of any tests;
 - Whether deadlines were met;
 - Any issues that need to be addressed before proceeding to the next task;
 - Anticipated tasks to be completed in the next week;
 - Tasks percentage completed between 0% and 100%
 - Updated project schedule;
 - Weekly project metrics (i.e. schedule performance index, cost performance index, schedule variance percent);
 - Updated risk and mitigation planning; and
 - Status of open issues.

The Contractor's proposed format and level of detail for the status report will be subject to State approval.

- **Ad Hoc and Oversight Committee Meetings:** The Contractor's Project manager, or designee, must attend and participate in all Project-related meetings as requested. The Contractor may be required to prepare materials and make formal presentations at these meetings.
- **Monthly Status Reports:** The Contractor must submit a hardcopy and electronic status report, which is due to the State Project Management Team by the close of business, the second working day following the end of each month during the Project. Additionally, the Contractor will forward a copy of the monthly status report to the DAS, EPMO Office located at 30 E. Broad Street, 39th Floor Columbus, OH 43215. Monthly status reports must contain, at a minimum, the following:
 - A complete set of updated and current output from the Microsoft Project 2002, including an updated Gantt chart, along with a copy of the corresponding Project schedule files in electronic version;
 - A description of the overall completion status of the Project in terms of the approved Project schedule;
 - The plans for activities scheduled for the next month;
 - The Deliverable status, with percentage of completion and time ahead or behind schedule for particular tasks;
 - Identification of Contractor employees assigned to specific activities;
 - Problems encountered, proposed resolutions and actual resolutions;
 - An analysis of risk anticipated, proposed mitigation strategies and resolved risks;
 - Any updates required in the change management strategy
 - Testing status and test results; and
 - Proposed changes to the project schedule, if any.

Independent Validation and Verification. At the State’s option, an Independent Validation and Verification (IV&V) Contractor may be selected to assist the State with: (1) assessing the project methodologies, planning, and execution, (2) assessing implementation quality, and (3) evaluating quality and compliance of deliverables. The selected IV&V Contractor would assist the State in developing and implementing the following Project monitoring procedures:

1. Project schedule monitors;
2. Project scope monitors; and
3. Project quality assurance monitors;

Should the State elect not to contract for IV&V services, the State may perform the identified responsibilities.

Contractor Deliverables. The deliverables to be produced by the Contractor for the Project Management Task must include the following:

1. Updated Project schedule;
2. Communication Plan;
3. All Communication Materials;
4. Software Development Plan;
5. Change Management Plan;
6. Project Plan Baselines;
7. Weekly Status Reports; and
8. Monthly Status Meetings.

Task 2 - Business Transformation Management

The implementation of the ERIC system will bring about a cultural change for the UC Tax, as well as changes to business processes and workflows. The success of the ERIC project will be dependent on the acceptance and utilization of the system by the end user in support of their work.

For the purposes of this RFP, Business Transformation Management refers to promoting and fostering the awareness, acceptance, and implementation of ERIC, corresponding changes in business processes and workflows, and the definition and implementation of new work roles within the organization.

Business Transformation Management must begin with the initiation of the Contract and continue through the life of the Project.

Contractor Responsibilities.

1. **Create and Implement a Business Transformation Management Plan.** The Contractor is responsible for creating and implementing a Plan to transition users to the ERIC system. For the Plan, the Contractor must:

Create an organizational assessment tool and conduct organizational assessments;

Develop and document strategies for preparing for and implementing the transition to the ERIC system in a plan prepared according to currently accepted best practices within the business transformation management field;

Develop and apply relevant metrics for accomplishing the plan;

Ensure a cultural fit with new processes and systems;

Communicate, which includes formal presentations, the project mission, vision, and strategy to stakeholders and Agency liaisons;

Coordinate the transformation plan with the State’s Project Management Team; and

Ensure that users have the ability to function in their jobs after ERIC implementation (performance support).

2. **Create an Organizational Assessment Tool and Conduct Organizational Assessments.** The Contractor must conduct organizational assessments. The tool must be designed to assess the potential impact of the ERIC system implementation on the organization's processes and culture. The Organizational assessment must include recommendations and strategies on how to improve the organization's readiness for the ERIC system.
3. **Transformation Results Document.** The Contractor must facilitate business transformation throughout the ERIC project and document the results of the transformation. The Contractor will be responsible for working with JFS to implement business process changes and new business processes to support use of the ERIC system. This includes:
 - Identifying the impact that additional functional priorities will have on the current business processes;
 - Detailing the operation of the ERIC driven business processes, job functions, and roles;
 - Identifying the impact those business processes will have on customers, employees, and other stakeholders; and
 - Documenting any legislative regulations, administrative rules, and Agency policies/procedures that may require modification in order to implement specific process changes.
4. **Business Transformation Communication.** The Contractor must develop and implement an effective organizational approach to manage the change resulting from the development and implementation of the ERIC system. This includes identifying new roles, responsibilities, and skills required to implement the new process. The Contractor must coordinate all Business Transformation efforts with the training activities required by the Contract. The Contractor is responsible for communicating the Transformation Process to State Staff at all levels. Additionally, the Contractor must provide a clear communication mechanism and assist State management staff in effecting a transition to the new processes that result in increased job satisfaction, work productivity, and organizational effectiveness.
5. **Business Use Cases.** The Contractor must develop a set of Business Use Cases that describe and model the sequence of actions performed by the users of ERIC. These Use Cases must identify the complete workflows of the ERIC system that produce the desired results. These Business Use Cases can then be assembled to identify the entire Business Process Model.
6. **Business Use Case or Business Process Model.** The Contractor must develop a Business Use Case model. The primary purpose of this model is to describe, in both text and visual models, how the ERIC system is used by its customers and partners. This model describes the business in terms of Business Use Cases, which correspond to the "processes" of the system. If there are differences in the Business use cases and the SRD the Contractor will develop a gap analysis document outlining the differences for the State. The State will have final determination regarding how to handle the differences between the business use cases and the SRD. The Contractor will fully cooperate with State's decisions.

Contractor Deliverables. Deliverables to be produced by the Contractor for the Business Transformation Management task must include the following:

1. Business Transformation Management Plan;
2. Organizational Assessment;
3. Business Use Cases
4. Business Use Case Model or Business Process Model
5. Transformation Results Document; and
6. Business Transformation Management and Roles.

Task 3 - Systems Analysis, Design and Development.

The Contractor must perform a detailed review and analysis of the System Requirements Document (SRD) provided in Supplement 3 and develop the detailed specifications required to construct and implement the new ERIC. The major objectives of the System Analysis and Design task are as follows:

- Ensure that the Contractor has a thorough, detailed understanding of the Ohio Unemployment Compensation operation and its business requirements;
- Confirm and refine the business requirements specified in this RFP (Supplement 3 - SRD) and supporting documents;
- Elaborate and document the requirements of the ERIC system;
- Support and participate in requirements management;
- Document the analysis of the ERIC;
- Design the ERIC; and
- Develop and unit test the application.

JFS believes that controlled, modular iterative development and implementation will provide significant value to the State, keep stakeholder commitment and enthusiasm high throughout the project and make the project more manageable. All requirements are to be developed and the iterations designed developed, coded, documented, and tested by the Contractor as part of this task, and system documentation is to be produced and approved by the State. The products of this task must be developed according to the approved detailed System Design Specification Documents developed during task, and must be consistent with the agreed upon standards.

Contractor Responsibilities. The Contractor must complete activities consistent with its proposed iterative methodology to accomplish the task objectives and meet all RFP requirements. The State prefers methodologies that allow the State multiple opportunities to validate requirements and design. For this reason, an iterative development methodology must be used in the development of the ERIC application. This includes a desire to view rapid prototypes of requirements and design concepts, screens, content, and application flow. Prototypes do not necessarily need to become operational nor be reused during development. Workflow and performance simulation within design is also preferred. At a minimum, completion of this task must include the following activities:

1. **Review, Confirm and Refine SRD.** The Contractor must thoroughly review, confirm, and update if necessary, all the system requirements specified in this RFP (Supplement 3 - SRD). In addition, the Contractor must work with State staff to fully understand the scope, purpose, and implications of each requirement. To assist the Contractor in understanding these requirements, Supplement 2 contains a detailed As-Is model of the current business process and Supplement 3 details the functional requirements of the To-Be system. The Contractor is not required to perform a separate business process re-engineering activity. However, the Contractor is required to work with UC Tax staff to model and implement the new business processes defined by the To-Be requirements and the business transformation process.

The Contractor must thoroughly review all appropriate Ohio programs and policies specified in the Ohio Revised Code (ORC) 4141.01 through 4141.99, Ohio Administrative Code (OAC), and other associated documentation as it pertains to Unemployment Compensation Tax and the ERIC project. The Contractor must thoroughly review the current information systems: ESTAS and five (5) independent systems, and ad hoc processes to gain a more thorough understanding of their functionality, understand the system management and data operations, and identify issues for compatibility, relevance and interfaces.

2. **Construct Systems Requirements Specification (SRS).** The Contractor must develop a System Requirements Specification Document. This System Requirements Specification Document must include use cases, business rules, and non-functional requirements (e.g., quality attributes, legal and regulatory requirements, standards, performance requirements, and design constraints). The Contractor must include the resource requirements which detail CPU, data storage, print, memory and time estimates for transaction and batch processes required for test, development and production of ERIC. These detailed requirements must be traceable back to the system requirements specified in the functional requirements document in Supplement 3.

The specification for each requirement should include a means of measuring that the requirement has been satisfied. This measurement will be utilized to generate the necessary test cases for system and acceptance testing.

- 3. Development Standards Document.** The Contractor must work with State technical staff reviewing the development and those assigned to the project from the JFS standards organization to establish development standards for the project. To the extent possible, these standards must comply with existing JFS standards, as they exist at the beginning of the System Development phase. The Contractor must document these standards in a Development Standards Document
- 4. Requirements Traceability Matrix and Repository.** The Contractor must build a requirements traceability matrix to track all requirements specified in the SRD and SRS. The requirements must be stored in a State specified requirements management repository that permits reporting of a specific requirement, selected requirements based on type or attributes, and a complete detailed listing of all requirements. This matrix and the repository will be used throughout the project to assure design, development, test, and the final production system meet the specified requirements.
- 5. Conduct Capacity Analysis.** The Contractor must perform a capacity analysis of the JFS platform environment. The purpose for conducting the capacity analysis is for the enhancement of the JFS platform environment, as may be required, and overall improvement in the performance of the ERIC.

The Contractor's methodology, findings, and recommendations from the capacity analysis and a summary of the resource requirements must be contained in a Capacity Analysis Document. This analysis must be developed and conducted simultaneously with the development of the System Requirements Specification Document. This analysis must be maintained and refined simultaneously with the creation of the System Design Specification Document.

The Contractor must provide written affirmation that the JFS platform environment will support the ERIC in a full production capacity and meet performance requirements as specified in System Requirements Document. The Contractor must provide detailed recommendations of any changes to the JFS platform environment as currently documented in the SRD that may be required or would enhance the performance of the ERIC. The results must be contained in an updated Capacity Analysis Document.

- 6. Prepare Functional Specification.** Based upon the System Requirements Specification Document, the Contractor must prepare a Functional Specification Document. The Functional Specification Document must define the general architecture of the system, focusing primarily on the use case view of the architecture. All models, diagrams, or flowcharts provided in this specification must be constructed by using the Unified Model Language (UML) version 1.3 or greater, except for an optional conceptual data model. A conceptual data model can be included in the specification as long as it is simple enough for a person untrained in data modeling to understand.

The Functional Specification must include preliminary layouts or prototypes for screens, reports, notices, forms, and letters. The Contractor must provide and present the prototypes for State staff to review throughout the design process. The Contractor must facilitate Joint Application Design (JAD) sessions with JFS staff to validate all layout and prototype designs. The Contractor must conduct walkthroughs of the prototypes with the State's Senior Project Management Team and technical resources (as assigned by the State Senior Project Management Team) and demonstrations during the development of the Functional Specification Document to enhance the State's understanding and to facilitate the approval process.

The specification for each application element (i.e. Screen, report, notice, etc.) must reference the business rules that must be enforced by the element. The security necessary for each application element must also be defined in this specification. In addition, any alerts that are generated or influenced by each application element must be specified.

All the elements of the Functional Specification Document must be traceable back to use cases and other requirements contained in the System Requirements Specification Document.

The Contractor must prepare the Functional Specification Document with the understanding that its primary audience will be the business staff. The document must be written in language that can be understood by non-technical staff.

- 7. Prepare System Design Specifications.** Based upon the approved Functional Specification Documents, the Contractor must prepare a detailed System Design Specification Documents. These System Design Specification (SDS) Documents must contain all the information necessary for application development. They must define the design and the complete architecture of the system.

All models, use cases, diagrams, or flowcharts provided in this specification must be constructed by using the Unified Model Language (UML) version 1.3 or greater, except for data models and hardware diagrams. A logical and physical data model must be included in the specification. The data models must also be provided in a format consistent with the most current version of ERWIN in use by JFS at the time of development. The creation of the data model must be done in coordination with JFS database administration and data modeling staff. Artifacts produced as a result of this activity should include but are not limited to: use cases, use case models, ERIC site map(s), data element dictionary, logical data models, physical data model, deployment diagrams, activity diagrams, integration build plans, design packages, design models, interface design models, and supplementary specification documents.

The Logical Data Model (LDM) must be in third normal form (3NF) at a minimum. The finalized LDM must be presented for model review. The LDM must be formally approved by the State before work is done on the physical model. In addition, the finalized physical data model must be presented to State staff for a model review.

The Contractor must provide and present the changes to prototypes for State staff to review throughout the design process. The Contractor must conduct walkthroughs of the System Design Specification Document with the State's Project Management Team and technical resources (as assigned by the State Senior Project Management Team) and demonstrations during the development of the design specification to enhance the State's understanding and to facilitate the approval process.

The design specification for each application element (i.e. Screen, report, notice, etc.) should include the structure of the element as a class model or similar construct that shows the relationships and interfaces between components. JFS has adopted the Model-View-Controller design pattern which should be utilized in developing the ERIC application. The business rules defined in the Functional Specification Documents must be documented as program edits that must be enforced by the element. The method of implementing security in each application element must also be defined in this specification. In addition, any alerts that are generated or influenced by each application element must be described.

Application programming interfaces (APIs) utilized within the application to communicate between components and modules or with external systems must be defined in this specification as well.

All the elements of the System Design Specification Document must be traceable back to the elements defined and documented in the Functional Specification Document. They must also trace forward into actual implementation components and test cases.

The Contractor must prepare the System Design Specification Document with the understanding that its primary audience will be technical staff.

- 8. ERIC Application Build Documentation.** The Contractor responsibilities during this task include programming, unit testing, and documentation on all system functions. The State requires an iterative methodology that allows for multiple development increments, either in parallel or sequential, with discrete testing for each such increment.

The Contractor must work to enforce the established development standards and document deviations from the established development standards, including the rationale behind the deviation. These deviations must be included in the test results document described below.

The Contractor must develop the application software for the required interfaces as defined in the completed System Design Specification Document. The Contractor must develop any bridges and integration code necessary for ERIC to interface with other software.

Each program must be thoroughly documented by referencing the functional requirements, the system requirements specification elements, and the design specification elements that are implemented by the program. The documentation must also include traceability from the functional requirements forward to the test cases developed for systems testing.

The Contractor must unit test all software developed or provided for use as part of ERIC. These unit tests should be conducted using the JFS standard automated testing tool (Mercury Interactive Test Suite or an equivalent tool approved by JFS). The Contractor must also develop a strategy and schedule for regular application builds and tests.

9. **Affirm System is Ready for Testing.** The Contractor must provide written affirmation certifying that application is ready for system testing.
10. **Populate Security Repositories.** The Contractor must enter the users and their assigned roles into the system using a State approved security administration tool (i.e., LDAP or database tool). The Contractor must work closely with the State staff to define the roles necessary to perform all the necessary business functions. The State staff will provide a list of users with their roles to which they should be assigned. This security information is required for unit and system testing. The Contractor must provide written affirmation certifying that the security repositories have been populated with all information.

Contractor Deliverables. Deliverables to be produced by the Contractor for this task include:

1. Updated SRD Document (if necessary);
2. System Requirements Specification Document;
3. Development Standards Documents;
4. Requirements Traceability Matrix & Repository;
5. Capacity Analysis Document;
6. Functional Specification Document;
7. System Design Specifications Documents and artifacts;
8. ERIC Application Build Document;
9. Letter certifying that the application is ready for system testing; and
10. Letter certifying that the security repositories have been populated.

Task 4 - OBG Integration Plan

The *Ohio Business Gateway (OBG)* is Ohio's approach to providing a "one-stop-shop" for businesses transacting with state government. The OBG currently hosts the online Wage Record and Contribution reporting for UC Tax. As part of the ERIC effort the vendor will seek to integrate the current functionality with the ERIC system. Specifically, the vendor will develop an integration plan detailing the scope and approach to integrating the ERIC system with the current OBG functionality.

Contractor Responsibilities.

1. **Create and Implement an OBG Integration Plan.** The Contractor is responsible for creating and implementing a Plan to integrate the existing OBG wage record and contribution reporting with the ERIC system. For the Plan, the contractor must:
 - Assess the existing functionality in the OBG System;
 - Develop an approach to integrating the systems;
 - Assure appropriate technical integration across diverse architectures;
 - Ensure a common interface for users and;
 - Coordinate the integration plan with the State's Project Management Team.
2. **Integration Standards Document.** The Contractor must work with State technical staff and those assigned to the project to establish standards for the integration effort. To the extent possible, these standards must comply with existing JFS standards, as they exist at the beginning of the System Development phase. The Contractor must document these standards in an Integration Standards Document.

3. **Requirements Traceability Matrix Update.** The Contractor must update the requirements traceability matrix to track all requirements specified in the SRD and SRS which are part of the integration activity. The requirements must be stored in a State specified requirements management repository that permits reporting of a specific requirement, selected requirements based on type or attributes, and a complete detailed listing of all requirements.
4. **Conduct Integration Capacity Analysis.** The Contractor must perform a capacity analysis of the OBG platform environment. The purpose for conducting the capacity analysis is to assure performance of the ERIC.

The Contractor's methodology, findings, and recommendations from the capacity analysis and a summary of the resource requirements must be contained in an Integration Capacity Analysis Document. This analysis must be developed and conducted simultaneously with the development of the System Requirements Specification Document. This analysis must be maintained and refined simultaneously with the creation of the System Design Specification Document.

The Contractor must provide a written statement that indicates if the OBG platform environment will support the ERIC in a full production capacity and meet performance requirements as specified in System Requirements Document. The Contractor must provide detailed recommendations of any changes to the OBG platform environment as currently documented in the SRD that may be required or would enhance the performance of the ERIC. The results must be contained in an updated Integration Capacity Analysis Document.

Contractor Deliverables. Deliverables to be produced by the Contractor for the OBG Integration Plan task must include the following:

1. OBG Integration Plan;
2. Integration Standards Document;
3. Updated Requirements Traceability Matrix & Repository
4. Integration Capacity Analysis Document.

Task 5 – System Testing

All system components must be subjected to system testing performed by a test team composed of Contractor and State staff. The State prefers a testing methodology which allows for a Model Office environment to be established which mirrors the production environment and for incremental and integration testing to be performed in this environment. The system test team will function as system users during system testing and will evaluate all test outcomes. The system test team must direct system testing and operate the system in accordance with the system testing plans. The system test team must provide all error resolution and other technical support as required. Consult "Task 8: Data Conversion" for details concerning system testing as it applies to conversion activities.

Contractor Responsibilities. At a minimum, the Contractor must perform the following activities during this phase:

1. **System Test Plan.** The Contractor must develop the proposed system test plan. The Contractor must work with the State to develop test cases and scenarios for testing in this task. The plan must include the defined progress path to achieving acceptance testing. Additionally, the plan must show valid links from acceptance testing all the way back to achieving each functional requirement. The plan must clearly set forth how the system test is designed to fully test ERIC functions and features. The plan must identify the inputs to the test, the steps in the testing process and the expected results. The plan must also identify any software tools used during testing and any State resources needed. The plan must address volume tests, concurrency tests, and integration tests, to simulate real environmental variables. The plan must provide detailed descriptions of the test environment, methods, workflow, training required, the management of the system testing process and the defect identification and resolution processes to be executed during the system test. The Contractor must take responsibility for the ultimate production of the plan.
2. **System Test Scripts.** The Contractor must develop System Test Scripts based on the design Use Cases that thoroughly test the functionality of the system. These scripts should be step-by-step instructions that realize a test, enabling its execution. Test scripts may take the form of either documented textual instructions that are executed manually or computer readable instructions that enable automated test execution.

3. **Certificate of Preparation for System Testing.** The Contractor must provide a letter certifying that all necessary actions have been performed in preparation for the system testing. In preparation for the system tests, at a minimum, the Contractor must do the following:

Create tests environments, meeting the specifications of the system test plans with JFS assistance;

Install the system in the test environment with JFS assistance;

Ensure that sufficient and approved base test data is populated in the test database(s);

Support the operation of the test system and deliver system output to the State as requested;

Plan for documenting and resolving any errors encountered during system testing; and

Provide adequate technical and other staff dedicated to testing support and problem resolution while the test is in progress.

The Contractor must establish separate test and production environments. The test environment must be maintained post production and will be utilized by JFS for ongoing training and testing activities. The Contractor must lead and complete the development of test cases and scenarios with assistance from JFS. All test cases must be traced back to the requirements and use cases. The system testing team will enter test cases into the automated testing tool.

4. **System Test Results Document.** The system test team must test all ERIC software to demonstrate its functionality and performance characteristics. The JFS standard automated testing tool, the Mercury Interactive Test Suite, or other state specified test tool should be used throughout all of system testing. The automated testing tool must actively test all of the functions, process all types of input, test the system data interfaces and produce all reports. The State may require that certain types of cases and transactions be included in the software test. If major defects are found during system testing, the entire test script must be re-initiated and the test period must begin again. An example of a major defect is anything that stops the system/application from functioning or fails to deliver required functionality.

The Contractor must use software requirements configuration management processes and the JFS standard defect-tracking tool for formal defect tracking. The occurrence of defects and their resolutions must be recorded and maintained in a defect repository to be provided by the State and reported in the test results document.

The Change Control Review Board (CCRB) is comprised of senior Project and State management personnel. The CCRB prescribes the procedures and standards by which all project defect tracking and changes will be handled during the Build and through the final acceptance of the system. It exists to manage the defects that could affect scope changes and requested changes that come in from all levels of the organization and business partners by checking for validity, prioritizing, and following through on necessary actions.

The Contractor must prepare a software test results document. The software test results document must include enough information to permit the State to validate that the test has been successfully executed in accordance with the approved work plan. The Contractor, with State staff assistance, must conduct walk-throughs of the test results to enhance the State's understanding and to facilitate the approval process. As a part of this document, the Contractor must update the requirements traceability matrix and requirements repository demonstrating that the tests performed adequately meet the specified system requirements.

5. **Capacity Analysis Document.** The Contractor must analyze and evaluate performance of all systems, telecommunication networks, hardware, and software. This includes performing load testing and balancing within the SRD Plan. The result of this analysis must be included in the document. All Performance monitoring results and summaries must be made available for review on a daily basis. All results and recommendations must be provided in the Capacity Analysis Document.

- 6. Performance Tuning Document.** The Contractor must perform all application system modifications required to ensure system performance meets performance requirements as specified in the System Design Specification Document. The majority of the modifications will be identified utilizing a load testing tool, such as Mercury Interactive or an equivalent JFS approved tool. The Contractor may suggest changes to system settings (server, database, network and optical scanning hardware and software) to improve performance. JFS may consider suggested changes to system settings as appropriate. All results and recommendations must be provided in the Performance Tuning Document.

Contractor Deliverables. The Deliverables to be produced by the Contractor for the system-testing task must include the following:

1. System Test Plan;
2. System Test Scripts;
3. Letter Certifying Preparation for System Testing;
4. System Test Results Document;
5. Capacity Analysis and;
6. Performance Tuning Document.

Task 6 – User Acceptance Testing (UAT)

A complete test of the ERIC application will be completed focusing on business functionality, usability, and externally visible reliability and performance. The User Acceptance Test (UAT) will occur in a Model Office test environment at the primary Project Site. State staff will perform the UAT utilizing internal resources, Employers, TPA's, UC Tax staff, and external agencies. It will be co-managed and supported by Contractor staff. The UAT must utilize pre-loaded test data designed by the Contractor and approved by the State to simulate real data. At a minimum, UAT must span a period of 30 days.

Contractor Responsibilities. The Contractor responsibilities for UAT include managing and supporting the user acceptance testing. At a minimum, the activities of this task must include the following:

- 1. UAT Plan** – The Contractor must develop a UAT plan. The plan must include documentation of UAT scripts, procedures, timelines and processes. This includes training State staff who will be responsible for the UAT process.
- 2. Provide a document that certifies that data for UAT has been provided** – The Contractor must provide a letter certifying that all data necessary to perform UAT has been provided. This includes populating the UAT database with suitable test data.
- 3. Defect tracking report.** –The Contractor must track all defects throughout UAT in the State approved defect-tracking tool, repair the defects, and provide support to the State staff assigned to perform the UAT throughout the UAT process. The Contractor must make the changes necessary to the application to meet the SRD requirements. Additionally, the Contractor must update the Requirements Traceability Matrix and Repository verifying that UAT successfully meets the requirements of the system.
- 4. UAT Final Report** – The Contractor must summarize the results of the UAT in the UAT Final Report. The Contractor must also include a written certification letter certifying that UAT was successfully completed. This certification must include all issues identified that have been corrected, and system has been accepted by signature by the Office of UC Tax. The written approval by the Office of UC Tax represents that the acceptance test meets the program requirements and does not represent an acceptance by the Senior Project Management team as acceptance of the deliverable.

Contractor Deliverables. Deliverables to be produced by the Contractor for this task include the following:

1. UAT Plan;
2. Written certification that UAT data has been provided; and
3. UAT Final Report

Task 7- Pilot Implementation

The pilot implementation will verify the full functionality and technical usability of the ERIC system in a production environment.

Pilot implementation must be performed using converted data and must include all existing and new interfaces.

The pilot implementation is expected to last at a minimum of thirty days. At the completion of the pilot implementation the Contractor must prepare a pilot operations report that certifies that the ERIC system is ready for implementation. The State will review the Contractor's report and determine whether to proceed with the implementation.

Contractor Responsibilities. At a minimum the activities of this deliverable must include the following for the ERIC system:

1. **Develop Pilot Plan.** The Contractor must develop a pilot plan that covers, at a minimum:
 - training of designated State pilot implementation staff before the actual pilot;
 - scope of the tests and expected outcomes for both software functionality and manual procedures;
 - methods for reporting, reviewing, and correcting discrepancies identified during pilot implementation;
 - performance of pilot load tests and reporting the results to the State;
 - contingency plan to be invoked if implementation is delayed due to issues identified during pilot implementation; and
 - disaster recovery **plan that includes, at a minimum, defining the disaster recovery architecture and procedures.*****
2. **Train Pilot Staff.** The Contractor must train and oversee the training of all appropriate State staff in the functions, features, and operations of the ERIC System before the start of the implementation.
3. **Execute and Monitor the Pilot Implementation Processes.** The Contractor must execute and monitor the progress and ensure the level of quality of the pilot implementation conversion processes.
4. **Support Help Desk for the ERIC Application.** The Help Desk responds to questions regarding the use of the application. The help desk must be established before the beginning of the pilot implementation and must be supported by the Contractor through *****the completion of all post implementation support periods.*****
5. **Provide Ongoing Support for the Pilot Implementation.** State pilot implementation staff trained by the Contractor will use the system to perform UC Tax functions. The Contractor must support this effort in the following ways:
 - provide full time, on-site ERIC system specialists to assist the staff for the first two weeks of the pilot implementation and have these specialists on-call throughout the pilot duration; and
 - run the system.
6. **Log, Track and Resolve Application and Database Problems.** All application and database problems discovered during the pilot implementation must be logged, tracked and resolved. The Contractor will correct any discrepancies identified during pilot implementation within 48 hours unless otherwise agreed upon between the State and the Contractor. All corrections must be reported to the ERIC Senior Project Management Team.
7. **Disaster Recovery Test** – The Contractor must execute the Disaster Recovery Plan defined in the Pilot Plan. The Contractor will document the outcome of testing. The Contractor must provide certification letter, in writing, that the disaster recovery plan worked as defined.

- 8. Analyze and Verify System Performance.** The Contractor must perform a final load test to ensure proper performance at peak performance period to demonstrate the growth and reliability of the system. The Contractor must analyze and evaluate performance of all Project systems, (which include telecommunications networks, hardware, and software). The Contractor must make other modifications necessary to ensure system performance reaches required performance standards in a production environment based on the results of system testing. A capacity simulation report documenting the projections must be submitted to the State for review and approval. If the State requires additional run-time improvements to meet performance requirements stated in this RFP, the Contractor must cooperate fully and support any such requests without delay or additional compensation.
- 9. Perform System Tuning.** The Contractor must perform all ERIC system component (which include telecommunications networks, hardware, and software) modifications necessary to ensure system performance reaches acceptable levels in production environments, based upon the results of the load tests. In the event the necessary modifications are outside of the Contractor's control, Contractor must work with the State to provide recommended solutions for issues relating to components provided by the State or other third party Contractors
- 10. Produce Pilot Implementation Results Reports.** The Contractor must prepare reports, based on the elements of the accepted pilot implementation plan, describing the activities and outcomes of the pilot implementation.
- 11. Certify System and Provide System Support during the Pilot Implementation.** The Contractor must provide certification letter, in writing, that the system is ready for production.
- 12. Execute the Contingency Plan, if Necessary.** In the event that the Implementation is delayed due to issues identified during pilot implementation, the Contractor must execute an approved Contingency Plan developed in the Pilot Plan. The Agency's operations cannot be interrupted.

Contractor Deliverables. Deliverables to be produced by the Contractor for this task include the following:

- Pilot Plan
- Capacity Simulation Report
- Pilot Implementation Results Report
- Letter certifying that the disaster recovery test was successful
- Letter certifying that the system is ready for production
- Issue Log
- System Performance Report
- System Tuning Plan

Task 8 – Data Conversion

All data in the current UC Tax legacy systems that are needed to meet ERIC system requirements must be converted. This includes:

ESTAS:	A Unisys mainframe based application used to collect, store, retrieve, edit, and report on UC Tax information. First implemented in 1976, the system has been maintained and updated in the intervening years to meet the changing needs of the Agency.
Cyber	A server based application designed to support UC Tax and Benefits collections activities. The system tracks employer collections information, payments, payment schedules, litigation activities, lien activities, and all communications with employers concerning these activities. Additionally, the system maintains a tickler system of appointments, schedules, and due dates utilized by collections staff.
UeWI Imaging	A Unisys server-based application for tracking all images and documents associated with an employers account. This includes all forms submitted by employers, reports, correspondence sent by UC Tax, and any notes associated with the account. Files are stored in a variety of formats including image formats such as TIFF, document formats such as MSWord, and a variety of other formats such as Excel spreadsheets.
Dakota Imaging	A server-based system, which stores images of all wage records submitted by employers. This includes an optical jukebox of historical filings. All data are stored as images.
Check Writer	A server-based system storing all checks written by UC Tax, their amounts, accounts, and funds from which they are written. This includes employer or other Agency information.
Fiscal	Desktop systems made up of Spreadsheets and Access Databases containing all financial and accounting information. This includes all ledgers, reconciling data, and cross Agency information transfers.

The approximate data volumes in the legacy applications are listed below. These data volumes were collected in October 2002, so there will be some growth in the volume of data by the time that the conversion task begins. The data volumes represent a preliminary and very high-level assessment of which data elements will need to be converted. Exact data volumes of converted data will be estimated to a greater level of accuracy during the Conversion task. The data volumes provided here are only intended to assist in estimating the effort required for this task.

Conversion Data Information

System	Type of Data being Converted	Format, Database & Operating System	Size	No. of Tables	No. of Rows	Annual Growth Rate
ESTAS/ Wage Record	All employer data – Alpha Numeric	DMS Hierarchical Data Base Unisys 1100 Exec Level 46R2	4.8 GB	50	4,499,495 rows in DB	20%
Cyber	Employer case notes & tickler file info – Alpha Numeric	AIX 4 Ingres RDBMS	1.2 GB	54	4,900,000 rows in DB	20%
UeWI Imaging	Documents – Multiple Document formats, Images	TIFF Group4 MS SQL Server 7 Windows NT V.4 SP6a	27.6 GB of data 1,212 GB of Doc/Images on platters	50	19,736,327 rows in DB	***1,145 MGB of data*** and 68 GB Doc/Images
Dakota Imaging	Wage Record Images	TIFF Group 4 Sybase SQL Anywhere DAT/OSF files AIX 4.33 Windows NT	24 GB in Data plus 137.8 GB on platters	192	4,985,285 image files 230,605,687 rows in DB	24%
OJI – Employer Master / Wage Record	OJI required flags & claimant reported wage data	DB2 Rational DB – O/S 390	5GB	18	Approx. 75,000,000	25%

OJI Data

To accommodate the OJI system, an interim wage record database was built using the OJI architecture to provide a common database for both employer reported wages (wage record system) and wages obtained from other methods (OJI system). Data for the other wages are obtained from claimant affidavits, an interface with the DOL ICON system, and other sources. Synchronization programs are run daily to keep the interim database updated with additions or changes to the tax information stored in the current Wage Record system. Also maintained in this database are flags for wages that have been used to pay benefits in Ohio, wages transferred to another state, or wages that were excluded from benefit calculations. All data in the database that is not common to data in the Unisys Wage Record system must be converted to ERIC.

In addition, an interim “Employer Master” database was built using the OJI architecture to provide a common database for employer information. Synchronization programs are run daily to keep the interim database updated with additions or changes to the tax information stored in the current ESTAS system. Contained in this file are employer addresses, third party administrator addresses, Federal and military employer addresses, employer phone numbers, and method of correspondence preferences. All data in the database that is not common to data in the Unisys ESTES system must be converted to ERIC.

The Contractor must provide for conversion of all historical and active data elements in the current systems. Additionally the Contractor must provide application functionality to allow for the initial loading of all information currently captured on paper that will be automated in the new system.

Contractor Responsibilities. At a minimum, the activities of this task must include the following for the ERIC:

1. **Conversion Plan.** The Contractor must create a conversion plan that establishes the conversion environment and outlines strategies for both the automated and manual conversion of data for the ERIC. The data conversion plan at a minimum must:
 - Identify how the conversion requirements will be confirmed and refined;
 - Map out how the data elements in the legacy system will be analyzed;
 - Identify an overall approach to cleansing data;
 - Define the format and content of the conversion specification deliverable;
 - Identify the approach for manual data conversion;
 - Develop data conversion test scripts
 - Create the schedule for conversion activities; and
 - Keep the data conversion consistent with the implementation schedule.

As part of the conversion plan, the Contractor must include plans for testing the conversion process including: system testing, acceptance testing, and pilot data verification.

The conversion plan must elaborate how the integrity and confidentiality of the data will be protected throughout the conversion process. The Contractor will not be permitted to take or transmit any real data off-site for testing, cleansing, or any other processing.

2. **Conversion Requirements Document.** The Contractor must review the ERIC SRS and SDS Documents to determine which data elements are actually required for the conversion process. The only exceptions to this are those data elements that are identified as obsolete, redundant, calculated fields, and those strictly used for the internal processing of the legacy systems. The Contractor must review the data elements currently present in legacy systems to identify data gaps that would impact the data modeling of the new ERIC system. The Contractor must review the existing systems to identify extract or interface utilities that can be utilized to extract data. The Contractor must identify what data elements must be converted in order to gain the most benefit from the system, and must assist the State in determining the ramifications of converting, or not converting, the identified data. The results must be documented in a conversion requirements document.
3. **Conversion Specifications Document.** The Contractor must review the State's conversion requirements and include the specific conversion criteria for all data elements in the current systems as well as those targeted for manual conversion of data in a conversion specification document. Additionally, the Contractor must provide the specifications for manually converting data and capturing data elements that are missing or are so unreliable, as defined in the specification, that they can not be converted. For these data elements, the Contractor must design data collection forms and create procedures to gather and capture that data. The Contractor must document how the data will be converted into the ERIC.

The Contractor must review the data conversion criteria with appropriate State staff and design appropriate conversion reports to support the conversion process. The conversion specification document must address the necessity of converting historical data and provide a correction plan for converting this data. The conversion specification document must also include layouts of the reports produced as a result of conversion.

The conversion specification document must identify the process by which data elements that are defined in multiple databases can be reconciled. If this process of merging duplicate information can only be done manually, the specification must also include the design of screens and procedures for merging this data.

The conversion specification document must include a definition of the metrics that will be generated by the conversion process. These metrics will be used to measure the completeness of the conversion. The metrics must include record counts for each major grouping of data elements from both the legacy source systems and the new system (i.e. Number of persons, cases, resources, etc.)

The Contractor must develop a data cleansing strategy for any data that does not convert and include this strategy and data in the conversion specification. All data elements in the current system must be converted unless there are serious data quality issues. The Contractor must document any instance categorized as a serious data quality issue in the conversion specification document. The Contractor must review the results of conversion and coordinate an effort with the State to cleanse remaining data that do not convert under normal conversion or data cleansing tasks in a separate environment.

4. **Develop or Provide Conversion Programs.** The Contractor must either write programs to extract data from the current systems, or utilize existing extract routines if possible. The Contractor must develop or provide any training, documentation, maintenance, or enhancement software identified in the conversion specification document as being required to support the conversion from the existing system to the ERIC. The Contractor must provide a letter certifying that the programs utilized for conversion are error free and fit for the task of performing the conversion into the ERIC.
5. **Conversion Test Scripts.** The Contractor must develop and utilize Test Scripts based on the design and specific functions included in the conversion process. These scripts should be step-by-step instructions addressing every activity in the conversion process for each data file converted.
6. **Conversion Test Results.** The Contractor must conduct a system test of all conversion software to demonstrate its functionality and performance before pilot conversion. The system test must actively use all of the conversion functions, process all types of input, and produce all conversion reports. Before conducting the system test, the Contractor must submit, for State review and approval, a conversion test plan that clearly sets forth how the process is designed to fully test the functions and features of the conversion software. The plan must identify the inputs to the test, the steps in the testing process and the expected results, and any software tools used during testing. The State may require that certain types of data be included in the conversion test. The Contractor must submit a conversion test results report that permits the State to validate that the test has been successfully executed in accordance with the approved plan.
7. **Convert Data for Implementation.** The Contractor must convert data as part of a pilot implementation task in preparation for UAT and produce all necessary reports defined in the conversion specification document. The conversion results must be used to further refine the cleansing criteria. The Contractor must review the results of each conversion run to ensure the correctness and completeness of the conversion before allowing user access to the system. The data selected for pilot implementation will be verified prior to any other use of the system. The Contractor must perform a final conversion of all data and cases as part of the system wide implementation task and produce all necessary reports defined in the conversion specification document. All converted data will be verified prior to any other use of the system, and the State will review the conversion results for approval.

Contractor Deliverables. Deliverables to be produced by the Contractor for conversion must include the following:

1. Conversion plan;
2. Conversion requirements document;
3. Conversion specification document;
4. Conversion Test Scripts;
5. Conversion software certification letter;
6. Conversion test results report; and
7. Actual conversion results

Task 9 – System Training

The State expects the Contractor to provide training to JFS staff composed of users and technical staff. The Contractor is also responsible for providing training for the State’s system testing and UAT staff, conversion team, and pilot implementation team.

As a result of the ERIC implementation, JFS expects the current roles and responsibilities of staff and management to change. The Contractor must address these role changes by delivering general and tailored training to each functional grouping of users and managers. This includes individual training session by organizational role.

The State will provide classrooms at a designated State training site. Prior to the initiation of training, the Contractor is responsible for site preparation for ERIC training. The State has network connections necessary for 12 to 15 students per class. The State may, at its sole discretion, record any training sessions and use any training materials for future training, user documentation, or promotional use.

Training must be provided in the following categories:

- **Staff and Management.** The Contractor must provide classroom "style of instruction" for each job function with job aids. The training must be geared toward the understanding and performance of each job function and the overall operation of ERIC. The vendor must provide this training for approximately 300 Columbus based UC Tax staff and management personnel. The class size must be determined by the function under instruction. Additionally, the vendor may be asked to conduct classroom "style of instruction" at JFS regional training sites. This instruction will be geared to the Compliance auditor that must use the PUP (Portable office of UC audit Program) system as well as ERIC.
- **Employer and TPA Agent.** The Contractor must propose and implement instruction in the use of ERIC for the approximately 240,000 employers and TPA agents. The Contractor must develop and present two well planned and designed web seminars of approximately 200 concurrent users each, one for large employers and TPAs and a second for small employers. These two seminars must be recorded and made available in ERIC for the employers and TPA agents to view over the web at their convenience.
- **Demo.** The contractor must provide a demonstration capability of the major functions in ERIC within the ERIC system. This demo must provide basic "dummy" data, and allow the user to enter or modify information to simulate actual use of the system. This demo must be utilized for training and made a part of the final ERIC system so that new users accessing ERIC will have an online demo to assist in learning the system's functionality. User must be allowed to click their way through the entire process including but not limited to:
 - Registering as an employer;
 - Registering as a TPA agent;
 - Assigning access rights;
 - Filing wage information;
 - Determining contribution amount;
 - Adding and modifying contact information;
 - Reviewing historical account information;
 - Using the mailbox system;
 - Using the help system; and
 - Contacting UC Tax.
- **Technical Training.** The Contractor must train up to 10 project technical staff in the tools and techniques utilized in the proposed technical approach if State MIS Project staff does not already utilize the tools and techniques. Technical training must occur at a designated JFS site.

Training will be provided to State personnel who have varying computer skills and who perform different functions within their organizations. Training must be provided to Project team members, as needed, to support Project tasks.

Contractor Responsibilities. At a minimum the activities of this task include the following for the ERIC project:

1. **Training Plan.** The Contractor must create, maintain and update, as required, the approved statewide training plan.
 - The training plan must provide an overview of training methodology;
 - The training plan must identify the training courses and associated course objectives and competency descriptions, including the format and content of all training material to be developed by the Contractor;
 - The training presentation style must be hands-on, instructor led;
 - The training schedule must identify the number of users to be trained, the number of training sessions offered, and the length of each training course;
 - The training program must include the number of sessions required for staff and management training;
 - The training plan must define hardware, software, and supplies required for the training environment;
 - The training plan must define procedures for implementing and maintaining a training database;
 - The training plan must provide for evaluation of training sessions and feedback to JFS;
 - The training program must identify potential impact to on-going business operations and determine methods to minimize impact to on-going business operations. Due to the nature and timing of work performed all of the trainees functional groupings of staff and managers cannot be trained during the same session. There must be adequate coverage for business functions to proceed; and
 - Training must be coordinated with the State staff to ensure that training meets the objectives, and for performance support once trainees complete training.

2. **Develop and Provide Training Materials.** The Contractor must develop all training materials including training guides, speaker notes and course curricula (including training objectives and outcomes). The Contractor must also incorporate on-line help, on-line policy and procedure manuals and hard copy user manuals for the delivery of training. All training materials must be reviewed and approved by the State prior to the start of the training. The Contractor must provide sufficient copies of all training materials for all users plus a reserve equal to 5% of the total number of copies. The Contractor must provide all electronic source documents, graphics, used in the development and presentation of all aspects of training.
3. **Prepare and Maintain Training Database and Application Software.** The Contractor, based upon JFS's protocols, equipment and network, must prepare, implement and maintain a technical training application (database and application software), capable of supporting concurrent application training classes. Due to the potential concurrent training classes, the technical training application must be capable of allowing for independent training data refreshes as controlled by the trainers and training schedules. With the assistance and approval of JFS, the training database(s) and application software will be installed in a separate technical environment from the development or production database environments. The Contractor must perform all training database(s) and application software refreshing maintenance duties in assuring each classroom's readiness for the next training session activities. The Contractor, based upon JFS's protocols, equipment and network, must ensure access in conjunction with the implementation schedule to the technical training application (database and application software) for post training practice. The training database(s) and application software will be installed in a separate technical environment from the development or production database environments. The Contractor must maintain and support this environment during this task in the event of application failure.
4. **Certificate of Completed Training.** Training must be implemented in accordance with the Contractor's approved Training Plan. The Contractor will be responsible for conducting training of all State users and technical staff. The Contractor will be responsible for creating web seminars for the Employers and TPAs. Upon completion of the training the Contractor must submit a letter certifying that all training has been completed.
5. **Prepare Evaluation Tool and Analysis Report.** The Contractor must specify the expected performance and the expected outcomes of each type of training in the Training Plan. In conjunction with this the Contractor must develop evaluation tools to determine whether the trainings produced the expected results. The evaluation must consist of various tests administered to trainees at each training session. This evaluation tool must be used to identify weaknesses of the training program and specific revisions that need to be made. This tool must also be utilized for pilot implementation training to assess the effectiveness of the training sessions. Information regarding the actual training results must be provided in an evaluation analysis report. The trainers for all training must implement the evaluation survey tool.

Contractor Deliverables. Deliverables to be produced by the Contractor include the following:

1. Training Plan;
2. Training Materials;
3. Training Database and Application Software;
4. Letter certifying completion of training;
5. Evaluation Tool; and
6. Training Analysis Report.

Task 10 – Implementation

During this task, implementation of ERIC must occur. This effort will include the remaining conversion activities.

Contractor Responsibilities. During implementation, the Contractor will be responsible for the operation and maintenance of the system until the implementation task has been successfully completed and the system has been transferred to the State. At a minimum, the activities of this task include the following:

1. **Implementation Plan.** The Contractor must produce the plan as necessary to reflect all project changes that directly impact implementation. The most critical update to the plan during this task is the development of a contingency plan for mitigating and resolving those risks that have been identified as impacting implementation. It must address the strategies for business and system continuity planning as a result of implementation issues. The contingency plan must include one or more alternate solutions for each risk that are acceptable to all project stakeholders. The Contractor is

responsible for executing the contingency plan as issues arise during implementation, upon approval of the State's Project Management Team.

The implementation plan must demonstrate to the State how the Contractor will implement ERIC system. The plan must detail the approach for coordinating the following:

- Final Data conversion activities;
- Technical preparation and system changeover activities;
- Development of an implementation activities check list;
- Staffing requirements, by role and responsibilities for all implementation activities;
- Implementation schedule;
- The process for developing a contingency plan for identifying, communicating, resolving risks and maintaining then current production capability if the implementation is delayed. This contingency plan will be developed during the Implementation task; and
- Activities required to effectively operate and maintain the ERIC system. In addition to the activities, the plan must include, but not be limited to, staffing requirements by staff type and skill level, and the activities that must be performed by this staff.

2. Implementation Certification. The Contractor must provide an Implementation Certification Letter that certifies that the system is ready for implementation. The Certification letter must confirm:

- All staff have completed staff and management training;
- All data has been converted, cleaned and accepted by the user;
- All site preparation requirements have been met;
- Help desk is established; and
- All user and system supports are in place.

3. Implementation Report. The Contractor, upon approval of the Senior Project Management Team, must implement ERIC in accordance with the Contractor's approved implementation plan. The Contractor must produce an Implementation Report detailing all implementation activities and certifying that the system is operational and meets performance requirements.

4. Performance Period Benchmarking Report. To determine the growth and reliability of the system, State implementation staff must perform benchmarking during the performance period (to include tests against predetermined response times), as designed by the Contractor, prior to final acceptance. All Performance monitoring results and summaries must be made available for review on a daily basis. The Contractor must perform all application software, file structure, database and system software modifications necessary to ensure system performance reaches acceptable levels in the production environments, based upon the results of the benchmarks or the capacity simulation models. Documentation of changes made must be provided in a Performance Period Benchmarking Report and included in the Final Implementation Report.

5. Management and Support of ERIC Help Desk. Beginning with *****Pilot*****Implementation through *****the completion of all ***** Mandatory Post Implementation support *****periods*****, the Contractor must establish, support, train state staff, and manage the ERIC Help Desk from 6:00 a.m. to 5:00 p.m. Monday through Friday. The Contractor must provide help desk staff and implementation support. The Contractor Staff must assist with all technical and user problems experienced following implementation. The ERIC Help Desk will respond to all system and user questions during implementation within 2 hours of notification of a problem. The ERIC Help Desk will be located at the primary project site. The ERIC Help Desk will utilize help desk software, for documenting and tracking all help desk inquires. The Contractor must produce, and update as necessary, a Help Desk Procedure Manual which

will be utilized to address all system and user questions including problem identification, initial diagnosis and checklist, problem resolution/referral procedures, and a list of frequently asked questions. The procedures must include protocols for managing and responding to incoming phone calls, voice mail, and e-mail options, etc. The Contractor prior to implementing Help Desk operations must train state Help Desk staff. The Help Desk will provide support to all users on system operation and to internal JFS staff on the day-to-day operation of their Customer Resource Management (CRM) efforts including operation of their Customer Service Center, execution of the communication plan, and automated response systems including live chat and IVR systems.

6. **Present ERIC to the State for Final Acceptance.** Upon completion of the Implementation, submission of the Implementation Report, and successful completion of the performance period as defined in Attachment 3, Standards of Performance and Acceptance, the Contractor must present ERIC to the State for acceptance. The system presented for final acceptance must account for all required functionality, training, conversion, documentation and any other requirements of this RFP.

The performance period includes a fault free operational period centered around JFS's Unemployment Compensation peak quarterly filing period that occurs at the end of the first month and beginning of the second month of each quarter. Specifically, the performance period will be 30 days prior to and 30 days after the peak date specified by the State's Senior Project Management Team. If the system's performance is not acceptable during this period, an additional performance periods will be defined by the State' Senior Project Management Team specifying another peak date and an a performance period will be performed around that date.

7. **System Documentation.** The Contractor must develop and provide to JFS all system documentation at the time the system is presented for final acceptance. System documentation will be versioned utilizing the State's configuration management tool. The documentation must include, but may not be limited to:

- a. **User Documentation.** The Contractor must develop on-line user procedures, on-line help, and on-line policy documentation. All on-line documentation must be developed in HTML, DHTML, or XML help format. In addition, the Contractor must develop a hard-copy guide for ERIC users that provides log-on and log-off procedures and basic access and navigation instructions. This documentation must be produced in compliance with the State standards for document production that will be provided at the beginning of the development task.
- b. **Operations Documentation.** The Contractor must develop complete operations documentation. This documentation must be produced in compliance with the State standards for document production that will be provided at the beginning of the development task. The operations documentation must include overviews of the application, system structure, major processing, and required interfaces. This includes any required periodic maintenance tasks. The operations documentation must also describe the overall batch or background process schedule, including dependencies, sequencing, and timing.
- c. **System Documentation.** The Contractor must produce a complete system documentation that documents the application software and its architecture (e.g., implementation view of the application architecture). This includes all ERIC system source code, programs, and executables. This documentation must be produced in compliance with the State standards for document production that will be provided at the beginning of the development task. The Contractor must maintain this documentation to reflect changes made throughout the project.

Contractor Deliverables. Deliverables to be produced by the Contractor for the statewide implementation task must include the following:

1. Implementation Plan;
2. Signed Implementation Certification Letter;
3. Implementation Report;
4. Help Desk Procedure Manual; and
5. System Documentation

Task 11 – Post Implementation Support

On-site technical support and maintenance will be required after the acceptance of the implemented ERIC system. The on-site presence is essential to maintain a stable production environment, and to allow a smooth turnover of system responsibility to the State.

Contractor Responsibilities. During this task, the Contractor must provide technical support and assistance with maintaining operations of ERIC. The Contractor must prepare the State to take over responsibility for all system operations and maintenance activities by the midpoint of the post implementation support task. During this task the Contractor's activities will include, at a minimum, the following:

1. **Final Implementation Report.** The Contractor must produce a Final Implementation Report that includes the results of all implementation activities. The report must include any modifications and corrective actions taken to correct any deficiencies or omissions discovered in the system during implementation. Additionally, the report must include a Performance Period Benchmark to determine the growth and reliability of the system, implementation staff must perform benchmarking during the performance period (to include tests against predetermined response times), as designed by the Contractor, prior to final acceptance. All Performance monitoring results and summaries must be made available for review on a daily basis. The Contractor must perform all application software, file structure, database and system software modifications necessary to ensure system performance reaches acceptable levels in the production environments, based upon the results of the benchmarks or the capacity simulation models. Documentation of changes made must be provided in a Performance Period Benchmarking Report and included in the Final Implementation Report.
2. **On-site Support:** The Contractor must retain a full time project staff, from the existing project team, on-site at JFS to support the State for a minimum of three (3) months after Implementation of the final release of the ERIC is complete and the Final Implementation Report has been received by the State and State acceptance of the ERIC has occurred. This support must be provided on-site and must be provided for at least the following:
 - Help desk support;
 - Application performance monitoring and tuning;
 - Business Transformation support including job functions and roles;
 - Meetings with ERIC Project Management Team, as requested;
 - User training; and
 - Application defect repair.
3. **Post Implementation Support Document:** During the post implementation support task, the Contractor must prepare and submit the Post Implementation Support Document. Once approved by the State, the Contractor must execute the plan and provide to the State the current and complete versions of all ERIC documentation in a form and content consistent with all applicable State standards. Upon successful turnover to the State, at the conclusion of the mandatory post implementation support task, the Contractor must prepare the turnover results report documenting completion and results of the turnover plans, as well as current system status information, outstanding problems and recommendations for system enhancements, if any. Additionally, the report must describe the results of the activities listed under On-site Support, above.
4. **Post Implementation Assessment Report:** Upon completion of the Project the Contractor must develop and submit a post implementation assessment report. This report must assess the overall results of the project and provide at a minimum lessons learned, a final update to the requirements traceability matrix and repository, and recommendations for ongoing operations and support.
5. **Optional Post Implementation Support:** At the State's option, it may extend the post implementation support for up to an additional three (3) months. The State may execute this option for up to two extensions for a total of six (6) months of optional post implementation support. The Contractor must price each three (3) month option separately and provide detailed descriptions of their support levels during each period. The State will notify the Contractor of its intent to utilize optional post implementation support no later than 30 calendar days before the end of the Post Implementation Support period.

Contractor Deliverables. Deliverables to be produced by the Contractor for the post implementation support task include the following:

1. Final Implementation Report;
2. Post Implementation Support Document; and
3. Post Implementation Assessment Report.

JFS Responsibilities.

The Department of Job and Family Services will:

- Review for approval deliverables according to the provisions of the contract
- Resolve questions, issues and disputes raised by the Contractor
- Participate in JAD sessions
- Provide overall guidance and direction for the project
- Manage effective participation of State Staff
- Assign staff to perform testing for approval and acceptance

Acceptance of Deliverables. The State is purchasing an ERIC system that performs according to the System requirements. The State will make payments according to the Contractor's Fee Structure identified in the RFP. If upon completion the system fails the performance test, which is outlined in Part Five of Attachment Three of this RFP, the Contractor will be in default and the State may seek the remedies provided for in this Contract and in law.

As the Contractor provides Deliverables, in written and electronic format, for each task to the State, the JFS Project Management Team will review the materials or documents within ten (10) working days after the receipt date, except System Design where there must be a minimum of fifteen (15) business days for review. The receipt date is not counted as one (1) of the ten (10) days. If the material or document is determined to be in non-compliance, the Project Management Team will send written notification to the Contractor's Project Manager outlining the reason(s) for his or her determination. The Contractor at no expense will bring work determined by the State to be in non-compliance with the Contract into conformance to the State within ten working days of notice. If the State accepts the Deliverable, Deliverable material or documents, an acceptance letter, signed by the Project Management Team, will be submitted to the Contractor.

The State will review Deliverables in a timely manner. The Contractor must allow a minimum of ten business days for review by State staff for most Deliverables. Weekly and Monthly Status Reports are not subject to a 10 day review cycle.

The Contractor understands that the State's deliverable acceptance letter does not represent or indicate that the State has accepted the system. The State's acceptance of the system is conditional upon a successful performance period upon completion of the system, defined in Attachment Three, Part Five: Standards of Performance and Acceptance. Upon the successful completion of the performance period, the Contractor must present the ERIC application to the State for acceptance by submitting a system certification letter. The State will review the submission according to the process described above.

If upon completion the system fails to meet the performance requirements or fails the performance test, which is outlined in Part Five of Attachment Three of this RFP, the State may determine the Contractor to be in default and may seek additional remedies at law. In any event, the State may exercise all of the following rights:

- 1) The State will not make payments associated with the mandatory post implementation support task;
- 2) The State will not make payments associated with the final contract hold back;
- 3) The Contractor must reimburse the State ten percent (10%) of the total dollar amount paid under this Contract; and
- 4) The Contract is terminated.

The State will make payments as identified in the Contractor's Fee Structure in this RFP, and in accordance with the terms and conditions specified in Attachment Three, Part One: Compensation.

The Contractor's Fee Structure. The Contract award will be for a not to exceed fixed price. The State will provide payment according to the following payment schedule.

Payment	Payment Milestone
Two Percent (2%) of the not to exceed fixed price.	Acceptance of Task 1 Deliverables. Payment of the Task 1 Deliverable will be divided as follows: 1% after acceptance of the Communication, Software Development and Change Management Plans. 1% upon acceptance of the ERIC application.
Three Percent (3%) of the not to exceed fixed price.	Acceptance of Task 2 Deliverables
Thirty five Percent (35%) of the not to exceed fixed price.	Acceptance of Task 3 and Task 4 Deliverables. Payment of the Task 3 Deliverables will be based upon the completed and accepted development iterations of the system. Thirty-five percent (35%) of the total dollars represented by the fixed price for this contract will be divided by the number of development iterations specified by the Contractor's proposal. The result of this calculation will be paid at the acceptance of each iteration. (Example: Total not to exceed fixed price = \$2,000,000; number of proposed iterations = 5; Calculation: \$2,000,000 x 35% = \$700,000; \$700,000 / 5 = \$140,000. The payment per iteration is \$140,000.
Five Percent (5%) of the not to exceed fixed price.	Acceptance of Task 5 Deliverables.
Ten Percent (10%) of the not to exceed fixed price.	Acceptance of Task 6 and Task 7 Deliverables.
Ten Percent (10%) of the not to exceed fixed price.	Acceptance of Task 8 Deliverables.
Five Percent (5%) of the not to exceed fixed price.	Acceptance of Task 9 Deliverables.
Twenty Percent (20%) of the not to exceed fixed price.	Acceptance of Task 10 Deliverables.
Ten Percent (10%) of the not to exceed fixed price.	Pro-rated monthly payments, over the three (3) month Post Implementation Support. Ten percent (10%) holdback does not apply to the Post Implementation Support Task.
Optional Three Month Support First Renewal	Pro-rated monthly payments, over the three (3) month optional support period.
Optional Three Month Support Second Renewal	Pro-rated monthly payments, over the three (3) month optional support period.

Upon receipt of an approval letter for all deliverables identified in the Project Tasks section, the Contractor may submit an invoice for that task according to the payment schedule identified above. 10% of all Task payments are specified as hold-back and will be paid upon acceptance of all Task 10 Deliverables.

Source of Funding; Third-Party Funding. The project will be funded by the State with Federal and/or State funds.

Reimbursable Expenses. None.

Bill to Address. Ohio Department of Job and Family Services
 UC Tax Bureau
 Attn: Tom Sommer
 P.O. Box 182413
 Columbus, OH 43218-2413

Permits the State Will Obtain. None.

EXAMPLE D2: Scope of Work and Deliverables for Request for Proposal 0A06008 titled Statewide Imagery Acquisition Project, a service procurement.

Scope of Work. The primary objective of this Project is the delivery of digital orthophotography imagery as further described in this RFP. It is the State's objective to enter into a Contract with an offeror whose proposed team (including subcontractors) have the photogrammetric capabilities and qualifications to develop and deliver the digital orthophotography products and services required to meet the State's objectives.

The State will provide oversight for the Project through an assigned State Project Representative. The Contractor must provide overall Project management for this Contract including all tasks and the day-to-day management of its staff. All state and county project communication with the Contractor will be initiated by the State Project Representative. Additionally, the Contractor must provide all administrative support for its staff and activities. Throughout the Project, the Contractor must employ ongoing Project management techniques to ensure a comprehensive Project Plan is developed, executed, monitored, reported on, and maintained. The State will provide staff, as it deems appropriate, to perform Project monitoring and subject matter experts.

A Project Manager must be identified by the offeror with contact information provided that will allow the State to contact the Contractor's Project Manager who will be available Monday through Friday during the hours of 7:00 AM to 6:00 PM, Eastern Time, excluding state holidays.

Contractor Responsibilities and Deliverables. The Contractor must meet all RFP requirements and complete all Project milestones and deliverables, as defined in this RFP and the offeror's proposed Project Plan. This section of the Work Requirements describes the Work and what the Contractor must do to get the job done.

Mapping Requirements and Products

Project Extent and Imagery - The Project encompasses the entire land area of the state of Ohio, approximately 41,276 square miles.

- The entire perimeter of the State must be buffered by a minimum distance of 1,000 feet.
- Riparian boundaries marked by the Ohio River (the states of West Virginia to the southeast, and Kentucky to the south and southwest) must be buffered by a minimum distance of 1,000 feet or to the opposite river bank, whichever distance is greater.
- Lakeshore areas along Lake Erie must be buffered beyond the apparent shoreline a minimum distance of 2,500 feet.
- Lake Erie Islands within the state of Ohio must be buffered by 2,500 feet.

The base orthophotography products must include all 88 counties at 1-foot pixel resolution. Imagery will be captured and delivered in two phases. The North portion of the state will be acquired in the spring of 2006 and the south portion in the spring of 2007. Statewide imagery may not be captured in a single calendar year. The 51 counties that comprise the 2006 Northern Acquisition Area include:

Allen, Ashland, Ashtabula, Auglaize, Carroll, Columbiana, Coshocton, Crawford, Cuyahoga, Defiance, Delaware, Erie, Fairfield, Fulton, Geauga, Hancock, Hardin, Harrison, Henry, Holmes, Huron, Jefferson, Knox, Lake, Licking, Logan, Lorain, Lucas, Mahoning, Marion, Medina, Mercer, Morrow, Ottawa, Paulding, Portage, Putnam, Richland, Sandusky, Seneca, Shelby, Stark, Summit, Trumbull, Tuscarawas, Union, Van Wert, Wayne, Williams, Wood, and Wyandot.

The remaining 37 counties that comprise the 2007 Southern Acquisition Area include:

Adams Athens Belmont, Brown, Butler, Champaign, Clark, Clermont, Clinton, Darke, Fayette, Franklin, Gallia, Greene, Guernsey, Hamilton, Highland, Hocking, Jackson, Lawrence, Madison, Meigs, Miami, Monroe, Montgomery, Morgan, Muskingum, Noble, Perry, Pickaway, Pike, Preble, Ross, Scioto, Vinton, Warren, and Washington.

Figure 1-1 illustrates the respective Project areas and the counties included in each.



Figure 1-1 State Map Delineating Project Areas

Summary of Required Products

The State requires a series of digital map products (imagery) that will provide value to spatial data users at the local, state, and federal levels of government as well as to the general public. The Project activities listed in this RFP (e.g., Project Plan, flight mission, ground control, etc.) consist of the professional, managerial, and technical tasks and interim and/or by-products needed to accomplish the work to meet the specifications and deliverables of this RFP. For this RFP, “quality assurance” means the Contractor will assure that accuracy standards were met and that imagery otherwise meets all specifications. The State will conduct an independent review of products delivered before acceptance of the Deliverables. The independent review will be performed by a third party entity with support from the Aerial Engineering Division of the Ohio Department of Transportation and the Office of Information Technology, Geographic Information System Support Center (GISSC) to ensure that accuracy and all applicable standards are being met. The required base orthophotography products to be produced through this Contract must include all 88 counties at 1-foot pixel resolution. The final extents and distribution of mapping resolution for this Project will reflect the needs and financial contributions of counties who may decide to enhance the resolution of the base (1-foot) imagery. In the event a State Agency or county elects to obtain an optional product enhancement, which results in the collection of higher resolution imagery then the identified required product must be re-sampled from the higher resolution product. State agencies and counties have the option to enhance the Required Product Deliverable with the Optional Product Deliverables. Specifications for feature capture or resolution enhancement beyond the Required or Optional Product Deliverables defined below are outside the scope of this document.

Required Product Deliverables

- PROJECT PRODUCT 1 – Supporting Administrative and Technical By-Products Contractor will provide a Project Plan, ground control, flight mission, scanning, analytical triangulation (AT), digital elevation model (DEM), orthoimagery processing, quality assurance, and Project management. Contractor will provide all final and intermediate survey and photogrammetry products. Electronic material will be on DVD.
- PROJECT PRODUCT 2 – Statewide coverage of full color orthophotography at 1-foot pixel resolution, delivered in 2500x2500 foot grid tiles; delivered as 88 individual county coverages; in uncompressed TIFF file formats with world files; in the appropriate Ohio State Plane North and South zone.
- PROJECT PRODUCT 3 – Statewide coverage of 1-foot resolution county mosaics in MrSID lossless compression format with world files in the appropriate Ohio State Plane North and South zones.
- PROJECT PRODUCT 4 -- Final Digital Elevation Models (DEM) used for the orthophoto creation, delivered initially for the north half, and later the south half of Ohio, as well as by county. The DEM must be provided in ArcInfo GRID format, and a platform independent format (e.g., ASCII text) and be capable of supporting the generation of 5-foot contours statewide at an accuracy meeting National Map Accuracy Standards (NMAS).

The required Deliverables, including the color orthophotography and ancillary products and Project products must be listed in the offeror's proposal. One-foot orthophotography must be delivered for the entire conterminous extent of the state of Ohio, plus buffers along border areas. All final and intermediate survey and photogrammetry products, and any ancillary products (film, negatives, scans, diapositives, ground control, triangulation, elevation models, TINs, etc.) are Deliverables under the Contract. The selected offeror must deliver all such items to the State free and clear of any liens or claims. All rights, title, and interest in the Deliverables will belong solely and exclusively to the State. Electronic material will be delivered on DVD.

Optional Product Deliverables

- OPTIONAL PROJECT PRODUCT A– Statewide coverage of 6-inch pixel resolution full color orthophotography, delivered in 2500x2500 foot grid tiles; delivered as 88 individual county coverages with a minimum of one full tile overlap with surrounding counties; in uncompressed TIFF file formats with world files; in the appropriate Ohio State Plane North and South zones.
- OPTIONAL PROJECT PRODUCT B– Statewide coverage of 6-inch pixel resolution full color county mosaics delivered as 88 individual county coverages with a minimum of one full tile overlap with surrounding counties; but there may be no overlapping “no-data” areas; in MrSID lossless compression format in the appropriate Ohio State Plane North and South Zones.
- OPTIONAL PROJECT PRODUCT C – Statewide DEM Suitable for 2-foot contour generation. The DEM must be captured at a density level necessary to support 2-foot contours and a Triangulated Irregular Network (TIN) model. It shall be provided in ArcInfo GRID and USGS DEM format in appropriate Ohio State Plane North and South Zones.
- OPTIONAL PROJECT PRODUCT D -- Statewide orthophotography coverage at 1-meter pixel resolution, delivered in county mosaics that produce a set of tiled images for Ohio. Each county mosaic will overlap its surrounding counties, but there may be no overlapping “no-data” areas; delivered in MrSID generation III file format; in appropriate Ohio State Plane North and South Zones. The MrSID shall be in lossless compression with world files.
- OPTIONAL PROJECT PRODUCT E -- Statewide orthophotography coverage at 1-meter pixel resolution, delivered in USGS quarter quadrangle (3.75 minutes) tiles; delivered in MrSID Generation III file in lossless compression, with world files, and uncompressed TIFF file formats with world files; in UTM coordinates (Zones 16 and 17).
- OPTIONAL PROJECT PRODUCT F– Statewide 1-meter Color IR orthoimagery delivered in 3.75 minute tiles in UTM coordinates (Zones 16 and 17).
- OPTIONAL PROJECT PRODUCT G – Five (5)-foot Contours, including pricing for statewide 5' contours, processing DEM to bare-earth digital terrain model (DTM), adding breaklines and the calculation of contours.
- OPTIONAL PROJECT PRODUCT H – Two (2)-foot Contours, including pricing for statewide 2' contours, processing DEM to bare-earth digital terrain model (DTM), adding breaklines and the calculation of contours. All final and intermediate survey and photogrammetry products, and any ancillary products (film, negatives, scans, diapositives, ground control, triangulation, elevation models, TINs, etc.) are Deliverables under the Contract. The selected offeror must deliver all such items to the State free and clear of any liens or claims. All rights, title, and interest in the Deliverables will belong solely and exclusively to the State. Electronic material will be delivered on DVD.

Pertinent Coordinate Systems. Required Product Deliverables as specified in this RFP must be delivered in Ohio State Plane Coordinates US Feet North and South as appropriate. Optional Products E and F will be delivered in UTM Zones 16 or 17, as appropriate. Figure 2-1 illustrates each of the pertinent coordinate systems.

Figure 2-1 - Ohio State Plane and UTM Zone Boundaries



Image Collection Requirements

Coordinate Systems and Units. Imagery for the Project must be referenced to the North American Datum of 1983 (NAD83) using either the 1986 adjustment, the 1995 HARN adjustment, or the anticipated 2005 adjustment and the North American Vertical Datum of 1988 (NAVD 88) vertical datum. The decision as to which horizontal adjustment to use will be made before the start date of the Project, The National Geodetic Survey (NGS) GEOID03 model must be used in the derivation of orthometric heights. Imagery must be oriented to the appropriate Ohio State Plane North and South Zones (defined by Ohio Code) using U.S. Survey Feet; and UTM Zones 16 and 17, using meters.

Horizontal Accuracy Requirements. The Contractor will be held strictly to specified horizontal accuracy. The aerial photography scales and related map scales are presented as a benchmark for quality. It is generally held that the following are standards for orthophotography generation: negative contact scale (NCS) of 1"=660' is adequate for mapping at 1"=100' and; 1"=1320' for mapping at 1"=200' to meet National Map Accuracy Standards (NMAS). The 2 products are:
· 1" = 200' map scale, 1' pixel (+/- 5' NMAS) · 1" = 100' map scale, 6" pixel (=/- 2.5' NMAS).

The photographic/map scales for this Project will be the same as shown above. But, an alternative scaling method can be proposed if new digital orthophotography techniques can lower the cost of the Project but produce the same resulting quality. Indicate any deviation from the 1"=660' and 1"=1320' scaling convention in an Alternative Proposal and explain the basis for the recommendation. Again, the State is interested in obtaining the quality of digital orthophotography that can be generated in the 660/1320 scenario, but would entertain alternatives that maintain quality.

Pixel Clarity. The resolving capability must be the specified pixel size. Each pixel will represent the ground sample distance (GSD) of the specified pixel size. All references in this RFP to pixel resolution refer specifically to GSD. The Contractor may resample from a sharper image to achieve the pixel size of a particular product (e.g., resample 1-foot pixel resolution to achieve 1-meter), but the Contractor may not resample from a coarser image.

Edge Effects. The State understands that to achieve seamless imagery in a multi-resolution program, higher resolution mapping usually occurs before surrounding lower resolution maps are produced (i.e., higher accuracy maps should be used to control and connect the lower accuracy features). Where reasonable to do so, the 6-inch pixel photography should continue through the enhanced pixel resolution areas to minimize edge effects during the aerotriangulation process.

Imagery Type. Deliverable orthophotography must be the equivalent of natural true color, to include 256 levels of value for each color band (Red, Green, and Blue).

Temporal Requirements. All imagery for the Northern Half must be collected during the late-Winter/early-Spring calendar year 2006 flying season (approximately mid-February to late-April) during leaf-off conditions for deciduous vegetation in Ohio. All imagery for the Southern Half must be collected during the late-Winter/early-Spring calendar year 2007 flying season (approximately mid-February to late-April) during leaf-off conditions for deciduous vegetation in Ohio. The sun angle must be 30-degrees or greater, and streams should be within their normal banks, unless otherwise agreed to in writing by the State. For quality assurance purposes, the Contractor must submit copies of flight logs to the State as part of its Deliverable.

Obstructions. To the extent possible, no clouds, snow, fog, haze, smoke, or other ground obscuring conditions shall be present at the time of the flights. The Contractor is encouraged to offer alternative solutions to counter the potential snow cover problem. Spectral reflectance from water must be minimized and should not obscure shoreline features. In no case will the maximum cloud cover exceed 5% per image.

Flight Line Plan. Using the master index map concept, the Contractor must submit planned flight lines to the State for review prior to ground control surveys and as early as practical (preferably at least 1 month), prior to scheduled image capture. The backdrop should be the equivalent of a USGS Digital Raster Graphic (DRG).

Project Component Requirements

Ground Control. The Contractor will be responsible for establishing ground control of sufficient density and accuracy to meet the accuracy requirements of the deliverable orthophotography and elevation data at the resolutions indicated. The Contractor must determine whether or not to panel the control points. The State will review the control diagrams, indicating the anticipated vertical and horizontal accuracies, before imagery collection begins. Many counties have well established ground control developed during previous mapping projects. The Contractor should not assume that control exists, but it could be beneficial to use existing control if possible. The Contractor will be responsible for determining the availability and/or quality of any existing ground control. An interactive map identifying ground control points can be found through National Geodetic Survey (NGS). A map of Ohio is provided in Attachment Two: Requirements for Proposal, Functional Requirements. Any control established for use in the Project will be a Deliverable. An FGDC compliant metadata file must accompany the survey data.

Mosaicking and Radiometry. While the State is not requiring "true orthophotos," the State wants the radial distortion to be minimized. Overpasses/bridges along roadways shall retain correct horizontal location and geometry. Whenever practical, building tilt should be corrected, to the extent possible using the aerial photography, such that transportation features, such as water towers and radio towers should not be clipped at tile seam lines. In addition, tile seam lines should be established in such a manner than minimizes distortion of ground feature detail. Image artifacts introduced during the scanning process

and appearing in the final digital ortho imagery should be unacceptable, except for very minimal artifacts falling in non-critical coverage areas and /or where they do not affect the users' ability to interpret or understand the underlying imagery (e.g., a small piece of lint appearing in a timbered area). The digital orthophotography shall generally be seamless and have uniform, balanced color. The imagery will be geometrically and radiometrically correct and match without noticeable differences, free from double image 'ghosting' effect at the mosaicking edges. Mosaic lines must not cross through buildings, bridges or other man-made structures not at ground level. Tiles shall be mosaicked so the images appear to be completely seamless, except at mosaic lines on bodies of water. Radiometric adjustment must include color balancing, overall tone adjustment and brightness and contrast enhancements of the imagery over the entire Project. Dark and light areas shall be evened out.

Digital Elevation Model Specifications. The State requires that the horizontal accuracy specifications be met for each of the pixel resolutions, and therefore the DEM must have a vertical accuracy sufficient to meet the horizontal accuracy requirement. The Contractor must deliver a continuous DEM surface with no disjoints, overlap or underlap between models or tiles. It is understood that the scale of photography and underlying control network will support the enhancement of the elevation data to create a digital terrain model (DTM) which will support the future generation of topographic mapping expressing a five (5) foot contour interval. Written certification must be provided by the Contractor stating that orthophoto image products created using the delivered DEM data set will meet or exceed required accuracy specification.

Alternate Sensor Capabilities. The State encourages the use of compatible digital cameras or multispectral sensors that are demonstrated to be able to produce imagery that meets or exceeds the performance criteria of this RFP. Regardless of the image capture technology used, the quality of the final orthophotography product must be achieved.

Media and File Format Requirements. Media for all final Deliverables to the State, State agencies and local governments must be made on DVD media format that can be read on a DVD-R drive. Additional delivery of statewide products to the State, and interim products, may be on external USB/fire wire hard drives. All reference to TIFF and MrSID Generation III files will include World files. Tile boundaries for each tile (as polygons) for each type of Deliverable must have attribute fields coded with the X-Y geo-referenced coordinates on the lower left corner of the tile, the filename, photo date(s), delivery status (flown, processed, rectified, Quality Assurance (QA) complete, delivered, accepted, etc.). Since TIFF World files must be delivered, the point of origin must be the center of the upper left pixel in each tile. Vector data must be delivered in ESRI shapefile format using a schema developed by the Contractor and approved by the State. The File naming conventions will be provided by the State at the time of the Project initiation meeting. Survey control point locations, flight lines and the final imagery exposure stations must be labeled and contain attribution.

Metadata. The Contractor must provide metadata compiled to the current standard promulgated by the Federal Geographic Data Committee (FGDC) for each of the data Deliverables, including a separate metadata file for each individual county coverage in Project Products 2 and 4. Currently, this is the *Content Standard for Digital Geospatial Metadata Version 2 (FGDC-STD-001-1998)*. The State will review and approve a template metadata file to be used for all Deliverables.

Permanent Storage. At no additional cost to the State, the Contractor must provide permanent storage for all film and raw scan digital imagery files.

Rejection of Product. The State may reject and require the Contractor redo any or all photography or imagery pertaining to problems including but not limited to, coverage, cloud cover, endlap & sidelap, quality, resolution, low sun angle, tone or contrast, or artifacts, etc. The Contractor must do so at no additional cost to the State unless the Contractor and the State had previously agreed in writing that a given condition is allowed.

Re-Flights. The Contractor must present a plan for re-visitation of areas in the event of image rejection during the Quality Control (QC) process, or where original imagery could not be collected because of weather or ground cover conditions, or other factors outside the control of the Contractor precluded collection at the scheduled time of the flyover. Mechanical or technical problems shall not be considered a legitimate reason for non-collection of imagery.

Maintain Project Plan. The State will provide oversight for the entire Project, but the Contractor must provide overall Project management for the tasks under this Contract, including the day-to-day management of its staff. Additionally, the Contractor must provide all administrative support for its staff and activities. Throughout the Project, the Contractor must employ ongoing Project management techniques to ensure a comprehensive Project Plan is developed, executed, monitored, reported on, and maintained. The Contractor must update the Project Plan submitted with its Proposal (see Attachment Two) and submit a detailed Project Plan, in electronic and paper form, to State Project Representative for review prior to the Project Initiation Meeting identified in the offeror's proposed Project Plan. Thereafter, the Contractor must:

- Formally update the Project Plan, including work phases, roles and responsibilities and schedule, and provide the updated Project Plan as part of its reporting requirements during the Project; and
- Ensure the Project Plan allows adequate time for the State to review, comment on, and accept all Deliverables.

Meeting Attendance and Reporting Deliverables. The Contractor's Project management approach must adhere to the following Project meeting and reporting Deliverables:

Project Initiation Meeting. The Contractor must meet with the State within two (2) weeks after Contract award to review its proposed Project Plan. The Contractor must present the Project schedule and plan, and the initial flight plan for review and approval by the State at the Project initiation meeting. The Contractor must provide a timeline for final flight plan presentation and approval, ground control plan, delivery and a schedule for all Deliverables. As specifically as possible, the plan must include a matrix of who will be performing each of the anticipated tasks, to include quality assurance and delivery of final products. The Contractor must summarize the meeting content (e.g., pertinent issues, clarifications and proposed changes) resulting from the meeting and must distribute them to the State Project Representative for approval within five (5) State working days after the Project initiation meeting.

Status Meetings, Status Reports and Conference Calls. The Contractor must, at a minimum, participate in nine (9) additional meetings in Columbus, Ohio in July 2006, September 2006, November 2006 and January 2007, for the Northern half acquisition and delivery unless deemed unnecessary by the State in writing, May 2007, July 2007, September 2007, November 2007 and January 2008 (if necessary) for the Southern half acquisition and delivery unless deemed unnecessary by the State in writing. Up to two (2) additional meetings may be scheduled as required upon mutual consent of the Contractor and the State no additional cost to the State. The Contractor must develop a secure, limited access Project Management Website to assist in the dissemination of Project communication and status information to the State Project staff, subcontractors, and other Project stakeholders where appropriate, updating and documenting the status of the Project in relation to the Project schedule and identifying any issues, concerns, decisions, outstanding items, and next steps. Written status reports must be provided on a no-less than monthly basis during the life of the Project, and every two weeks during the first three months of the Project. The Contractor must arrange and initiate weekly conference calls, minimally with the State, to discuss the status of the Project. Calls must continue until such time as the State is satisfied that all outstanding technical, financial and contractual issues are being properly reported, managed and resolved. Conference calls must be coordinated by and paid for by the Contractor. All issues must be documented by the Contractor for inclusion in the next status report.

Post-Flight Evaluation Meeting. The Contractor must meet with the State immediately following the completion of the Spring 2006 flying season for the North half of the State, not later than May 15, 2006. The purpose of this meeting is to evaluate the success of the orthophotography acquisition, and to consider alternatives for gaps where weather conditions or other factors precluded successful acquisition of orthophotography. Any deficient areas must be included during the Spring 2007 flying season at no additional expense to the State.

The Contractor must meet with the State immediately following the completion of the Spring 2007 flying season for the South half of the State, not later than May 15, 2007. The purpose of this meeting is to evaluate the success of the orthophotography acquisition, and to consider alternatives for gaps where weather conditions or other factors precluded successful acquisition of orthophotography. Any deficient areas must be included during the Spring 2008 flying season at no additional expense to the State. As soon as it becomes available, the Contractor must initially provide the State several completed and processed sample frames of imagery representative of each set of flight conditions that may affect image quality. The State will select the preferred frame or frames to be used by the Contractor as a template that guides subsequent Deliverables and by the State to conduct Quality Assurance (QA) for the resultant orthophotography Deliverables. The Contractor must summarize all pertinent issues, clarifications and proposed changes resulting from the post-flight evaluation meeting and must distribute them to the State Project Representative for review and approval within five (5) State working days after the initial post-flight evaluation meeting.

Additional Reporting Requirements. The Contractor must create and use an electronic master index map. An updated master index map file must be made available on the web and also be delivered four (4) times during the Project via CDROM in ESRI compatible format. The intent is to use GIS technology to graphically show the interim and final Deliverables superimposed over a set of reference base maps. The CD must include an ArcGIS map document that includes all of the reference, backdrop, data and index features. The State will provide the Contractor with ESRI shape and layer files to serve as the reference base map to the Project index map.

Procedures Guide. The Contractor must provide the State with a Procedures Guide that will identify the production processes and Quality Assurance and Quality Control (QA/QC) procedures that will be employed to ensure that all Deliverables meet the required accuracy and performance standards of the defined Deliverables. The Procedures Guide must include criteria indicating need for remedial action, frequency for evaluation of those criteria, remedial action and timeframes to migrate out of compliance condition, verification criteria indicating successful mitigation, notification processes including when the State Project Representative was apprised of which situations, and Project personnel responsible for evaluation and action. This will be made available to all subcontractors as appropriate for use in execution of their duties.

The Procedures Guide must be organized as follows:

- Flight Mission
- Ground Control
- Photogrammetric Processing
- DEM Creation
- Ortho Rectification, Mosaicking and Tiling

Work Hours and Conditions. The Contractor must work with the State Agency staff. Normal working hours are 8:00 a.m. to 5:00 p.m. with a one-hour lunch period. The Contractor must ensure that appropriate Contractor resources are available to interact with State staff and perform the Work of this Project.

Incremental Deliveries and Sign-Off. All final products from successfully collected orthophotography must be incrementally delivered according to the Contractor supplied Project Plan as approved by the State. The State must receive Deliverables on a county-by-county basis, and as soon as processing is completed. Final delivery must be submitted to the State no later than December 31, 2006, for the North half of the State, and December 31, 2007 for the South half of the State, unless an alternative schedule is adopted by mutual written consent of the Contractor and the State. The State will review and accept/reject each delivery within forty-five (45) State working days.

Submittal of Deliverables. The Contractor must perform its tasks in a timely and professional manner that produces Deliverables that fully meet the Contract's requirements. The Contractor must complete its work in steps that will result in Deliverables associated with those steps, and the Contractor must provide the Deliverables no later than the due dates proposed in the RFP or included in the Contractor's Project Plan as approved by the State. At the time of delivery of a Deliverable, the Contractor must submit three (3) copies of the Deliverable in an appropriate format as required in this RFP. The Contractor must provide the electronic files in a format acceptable to the State. Also, with each Deliverable, the Contractor must submit a Deliverable Submittal Form signed by the Contractor's Project Manager.

By submitting a Deliverable, the Contractor represents that, to the best of its knowledge, it has performed the associated tasks in a manner that meets the Contract's requirements. If the State determines that a Deliverable is not in compliance, the State Project Representative will note the reason for non-compliance on the Deliverable Submittal Form and send the form to the Contractor's Project Manager. At no expense to the State, the Contractor then must bring the Deliverable into conformance and re-submit it to the State Project Representative within five state working days.

If the State agrees the Deliverable is compliant, the State Project Representative will indicate that by signing the Deliverable Submittal Form and returning a copy of it to the Contractor. In addition, if the State Project Representative or designee determines that the State should make a payment associated with the Deliverable, the State Project Representative will indicate that the payment should be made on the Deliverable Submittal Form. The signed Deliverable Submittal Form with the State's noted approval for deliverable invoicing must be submitted with each Contractor's invoice.

The Contractor's Fee Structure. The Contractor must propose a fixed, not-to-exceed, fee for the Work proposed. The Contractor must invoice for the Deliverables submitted after the first day of the following month for the Contractor's quoted firm fixed prices provided in the separately sealed Cost Summary (Attachment Eight) of the offeror's proposal. Payments to the Contractor by the State will be made within thirty (30) days upon receipt of a proper invoice and documentation of the completed and approved Project Deliverables.

Reimbursable Expenses. None.

Bill to Address. The Contractor must submit invoices in quadruplicate (1 original and 3 copies) for completed Deliverables by the first of each month. The Contractor's federal tax identification number and purchase order number must appear on all statements and delivery/pickup reports. The provisions of Ohio Revised Code, Section 126.30, will also apply to any contract between the parties.

Billing address information for the Ohio Office of Information Technology, Service Delivery Division is:
Ohio Office of Information Technology, Service Delivery Division
Attn: Accounts Payable
2323 West Fifth Avenue
Columbus, OH 43204

The Contractor must submit invoices directly to any local government or State Agency that has requested the delivery of Optional Project Products. The State will have no responsibility to pay for Optional Project Products ordered by any local government.

Permits the State Will Obtain. None.

COST SUMMARY

EXAMPLE E1: Cost Summary for Request for Proposal 0A04002 titled Employer Resource Information Center (ERIC), an application development procurement.

ATTACHMENT 8

COST SUMMARY

Tasks and Deliverable	Cost
Task 1 - Project Management	\$
Task 2 - Business Transformation Management	\$
Task 3 – Systems Analysis, Design and Development	\$
Task 4 – OBG Integration Plan	\$
Task 5 - System Testing	\$
Task 6 - User Acceptance Testing	\$
Task 7 - Pilot Implementation	\$
Task 8 - Data Conversion	\$
Task 9 - System Training	\$
Task 10 - Implementation	\$
Task 11 - Post Implementation Support	\$
Total Not to Exceed Fixed Price:	\$

EXAMPLE E2: Cost Summary for Request for Proposal 0A06008 titled Statewide Imagery Acquisition Project, a service procurement.

2006 Required Product Deliverable	Deliverable Cost
Project Product 1 – Admin and Tech by-Products	\$ _____
Project Product 2 – Statewide 1-foot color 2500 x 2500 tiles	\$ _____
Project Product 3 – Statewide 1-foot color SID mosaics	\$ _____
Project Product 4 – DEM to support 5-foot contour generation	\$ _____
2006 Required Product Deliverable – Not-to-Exceed-Fixed-Price Total	\$ _____

2007 Required Product Deliverable	Deliverable Cost
Project Product 1 – Admin and Tech by-Products	\$ _____
Project Product 2 – Statewide 1-foot color 2500 x 2500 tiles	\$ _____
Project Product 3 – Statewide 1-foot color SID mosaics	\$ _____
Project Product 4 – DEM to support 5-foot contour generation	\$ _____
2007 Required Product Deliverable – Not-to-Exceed-Fixed-Price Total	\$ _____

	Not-to-Exceed-Fixed-Price
2006 & 2007 Required Product Deliverables Total	\$ _____

2006 – Required Product Deliverable Costs by County

Northern Tier	2006	2	3	4
County	Area	1' Pixel Full-res Tiled	1' County Mosaic Lossless SID	DEM to support 5' contour
ALLEN	406.9			
ASHLAND	426.9			
ASHTABULA	710.8			
AUGLAIZE	402.1			
CARROLL	399.1			
COLUMBIANA	535.1			
COSHOCTON	567.4			
CRAWFORD	402.8			
CUYAHOGA	459.6			
DEFIANCE	414.6			
DELAWARE	457.4			
ERIE	259.2			
FAIRFIELD	508.5			
FULTON	407.8			
GEAUGA	408.9			
HANCOCK	534.0			
HARDIN	471.0			
HARRISON	410.6			
HENRY	420.0			
HOLMES	424.1			
HURON	496.4			
JEFFERSON	410.0			
KNOX	529.6			
LAKE	231.8			
LICKING	687.4			
LOGAN	466.7			
LORAIN	494.5			
LUCAS	347.1			
MAHONING	425.3			
MARION	404.2			
MEDINA	423.1			
MERCER	473.4			
MORROW	407.3			
OTTAWA	265.8			
PAULDING	419.2			
PORTAGE	504.5			
PUTNAM	484.7			

Northern Tier	2006	2	3	4
County	Area	1' Pixel Full-res Tiled	1' County Mosaic Lossless SID	DEM to support 5' contour
RICHLAND	500.5			
SANDUSKY	413.6			
SENECA	553.3			
SHELBY	410.8			
STARK	580.6			
SUMMIT	420.4			
TRUMBULL	636.5			
TUSCARAWAS	571.5			
UNION	437.0			
VAN WERT	410.7			
WAYNE	557.3			
WILLIAMS	423.6			
WOOD	621.4			
WYANDOT	407.8			
Totals	23442.8	\$0.00	\$0.00	\$0.00
Sq. Mile Cost		\$0.00	\$0.00	\$0.00

2007 – Required Product Deliverable Costs by County

Southern Tier	2007	2	3	4
County	Area	1' Pixel Full-res Tiled	1' County Mosaic Lossless SID	DEM to support 5' contour
ADAMS	586.3			
ATHENS	508.4			
BELMONT	541.7			
BROWN	493.5			
BUTLER	469.9			
CHAMPAIGN	430.2			
CLARK	401.4			
CLERMONT	459.7			
CLINTON	412.4			
DARKE	599.6			
FAYETTE	407.1			
FRANKLIN	544.0			
GALLIA	471.4			
GREENE	416.0			
GUERNSEY	528.4			
HAMILTON	412.5			
HIGHLAND	557.7			
HOCKING	423.5			

JACKSON	421.5			
LAWRENCE	457.0			
MADISON	467.4			
MEIGS	432.4			
MIAMI	409.8			
MONROE	457.2			
MONTGOMERY	464.4			
MORGAN	421.6			
MUSKINGUM	672.6			
NOBLE	404.7			
PERRY	412.5			
PICKAWAY	506.4			
PIKE	444.0			
PREBLE	426.5			
ROSS	692.8			
SCIOTO	616.1			
VINTON	414.9			
WARREN	407.2			
WASHINGTON	639.9			
Totals	17832.6	\$0.00	\$0.00	\$0.00
Sq. Mile Cost		\$0.00	\$0.00	\$0.00

2006 - Optional Product Deliverables (as Enhancements)

Optional deliverables that may occur as a result of county or state Agency input. . The costs listed below should reflect only the cost difference associated with increasing the required product deliverables to the optional requirement.

Northern Tier	2006	A	B	C	D	E	F	G	H
County	Area	6" Pixel Full-res Tiled	6" County Mosaic Lossless SID	DEM to support 2' contour	1M 3.75 Minute DOQQ	1M DOQQ County Mosaic	1M CIR	5' Contours	2' Contours
ALLEN	406.9								
ASHLAND	426.9								
ASHTABULA	710.8								
AUGLAIZE	402.1								
CARROLL	399.1								
COLUMBIANA	535.1								
COSHOCTON	567.4								
CRAWFORD	402.8								
CUYAHOGA	459.6								
DEFIANCE	414.6								
DELAWARE	457.4								
ERIE	259.2								
FAIRFIELD	508.5								
FULTON	407.8								
GEAUGA	408.9								
HANCOCK	534.0								
HARDIN	471.0								
HARRISON	410.6								
HENRY	420.0								
HOLMES	424.1								
HURON	496.4								
JEFFERSON	410.0								
KNOX	529.6								
LAKE	231.8								
LICKING	687.4								
LOGAN	466.7								
LORAIN	494.5								
LUCAS	347.1								
MAHONING	425.3								
MARION	404.2								
MEDINA	423.1								
MERCER	473.4								
MORROW	407.3								

2006 - Optional Product Deliverables (as Enhancements) - Continued

Optional deliverables that may occur as a result of county or state Agency input. . The costs listed below should reflect only the cost difference associated with increasing the required product deliverables to the optional requirement.

Northern Tier	2006	A	B	C	D	E	F	G	H
County	Area	6" Pixel Full-res Tiled	6" County Mosaic Lossless SID	DEM to support 2' contour	1M 3.75 Minute DOQQ	1M DOQQ County Mosaic	1M CIR	5' Contours	2' Contours
OTTAWA	265.8								
PAULDING	419.2								
PORTAGE	504.5								
PUTNAM	484.7								
RICHLAND	500.5								
SANDUSKY	413.6								
SENECA	553.3								
SHELBY	410.8								
STARK	580.6								
SUMMIT	420.4								
TRUMBULL	636.5								
TUSCARAWAS	571.5								
UNION	437.0								
VAN WERT	410.7								
WAYNE	557.3								
WILLIAMS	423.6								
WOOD	621.4								
WYANDOT	407.8								
Totals	23442.8	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sq. Mile Cost		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

2007 - Optional Product Deliverables (as Enhancements)

Optional deliverables that may occur as a result of county or state Agency input. . The costs listed below should reflect only the cost difference associated with increasing the required product deliverables to the optional requirement.

Southern Tier	2007	A	B	C	D	E	F	G	H
County	Area	6" Pixel Full-res Tiled	6" County Mosaic Lossless SID	DEM to support 2' contour	1M 3.75 Minute DOQQ	1M DOQQ County Mosaic	1M CIR	5' Contours	2' Contours
ADAMS	586.3								
ATHENS	508.4								
BELMONT	541.7								
BROWN	493.5								
BUTLER	469.9								
CHAMPAIGN	430.2								
CLARK	401.4								
CLERMONT	459.7								
CLINTON	412.4								
DARKE	599.6								
FAYETTE	407.1								
FRANKLIN	544.0								
GALLIA	471.4								
GREENE	416.0								
GUERNSEY	528.4								
HAMILTON	412.5								
HIGHLAND	557.7								
HOCKING	423.5								
JACKSON	421.5								
LAWRENCE	457.0								
MADISON	467.4								
MEIGS	432.4								
MIAMI	409.8								
MONROE	457.2								
MONTGOMERY	464.4								
MORGAN	421.6								
MUSKINGUM	672.6								
NOBLE	404.7								
PERRY	412.5								
PICKAWAY	506.4								
PIKE	444.0								
PREBLE	426.5								
ROSS	692.8								
SCIOTO	616.1								
VINTON	414.9								
WARREN	407.2								
WASHINGTON	639.9								
Totals	17832.6	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sq. Mile Cost		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

EVALUATION CRITERIA

EXAMPLE F1: Evaluation Criteria for Request for Proposal 0A04002 titled Employer Resource Information Center (ERIC), an application development procurement.

Proposal Evaluation Criteria. In the Proposal evaluation phase, the committee will rate the Proposals submitted in response to this RFP based on the following criteria and weight assigned to each criterion:

Criteria	Percent	Points
Offeror Profile and Offeror Requirements	25	250
Staffing Requirements	20	200
Technical Requirements	35	350
Cost	20	200
Total:	100	1000

The maximum raw scores that can be earned in each section are:
 385 Offeror Profile and Offeror Requirements
 1918 Staffing Requirements
 1568 Technical
 968 Cost

In order to achieve the scoring ratio of 25:20:35:20, the maximum raw scores will be adjusted as follows based on the weighted exceeds points:

Section:	Maximum Raw Score	Adjustment Factor
Offeror Profile and Requirements:	385	.6494
Staffing Requirements:	1918	.1043
Technical Requirements:	1568	.2232

Cost will be calculated using the following formula:

$$\text{Cost} = (\text{Lowest NTEFP} / \text{Offerors' NTEFP}) \times C$$

Where NTEFP is the Not-to-Exceed Fixed Price. C is a number equal to 20% for the total weighted evaluation points available or 968.

Total points score is calculated using the following formula:

$$\text{Total Point Score} = \text{Offeror Scores} + \text{Staffing Requirements} + \text{Technical Requirements} + \text{Cost}$$

For the purpose of this review, the Evaluation Team will evaluate all evaluation criteria that requires past experience that is “similar size and scope to this project” using the following criteria: Internet (not intranet) systems developed using an n-tiered architecture (separate physical web, application and database servers) that were developed to handle a peak load of 500 or more concurrent users.

Offeror Mandatory Requirements	Pass	Fail
Within the last five years, served as the prime Contractor responsible for the successful design, development and implementation of an employer funded insurance payment application system (e.g. Private Sector Insurance System, Unemployment Compensation Tax, Workers' Compensation Premium System)		
Within the last five years, served as the prime Contractor responsible for system design, systems integration, development and implementation of a system of similar size and scope. The offeror must explain how cited projects are similar size and scope to this project.		
The offeror's project schedule must include the full implementation of the system to completion within a maximum of thirty (30) months of start of work.		
Project Manager Mandatory Requirements	Pass	Fail
A minimum of sixty (60) months full-time experience as a project manager.		
Experience as the project manager on a minimum of two projects from beginning through completion that encompassed the full system development life cycle.		
Information Technology Lead Mandatory Requirements		
Experience managing a technical team and its activities from project inception through completion of a minimum of one (1) project of similar size and scope to ERIC.		

Evaluation Criteria	Weight	Does not Meet	Meets	Exceeds	Greatly Exceeds
Offeror Profile	5	0	5	7	9
Offeror Mandatory Requirements					
Within the last five years, served as the prime Contractor responsible for the successful design, development and implementation of an employer funded insurance payment application system (e.g. Private Sector Insurance System, Unemployment Compensation Tax, Workers' Compensation Premium System)	15	Reject	5	7	9
Within the last five years, served as the prime Contractor responsible for system design, systems integration, development and implementation of a system of similar size and scope. The offeror must explain how cited projects are similar size and scope of this project.	15	Reject	5	7	9
Offeror Requirements					
Experience in internet application development on three projects, where one project is of similar size and scope to this project.	10	0	5	7	9
Experience in implementing web payment systems on three projects, where one project is of similar size and scope to this project.	10	0	5	7	9
Offeror Desirable Requirements					
Within the last five years, served as the prime contractor responsible for utilizing a system development methodology that is defined, documented and repeatable, consistent with the Software Engineering Institute (SEI) Level 3 or higher Capability Maturity Model (CMM). The offeror need not have obtained official SEI certification.		0	15		

Personnel Profile Requirements					
Project Manager					
Mandatory Requirements					
Propose One Candidate					
A minimum of sixty (60) months full-time experience in project management.	15	Reject	5	7	9
Experience as the project manager on a minimum of two projects from beginning through completion that encompassed the full system development life cycle.	15	Reject	5	7	9

Project Manager Requirements					
Minimum of twelve (12) months of experience as the project manager on a project of similar size and scope employing the System Development Methodology being proposed from project inception to completion.	12	0	5	7	9
Management of a project of similar size and scope where software documentation was developed and delivered and complete system turnover and transfer of knowledge was completed.	12	0	5	7	9
Experience utilizing various project management tools (e.g., MS Project Suite, Project Workbench) developing project plans, defining tasks and tracking timelines and resources on a minimum of two (2) projects of similar size and scope to ERIC.	12	0	5	7	9
Minimum of twenty-four (24) hours of formal project management training for a technical project in the last sixty (60) months.	5	0	5	7	9
Project Management Institute (PMP) Certification.	5	0	5	5	5
Information Technology Lead Mandatory Requirement Propose One Candidate					
Experience managing a technical team and its activities from project inception through completion of a minimum of one (1) project of similar size and scope to ERIC.	15	Reject	5	7	9
Information Technology Lead Requirements					
Experience performing systems development activities in a technician role (e.g. analysis, design, development) on a minimum of two (2) projects of similar size and scope to ERIC.	10	0	5	7	9
Experience utilizing proposed Systems Development Methodology and tools on a minimum of two (2) projects of similar size and scope to ERIC.	10	0	5	7	9

Experience utilizing various project management tools for planning and tracking projects on a minimum of two (2) projects of similar size and scope to ERIC.	8	0	5	7	9
Experience evaluating technical infrastructure solutions with n-tier, browser based designs (enterprise architecture, hardware, software, etc.) on a minimum of two (2) projects of similar size and scope to ERIC.	12	0	5	7	9

Business Lead Requirements Propose one candidate					
Experience preparing and delivering formal written and oral communications in the past twelve (12) months on a project of similar size and scope to ERIC.	8	0	5	7	9
Experience managing and completing the business transformation activities, as defined in Task 2, on a minimum of two (2) projects of similar size and scope to ERIC.	10	0	5	7	9
Experience utilizing various project management tools for planning and tracking projects on a minimum of two (2) projects of similar size and scope to ERIC.	8	0	5	7	9
Experience developing a communications plan on at least one (1) project of similar size and scope to ERIC.	12	0	5	7	9
Experience building test plans, scripts, and use cases on at least two (2) projects of similar size and scope to ERIC.	10	0	5	7	9
Data Conversion Lead Requirements Propose one candidate					
Experience completing (management or performing) conversion activities on a minimum of one (1) project of similar size and scope to ERIC.	12	0	5	7	9
Experience performing conversion activities in a technician role (e.g. analysis, design, development) on a minimum of one (1) project of similar size and scope to ERIC.	10	0	5	7	9
Experience utilizing data conversion tools and software on a minimum of one (1) project with a large relational database.	10	0	5	7	9
Experience utilizing various project management tools for planning and tracking projects on a minimum of two (2) projects of similar size and scope to ERIC.	8	0	5	7	9
Database Administrator Requirements Propose one Candidate					
Minimum sixty (60) months experience in batch and online performance monitoring utilizing DB2.	10	0	5	7	9

Minimum sixty (60) months experience as a senior DB2 database administrator team lead on a DB2 database project where one of the team lead project assignments lasted a minimum of 12 months.	10	0	5	7	9
Minimum sixty (60) months experience leading large to complex DB2 database design projects.	10	0	5	7	9
Minimum sixty (60) months experience in DB2 system analysis.	5	0	5	7	9
Minimum sixty (60) months experience in DB2 database design and programming.	10	0	5	7	9
Minimum thirty-six (36) months experience using DB2 V6 or higher.	5	0	5	7	9
Minimum thirty-six (36) months experience using ERWIN, CA Repository, ModelMart or other modeling tools.	5	0	5	7	9

Technical Requirements					
Proposed System Solution	20	0	5	7	9
Work Plans					
Project Management	10	0	5	7	9
Business Transformation Management	15	0	5	7	9
Systems Analysis, Design and Development	20	0	5	7	9
OBG Integration Plan	13	0	5	7	9
System Testing	15	0	5	7	9
User Acceptance Testing	15	0	5	7	9
Pilot Implementation	15	0	5	7	9
Data Conversion	15	0	5	7	9
System Training	12	0	5	7	9
Implementation	15	0	5	7	9
Post Implementation Support	10	0	5	7	9
System Development Methodology	10	0	5	7	9
Project Management Methodology	12	0	5	7	9
Staffing Plan	12	0	5	7	9
Project Schedule	15	0	5	7	9

Once the technical merits of a Proposal are considered, as described above, the costs of that Proposal will be considered. But it is within the committee's discretion to wait to factor in a Proposal's cost until after any interviews, presentations and discussions. Also, before evaluating the technical merits of the Proposals, the committee may do an initial review of costs to determine if any Proposals should be rejected because of excessive cost. And the committee may reconsider the excessiveness of any Proposal's cost at any time in the evaluation process.

One or more of the Proposals will then be selected for further consideration in the next phase of the evaluation process. The Proposal(s) selected to be considered in the next phase always will be the highest-ranking Proposal(s) based on this analysis. That is, the committee may not move a lower-ranking Proposal to the next phase unless all Proposals that rank above it are also moved to the next phase, excluding any Proposals that the committee disqualifies because of excessive cost or other irregularities. Alternatively, if there is to be no more phases because the committee feels they are unnecessary or inappropriate, the highest-ranking Proposal will be awarded the Contract.

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

This RFP asks for responses and submissions from offerors, most of which represent components of the above criteria. While each criterion represents only a part of the total basis for a decision to award the Contract to an offeror, a failure by an offeror to make a required submission or meet a mandatory requirement will normally result in a rejection of that offeror's Proposal. The value assigned above to each criterion is only a value used to determine which Proposal is the most advantageous to the State in relation to the other Proposals that the State received. It is not a basis for determining the importance of meeting any requirement to participate in the Proposal process.

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

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

If the offeror cures its failure to meet a critical mandatory requirement, its Proposal will continue to be considered. But if the offeror is unwilling or unable to cure the failure, its Proposal may be rejected. The committee then may continue to consider the other remaining Proposals, including, if the committee so chooses, proposals that ranked lower than the rejected Proposal.

Financial Ability. Part of the Proposal evaluation criteria is the qualifications of the offeror, which includes as a component the offeror's financial ability to perform the Contract. This RFP may expressly require the submission of audited financial statements from all offerors in the Proposal contents attachment. But if the Proposal contents attachment does not make this an express requirement, the Evaluation Team may still insist that an offeror submit audited financial statements up to the past three years if the committee is concerned that an offeror may not have the financial ability to carry out the Contract.

In evaluating an offeror's financial ability, the weight the committee assigns, if any, to that financial ability will depend on whether the offeror's financial position is adequate or inadequate. That is, if the offeror's financial ability is adequate, the value assigned to the offeror's relative financial ability in relation to other offerors may or may not be significant, depending on the nature of the Work. But if the Evaluation Team believes the offeror's financial ability is not adequate, that decision will be a fatal one for the offeror's Proposal, and the committee may reject the Proposal despite its other merits.

EXAMPLE F2: Evaluation Criteria for Request for Proposal 0A06008 titled Statewide Imagery Acquisition Project, a service procurement.

Evaluation Criteria

TABLE 1

Criteria	Percentage
Technical Proposal Requirements (Table 2)	80%
Cost Proposal	20%

The following table lists the Technical Proposal Requirements that will be evaluated and scored. The items included in the table below will be used to determine the technical points and represents 80% of the total weighted score. The Offeror Profile, Project Methodology, Project Plan, Delivery Schedule & Project Staffing, and Functional Requirement sections are weighted 25%, 40% and 35% respectively for the noncost criteria.

Technical Proposal Requirements

TABLE 2

OFFEROR PROFILE	Weight	Does Not Meet	Meets	Exceeds	Greatly Exceeds
The offeror and/or subcontractor(s) must demonstrate that they have been in the photogrammetric industry as a prime contractor or subcontractor for the past sixty (60) months. The offeror and/or subcontractor(s) must also demonstrate successful completion of three (3) imagery (e.g., orthoimagery, etc.) projects of similar scope and size in the past five (5) years.	20	0	5	7	9
Offeror must demonstrate its knowledge and experience with aerial photography, photogrammetry, digital orthoimagery, aerial triangulation, surveying, Ohio’s public land surveys, Global Positioning Systems (GPS) and related applications such as Continuously Operating Referencing Stations (CORS), Virtual References Stations (VRS) and Geographic Information Systems (GIS). Additionally, the offeror must demonstrate knowledge and understanding of Ohio’s surveying requirements. Offeror must document their experience including interaction with multiple levels of government and private sector in at least three (3) projects in the past five (5) years of similar scope and size.	30	0	5	7	9
PROJECT METHODOLOGY, PROJECT PLAN, DELIVERY SCHEDULE & PROJECT STAFFING	Weight	Does Not Meet	Meets	Exceeds	Greatly Exceeds
Project Methodology	20	0	5	7	9
Project Plan	30	0	5	7	9
Delivery Schedule	10	0	5	7	9
Project Staffing	20	0	5	7	9
FUNCTIONAL REQUIREMENTS	Weight	Does Not Meet	Meets	Exceeds	Greatly Exceeds
Functional Requirements	70	0	5	7	9

This RFP asks for responses and submissions from offerors, most of which represent components of the above criteria. Each criterion represents only a part of the total basis for a decision to award the Contract to an offeror. The value assigned above to each criterion is only a value used to determine which Proposal is the most advantageous to the State in relation to the other Proposals that the State received. It is not a basis for determining the importance of meeting that requirement.

Cost Evaluation. Once the technical merits of the Proposals are considered, the State may consider the costs of one or more of the highest-ranking Proposals. But it is within the State's discretion to wait until after any interviews, presentations, and discussions to evaluate costs. Also, before evaluating the technical merits of the Proposals, the State may do an initial review of costs to determine if any Proposals should be rejected because of excessive cost. And the State may reconsider the excessiveness of any Proposal's cost at anytime in the evaluation process. The award will be based on a scoring ratio of 80:20 with 80 percent referring to the Offeror Profile, Project Methodology, Project Plan, Delivery Schedule & Project Staffing, and Functional requirements (Technical Proposal) and 20 percent referring to cost (Cost Proposal). To ensure the scoring ratio is maintained, the State will use the following formulas to adjust the points awarded to each offeror.

The offeror with the highest point total for the Technical Proposal will receive 800 points. The remaining offerors will receive a percentage of the maximum points available based upon the following formula. $\text{Technical Proposal Points} = (\text{Offeror's Technical Proposal Points} / \text{Highest Number of Technical Proposal Points Obtained}) \times 800$

The offeror with the lowest proposed Not-To-Exceed Fixed Price will receive 200 points. The remaining offerors will receive a percentage of the maximum cost points available based upon the following formula.

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

200

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

$\text{Total Points} = \text{Technical Proposal Points} + \text{Cost Proposal Points}$

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

Financial Ability. Part of the Proposal evaluation criteria is the qualifications of the offeror, which includes as a component the offeror's financial ability to perform the Contract. This RFP may expressly require the submission of audited financial statements from all offerors in the Proposal contents attachment. But if the Proposal contents attachment does not make this an express requirement, the State may still insist that an offeror submit audited financial statements for up to the past three years if the State is concerned that an offeror may not have the financial ability to carry out the Contract. In evaluating an offeror's financial ability, the weight the State assigns, if any, to that financial ability will depend on whether the offeror's financial position is adequate or inadequate. That is, if the offeror's financial ability is adequate, the value assigned to the offeror's relative financial ability in relation to other offerors may or may not be significant, depending on the nature of the Work. But if the State believes the offeror's financial ability is not adequate, that decision will be a fatal one for the offeror's Proposal, and the State may reject the Proposal despite its other merits

EXAMPLE G1: Example of Contractor’s Fee Structure from Request for Proposal 0A04002 titled Employer Resource Information Center (ERIC), an application development procurement.

Payment	Payment Milestone
Two Percent (2%) of the not to exceed fixed price.	Acceptance of Task 1 Deliverables. Payment of the Task 1 Deliverable will be divided as follows: 1% after acceptance of the Communication, Software Development and Change Management Plans. 1% upon acceptance of the ERIC application.
Three Percent (3%) of the not to exceed fixed price.	Acceptance of Task 2 Deliverables
Thirty five Percent (35%) of the not to exceed fixed price.	Acceptance of Task 3 and Task 4 Deliverables. Payment of the Task 3 Deliverables will be based upon the completed and accepted development iterations of the system. Thirty-five percent (35%) of the total dollars represented by the fixed price for this contract will be divided by the number of development iterations specified by the Contractor's proposal. The result of this calculation will be paid at the acceptance of each iteration. (Example: Total not to exceed fixed price = \$2,000,000; number of proposed iterations = 5; Calculation: \$2,000,000 x 35% = \$700,000; \$700,000 / 5 = \$140,000. The payment per iteration is \$140,000.
Five Percent (5%) of the not to exceed fixed price.	Acceptance of Task 5 Deliverables.
Ten Percent (10%) of the not to exceed fixed price.	Acceptance of Task 6 and Task 7 Deliverables.
Ten Percent (10%) of the not to exceed fixed price.	Acceptance of Task 8 Deliverables.
Five Percent (5%) of the not to exceed fixed price.	Acceptance of Task 9 Deliverables.
Twenty Percent (20%) of the not to exceed fixed price.	Acceptance of Task 10 Deliverables.
Ten Percent (10%) of the not to exceed fixed price.	Pro-rated monthly payments, over the three (3) month Post Implementation Support. Ten percent (10%) holdback does not apply to the Post Implementation Support Task.
Optional Three Month Support First Renewal	Pro-rated monthly payments, over the three (3) month optional support period.
Optional Three Month Support Second Renewal	Pro-rated monthly payments, over the three (3) month optional support period.

EXAMPLE H1: Example of Request for Proposal Boilerplate format

THE REQUEST FOR PROPOSAL DOCUMENT BOILERPLATE STRUCTURE

Request for Proposal documents are sectioned by five content parts followed by attachments and supplements. An Agency's project information is incorporated within a boilerplate template by the project's Acquisition Analyst to create the Request for Proposal document and prepare it for Release to offerors.

PARTS

PART ONE: EXECUTIVE SUMMARY

This part provides summary information about the Request for Proposal.

Purpose.

Background. [Insert background from the Agency]

Objectives. [Insert Objectives from the Agency]

Overview of the Project's Scope of Work. [Insert work summary from the Agency]

Mandatory Requirement Overview. [Insert mandatory summary from the Agency]

Calendar of Events.

Key Dates.

PART TWO: STRUCTURE OF THIS RFP

This part provides information about the Request for Proposal structure, attachments, supplements and any additional material that may have a bearing on the project. The structure of the Request for Proposal depends on the type of project and varies based on the project's requirements. The structural changes from one Request for Proposal to another usually are contained in the attachments to the Request for Proposal.

For example, if the employees an offeror assigns are mandatory to the project's success, the Request for Proposal includes a Personnel Profile Summary form attachment. In some cases, "named candidates" are required from the offeror.

PART THREE: GENERAL INSTRUCTIONS

This part includes contact information for the project's Office of Information Technology Acquisition Analyst, the inquiry process for answering vendor questions, site visit directions if applicable, the date, time, location and directions to the location for submission of proposals. Also included are web site access directions to Office of Information Technology announcements regarding the Request for Proposal and information about amendments to the Request for Proposal. Several contractual statements are part of this section: Waiver of Defects, Multiple or Alternate Proposals, Change to Proposals, Proposal Instructions and Location of Data.

Contacts.

Pre-Proposal Conference.

Amendments to the RFP.

Proposal Submittal.

Waiver of Defects.

Multiple or Alternate Proposals.

Changes to Proposals.

Proposal Instructions.

Location of Data.

PART FOUR: EVALUATION OF PROPOSALS

This part notifies potential offerors of the evaluation method being used for proposals. Generally, the evaluation is organized in the same order as the requirements for proposals, provided in a Request for Proposal attachment. Depending on the Request for Proposal structure and the evaluation process, points may be assigned to each section required in a proposal submitted in response to the Request for Proposal. Many times, points also are assigned for particular elements within each section of a proposal.

Disclosure of Proposal Contents.
Rejection of Proposals.
Evaluation of Proposals Generally.
Clarifications and Corrections.
Initial Review.
Technical Evaluation.
Requirements.
Cost Evaluation.
Requests for More Information.
Determination of Responsibility.
Reference Checks.
Financial Ability.
Contract Negotiations.
Failure to Negotiate.

PART FIVE: AWARD OF THE CONTRACT

This part is an overview of the contract award process and the contract contents.

Contract Award.
Contract.

REQUEST FOR PROPOSAL ATTACHMENTS

In addition to the Request for Proposal parts, each Request for Proposal has attachments. There are eleven common attachments:

ATTACHMENT ONE: EVALUATION CRITERIA

Data used to evaluate offeror responses to the Request for Proposal.

Mandatory Requirements.
Scored Criteria.
Price Performance Formula. [\[Insert Price Performance Formula.\]](#)

ATTACHMENT TWO: PROJECT REQUIREMENTS AND SPECIAL PROVISIONS

Describes services to be performed or hardware/software to be purchased. The project requirements portion of this attachment includes Scope of Work, contractor responsibilities and deliverables, project plan requirements, meeting attendance and reporting requirements, performance testing references and the work hours and conditions. Special Provisions include submittal of deliverables, special maintenance standards, contractor's fee structure, reimbursable expenses, bill to address and location of data. Any specifications or drawings for the project are included here or incorporated here by reference.

Other items addressed in this attachment may include:

- o Explicit tasks and sub-tasks to be accomplished;*
- o Parameters and restrictions on performance;*
- o Time for completion of the work (if not otherwise specified);*
- o Supplies, equipment and services the vendor must provide; and*
- o A list of State-furnished materials, such as state plans, reports, legislation and other resources.*

ATTACHMENT TWO: PART ONE:
PROJECT REQUIREMENTS

Scope of Work. [Insert scope of work from the Agency]

Contractor Responsibilities and Deliverables. [Insert milestones and/or Deliverables, and target dates from the Agency.]

Maintain Project Plan.

Meeting Attendance and Reporting Requirements.

Develop, Submit, and Update High-Level Plans.

[Insert job titles and percentage of time dedicated to the Project, if available from the Agency.]

Performance Testing. [Insert from the Agency.]

Attachment Four: Part Five describes the procedure and criteria for testing.

Work Hours and Conditions. [Insert from the Agency.]

ATTACHMENT TWO: PART TWO:
SPECIAL PROVISIONS

Submittal of Deliverables.

Special Maintenance Standards.

The Contractor's Fee Structure.

Reimbursable Expenses. [Insert from Agency or Insert None.]

Bill to Address. [Insert address from the Agency]

Location of Data. [Insert location restriction from the Agency or state none.]

ATTACHMENT THREE: REQUIREMENTS FOR PROPOSALS

Covers the proposal format, profiles, staffing plan, training plan, profile summaries and work plans provided in response to the Request for Proposal. Provides a list of evaluation elements and a description of the level of detail offerors must include for each element in their responses.

Proposal Format.

Cover Letter.

Certification.

Location of Data.

Offeror Profile.

Contractor Performance.

Minimum Financial Requirements.

Offeror Profile Summary Form.

a) **Mandatory Experience and Qualifications.**

b) **Required Experience and Qualifications.**

Personnel Profile Summaries.

Proposed Solution.

Staffing Plan.

Time Commitment.

Assumptions.

Project Plan.

Support Requirements.

System Development Life Cycle Overview.

System Requirements Affirmation.

Design.

Development and Testing.

Documentation and Training.

System Deployment and Post-Deployment.

Equipment and System Elements.

Pre-existing Materials.

Commercial Materials.

Warranty for Commercial Materials.

Bond Commitment.

Conflict of Interest Statement.

Proof of Insurance.

Payment Address.

Legal Notice Address.

W-9 Form.

Declaration Regarding Terrorist Organizations.

Cost Summary.

ATTACHMENT FOUR: GENERAL TERMS AND CONDITIONS

**ATTACHMENT FOUR: PART ONE:
PERFORMANCE AND PAYMENT**

Statement of Work.
Term.
Compensation.
Reimbursable Expenses.

Right of Offset.
Certification of Funds.
Employment Taxes.
Sales, Use, Excise, and Property Taxes.

**ATTACHMENT FOUR: PART TWO:
PROJECT AND CONTRACT ADMINISTRATION**

Related Contracts.
Other Contractors.
Subcontracting.
Record Keeping.
Audits.
Insurance.
State Personnel.
Performance Bond.
Replacement Personnel.
Suspension and Termination.
Representatives.
Work Responsibilities.
Changes.
Excusable Delay.
Independent Status of the Contractor.
Publicity.

**ATTACHMENT FOUR: PART THREE:
OWNERSHIP AND HANDLING OF INTELLECTUAL PROPERTY
AND CONFIDENTIAL INFORMATION**

Confidentiality.
Ownership of Deliverables.
License in Commercial Material.

**ATTACHMENT FOUR: PART FOUR:
REPRESENTATIONS, WARRANTIES, AND LIABILITIES**

General Warranties.
Software Warranty.
Equipment Warranty.
Indemnity for Property Damage and Bodily Injury.
Limitation of Liability.

**ATTACHMENT FOUR: PART FIVE:
ACCEPTANCE AND MAINTENANCE**

Standards of Performance and Acceptance.
Passage of Title.
Software Maintenance.
Equipment Maintenance.
Equipment Maintenance Standards.
Equipment Maintenance Continuity.
Principal Period of Maintenance (General).
Maintenance Access (General).
Key Maintenance Personnel (General).

**ATTACHMENT FOUR: PART SIX:
CONSTRUCTION**

Entire Document.
Binding Effect.
Amendments – Waiver.
Severability.
Construction.
Headings.
Notices.
Continuing Obligations.
Time.

**ATTACHMENT FOUR: PART SEVEN:
LAW AND COURTS**

Compliance with Law.
Drug-Free Workplace.
Conflicts of Interest.
Ohio Ethics and Elections Law.
Unresolved Finding for Recovery.
Equal Employment Opportunity.
Injunctive Relief.
Assignment.
Governing Law.

ATTACHMENT FIVE

A one-page document signed by the authorized offeror representative and the State (OIT State Chief Information Officer) upon award incorporating by reference all the relevant project documents including the Request for Proposal and the selected proposal. The signed contract does not contain any detailed terms and conditions because all provisions are contained in the Request for Proposal.

Sample Contract

ATTACHMENT SIX

Sample deliverable/milestone submittal form

ATTACHMENT SEVEN

Contractor Performance Form

ATTACHMENT EIGHT

**Offeror Profile Summary
Offeror Mandatory Requirements
Offeror Requirements**

ATTACHMENT NINE

Personnel Profile Summary
Candidate References
Candidate Education & Training
Candidate Mandatory Requirements

ATTACHMENT TEN

System Development Life Cycle Overview

ATTACHMENT ELEVEN

A predetermined format all offerors must use to clearly identify all costs to the State for hardware, software and services the offeror will deliver.

Cost Summary

ADDITIONAL ATTACHMENTS

Each Request for Proposal is tailored to the project and may have additional attachments customized to the hardware, software and services covered by this particular Request for Proposal document.

REQUEST FOR PROPOSAL SUPPLEMENTS

Supplements are separately paginated documents offering further information usually due to size or format included at end of the Request for Proposal.

SUPPLEMENT ONE: IRS W-9 FORM (Request for Taxpayer Identification Number and Certification)

A mandatory Internal Revenue Service federal government form capturing the offeror's federal tax identification number. It allows the State's Office of Budget and Management to track and report payments made to the successful vendor.

POSSIBLE ADDITIONAL SUPPLEMENTS:

GLOSSARY OF TERMS

Definition of terms used within the Request for Proposal.

DMA FORM – HLS 0038 (Government Business and Funding Contracts Declaration Regarding Material Assistance/Non-Assistance To A Terrorist Organization)

Required by Ohio Revised Code Section 2909.32, this form is available from the Ohio Department of Public Safety, Division of Homeland Security (<http://www.homelandsecurity.ohio.gov>). Vendors must disclose any material assistance to organizations identified on the U.S. Department of State Terrorist Exclusion List.