



State of Delaware Department of Education

Parent Choice Portal Project
Analysis, Design, and Development
RFP # 2014-05

Request for Proposal

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1. Executive Summary

This summary provides an overview of the RFP document and highlights the content of each section.

1.1. Introduction

The State of Delaware Department of Education, (DDOE) seeks assistance in developing a ground-breaking and innovative information system (“Parent Choice Portal”) that empowers parents to choose the school that best fits the specific needs of their children.

This RFP is for the design and development of the Parent Choice Portal. The Portal will be an internet application available to the public and populated with data from a longitudinal data warehouse and the State’s existing student information systems.

This document provides potential respondents with the information and guidelines necessary for developing their proposals.

1.2. Project Overview

The purpose of the Parent Choice Portal is to empower parents to make more informed decisions about where to send their children to school and provide them with an accessible and easy-to-navigate tool for participating in School Choice. By increasing transparency around the quality of our schools and engaging more parents in School Choice, the State believes it can exert public pressure on our schools and districts so that there is greater accountability for improved outcomes for Delaware’s students. The information supplied to stakeholders through the Parent Choice Portal will be derived from the comprehensive longitudinal data sets maintained by DDOE, supplemented by data supplied by human service, workforce and higher education partner organizations in Delaware.

The primary goals of this effort are as follows:

- Provide parents with the information they need to make informed decisions about where to send their children to school
- Illuminate the comparative strengths of our schools as well as opportunities for improvement
- Streamline school choice by providing parents with the opportunity to use a state portal to initiate the school choice process

A parent should be able to use this system to understand how well a school fits the needs of their child – whether academic, extracurricular, or otherwise – and initiate the process of applying to that school.

A school should be able to use this system to market their unique strengths, while also understanding their attractiveness to parents in the context of similar schools within Delaware.

Delaware has access to student longitudinal data spanning nearly two decades, providing a unique opportunity to leverage its significant data resources to provide powerful outcomes-oriented information to parents and schools.

Finally, as mobile and tablet adoption has increased markedly, reaching target audiences may increasingly require solutions that grant access on mobile platforms in addition to the traditional avenue of a computer connected to the world wide web. DDOE asks that vendors address this consideration in their responses to this proposal.

The Project Overview section of this RFP (Section 2) provides background information about the origins and context for this project, an overview of the planning that has been completed to date, a description of the proposed system architecture, a description of the priority subject areas for the development of Choice Portal content and metrics, and a description of the technical environment in which the portal will operate.

1.3. Requirements and Scope of Work

The Vendor will engage Delaware stakeholders in an analysis and design process to identify Delaware’s requirements. The final product will be technical specifications for Delaware that are in a form, format and level of detail appropriate for development. Once the design and technical specifications have been completed, the vendor will lead the development of the Parent Choice Portal according to the plans submitted to DDOE.

The State expects that it will be possible to publically release a fully-functional version of the Parent Choice Portal, comprehensive for all of Delaware’s public schools, by the fall of the 2014 – 2015 school year (August 2014). The Vendor will propose an approach and work plan to meet this expectation.

The Requirement and Scope section of this RFP (Section 3) provides a description of the State’s expectations for the work to be completed by the Vendor in the design and development of the Parent Choice Portal. Requirements are described along with the deliverables to be produced as these requirements are addressed through the project. Expectations for the content of the Vendor response to these requirements are described throughout this section.

1.4. Administrative Information

This section (Section 4) provides an overview of the procurement process and conditions along with key dates that must be met by prospective vendors. In addition, it contains the standard contract terms and conditions that will be included in any contract issued as a result of this request for proposal. The table below identifies the major milestones in the procurement process:

ID	Milestone	Date
1	Publish Request for Proposal	9/30/13
2	Submission of Pre-Bid Conference Questions	10/7/13
3	Vendor Mandatory Pre-Bid Conference	10/16/13
4	Bid Conference Summary To Bidders	10/21/13
5	Intent to Bid Response Due	10/28/13
6	Final Deadline for Vendor Questions	11/1/13
7	Response to Final Vendor Questions	11/6/13
8	Proposals Due 3:00PM	11/13/13
9	Notification of Award	12/18/13

1.5. Technical and Cost Proposals

These sections (Sections 5 and 6) provide additional details on the proposal process and specify the format and content of the technical and cost proposals. The two proposals must be submitted together, but bound and packaged separately.

The State is requesting a firm fixed price for all products and services described in this RFP. The payment schedule submitted with the cost proposal will form the basis of deliverable acceptance and associated contract payments.

2. Project Overview

This section provides background information about the impetus for this project and the current choice landscape, an overview of the planning that has been completed to date, a description of the proposed system architecture, a description of the priority subject areas to be presented in the Portal, and a description of the technical environment in which the portal will operate.

Vendors are asked to address the extent to which their proposed approach supports the identified subject areas and evaluate the proposed system architecture within their response. This information is also intended to provide background information useful for responding to the project approach and timeline portions of the RFP.

2.1. Introduction

2.1.1. Project Origins

Delaware’s parents have few tools at their disposal to make informed choices about which schools are best for their children, and the process is often regarded as time-consuming and confusing for parents. Delaware’s only significant state-led tool for comparing schools is the School Profiles Application mandated by federal requirements under No Child Left Behind.

School Profiles lack context and meaning for parents and anecdotal evidence suggests parents rarely use this resource. Most parents rely on community and peer-group perceptions of school quality when assessing where to send their children to school. Many parents report spending hours sifting through individual school and district websites to glean information about programs that fit the needs of their children while other parents simply do not engage with the system for this very reason. The publicly accessible information about Delaware’s schools can be significantly expanded and improved.

Recognizing this long-standing issue, Delaware Governor Jack Markell called for improvements to Delaware’s school choice system in his January 2013 State of the State Address, and called for the Delaware Department of Education to “create a best-in-class information system on Delaware’s schools that provides a clear picture of the different strengths in each school.”

The Delaware Department of Education (DDOE) subsequently assembled an internal project team to begin planning for a Parent Choice Portal, which would answer the Governor’s call for a “best-in-class information system” while also facilitating more parental engagement with Delaware’s Choice Program through the application.

Another major policy objective for DDOE is to increase accountability for student outcomes throughout the public education system, especially as Delaware transitions to a focus on college and career readiness. DDOE sees the Parent Choice Portal playing a fundamental role in driving this system-wide accountability by introducing content with a significant level of transparency about the performance, strengths, and weaknesses of its schools in a format that resonates with parents. Moreover, with recent improvements to Delaware's Choice Program through legislation passed in June 2013, parents are better positioned to actively choose schools that fit the specific needs of their children. The Parental Choice Portal will facilitate their engagement with School Choice by serving as a hub for conducting research and comparing schools and, ultimately, submitting an application via the web portal.

DDOE envisions the development of a "Parent Choice Portal" with a user experience centered on helping parents understand the performance of Delaware schools and make informed choices about the school or schools that best fit the needs of their child. A well-designed parent choice portal can empower parents to make more informed decisions about where to send their children to school and provide powerful information to our schools about what a parent values in their decision-making.

This RFP is intended for the first phase of this initiative, which is the development of a Choice Portal that would allow a parent to complete the entire workflow from analysis through submission of a choice application. The system will encompass data about Delaware K-12 districts, charter schools and Career and Technical School Districts. The Department of Education anticipates a second phase of this project (date to be determined) to develop a School Choice application designed to manage and facilitate the school choice process through a central State system integrated with the School Choice Portal. This RFP is for the first phase only.

2.1.2. Delaware School Choice Overview

Background and Overview:

The Delaware School Choice Program began in the 1996-1997 School Year. The law addressing School Choice is found in 14 Del. C Chapter 4 (See Delaware Code online at www.delcode.state.de.us/title14/c004). School Choice enables students to attend a school different from their feeder school, whether it is a charter school, a vocational technical school, a different school in the same district or a school in a different district.

Currently, one out of four Delaware students utilizes some form of school choice. Approximately ten percent choose schools in their current district, eight percent choose charter schools, five percent choose vocational technical schools and four percent choose schools in different districts.

Each local school district is to adopt and make available, upon request, a policy establishing criteria for acceptance or rejection of applications and to set priorities for acceptance (Title 14 § 405). Local school districts may also establish (each year, through policy) which schools are open for "Choice" and which schools are not open for "Choice." Other policies can be adopted by the districts as long as they do not violate the state law.

Delaware school districts typically set their own school choice parameters with different criteria and forms for interested students and parents. However, with the passage of legislation in June, 2013 (House Bill 90), parents will now be able to use a standard application which can be submitted through the Department of Education website.

Choice Timeline:

- **October** – Districts must hold at least one parent information session outlining choice opportunities available for the coming school year within their schools and programs.
- **November** – The District is required to notify the DDOE no later than November 30 of each year the capacity of each school and applicable program for the following academic year along with the projected enrollment for the following academic year. Districts have until January 30 each year to revise the notice of capacity and projected enrollment originally report to the DDOE.
- **January** - The parent of a school age child must submit the standard application form provided by the DDOE to the DDOE or District for enrollment during the following school year. If a parent submits a standard application to a District, the parent must also send a copy to the child’s district of residence. A charter school may accept a standard application form from a parent of a school age child after the second Wednesday in January.
- The parent of a school age child may submit the standard application form after the deadline if “good cause” as defined in 14 Del.C, §402(2) exists. The choice district and district of residence shall accept and consider the application in the same manner as those application submitted by the deadline.
- **February** - The District board will approve or disapprove applications for admission to a program no later than the last day of February of the school year preceding enrollment.

Recent Developments - Passage of House Bill 90:

On June 3rd, 2013, Governor Jack Markell signed House Bill 90 into law, intended to improve Delaware’s choice environment. The law makes it easier for parents to navigate the choice process by standardizing application forms and deadlines across traditional, vocational technical, and charter schools, allows parents to submit choice applications through the Department of Education website, and requires districts to hold public information sessions about choice opportunities.

In addition, HB 90 will:

- Eliminate discrimination against choice students by requiring districts to use the same standards for choice students as they do for students in their attendance zone, and limiting the criteria a district may use to evaluate choice applications.

- Streamline the role of school capacity in the choice process by specifying the criteria that may be used in reporting capacity and requiring districts to accept choice students until they are at 85% of capacity.
- Help state leaders understand and recommend changes to all public school enrollment preferences by creating a task force to explore enrollment preferences at magnet, vocational technical, and charter schools, and to develop recommendations as necessary.

The Department of Education seeks to build on these improvements to Delaware’s choice process with a Parent Choice Portal that will allow parents to not only apply to schools of interest through a DOE or district website, but also help them to explore and compare the school options available to them as they conduct their school research.

2.1.3. Project Planning

A project team was established within DDOE in January 2013 to begin formal planning for the Parent Choice Portal. The DDOE team was comprised of members from DDOE’s data management, technology, policy and accountability workgroups, and sought to examine comparable systems, clarify the goals and scope of the Parent Choice Portal, and identify general, functional and data requirements.

Project analysis followed three main tracks:

- Analysis of comparable systems (both state and district-led as well as privately-run) to identify best-in-class elements and potential models for Delaware
- Analysis of the longitudinal data sets available to the DDOE to identify key data elements to be included in the Parent Choice Portal, and
- Visioning sessions with the Secretary of Education and representatives from the Governor’s Office to clarify the goals and scope of the Parent Choice Portal as well as an appropriate timeline and development approach.

The first major outcome of the planning process was the decision that the Parent Choice Portal should focus exclusively on parents as the audience of focus. The user experience and interface should be designed with parents as the primary audience in mind. Thus, the analysis and design phase of this project should involve plans to test assumptions and design concepts with groups of parents in a manner determined by the Vendor to be of appropriate scope and frequency.

The second major outcome was a decision that the information presented in the portal represent as much of an outcomes-oriented approach as possible. DDOE is leading a renewed effort across the State to align our policies and resources to reflect a College and Career Readiness focus. Wherever possible, the Parent Choice Portal should reflect this College Readiness orientation. To that end, rather than emphasize point-in-time data such as average test scores on State-wide assessments and graduation rates for a school, the Portal should provide a clear picture of the outcomes associated with a child attending that school (e.g. Will they go to college? If so, where do they end up going?).

The third major outcome was to limit the scope of this first phase of the project to developing an information system to designed to aid parents in their research on schools. While DOE feels strongly that the system should be designed with the deliberate goal of driving parents toward the submission of a choice application, the scope of this project does not include building the application to manage and administer choice applications. A second phase of this project will be dedicated to developing a Choice Application, integrated with the Parent Choice Portal, to administer and manage the submission of School Choice Applications statewide.

Finally, the project team identified August 2014 as a critical initial release date for the information portal so that DOE has sufficient runway to conduct a public campaign to inform parents about the portal, and ensure that parents are able to conduct their school research through system in the months leading up to the January choice deadline.

2.2. Candidate Architecture

Based on the past experience with portal applications within DDOE and the review of existing systems and commercial products supporting similar applications across the country, a preliminary architecture for Parent Choice Portal has been developed. This architecture is shown graphically in Figure 1 and described in the paragraphs below. Vendors are asked to critique this architecture and recommend alternatives in their response to this RFP.

This RFP is concerned directly with design and development of two applications:

- The Parent Portal web application [1] that will be the public facing portion of the system concerned with assisting parents in making educational decisions for their children and
- The Choice Administration application [2] that will allow school, district and state administrations to manage the system and supply data not contained in the Insight Data Warehouse.

These applications must be understood within the context of the overall system.

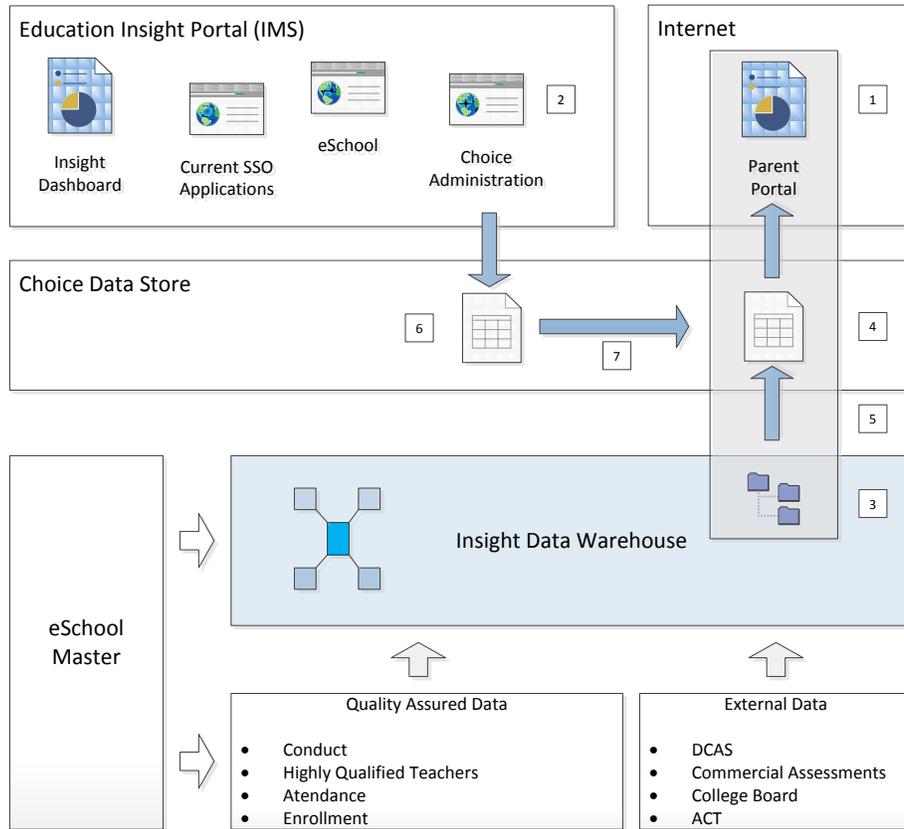


Figure 1 - Candidate Choice Portal Architecture: This represents the current thinking of DDOE with regard to the major components and relationships for the Parent Choice Portal Applications.

As described in the data requirements section of this RFP (section 2.3.3.), data for the portal will come from two sources. Items described in the data requirements as ‘warehouse data’ will be staged by DOE staff from the Insight Data Warehouse [3]. Items described in the data requirements as ‘profile data’ in section 2.3.3, will be captured through a Choice Administration application [2] and database [6] developed by the vendor.

A choice portal data store [4] will be designed and developed by the vendor to create data views of the warehouse and profile data that are optimized for presentation in the parent portal. The vendor will be responsible for developing the extract, transform and load programs [5] to move data from the warehouse staging area [3] to the parent portal data store and move data from the profile database to the parent portal data store [7].

A data dictionary developed by the vendor will define and document the core data elements in the system and provide visibility into the derivation of the warehouse and profile data for system users.

The choice portal will provide single sign-on and role-based access to the Choice Administration application. This application will be developed by the vendor to be compliant with the DDOE identity management solution based on Microsoft’s Unified Access Gateway and Forefront Identity Manager technologies.

2.3. Requirements

2.3.1. General Requirements

While the identification of specific functional requirements will be left for the detailed analysis and design phase of the project, DDOE’s project team has identified a number of high-level general requirements as well as a provisional list of functional requirements that Vendors must address in their proposals.

General Requirements:

- The Parent Choice Portal must excel at engaging parents. The user experience should be centered on parents as the audience of focus and be designed in such a way that it drives them to exercise school choice (e.g. by submitting an application) through the Portal.
- School data should be presented in a format and with language that is intuitive for parents. Any acronyms or un-defined/educationally specific jargon inherent to the data should be eliminated to the extent possible.
- As a design principle, less is more. Whenever possible, the Parent Choice Portal should prioritize and present the “highest impact” data possible and not overwhelm users with too much information.
- All data should be outcomes-oriented wherever possible. Rather than compare student scores on State tests across schools, for example, the Portal should compare outcomes for students at these schools (e.g. where are they going to college?). Student test scores could, however, serve as a potential “filter” when presenting this outcomes data (e.g. students with X state test score are most often accepted to X, Y, Z colleges from this school).
- Parents may absorb information in different ways. The Portal must support various levels of “tolerance for complexity” by offering multiple school search mechanisms (e.g. “guided search” versus “advanced search”) and consider displaying the same information in different ways.
- The Portal must be “browser agnostic”, capable of running in any current generation browser used with Windows, Droid, Linux, and Apple operating systems.
- The Portal must be mobile-ready, capable of running effectively on Android and iOS operating systems, given the higher concentration of mobile users in our traditionally underserved communities.
- The Parent Choice Portal must be “quick” and easy to use. It needs to perform extremely well and minimize “frustration moments” (e.g. confusing interface, slow load times, or difficult navigation) that could result in lower user completion rates.
- Parents from a cross section of communities and demographics need to be involved in the design of the system and provided opportunities during development to validate that the design reflects a user experience that serves as broad a distribution of our parent population as possible.

2.3.2. Functional Requirements:

- *Parent login:* the Portal should allow parents to log on to the system and track their school choices and save searches for future reference.
- *School login:* the Portal should allow schools to log on to the system and interact with a school-facing platform where approved administrators can create, modify, and update relevant content that is not automatically populated through DOE’s data systems.
- *Analytics dashboard:* a system that allows the State, school districts, and individual schools to see data about user traffic, click-throughs, and other relevant data that could be used to analyze patterns and trends in parental decision-making.
- *School search function:* an intelligent search function that would help guide parents through a set of key limiting criteria to generate an initial list of “best fit” schools. The primary objective is that this search feature be designed so that it is as intuitive and helpful to as wide a distribution of our parent population as possible. One reference site is CollegeBoard’s BigFuture which uses a series of guiding questions to help generate an initial selection of college results for a student conducting their college search (<https://bigfuture.collegeboard.org/find-colleges/how-to-find-your-college-fit/college-search-step-by-step>).
- *Search results page:* a “landing page” with school search results reflecting previously selected preference criteria that would allow parents to further refine their school searches by adding or removing preference criteria.
- *School comparison page:* an interface that would allow parents to select schools from the search results page and compare selected schools side-by-side.
- *Individual school profile page template:* a page for each school that would provide more detailed information about the individual school’s mission, program offerings, and overall rating based on the data requirements outlined in the next section (see 2.3.2 Data Requirements).
- *Language Translation:* the portal shall provide a site-level language translation option (e.g. via Google Translate).
- *Choice application:* ability for parents to download pre-populated form and submit their application to a school district electronically via the Portal.
- *User guidance:* information provided to the user in the form of context sensitive help or a similar mechanism to facilitate use of the portal without formal training.

2.3.3. Data Requirements

The DOE project team conducted an internal process with data managers from across the Department to identify minimum data requirements for the Parent Choice Portal. An initial list of metrics and requirements was developed by examining exemplar websites (as outlined in Section 2.1.3) to identify best practices and data elements common to these comparison sites. The project team operated from the assumption that the

comparison sites sought the input of parents during their design and development phases and thus, any data elements common to these sites should be included in our initial list.

Once an initial list was compiled, the elements were grouped into “areas of focus” most relevant to parents. These include:

1. *Overview*: critical “at a glance” information about the school (e.g. total enrollment, grades served, transportation options)
2. *Supports & Services*: key information and contacts about wrap-around services (e.g. health services, before and after care programs, support for special needs students)
3. *Academics*: key indicators about the academic rigor and quality of the school
4. *Learning Environment*: key indicators about the classroom experience and overall school culture
5. *Program Offerings*: a comprehensive list of programs offered by the school across academic and extracurricular areas of interest
6. *College Readiness*: key indicators about the degree to which students at this school are “on-track” for college-readiness
7. *Outcomes*: “at a glance” information about the typical outcomes for students

The initial data requirements list was then further refined by examining whether comparable measures or data could be identified in Delaware’s longitudinal data warehouse and whether they met a set of minimum criteria:

- *Relevant*: the data is relevant to the metric or information that parents need to assess school quality for a given area of focus (see above)
- *Reliable*: the integrity and accuracy of the data can be verified with a high degree of confidence
- *Comprehensive*: the data is available for a large proportion of our schools (defined as at least 75% for the universe selected)

The list was then narrowed down to a series of priority data elements that reflect the project team’s best assessment of “minimum” data requirements that should be incorporated in some capacity in the design of the Parent Choice Portal.

DDOE accepts that this list is not exhaustive and may continue to evolve during the design phase of this project. DDOE expects that vendors will seek the input and feedback of parent groups during the design phase of the project, and validate these data requirements where necessary while suggesting revisions, modifications, and additions as appropriate.

Overview

The data requirements in this section reflect the high-level priorities for parents seeking general information about a school. The information reflects DDOE’s best assessment of

what a parent needs to see “at a glance” to glean critical information about a school prior to exploring academic and extracurricular areas in more detail.

There are two sources of information to be included in the Parent Choice Portal: The DDOE Insight Data Warehouse and the Choice School Profile application to be developed by the vendor as part of this project and designed to collect information from schools that is unavailable elsewhere.

The items below can be populated with data that currently exists in Delaware’s longitudinal data warehouse:

Title	Description	Data Source
Total enrollment	Figure indicating school’s total student enrollment	Warehouse: School Information
Grades served	List of classroom grades offered by the school’s academic program	Warehouse: School Information
Feeder pattern	List of schools that reflect the school’s feeder pattern	Warehouse: School Information
Demographic breakdown	Breakdown of school population by percent of students identified as White, Black, Hispanic, Asian, other	Warehouse: School Information
Key School Contacts	Principal and assistant principal names and contact details	Warehouse: Education Directory

The items below require collecting information from schools directly (through a school-facing interface of the Parent Choice Portal where an administrator can make selections from a pick list and input limited information in narrative fields):

Title	Description	Data Source
Special designations or focus areas	STEM (Science, Technology, Engineering, Math) focus, Arts focus, Career and Technical Education focus, Special Mission, Partnership Zone,	Profile; options selected from school-facing pick-list
Key Dates	School identifies key dates relevant to parents, including choice application deadline, first day of academic year, and final day of academic year	Profile: Narrative list generated through school input
Admission Requirements	School identifies any requirements beyond submission of a choice application	Profile: Narrative list generated through school input
Transportation options	School enters relevant URL link and/or narrative information about transportation options	Profile: Narrative list generated through school input

Student Supports & Services

The data requirements in this section are intended to provide parents with a sense of critical wrap-around services provided by a school. These are intended to be representative of the special student-centered needs felt deeply by the broadest population of parents in our school system. This list is not exhaustive and may need to be refined, altered or expanded during the design phase of this project subject to DDOE approval. DOE’s project team believes this section will need to be vetted with parent groups to ensure the information presented reflects their true priorities.

Title	Description	Data Source
Health Services & Facilities	Mental health counselor available? On-site school nurse? School contact person and detail for additional information	Profile; options selected from school-facing pick-list
Before & After Care Programs	Before care programs offered? Y/N After care programs offered? Y/N School contact person and detail for additional information	Profile; options selected from school-facing pick-list
Special Education / Special Needs Programs	Brief description of programs and services offered School contact person and detail for additional information	Profile: Narrative list generated through school input

Academics

This section consists of the data requirements that the DOE project team believe provide the most reliable and comprehensive picture of student academic performance across Delaware’s public schools. This data is housed in our longitudinal warehouse and is readily accessible for all schools. Please note that Delaware intends to transition to Smarter Balanced Assessments (SBAC) from its current DCAS State Assessments during the 2014 – 2015 School Year. As a result, all DCAS data points indicated below will be phased out and replaced with the requisite SBAC data.

Title	Description	Data Source
<i>Percent of students reading at grade level</i>	Based on DCAS PL3 measure	Warehouse: State Assessments
<i>Percent of students doing math at grade level</i>	Based on DCAS PL3 measure	Warehouse: State Assessments
<i>Percent of students reading at advanced level</i>	Based on DCAS PL4 measure	Warehouse: State Assessments
<i>Percent of students doing math at advanced level</i>	Based on DCS PL4 measure	Warehouse: State Assessments

Learning Environment

This section consists of the data elements that describe key aspects of the learning environment in a given school. This information will be populated through longitudinal warehouse data. DOE is open to additional data requirements and/or modifications to this list during the design phase of the project.

Title	Description	Data Source
<i>Number of students in a typical math class</i>	Average number of students enrolled in a math class at this school	Warehouse: Class Schedule
<i>Number of students in a typical English Language Arts class</i>	Average number of students enrolled in an ELA class in this school	Warehouse: Class Schedule
<i>Does the school have consistent leadership?</i>	Number of years current principal has been in the role Turnover over past 5 years (number of principals / five years)	Warehouse: Staff
<i>What percentage of teachers are highly qualified / certified in their content area?</i>	Based on Teacher & Leader Effectiveness Unit definition	Warehouse: Highly Qualified Teachers

Program Offerings

This section consists of information that will be compiled almost exclusively via school input. DDOE anticipates that this information will be uploaded by schools through a series of pre-populated pick-lists reflected in a school-facing interface of the Parent Choice Portal. The goal for this data is to provide parents with a comprehensive, consistent, and searchable list of programs offered by a particular school across academic and extracurricular areas of interest.

Title	Description	Data Source
<i>Academic</i>	Advanced Placement courses, International Baccalaureate courses, STEM (Science, Technology, and Math) courses, Singapore Math, Gifted & Talented programs, Career & Technical Education programs	Profile; options selected from school-facing pick-list
<i>Arts Programs</i>	Music: chorus / choir, marching band, concert band, jazz band, orchestra, opera Visual Arts: painting, photography, design Performing Arts: drama, theater	Profile; options selected from school-facing pick-list

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	Media: video / film production, radio station, television station	
<i>Languages</i>	Arabic, Chinese, French, German, Japanese, Latin, Russian, Spanish	Profile; options selected from school-facing pick-list
<i>Sports</i>	Archery, Badminton, Baseball, Basketball, Bowling, Boxing, Cheerleading, Cricket, Cross-Country, Diving, Equestrian, Fencing, Field Hockey, Football, Golf, Gymnastics, Handball, Ice Hockey, Judo, Lacrosse, Racquetball, Rifle, Rodeo, Rowing (Crew), Rugby, Sailing, Skiing, Soccer, Softball, Squash, Swimming, Table Tennis, Track And Field, Track (Indoor), Track (Outdoor), Triathlon, Ultimate Frisbee, Volleyball, Water Polo, Weightlifting, Wrestling	Profile; options selected from school-facing pick-list
<i>Student Clubs</i>	student newspaper, literary magazine, debate team, chess club, academic clubs (math league, etc), student government, model congress, model UN, mock trial, investment/business clubs, volunteer/community service, religious groups, computer programming, ROTC	Profile; options selected from school-facing pick-list

College Readiness

The data requirements in this section are those that DDOE believes are central to driving a College-and-Career-Readiness focus across Delaware’s public school system. The data behind these requirements is limited to Delaware’s high schools. DDOE is open to additional data elements that articulate whether a student is “on-track” for college readiness in middle school and elementary school should that become a part of the design phase of this project.

Title	Description	Data Source
<i>Average combined PSAT score</i>	Based on most recent year for which data is available Represents average for all instances of the exam taken across grade levels	Warehouse: College Board
<i>Average combined SAT score</i>	Represents average for all instances of the exam taken across grade levels	Warehouse: College Board
<i>Percentage of students who are college-ready</i>	Based on CollegeBoard SAT benchmark figure Based on most recent year for which data is available	Warehouse: College Board
<i>Percentage of students engaged in college-level</i>	Percentage of 11 th and 12 th graders enrolled in at least one Advanced Placement or International	Warehouse: College Board

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<i>coursework</i>	Baccalaureate course	
<i>Percentage of students completing college-level coursework</i>	Percentage of exams taken where AP score was 3 or higher and IB score was 4 or higher	Warehouse: College Board

Student Outcomes

The data requirements in this section are intended to articulate clearly what the typical outcomes are for students who graduate from a particular school. The data behind these requirements is limited to Delaware’s high schools. DDOE is open to additional data elements that point to critical “outcomes” for students in middle school and elementary school should that become a part of the design phase of this project.

Title	Description	Data Source
<i>Where do graduates from this school end up going?</i>	Based on last three years of data Percentage of students who: - attend 2 year college - attend 4 year college - other (e.g. do not graduate or go directly into workforce)	Warehouse, National Clearinghouse Data
<i>Percentage of students going to the most selective US colleges</i>	Based on last three years data “Most selective US colleges” defined as top 25 colleges and universities as indicated by US News & World Report overall rankings	Warehouse, National Clearinghouse Data
<i>Where students go to college in-state</i>	Based on last three years data Indicates top three most commonly attended universities outside Delaware by total number of students from the school who have graduated and enrolled Should indicate percentage enrolled in proportion to total students who have graduated	Warehouse, National Clearinghouse Data
<i>Where students go to college out-of-state</i>	Based on last three years data Indicates top three most commonly attended universities inside Delaware by total number of students from the school who have graduated and enrolled Should indicate percentage enrolled in proportion to total students who have graduated	Warehouse, National Clearinghouse Data

Summary

The below provides a visual summary of the “areas of focus” whose data requirements are relevant for schools at different levels of the K-12 spectrum.

	Overview	Supports & Services	Academics	Learning Environment	Program Offerings	College Readiness Indicators	Student Outcomes
High Schools (9 – 12)	X	X	X	X	X	X	X
Middle Schools (6 – 8)	X	X	X	X	X		
Elementary Schools (K - 5)	X	X	X	X	X		

2.4. K-12 Environment

The public K-12 education system consists of 19 school districts and 21 Charter schools. An interactive map of district and school locations can be found at <http://www.doe.k12.de.us/gmaps/index.shtml>. For the 2012-2013 school year, these organizations employed 8,706 classroom teachers, 779 administrative staff, 2,055 instructional support staff, and 1,168 pupil support staff. Additional details can be found at the Delaware School Profiles web site: <http://profiles.doe.k12.de.us/SchoolProfiles/State/Default.aspx>.

2.5. Technical Environment

2.5.1. Technical Infrastructure

This section describes the technical standards of the Department of Education as well as the hardware and software environment in which the Parent Choice Portal and Administration Application will operate.

The Department of Education operates a computer center through the Department of Technology and Information (DTI) that houses approximately 100 servers. These servers are largely Microsoft based, and host a number of applications that use Microsoft technologies such as SQL Server, IIS, and .NET based programming languages. The Department’s computer center is connected to the state’s education network at one of our core data centers via optical fiber.

All schools connect to the state education network via TLS circuits. These circuits generally run at 10Mb/sec. but some of the high schools have upgraded to 100Mb. In

some cases these connections run at 70-80% utilization during the day, due to educational and business traffic, but average utilization is generally 50% or less. Any new applications that the school districts will use needs to cooperate with existing applications such as eSchool, which is hosted at the DOE, and applications hosted at the state’s data center such as PHRST (Payroll/Human Resource Statewide Technology), and First State Financials. DTI has implemented traffic shaping at the network core in order to facilitate this cooperation.

The table below identifies the primary tools and technologies used by the Department of Education:

Relational Database	SQL Server 2008 R2, SQL Server 2012*
Reporting Service	SSRS 2008 R2, SSRS 2012*
Data Warehouse	SSAS 2008 R2, SSAS 2012*
ETL Tool	SSIS 2008 R2, SSIS 2012*
Server Operating Systems	Windows Server 2008 R2, Windows Server 2012*
Identity Management	Forefront Identity Manager, Unified Access Gateway, Active Directory Federated Services
Preferred Development Tools	Visual Studio 2010 SharePoint 2010
Source and Version Control	Team Foundation Server
Web Browser	Internet Explorer 8 and above
Office and Email Applications	Microsoft Office 2010, 2013

* DDOE is in the process of migrating to 2012 versions of SQL and Windows Server

All new applications must be web-based and accessed without the need to install client software. Although Windows 7 workstations and Internet Explorer are standards of the DDOE, Districts and Charter Schools are not bound by this standard. Any application to be deployed to Districts and Charters must be “browser agnostic”, capable of running in any current generation browser used with Windows, Droid, and Apple operating systems.

All designs for solutions must be documented using the templates provided by the Delaware Department of Technology and Information. These templates can be found at <http://extranet.dti.state.de.us/information/arb/templates.shtml>. In addition to Department of Education standards, all systems must also adhere to State technology and communication standards, located at <http://dti.delaware.gov/information/standards-policies.shtml>.

2.5.2. Identity Management

Of particular interest to this project is the identity management project that is currently underway in the Department. The Educational Insight Portal provides single sign-on and role-based access to to eSchool and the current DDOE applications. All of these applications are compliant with the DDOE identity management solution based on Microsoft’s Unified Access Gateway. Over time, additional applications will be brought under the portal, providing single sign-on to additional applications. Any Choice Portal administrative applications that require authentication must use the Department’s identity management solution.

The DDOE is undergoing a transition of its existing authentication strategy to a unified Education SSO system across all DDOE managed applications. The user identities will be managed in Active Directory for many existing and all new applications.

The existing LDAP structure uses a Microsoft Active Directory forest structure where the forest root is doesis.pas. This forest structure is used by each district (or Local Education Agency) for authentication to DDOE Education Insight and all associated applications. In addition, the state maintains another forest, k12.de.us, that is used by the LEAs for authentication to local systems and services. Each LEA in this forest has a sub-domain of that forest – namely <districtname>.k12.de.us. The current design has all DOE applications using the apps.k12.de.us separate namespace but residing in the doesis.pas forest.

In addition, the DDOE is proposing to introduce an identity replication and management solution in the doesis.pas and k12.de.us namespaces that conforms to the WS-trust specification utilizing a SAML 2.0 token. Current plans are to leverage this service for external constituents needing authenticated access to DOE resources. However, the same infrastructure can be used by SAML 2.0 compliant web applications.

Lastly, the DDOE manages inbound web traffic with a reverse web proxy solution currently based on Microsoft Unified Access Gateway which provides AD integrated authentication at the perimeter via forms-based authentication, whose credentials are cached for re-use on other forms-based authentication sites reverse published through this content gateway. Direct inbound access to web front-end servers is not permitted without pre-authentication at the perimeter.

2.5.3. Ed-Fi Alliance

Delaware is a member of the Ed-Fi Alliance <http://www.ed-fi.org/> and was the first state in the country to adopt the data standards and performance management dashboards developed by the Michael and Susan Dell Foundation for the state of Texas. Our Ed-Fi database is refreshed nightly from data contained in our eSchool student information system along with data from assessment vendors, College Board and several partner organizations. The dashboard reports on 54 high school metrics, 42 middle school metrics and 32 elementary school metrics. In addition, it provides profile information and summary counts for school enrollment, student demographics and program participation. All of this information is potentially available for inclusion in the Portal.

3. Requirements and Scope of Work

This section of the RFP provides a description of the State’s expectations for the work to be completed by the Vendor in the design of the Parent Choice Portal. The General Topics section describes requirements that must be addressed in the Vendor response to this RFP. The Deliverable Topics address more specific requirements and describe deliverables to be produced as these requirements are addressed through the project.

Required deliverables are identified in this section. If additional deliverables are produced as part of the Vendor’s standard methodology, they should be identified and described in the appropriate section of the technical response.

Expectations for the content of the Vendor response to these requirements are described throughout this section. The format of that response is addressed in Section 5, Technical Response.

3.1. Project Phases

While the final work plan will be based on the submission from the successful Vendor, the material in this section is based on the assumption that the project will go through four major phases:

- The primary focus of the **initiation** phase will be the review and assessment of all current project materials and development of a team consensus about the project scope and approach. The transitional milestone for this phase will be the approval of a final project plan that reflects the results of this assessment.
- The **analysis** phase will focus on development of Choice Portal Application requirements. . In addition, the analysis will identify stakeholder groups (e.g. parents, students ...) for future Choice Portal development. The transitional milestone for this phase will be the critical review and acceptance of all requirements documentation.
- Creation of technical design specifications in accordance with Delaware requirements will be the focus of the **design** phase. This will culminate with State acceptance of the specification documents.
- The **development phase** is concerned with development and deployment of the Parent Choice applications in the production environment in accordance with the design specifications. The development phase ends with success completion of the user acceptance test.

The State views this project as an iterative process where the project team will “analyze a little, design a little and prototype a little” in several iterations. While there are transition milestones marking the end of each phase, the State recognizes and accepts the fact that project products will not be completed in a clean waterfall fashion.

3.2. Deliverable Topics

This section addresses a number of management and technical topics of importance to this project. Within this section, the structure of each topic is the same, providing:

- The requirements to be met by the Vendor in the fulfillment of this project (including a list of expected deliverables (D) and work products (W));
- Background information on any work completed to date by the State, and preferences of the State with regard to the nature of the work to be performed;
- A description of the information to be provided by the Vendor in their proposal.

3.2.1. Project Approach and Plan

The Vendor will be responsible for development, management, administration, and maintenance of the project task plan and schedule, based on the approach, methodology and tools used successfully by the Vendor in previous engagements. The Vendor will be responsible for regular reporting of progress against the plan, recommending corrective actions to be taken in the event of unanticipated changes to the plan or schedule, and regular updates to the plan and schedule to accommodate any changes.

The State has found that the majority of potential vendors have developed methodologies that are customized to the implementation of their solution. To minimize cost and reduce risk, the State believes it is important for the successful Vendor to use their methodology, applying it to the particular needs of the State of Delaware. The “how” of the project should, therefore, be provided by the Vendor, using a proven methodology, approach and work plan that the Vendor has used successfully in similar engagements.

The State is committed to releasing a fully-functional web portal to parents by the fall of the 2014 – 2015 school year (August 2014). The State believes it is in the best interest to implement the system following an aggressive schedule, but not so aggressive as to significantly increase risk or sacrifice quality. The State will consider alternative proposals (phased, different time frame, different roll-out date) if they can be shown to substantially address the objective of establishing a functional portal that parents can begin using by the fall of 2014.

Expected Deliverables (D) and Work Products (W):

- Final Scope Document (D)
- Final Project Work Plan (D)
- Bi-monthly Project Status Reports (W)
- User Group/DesignWorkshop Summaries (W)

Vendor Response

The technical proposal must describe the Vendor’s philosophy, methodology, and approach to this project and to project management; describe the methods,

tools, and techniques the Vendor intends to use in providing project management services; provide a description of key methods or techniques; provide a high-level project plan and schedule identifying major milestones and deliverables; describe the Vendor's approach to managing the schedule, controlling costs, mitigating risk, and limiting "scope expansion" to the project. The State expects both the project plan and the schedule to undergo significant refinement during the planning phase of the project. For each major milestone and deliverable, the Vendor shall identify the roles and responsibilities of Vendor and State staff in the completion of each deliverable. Where appropriate, the Vendor should provide samples of deliverables and change management documentation within an exhibit response structure.

Cost proposals must tie interim payments to finite deliverables with completion criteria in a phased fashion. Written approach should map to project plan in the definition and elaboration of milestones. The cost proposal must also include the costs of any software licenses for tools proposed by the Vendor to document the requirements and design. The State reserves the right to purchase any commercially available software off of existing State contracts if a cost savings can be realized.

3.2.2. Project Staffing and Qualifications

The Vendor is responsible to provide and maintain sufficient numbers of qualified management, technical and functional staff to meet the needs of this project and provide the services outlined in the Vendor's response to this RFP. The Vendor is also responsible for development of a detailed resource plan for both Vendor and State staff, which defines the staffing and staff organization, and identifies all team participants and their roles and responsibilities. The Vendor must identify key staff and will be required to commit these staff for the life of the project except for legitimate personal reasons, employment termination, acts of God or mutual agreement between the State and the Vendor. Any replacement of key staff should have skills and qualifications equal to or greater than the individual that departed. In any case, the State reserves the right to interview and agree or not agree on the replacement.

Based on past experience with similar projects, the State has developed a staffing plan for State staff to support this project. The State will provide a full-time project manager to support this project. This individual will be responsible for coordination of State staff resources, collaboration with the Vendor project managers, and communication with project Stakeholders.

The State has selected top managers from DDOE to serve as project sponsors who will provide regular oversight of project activities and who will coordinate activities with managers in districts and Charter schools across the State. The Director of the DDOE Technology Workgroup will serve as a technical project sponsor and devote 10% of his capacity to this project. The Special Assistant to The Secretary of Education will serve in the Executive/Program Sponsor role for this project and dedicate 20% of his capacity to this effort.

It is anticipated that the vendor will help to define technical and functional resource requirements required by DDOE for project success based on their design and development approaches.

The State has a strong preference for consultants with previous experience with the analysis and design of websites and/or applications designed to support parents in choosing schools, as well as an excellent understanding of their particular area(s) of responsibility. To obtain the best consulting team possible, the State is willing to be flexible in the staging of consulting assignments and will work to minimize the time between submission of proposals and start of the contract in order to ensure that the most qualified team available is assigned to the project.

Expected Deliverables and Work Products:

- Detailed Resource Plan (D)

Vendor Response

Vendors and their subcontractors shall describe the proposed management structure and identify key personnel who will be assigned to this project. Resumes for all key personnel shall be included along with three personal references. At a minimum key staff will include the Vendor Project Manager and Analysis Lead. Other key staff should be suggested by the Vendor, if appropriate.

Because project methodologies may differ, the proposal must outline State staffing needs based on the Vendor's methodology and describe the recommended working and reporting relationships between State and Vendor staff.

3.2.3. Knowledge Transfer

Knowledge transfer is a continuous process designed to enable the State to properly support the development and extension of the Parent Choice Portal in the future. The Vendor will be responsible for development of a knowledge transfer plan for the project team. Through training, workshops and mentoring relationships, the Vendor will be responsible for educating the project team in the methodology and task plan to be used on the project, the architecture and design of the portal and relevant databases, and the skills and techniques needed for ongoing maintenance of the system.

Expected Deliverables and Work Products:

- Knowledge Transfer Plan (D)
- Plan Progress Documentation (W)

The State believes that knowledge transfer should be an integral part of the overall project plan that incorporates formal training, one-on-one coaching and directed work experience. The plan should identify the knowledge and skills team members need to acquire, the methods to be used to obtain these skills, and a mechanism for tracking progress.

Vendor Response

The technical proposal must describe the Vendor’s knowledge transfer philosophy, the approach that will be used in the project, and provide a discussion of how this approach will ensure that State staff will be able to take ownership and continue the project in future years. The project work plan must identify key milestones in the knowledge transfer process and identify major deliverables or work products of this process.

3.2.4. Maintenance and Enhancement Optional Alternative

Ongoing and maintenance of the developed product is a necessary component of the product development lifecycle. The State will consider approaches that include term managed application maintenance alternatives in addition to standard knowledge transfer services provided in the approach. For vendors wishing to provide this option, a single maintenance and support fee shall be included as part of the project as well as terms and operating conditions associated with vendor support for the codebase, resources required, datasets, and interfaces. The vendor should consider alternatives for maintenance and support as well as additional enhancement releases in its alternatives.

Expected Alternative Deliverables and Work Products:

- Maintenance and Support Plan (D)
- Maintenance and Support with Enhancement Plan (D)

3.2.5. Requirements and Design Documentation

The primary products of this task are design specifications, which reflect Delaware requirements and expectations.

Expected Deliverables and Work Products:

- User Interface Designs for the Parent Choice Portal (D)
- User Interface Designs for Choice Administration Application (D)
- Measure Definitions (D)
- Data Dictionary (D)
- Interchange Design (D)
- Workshop Documentation (W)

Vendor Response

The Vendor’s proposal must describe the process that will be used to develop and document the design of the Choice portal and administrative applications, and describe any additional design documentation that will be produced in the course of this project. Vendors should provide a sample template of their design document deliverables format as part of their response.

3.2.6. Security and Security Administration

As described in Section 2, the DDOE is undergoing a transition of its existing authentication strategy to a unified enterprise SSO capability across all DDOE

managed applications. In addition, access to the Choice Administration Application must limit access to data based on user role. It is the Vendors responsibility to work with the State to develop the security requirements and design for the Choice Applications that is compatible with the DDOE security solution.

Expected Deliverables and Work Products:

- Choice Administration Application Security Requirements and Design (D)

Vendor Response

The Vendor’s proposal must describe how role-based security for the Choice Applications might be incorporated into the DDOE security design, and discuss how their approach will address the capture and documentation of security requirements.

3.2.7. Parent Choice Portal Data Store

It will be the Vendor’s responsibility to develop the detailed design for the Parent Choice Portal data store and the Choice Administration data store and work with DDOE staff to extract data from the warehouse staging area for use in the Parent Choice Portal data store. It will be the responsibility of the Parent Choice Portal developer(s) to import this data into the portal data store during the development process.

Expected Deliverables and Work Products:

- Data Models for Parent Choice Portal and Choice Administration Data Store Designs (D)
- Extract Program Design Assistance (W)

Vendor Response

The Vendor response must describe the general approach to the regular exchange of data between the warehouse and the Parent Choice Portal database. The vendor response must also identify any tools and graphical notation to be used to document the design of the Parent Choice Portal data store.

In the past, DDOE has used a variety of design tools in the development of our systems, including ERwin from Computer Associates, Enterprise Architect from Sparx Systems and XMLspy from Altova). The Vendor’s cost proposal must anticipate the use of existing DDOE design tools wherever possible and identify any additional tools and their licensing cost that will be required to create and maintain this documentation.

3.2.8. Implementation Project Plan

The Vendor must work with the State to develop the detailed project plan for implementation of the Parent Choice Portal using the design documentation developed through this project. The State expects that a detailed plan will be developed that will serve as a baseline for future development needs. In

addition to addressing the technical aspects of implementation, the plan must also address end-user training and the plan for stakeholder engagement during the implementation process.

Expected Deliverables and Work Products:

- Choice Portal Implementation Plan (D)

Vendor Response

The technical proposal must describe the Vendor’s approach to developing the project plan to be used for implementation. DDOE utilizes Microsoft Project 2010 or later as its project management platform. Vendors should provide their approach plans in this file format. The detailed plan must include a fully-loaded work breakdown structure consisting of tasks, resources, work, milestones and phased deliverables that are discussed and tied within the vendor approach.

3.2.9. Development and Implementation Documentation

The primary products of this project are design specifications, which reflect Delaware requirements and extensions. This documentation must be in the same form, format and level of detail as the original documentation.

Expected Deliverables and Work Products:

- ETL Documentation (D)
- User Interface Documentation (D)
- Data Model Updates (D)
- Data Dictionary Updates (D)
- Interchange Design Updates (D)
- User Acceptance Test Documentation (D)
- Workshop Documentation (W)

Vendor Response

The Vendor’s proposal must describe the development process (from completion of design through the completion of UAT) that will be used to implement the designs in the Delaware Environment, discuss any assumptions about the participation of DDOE staff in this process. DDOE has a preference for iterative, agile approaches to development. The vendor shall provide exhibits outlining sample deliverable component construction.

3.3. Deliverable Summary

The following table summarizes the project deliverables identified in this section. These deliverables are to be identified in the Vendors Final Project Workplan, are used as payment points in the execution of the project, and are used by the vendor to prepare their cost proposal for this project.

ID	Deliverable	Description
1	Final Scope Document	Documentation of the scope, objectives and overall approach to the project, to be used for project control and execution.
2	Final Project Work Plan	Microsoft Project plan and supporting narrative identifying the phases and tasks of the project, along with schedule, duration, dependencies and resource assignments.
3	Detailed Resource Plan	A document identifying the Vendor and State resources assigned to the project, by time period, along with their roles, responsibilities and reporting structure.
4	Knowledge Transfer Plan	A document describing the approach and timing to formal training, OJT, and work experiences that will prepare State staff to operate the system effectively at the end of the project.
5	Portal Interface Design	A document containing mockups with supporting use cases, showing user interaction and application content for the parent choice portal.
6	Administration Interface Design	A document containing mockups with supporting use cases, showing user interaction and application content for the choice administration application.
7	Measure Definitions	Documentation of the information items to be included in the parent choice portal, which defines the items, data mapping, calculations, usage, related research, and visualization.
8	Data Model	The choice portal and administration data models, described in Unified Modeling Language or as an Entity Relationship Diagram, with clearly identified Delaware data content, relationships.
9	Data Dictionary	A document that defines each element contained in the Data Models.
10	Interchange Design	Documentation of the approach and mapping for data to be migrated from the warehouse staging area and the administrative application to the portal data store.
11	Choice Application Security Requirements and Design	Documentation of requirements for access and usage of the choice administration by each user role group and the design to implement these requirements in the DDOE environment.
12	Implementation Project Plan	The project plan with resource estimates that will guide the implementation of the portal and administrative applications based on the final design.
13	ETL Documentation	Completed ETL packages for the movement of data to the choice portal and updated data model, data dictionary and interchange design documentation.
14	UI Documentation	Completed portal and administrative applications and updated interface design documentation.
15	UAT Documentation	Documentation of the completed User Acceptance Test by DOE and DOE certification of acceptance for deployment.

4. Administrative Information

This section provides an overview of the procurement process and conditions along with key dates that must be met by prospective vendors. In addition, it contains the standard contract terms and conditions that will be included in any contract issued as a result of this request for proposal.

4.1. RFP Issuance

4.1.1. Obtaining Copies of the RFP

This RFP is available in electronic form through DDOE website at <http://www.doe.k12.de.us/rfplisting/> and the State of Delaware Procurement website at <http://bids.delaware.gov/> Paper copies of this RFP will not be available.

4.1.2. Public Notice

Public notice has been provided in accordance with 29 Del. C. § 6981.

4.1.3. Assistance to Vendors with a Disability

Vendors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the Designated Contact no later than ten days prior to the deadline for receipt of proposals.

4.1.4. RFP Designated Contact

All questions specific to the RFP must be submitted using the “Post a Question” function associated with the RFP on the DOE website (<http://www.doe.k12.de.us/rfplisting/>). General communications shall be made in writing to DDOE. Address all communications to the person listed below; communications made to other DDOE personnel or attempting to ask questions by phone or in person will not be allowed or recognized as valid and may disqualify the vendor. Vendors should rely only on written statements issued by the RFP designated contact.

Doug Carter, Project Manager
Delaware Department of Education
Parent Choice Portal Project
401 Federal Street, Suite #2
Dover, DE 19901-3639

To ensure that written requests are received and answered in a timely manner, electronic mail (e-mail) correspondence is acceptable, but other forms of delivery, such as postal and courier services can also be used.

4.1.5. Consultants and Legal Counsel

DDOE may retain consultants or legal counsel to assist in the review and evaluation of this RFP and the vendors’ responses. Bidders shall not contact consultant or legal counsel on any matter related to the RFP.

4.1.6. Contact with State Employees

Direct contact with State of Delaware employees other than DDOE Designated Contact regarding this RFP is expressly prohibited without prior consent. Vendors directly contacting DDOE employees risk elimination of their proposal from further consideration. Exceptions exist only for organizations currently doing business in the State who require contact in the normal course of doing that business.

4.1.7. Organizations Ineligible to Bid

Any individual, business, organization, corporation, consortium, partnership, joint venture, or any other entity including subcontractors currently debarred or suspended is ineligible to bid. Any entity ineligible to conduct business in the State of Delaware for any reason is ineligible to respond to the RFP.

4.1.8. Exclusions

The Proposal Evaluation Team reserves the right to refuse to consider any proposal from a vendor who:

- a. Has been convicted for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of the contract or subcontract;
- b. Has been convicted under State or Federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or other offense indicating a lack of business integrity or business honesty that currently and seriously affects responsibility as a State contractor;
- c. Has been convicted or has had a civil judgment entered for a violation under State or Federal antitrust statutes;
- d. Has violated contract provisions such as:
 - 1) Knowing failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
- e. Failure to perform or unsatisfactory performance in accordance with terms of one or more contracts;
- f. Has violated ethical standards set out in law or regulation; and
- g. Any other cause listed in regulations of the State of Delaware determined to be serious and compelling as to affect responsibility as a State contractor, including suspension or debarment by another governmental entity for a cause listed in the regulations.

4.2. RFP Submissions

4.2.1. Acknowledgement of Understanding of Terms

By submitting a bid, each vendor shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules and exhibits hereto, and has fully informed itself as to all existing conditions and limitations.

4.2.2. Proposals

To be considered, all proposals must be submitted in writing and respond to the items outlined in this RFP. The State reserves the right to reject any non-responsive or non-conforming proposals. Each proposal must be submitted with 10 paper copies and 2 electronic copy on CD.

All properly sealed and marked proposals are to be sent to DDOE and received no later than **3:00 PM EST on November 13, 2013**. The outside of the proposal package must be clearly labeled “**RFP 2014-05 DOE – Parent Choice Portal Analysis, Design & Development.**” The Proposals may be delivered by Express Delivery (e.g., FedEx, UPS, etc.), US Mail, or by hand to:

**Kimberly Wheatley, Director
Financial Reform Resources
Delaware Department of Education
401 Federal Street, Suite #2
Dover, DE 19901-3639**

Any proposal submitted by US Mail shall be sent by either certified or registered mail. Proposals must be received at the above address no later than **3:00 PM EST on November 13, 2013**. Any proposal received after this date shall not be considered and shall be returned unopened. The proposing vendor bears the risk of delays in delivery. The contents of any proposal shall not be disclosed as to be made available to competing entities during the negotiation process.

Upon receipt of vendor proposals, each vendor shall be presumed to be thoroughly familiar with all specifications and requirements of this RFP. The failure or omission to examine any form, instrument or document shall in no way relieve vendors from any obligation in respect to this RFP.

4.2.3. Proposal Modifications

Any changes, amendments or modifications to a proposal must be made in writing, submitted in the same manner as the original response and conspicuously labeled as a change, amendment or modification to a previously submitted proposal. Changes, amendments or modifications to proposals shall not be accepted or considered after the hour and date specified as the deadline for submission of proposals.

4.2.4. Proposal Costs and Expenses

The DDOE will not pay any costs incurred by any Vendor associated with any aspect of responding to this solicitation, including proposal preparation, printing or delivery, attendance at vendor’s conference, system demonstrations or negotiation process.

4.2.5. Proposal Expiration Date

Prices quoted in the proposal shall remain fixed and binding on the bidder at least through June 30, 2015. The DDOE reserves the right to ask for an extension of time if needed.

4.2.6. Late Proposals

Proposals received after the specified date and time will not be accepted or considered. To guard against premature opening, sealed proposals shall be submitted, plainly marked with the proposal title, vendor name, and time and date of the proposal opening. Evaluation of the proposals is expected to begin shortly after the proposal due date. To document compliance with the deadline, the proposal will be date and time stamped upon receipt.

4.2.7. Proposal Opening

DDOE will receive proposals until the date and time shown in this RFP. Proposals will be opened only in the presence of DDOE personnel. Any unopened proposals will be returned to Vendor.

There will be no public opening of proposals but a public log will be kept of the names of all vendor organizations that submitted proposals. The contents of any proposal shall not be disclosed to competing vendors prior to contract award.

4.2.8. Non-Conforming Proposals

Non-conforming proposals will not be considered. Non-conforming proposals are defined as those that do not meet the requirements of this RFP. The determination of whether an RFP requirement is substantive or a mere formality shall reside solely within DDOE.

4.2.9. Concise Proposals

DDOE discourages overly lengthy and costly proposals. It is the desire that proposals be prepared in a straightforward and concise manner. Unnecessarily elaborate brochures or other promotional materials beyond those sufficient to present a complete and effective proposal are not desired. DDOE’s interest is in the quality and responsiveness of the proposal.

4.2.10. Realistic Proposals

It is the expectation of DDOE that vendors can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.

DDOE shall bear no responsibility or increase obligation for a vendor’s failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

4.2.11. Confidentiality of Documents

All documents submitted as part of the vendor’s proposal will be deemed confidential during the evaluation process. Vendor proposals will not be available for review by anyone other than DDOE/Proposal Evaluation Team or its designated agents. There shall be no disclosure of any vendor’s information to a competing vendor prior to award of the contract.

DDOE is a public agency as defined by state law, and as such, it is subject to the Delaware Freedom of Information Act, 29 Del. C. Ch. 100. Under the law, all DDOE’s records are public records (unless otherwise declared by law to be confidential) and are subject to inspection and copying by any person.

Vendor(s) are advised that once a proposal is received by DDOE and a decision on contract award is made, its contents will become public record and nothing contained in the proposal will be deemed to be confidential except proprietary information.

Vendor(s) shall not include any information in their proposal that is proprietary in nature or that they would not want to be released to the public. Proposals must contain sufficient information to be evaluated and a contract written without reference to any proprietary information. If a vendor feels that they cannot submit their proposal without including proprietary information, they must adhere to the following procedure or their proposal may be deemed unresponsive and will not be recommended for selection. Vendor(s) must submit such information in a separate, sealed envelope labeled “Proprietary Information” with the RFP number. The envelope must contain a letter from the Vendor’s legal counsel describing the documents in the envelope, representing in good faith that the information in each document is not “public record” as defined by 29 Del. C. § 10002(d), and briefly stating the reasons that each document meets the said definitions.

Upon receipt of a proposal accompanied by such a separate, sealed envelope, DDOE will open the envelope to determine whether the procedure described above has been followed.

4.2.12. Multi-Vendor Solutions (Joint Ventures)

Multi-vendor solutions (joint ventures) will be allowed only if one of the venture partners is designated as the “**prime contractor**”. The “**prime contractor**” must be the joint venture’s contact point for DDOE and be responsible for the joint venture’s performance under the contract, including all project management, legal and financial responsibility for the implementation of all vendor’s systems. If a joint venture is proposed, a copy of the joint venture agreement clearly describing the responsibilities of the partners must be submitted with the proposal. Services specified in the proposal shall not be subcontracted without prior written approval by DDOE, and approval of a request to subcontract shall not in any way relieve Vendor of responsibility for the professional and technical accuracy and adequacy of the work. Further,

vendor shall be and remain liable for all damages to DDOE caused by negligent performance or non-performance of work by its subcontractor or its sub-subcontractor.

Multi-vendor proposals must be a consolidated response with all cost included in the cost summary. Where necessary, RFP response pages are to be duplicated for each vendor.

4.2.12.1. Primary Vendor

DDOE expects to negotiate and contract with only one “prime vendor”. DDOE will not accept any proposals that reflect an equal teaming arrangement or from vendors who are co-bidding on this RFP. The prime vendor will be responsible for the management of all subcontractors.

Any contract that may result from this RFP shall specify that the prime vendor is solely responsible for fulfillment of any contract with the State as a result of this procurement. The State will make contract payments only to the awarded vendor. Payments to any-subcontractors are the sole responsibility of the prime vendor (awarded vendor).

Nothing in this section shall prohibit DDOE from the full exercise of its options under Section IV.B.16 regarding multiple source contracting.

4.2.12.2. Sub-Contracting

The vendor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and major subcontractors must be identified by name. **The prime vendor shall be wholly responsible for the entire contract performance whether or not subcontractors are used.** Any sub-contractors must be approved by DDOE.

4.2.12.3. Multiple Proposals

A primary vendor may not participate in more than one proposal in any form. Sub-contracting vendors may participate in multiple joint venture proposals.

4.2.13. Sub-Contracting

The vendor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and subcontractors must be identified by name. Any sub-contractors must be approved by DDOE.

4.2.14. Discrepancies and Omissions

Vendor is fully responsible for the completeness and accuracy of their proposal, and for examining this RFP and all addenda. Failure to do so will be at the sole risk of vendor. Should vendor find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any questions arise concerning this RFP, vendor shall notify DDOE's Designated Contact, in writing, of such findings at least ten (10) days before the proposal opening. This will allow issuance of any necessary addenda. It will also help prevent the opening of a defective proposal and exposure of vendor's proposal upon which award could not be made. All unresolved issues should be addressed in the proposal.

Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Designated Contact, in writing, no later than ten (10) calendar days prior to the time set for opening of the proposals.

a. RFP Question and Answer Process

DDOE will allow written requests for clarification of the RFP. All questions must be submitted using the "Post a Question" function associated with the RFP on the DOE website (<http://www.doe.k12.de.us/rfplisting/>). All questions will be consolidated into a single set of responses and posted on the State's website at <http://www.doe.k12.de.us/rfplisting/> by 12:00 PM each Friday. Vendors' names will be removed from questions in the responses released if that option is chosen when the question is posted. Questions should be submitted with the following information included in the body of the question. Deviations from this format will not be accepted.

Section number
Paragraph number
Page number
Text of passage being questioned
Question

Questions must be filed no later than midnight on November 1, 2013. Questions received after that time will not be considered. A copy of the questions and answers will be posted on <http://bids.delaware.gov>

4.2.15. State's Right to Reject Proposals

DDOE reserves the right to accept or reject any or all proposals or any part of any proposal, to waive defects, technicalities or any specifications (whether they be in DDOE's specifications or vendor's response), to sit and act as sole judge of the merit and qualifications of each product offered, or to solicit new proposals on the same project or on a modified project which may include portions of the originally proposed project as DDOE may deem necessary in the best interest of the State of Delaware.

4.2.16. State’s Right to Cancel Solicitation

DDOE reserves the right to cancel this solicitation at any time during the procurement process, for any reason or for no reason. DDOE makes no commitments expressed or implied, that this process will result in a business transaction with any vendor.

This RFP does not constitute an offer by DDOE. Vendor’s participation in this process may result in DDOE selecting your organization to engage in further discussions and negotiations toward execution of a contract. The commencement of such negotiations does not, however, signify a commitment by DDOE to execute a contract nor to continue negotiations. DDOE may terminate negotiations at any time and for any reason, or for no reason.

4.2.17. State’s Right to Award Multiple Source Contracting

Pursuant to 29 Del. C. § 6986, DDOE may award a contract for a particular professional service to two or more vendors if the agency head makes a determination that such an award is in the best interest of DDOE.

4.2.18. Notification of Withdrawal of Proposal

Vendor may modify or withdraw its proposal by written request, provided that both proposal and request is received by DDOE prior to the proposal due date. Proposals may be re-submitted in accordance with the proposal due date in order to be considered further.

Proposals become the property of DDOE at the proposal submission deadline. All proposals received are considered firm offers at that time.

4.2.19. Revisions to the RFP

If it becomes necessary to revise any part of the RFP, an addendum will be posted on DDOE’s website at <http://www.doe.k12.de.us/rfplisting> and <http://bids.delaware.gov> DDOE is not bound by any statement related to this RFP made by any State of Delaware employee, contractor or its agents.

4.2.20. Exceptions to the RFP

Any exceptions to the RFP, or DDOE’s terms and conditions, must be highlighted and included in writing in the proposal. Acceptance of exceptions is within the sole discretion of the evaluation committee.

4.2.21. Award of Contract

The final award of a contract is subject to approval by DDOE. DDOE has the sole right to select the successful vendor(s) for award, to reject any proposal as unsatisfactory or non-responsive, to award a contract to other than the lowest priced proposal, to award multiple contracts, or not to award a contract, as a result of this RFP.

Notice in writing to a vendor of the acceptance of its proposal by DDOE and the subsequent full execution of a written contract will constitute a contract, and no vendor will acquire any legal or equitable rights or privileges until the occurrence of both such events.

a. RFP Award Notifications

After reviews of the evaluation committee report and its recommendation, and once the contract terms and conditions have been finalized, DDOE will award the contract.

The contract shall be awarded to the vendor whose proposal is most advantageous, taking into consideration the evaluation factors set forth in the RFP.

It should be explicitly noted that DDOE is not obligated to award the contract to the vendor who submits the lowest bid or the vendor who receives the highest total point score, rather the contract will be awarded to the vendor whose proposal is the most advantageous to DDOE. The award is subject to the appropriate State of Delaware approvals.

After a final selection is made, the winning vendor will be invited to negotiate a contract with DDOE; remaining vendors will be notified in writing of their selection status.

4.3. RFP Evaluation Process

An evaluation team composed of representatives of DDOE will evaluate proposals on a variety of quantitative criteria. Neither the lowest price nor highest scoring proposal will necessarily be selected.

DDOE reserves full discretion to determine the competence and responsibility, professionally and/or financially, of vendors. Vendors are to provide in timely manner any and all information that DDOE may deem necessary to make a decision.

4.3.1. Proposal Evaluation Team

The Proposal Evaluation Team shall be comprised of representatives of DDOE. The Team shall determine which vendors meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in 29 *Del. C.* §§ 6981 and 6982. The Team may negotiate with one or more vendors during the same period and may, at its discretion, terminate negotiations with any or all vendors. The Team shall make a recommendation regarding the award to Delaware Secretary of Education, who shall have final authority, subject to the provisions of this RFP and 29 *Del. C.* § 6982, to award a contract to the successful vendor in the best interests of the State of Delaware.

4.3.2. Proposal Selection Criteria

The Proposal Evaluation Team shall assign up to the maximum number of points for each evaluation item to each of the proposing vendor's proposals. All assignments of points shall be at the sole discretion of the Proposal Evaluation Team.

The proposals all contain the essential information on which the award decision shall be made. The information required to be submitted in response to this RFP has been determined by DDOE to be essential for use by the Team in the bid evaluation and award process.

Therefore, all instructions contained in this RFP shall be met in order to qualify as a responsive and responsible contractor and participate in the Proposal Evaluation Team’s consideration for award.

Proposals which do not meet or comply with the instructions of this RFP may be considered non-conforming and deemed non-responsive and subject to disqualification at the sole discretion of the Team.

The Team reserves the right to:

- Select for contract or for negotiations a proposal other than that with lowest costs.
- Reject any and all proposals or portions of proposals received in response to this RFP or to make no award or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all vendors during the contract review and negotiation.
- Negotiate any aspect of the proposal with any vendor and negotiate with more than one vendor at the same time.
- Select more than one vendor pursuant to 29 *Del. C.* §6986.

a. Criteria Weight

Proposals will be evaluated using the following criteria and scoring:

Criteria	Weight
Understanding of project scope, objectives and requirements	30%
Vendor and subcontractor experience, qualifications and references	30%
Vendor delivery approach with supporting project work plan & schedule	20%
Project Cost	20%
Total:	100%

4.3.3. Proposal Clarification

The Evaluation Team may contact any vendor in order to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Proposals may not be modified as a result of any such clarification request.

4.3.4. References

The Evaluation Team may contact any customer of the vendor, whether or not included in the vendor’s reference list, and use such information in the evaluation process. Additionally, DDOE may choose to visit existing installations of comparable systems, which may or may not include vendor personnel. If the vendor is involved in such site visits, DDOE will pay travel costs only for State of Delaware personnel for these visits.

4.3.5. Oral Presentations

Selected vendors may be invited to make oral presentations to the Evaluation Team. The vendor representative(s) attending the oral presentation shall be

technically qualified to respond to questions related to the proposed system and its components.

All of the vendor's costs associated with participation in oral discussions and system demonstrations conducted for DDOE are the vendor's responsibility.

4.4. Contract Terms and Conditions

4.4.1. General Information

- a. The term of the contract between the successful bidder and DDOE shall be for **one year** with **two** possible extensions for a period of **one year** for each extension.
- b. The selected vendor will be required to enter into a written agreement with DDOE. DDOE reserves the right to incorporate standard State contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. Any proposed modifications to the terms and conditions of the standard contract are subject to review and approval by DDOE. Vendors will be required to sign the contract for all services, and may be required to sign additional agreements.
- c. The selected vendor or vendors will be expected to enter negotiations with DDOE, which will result in a formal contract between parties. Procurement will be in accordance with subsequent contracted agreement. This RFP and the selected vendor's response to this RFP will be incorporated as part of any formal contract.
- d. DDOE's standard contract will most likely be supplemented with the vendor's software license, support/maintenance, source code escrow agreements, and any other applicable agreements. The terms and conditions of these agreements will be negotiated with the finalist during actual contract negotiations.
- e. The successful vendor shall promptly execute a contract incorporating the terms of this RFP. No vendor is to begin any service prior to receipt a State of Delaware purchase order signed by two authorized representatives of the agency requesting service, properly processed through the State of Delaware Accounting Office and the Department of Finance. The purchase order shall serve as the authorization to proceed in accordance with the bid specifications and the special instructions, once it is received by the successful vendor.

- f. If the vendor to whom the award is made fails to enter into the agreement as herein provided, the award will be annulled, and an award may be made to another vendor. Such vendor shall fulfill every stipulation embraced herein as if they were the party to whom the first award was made.

4.4.2. Collusion or Fraud

Any evidence of agreement or collusion among vendor(s) and prospective vendor(s) acting to illegally restrain freedom from competition by agreement to offer a fixed price, or otherwise, will render the offers of such vendor(s) void.

By responding, the vendor shall be deemed to have represented and warranted that its proposal is not made in connection with any competing vendor submitting a separate response to this RFP, and is in all respects fair and without collusion or fraud; that the vendor did not participate in the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance; and that no employee or official of the State of Delaware participated directly or indirectly in the vendor's proposal preparation.

Advance knowledge of information which gives any particular vendor advantages over any other interested vendor(s), in advance of the opening of proposals, whether in response to advertising or an employee or representative thereof, will potentially void that particular proposal.

4.4.3. Lobbying and Gratuities

Lobbying or providing gratuities shall be strictly prohibited. Vendors found to be lobbying, providing gratuities to, or in any way attempting to influence a State of Delaware employee or agent of the State of Delaware concerning this RFP or the award of a contract resulting from this RFP shall have their proposal immediately rejected and shall be barred from further participation in this RFP.

The selected vendor will warrant that no person or selling agency has been employed or retained to solicit or secure a contract resulting from this RFP upon agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation of this warranty, DDOE shall have the right to annul any contract resulting from this RFP without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

All contact with State of Delaware employees, contractors or agents of the State of Delaware concerning this RFP shall be conducted in strict accordance with the manner, forum and conditions set forth in this RFP.

4.4.4. Solicitation of State Employees

Until contract award, vendors shall not, directly or indirectly, solicit any employee of the State of Delaware to leave the State of Delaware's employ in order to accept employment with the vendor, its affiliates, actual or prospective contractors, or any person acting in concert with vendor, without prior written approval of the State of Delaware's contracting officer. Solicitation of State of

Delaware employees by a vendor may result in rejection of the vendor’s proposal.

This paragraph does not prevent the employment by a vendor of a State of Delaware employee who has initiated contact with the vendor. However, State of Delaware employees may be legally prohibited from accepting employment with the contractor or subcontractor under certain circumstances. Vendors may not knowingly employ a person who cannot legally accept employment under state or federal law. If a vendor discovers that they have done so, they must terminate that employment immediately.

4.4.5. General Contract Terms

a. **Independent contractors**

The parties to the contract shall be independent contractors to one another, and nothing herein shall be deemed to cause this agreement to create an agency, partnership, joint venture or employment relationship between parties. Each party shall be responsible for compliance with all applicable workers compensation, unemployment, disability insurance, social security withholding and all other similar matters. Neither party shall be liable for any debts, accounts, obligations or other liability whatsoever of the other party, or any other obligation of the other party to pay on the behalf of its employees or to withhold from any compensation paid to such employees any social benefits, workers compensation insurance premiums or any income or other similar taxes.

It may be at DDOE’s discretion as to the location of work for the contractual support personnel during the project period. DDOE shall provide working space and sufficient supplies and material to augment the Contractor’s services.

b. **Non-Appropriation**

In the event the General Assembly fails to appropriate the specific funds necessary to enter into or continue the contractual agreement, in whole or part, the agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available at the end of the last fiscal year for which no appropriation is available or upon the exhaustion of funds.

c. **Licenses and Permits**

In performance of the contract, the vendor will be required to comply with all applicable federal, state and local laws, ordinances, codes, and regulations. The cost of permits and other relevant costs required in the performance of the contract shall be borne by the successful vendor. The vendor shall be properly licensed and authorized to transact business in the State of Delaware as provided in 30 Del. C. § 2301.

Prior to receiving an award, the successful vendor shall either furnish DDOE with proof of State of Delaware Business Licensure or initiate the

process of application where required. An application may be requested in writing to: Division of Revenue, Carvel State Building, P.O. Box 8750, 820 N. French Street, Wilmington, DE 19899 or by telephone to one of the following numbers: (302) 577-8200—Public Service, (302) 577-8205—Licensing Department.

Information regarding the award of the contract will be given to the Division of Revenue. Failure to comply with the State of Delaware licensing requirements may subject vendor to applicable fines and/or interest penalties.

d. **Notice**

Any notice to DDOE required under the contract shall be sent by registered mail to:

Doug Carter, Project Manager
Delaware Department of Education
401 Federal Street, Suite #2
Dover, DE 19901-3639

e. **Indemnification**

1) **General Indemnification**

By submitting a proposal, the proposing vendor agrees that in the event it is awarded a contract, it will indemnify and otherwise hold harmless the State of Delaware, DDOE, its agents and employees from any and all liability, suits, actions, or claims, together with all costs, expenses for attorney's fees, arising out of the vendor's its agents and employees' performance work or services in connection with the contract, regardless of whether such suits, actions, claims or liabilities are based upon acts or failures to act attributable, in whole or part, to the State, its employees or agents.

2) **Proprietary Rights Indemnification**

Vendor shall warrant that all elements of its solution, including all equipment, software, documentation, services and deliverables, do not and will not infringe upon or violate any patent, copyright, trade secret or other proprietary rights of any third party. In the event of any claim, suit or action by any third party against the State of Delaware or DDOE, the State of Delaware or DDOE shall promptly notify the vendor in writing and vendor shall defend such claim, suit or action at vendor's expense, and vendor shall indemnify the State of Delaware or DDOE against any loss, cost, damage, expense or liability arising out of such claim, suit or action (including, without limitation, litigation costs, lost employee time, and counsel fees) whether or not such claim, suit or action is successful.

If any equipment, software, services (including methods) products or other intellectual property used or furnished by the vendor (collectively "Products") is or in vendor's reasonable judgment is likely to be, held to constitute an infringing product, vendor shall at its expense and option either:

- a) Procure the right for DDOE to continue using the Product(s);
- b) Replace the product with a non-infringing equivalent that satisfies all the requirements of the contract; or
- c) Modify the Product(s) to make it or them non-infringing, provided that the modification does not materially alter the functionality or efficacy of the product or cause the Product(s) or any part of the work to fail to conform to the requirements of the Contract, or only alters the Product(s) to a degree that DDOE agrees to and accepts in writing.

f. Insurance

- 1) Vendor recognizes that it is operating as an independent contractor and that it is liable for any and all losses, penalties, damages, expenses, attorney’s fees, judgments, and/or settlements incurred by reason of injury to or death of any and all persons, or injury to any and all property, of any nature, arising out of the vendor’s negligent performance under this contract, and particularly without limiting the foregoing, caused by, resulting from, or arising out of any act of omission on the part of the vendor in their negligent performance under this contract.
- 2) The vendor shall maintain such insurance as will protect against claims under Worker’s Compensation Act and from any other claims for damages for personal injury, including death, which may arise from operations under this contract. The vendor is an independent contractor and is not an employee of the State of Delaware.
- 3) During the term of this contract, the vendor shall, at its own expense, carry insurance minimum limits as follows:

a.	Comprehensive General Liability	\$1,000,000
b.	Professional Liability/ Misc. Error & Omissions/Product Liability	\$1,000,000/ \$3,000,000

If the contractual service requires the transportation of departmental clients or staff, the vendor shall, in addition to the above coverage, secure at its own expense the following coverage:

a.	Automotive Liability (Bodily Injury)	\$100,000/\$300,000
b.	Automotive Property Damage (to others)	\$ 25,000

- 4) The vendor shall provide a certificate of insurance as proof that the vendor has the required insurance.

g. Performance Requirements

The selected Vendor will warrant that its possesses, or has arranged through subcontractors, all capital and other equipment, labor, materials, and licenses necessary to carry out and complete the work hereunder in

compliance with any and all Federal and State laws, and County and local ordinances, regulations and codes.

h. Warranty

The Vendor will provide a warranty that the deliverables provided pursuant to the contract will function as designed for a period of no less than one (1) year from the date of system acceptance. The warranty shall require the Vendor correct, at its own expense, the setup, configuration, customizations or modifications so that it functions according to the State's requirements.

i. Costs and Payment Schedules

All contract costs must be as detailed specifically in the Vendor's cost proposal. No charges other than as specified in the proposal shall be allowed without written consent of DDOE. The proposal costs shall include full compensation for all taxes that the selected vendor is required to pay.

DDOE will require a payment schedule based on defined and measurable milestones. Payments for services will not be made in advance of work performed. DDOE will require holdback of 10% of contract monies until acceptable performance is demonstrated.

j. Penalties

DDOE may include in the final contract penalty provisions for non-performance, such as liquidated damages.

k. Termination for Cause

If for any reasons, or through any cause, the Vendor fails to fulfill in timely and proper manner his obligations under the contract, or if the Vendor violates any of the covenants, agreements or stipulations of the contract, DDOE shall thereupon have the right to terminate the contract by giving written notice to the Vendor of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs and reports or other material prepared by the Vendor under the contract shall, at the option of DDOE, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents and other materials which is useable to DDOE.

l. Termination for Convenience

DDOE may terminate the contract at any time by giving written notice of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs and reports or other material prepared by the Vendor under the contract shall, at the option of DDOE, become its property, and the Vendor shall be entitled to compensation for any satisfactory work completed on such documents and other materials which is useable to

DDOE. If the contract is terminated by DDOE as so provided, the Vendor will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Vendor as covered by the contract, less payments of compensation previously made. Provided however, that if less than 60 percent of the services covered by the contract have been performed upon the effective date of termination, the Vendor shall be reimbursed (in addition to the above payment) for that portion of actual out of pocket expenses (not otherwise reimbursed under the contract) incurred by the Vendor during the contract period which are directly attributable to the uncompleted portion of the services covered by the contract.

m. **Non-discrimination**

In performing the services subject to this RFP the vendor will agree that it will not discriminate against any employee or applicant for employment because of race, creed, color, sex or national origin. The successful vendor shall comply with all federal and state laws, regulations and policies pertaining to the prevention of discriminatory employment practice. Failure to perform under this provision constitutes a material breach of contract.

n. **Covenant against Contingent Fees**

The successful vendor will warrant that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement of understanding for a commission or percentage, brokerage or contingent fee excepting bona-fide employees, bona-fide established commercial or selling agencies maintained by the Vendor for the purpose of securing business. For breach or violation of this warranty DDOE shall have the right to annul the contract without liability or at its discretion to deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

o. **Vendor Activity**

No activity is to be executed in an off shore facility, either by a subcontracted firm or a foreign office or division of the vendor. The vendor must attest to the fact that no activity will take place outside of the United States in its transmittal letter. Failure to adhere to this requirement is cause for elimination from future consideration.

p. **Work Product**

All materials and products developed under the executed contract by the vendor are the sole and exclusive property of the State. The vendor will seek written permission to use any product created under the contract.

q. **Contract Documents**

The RFP, the purchase order, the executed contract and any supplemental documents between DDOE and the successful vendor shall constitute the contract between DDOE and the vendor. In the event there is any discrepancy between any of these contract documents, the following order of documents governs so that the former prevails over the latter: contract, State of Delaware's RFP, Vendor's response to the RFP and purchase

order. No other documents shall be considered. These documents will constitute the entire agreement between DDOE and the vendor.

r. **Applicable Law**

The laws of the State of Delaware shall apply, except where Federal Law has precedence. The successful vendor consents to jurisdiction and venue in the State of Delaware.

In submitting a proposal, Vendors certify that they comply with all federal, state and local laws applicable to its activities and obligations including:

- 1) the laws of the State of Delaware;
- 2) the applicable portion of the Federal Civil Rights Act of 1964;
- 3) the Equal Employment Opportunity Act and the regulations issued there under by the federal government;
- 4) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
- 5) that programs, services, and activities provided to the general public under resulting contract conform with the Americans with Disabilities Act of 1990, and the regulations issued there under by the federal government.

If any vendor fails to comply with (1) through (5) of this paragraph, DDOE reserves the right to disregard the proposal, terminate the contract, or consider the vendor in default.

The selected vendor shall keep itself fully informed of and shall observe and comply with all applicable existing Federal and State laws, and County and local ordinances, regulations and codes, and those laws, ordinances, regulations, and codes adopted during its performance of the work.

s. **Scope of Agreement**

If the scope of any provision of the contract is determined to be too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the contract shall not thereby fail, but the scope of such provisions shall be curtailed only to the extent necessary to conform to the law.

t. **Other General Conditions**

- 1) Current Version – “Packaged” application and system software shall be the most current version generally available as of the date of the physical installation of the software.
- 2) Current Manufacture – Equipment specified and/or furnished under this specification shall be standard products of manufacturers regularly engaged in the production of such equipment and shall be the manufacturer’s latest design. All material and equipment offered shall be new and unused.

- 3) Volumes and Quantities – Activity volume estimates and other quantities have been reviewed for accuracy; however, they may be subject to change prior or subsequent to award of the contract.
- 4) Prior Use – DDOE reserves the right to use equipment and material furnished under this proposal prior to final acceptance. Such use shall not constitute acceptance of the work or any part thereof by DDOE.
- 5) Status Reporting – The selected vendor will be required to lead and/or participate in status meetings and submit status reports covering such items as progress of work being performed, milestones attained, resources expended, problems encountered and corrective action taken, until final system acceptance.
- 6) Regulations – All equipment, software and services must meet all applicable local, State and Federal regulations in effect on the date of the contract.
- 7) Changes – No alterations in any terms, conditions, delivery, price, quality, or specifications of items ordered will be effective without the written consent of DDOE.
- 8) Additional Terms and Conditions – DDOE reserves the right to add terms and conditions during the contract negotiations.

u. Technology Standards:

The selected vendor shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished by it, its subcontractors and its and their principals, officers, employees and agents under this Agreement. Vendor shall provide system diagrams in accordance with State Architecture requirements at <http://extranet.dti.state.de.us/information/arb/templates.shtml>. In performing the specified services, Vendor shall follow practices consistent with generally accepted professional and technical standards. Vendor shall be responsible for ensuring that all services, products and deliverables furnished pursuant to this Agreement comply with the standards promulgated by the Department of Technology and Information ("DTI") published at <http://dti.delaware.gov/information/standards-policies.shtml>, and as modified from time to time by DTI during the term of this Agreement. Vendor will integrate all delivered services and systems with the DDOE Identity Management System and Single-Sign On system. If any service, product or deliverable furnished pursuant to this Agreement does not conform with DTI standards, Vendor shall, at its expense and option either (1) replace it with a conforming equivalent or (2) modify it to conform with DTI standards. Vendor shall be and remain liable in accordance with the terms of this Agreement and applicable law for all damages to DDOE caused by Vendor's failure to ensure compliance with DTI standards.

4.5. RFP Miscellaneous Information

4.5.1. No Press Releases or Public Disclosure

Vendors may not release any information about this RFP. DDOE reserves the right to pre-approve any news or advertising releases concerning this RFP, the

resulting contract, the work performed, or any reference to DDOE with regard to any project or contract performance. Any such news or advertising releases pertaining to this RFP or resulting contract shall require the prior express written permission of DDOE.

4.5.2. RFP Reference Library

DDOE has made every attempt to provide the necessary information within this RFP. DDOE will make the reference library available only to the winning bidder.

4.5.3. Definitions of Requirements

To prevent any confusion about identifying requirements in this RFP, the following definition is offered: The words shall, will and/or must are used to designate a mandatory requirement. Vendors must respond to all mandatory requirements presented in the RFP. Failure to respond to a mandatory requirement may cause the disqualification of the vendor's proposal.

4.5.4. Production Environment Requirements

DDOE requires that all hardware, system software products, and application software products included in proposals be currently in use in a production environment by a least three other customers, have been in use for at least six months, and have been generally available from the manufacturers for a period of six months. Unreleased or beta test hardware, system software, or application software will not be acceptable.

4.5.5. Office of Minority and Women Business Enterprise

Minority and women business enterprises are encouraged to visit <http://gss.omb.delaware.gov/osd/index.shtml>

5. Vendor Technical Proposal

This section provides directions to the Vendor for the submission of the technical response to the requirements identified in Section 3. In addition, it identifies pre and post proposal requirements and identifies key dates in the procurement process.

5.1. Pre-Proposal Requirements

5.1.1. Registration

Please confirm your organization's interest in this project by notifying Ms. Krista Holloway, by e-mail at kholloway@doe.k12.de.us, or by calling (302) 735-4142. Registering with the State will ensure that your organization is included in announcements or addenda and other notices affecting this project.

5.1.2. Vendor Mandatory Pre-Bid Conference

The State will hold a Vendors' Mandatory Pre-Bid Conference at **9:00 AM, Wednesday, October 16, 2013, in the 2nd Floor Auditorium of the Carvel State Office Building, 820 North French Street, Wilmington, DE 19801**. The purpose of the conference is to allow each vendor to review the RFP with the State Project Team and to answer questions. Attendance at the Vendor's Conference is mandatory. This conference will provide a forum for vendors:

1. To request clarification of the RFP.
2. To seek a better understanding of the State's intentions.
3. To offer suggestions or changes to the RFP that could improve competition or lower cost to the State without compromising services.
4. To achieve any or all of the proceeding.

Details of the Vendor's Conference are as follows:

- Written questions for the Vendor's Conference are due on or before close of business, **Monday, October 7, 2013** in order for the State to prepare answers to the questions. They must be addressed to the Designated Contact. Questions can be submitted on paper but must also be submitted electronically by email.
- Written questions should be tied directly to the RFP, by referencing the proposal section number to which each question relates.
- Follow-up questions and any additional questions will be allowed during the conference in an open forum. Oral responses to questions asked during the conference will be informational only and will not be considered binding. Written (official) answers will be provided for all questions asked during the Vendor's Conference. These questions and answers will be distributed to all registered vendors within four (4) business days following the Vendor's Conference.

Vendors are requested to limit attendance to two people from each company. Attendance is a requirement of responding to the RFP. There will be no tape or transcript of the conference. Please confirm your attendance at the Vendor's Conference by notifying Ms. Krista Holloway, by e-mail at kholloway@doe.k12.de.us, or by calling (302) 735-4142.

5.1.3. Intent to Bid

Vendors shall complete and return the “Notice of Intent to Bid” form by **2 PM EST, Monday, October 28, 2013**. This form should be signed by an authorized representative of the organization, dated, and returned to the address listed below:

Krista Holloway
State of Delaware Department of Education
Education Insight Project
401 Federal Street, Suite #2
Dover, DE 19901-3639

All potential vendors who attend the Vendor’s Conference and return the “Notice of Intent to Bid” form will constitute the pool of “Active Bidders”.

The “Notice of Intent to Bid” form will be made available to each potential vendor represented at the Vendor’s Conference. Failure to return this form by **2 PM EST, Monday, October 28, 2013** shall be interpreted by the State as a presumptive rejection of the RFP, and that the potential vendor’s organization does not desire to bid. Furthermore, failure to return the “Notice of Intent to Bid” form shall mean that the Vendor will no longer be considered as an “Active Bidder”.

5.2. Proposal Contents Requirements

The failure of a Vendor to meet any of the following RFP requirements will result in disqualification of the proposal.

The submitted proposal must follow the rules and format established within this RFP. Adherence to these rules will ensure a fair and objective analysis of all proposals. Additional pages may be attached and cross-referenced as necessary. Unnecessarily lengthy documents are discouraged. Failure to comply with or complete any portion of this request may result in rejection of a proposal.

Vendors are cautioned not to refer to a brochure as a response to a requirement. Vendors are expected to write full answers for each requirement and not refer to previous responses, for example, using “see above” or “See technical whitepaper, page 4”.

Within each section of their proposal, Vendors should address the items in the order in which they appear in this RFP. All forms provided in the RFP must be thoroughly completed and included in the Vendor’s response to the RFP. All discussion of proposed costs, rates, or expenses must only occur in the Cost Proposal.

5.2.1. Technical Proposal Vendor Response Section

This section provides Vendors with the opportunity to answer text-based questions about the implementation and project management services.

The Technical Proposal must be bound, and organized behind tabs corresponding to the sections of the Technical Proposal Vendor Response Section, as follows:

TECHNICAL PROPOSAL	
Tab #	Response Section
1	Proposal Overview
2	Vendor and Partner Overview & References
3	Vendor Certifications & Exceptions
4	General Requirements
5	Deliverable Requirements
6	Required Vendor Attachments
7	Supplemental and Collateral Material

Attachments requested within each section should be included behind tab 6 (“Required Vendor Attachments”)

5.2.1.1. Proposal Overview

Transmittal Letter

A transmittal letter must accompany all proposals. A corporate officer or person who is authorized to represent the company must sign this letter. A letter of transmittal must meet the following requirements:

1. Identify the submitting organization.
2. Identify the name and title of the person authorized by the organization to obligate the organization contractually.
3. Identify the name, title, and telephone number of the person authorized to negotiate the contract on behalf of the organization.
4. Identify the name, titles, and telephone numbers of persons to be contacted for clarification.
5. Explicitly indicate acceptance of the requirements in this RFP.
6. Bear the signature of the person authorized to obligate the organization contractually.
7. Acknowledge receipt of any and all amendments to this RFP.

Table of Contents

The Table of Contents should reference all materials required by this RFP and any additional information or material the Vendor wishes to supply.

Executive Summary

Vendors shall provide an executive summary to familiarize the State executives and evaluators with the key elements and unique features of their proposal and by briefly describing how they will implement this project. The executive summary should at a minimum provide the following information.

- A summary of the proposal to provide the Proposal Evaluation Team with an overview of the business and project features of the proposal.
- Description of the project team and each team member's roles and responsibilities and lines of authority and accountability.
- Information on the background and qualifications of each partner. (Resumes should be placed behind tab 7 of the Vendor Technical Response.)
- Discuss any risks and concerns arising from the State's RFP.
- Explain what is needed from the State to begin the project.

5.2.1.2. Vendor and Partner Overview and References

Vendor Services Overview

Please identify Vendors for each product or service proposed to be provided. If multiple Vendors will be providing any service, identify each Vendor and the specific system and/or service component they will provide.

Vendor and Partner Overview

This section must be completed for each vendor included in the proposal. The primary Vendor is to be the first organization listed.

ORGANIZATION HEADQUARTERS INFORMATION:

Company Name:
Address:
City, State & Zip:
Company Size: (Total Number of Employees)

REGIONAL OR LOCAL OFFICE INFORMATION:

Address:
City, State & Zip:
Primary Contact:
Phone: Fax:
E-mail:

PRIMARY CONTACT INFORMATION for the RFP:

Name: Title:
Address:
City, State & Zip:
Phone: Fax:
E-mail:

Special Organizational Conditions

Disclose any of the conditions that have occurred within the past five (5) years and discuss their organizational impacts; judgments, pending litigation or other real potential financial reversals, contract terminations, known or planned sale, merger or acquisition of this vendor's company or products, any mergers or acquisitions and any potential conflicts of interest with the State. If none of these conditions are known to exist, state "None":

Corporate Qualifications and Experience

The Vendor must thoroughly describe, in the form of a narrative, its experience and success as well as the experience and success of major-sub-contractors for similar work in other K-12 organizations.

Vision and Strategy

Vendors should describe their organization's mission and vision and show how these items will provide the business direction and resources to enable the vendor to facilitate the successful implementation of the Parent Choice Portal. Vendor must describe their strategy to providing key competencies and focused, service-oriented support required for a successful project.

Other Value Added Service or Options

Vendors are encouraged to thoroughly describe any other consulting or value-added services they feel that may contribute to the success of the project. The response to this specification may include other capabilities not included elsewhere in the Vendor's proposal.

Financial Stability

Vendors must submit copies of their most recent year independently audited financial statements. The submission must include the audit opinion, the balance sheet, statements of income, retained earnings, and cash flows, and the notes to the financial statements. If independently audited financial statements do not exist for the Vendor, the Vendor must document the reason and, instead, submit sufficient information to enable the Proposal Evaluation Team to determine the financial stability of the Vendor.

Vendor Install Base & References

Vendors and subcontractors shall provide a list of three projects where the Vendor has worked with a K12 organization on a project that was similar in size, application, and scope to the projects described herein. The State will contact these companies and ask them about the Vendor's technical capabilities, project management skills, and ongoing support after installation. One of the three reference accounts may be chosen for a site visit by the Proposal Evaluation Team.

For each reference identify the organization, provide a contact name and contact information (address, phone number and email address). Describe the hardware and software used for the project, the start and end date of the engagement, and the approximate cost of the project.

5.2.1.3. Vendor Certifications and Exceptions

Vendor Assumptions

State any assumptions or dependencies presumed in this proposal. Identify each assumption with a unique numerical identifier. If there are no additional assumptions, the Vendor must indicate NONE for this section.

Exceptions to the RFP

Note any exceptions taken to any aspect of the RFP. Exceptions to detailed technical or management requirements should be discussed in the Vendor Response to the appropriate section and referenced here in the RFP Exceptions List.

All exceptions must be documented here regardless of whether they appear elsewhere in the proposal. Where specific exceptions are noted, please reference the RFP section, page and item number. If there are no exceptions, the Vendor must indicate NONE for this section.

Response to Terms and Conditions

The contract between the State and a Vendor will follow the format specified by the State and contain the terms and conditions set forth in the Administrative Information Terms and Conditions section. However, the State reserves the right to negotiate with a successful Vendor provisions in addition to those contained in this RFP. The contents of this RFP, as revised and/or supplemented, and the successful Vendor's proposal will be incorporated into and become part of the contract.

Should a Vendor object to any of the State's terms and conditions, as contained in the Administrative Information Terms and Conditions section, that Vendor must propose specific alternative language. The State may or may not accept the alternate

language. General references to the Vendor’s terms and conditions or attempts at complete substitutions are not acceptable to the State and will result in disqualification of the Vendor’s proposal.

Vendors must provide a brief discussion of the purpose and impact, if any, of each proposed change followed by the specific proposed alternate wording. If there are no exceptions, the Vendor must indicate NONE for this section.

Vendor’s Additional Terms and Conditions

Vendors must submit with the proposal a complete set of any additional terms and conditions that they expect to have included in a contract negotiated with the State. The State may or may not accept the additional terms and conditions. Vendors must provide a brief discussion of the purpose and impact, of each proposed change followed by the specific proposed alternate wording. The State may or may not accept the additional terms and conditions. If there are no additional terms, the Vendor must indicate NONE for this section.

Milestone Based Payment Schedule

Provide your acceptance of a milestone based payment schedule and discuss any conditions or limitations.

Background Checks & Investigations

Individuals in your organization may be subject to finger-printing, background checks and investigations in order to work under contract with the State. Please provide your acceptance of this requirement and describe any issues or concerns with this requirement

5.2.1.4. General, and Deliverable Requirements

The format for the response is the same for these two tabs. For each heading identified in sections 3.2, and 3.3, list the heading and provide the response. Use as much space as required to completely respond to the State’s request and include a response for each heading listed. Please refer to the “Vendor Response” comments under each heading in Section 3 to make certain your response is complete.

5.2.1.5. Vendor Required Attachments

This Tab should include required documents as specified in different section of the RFP.

Delaware Business License

The Vendor must provide a copy of their valid Delaware Business License.

Tax Clearance Certificate

A Tax Clearance Certificate must be provided with this proposal. This is obtainable through the Corporate Income Taxes Section, Delaware Division of Revenue, 820 North French Street, Wilmington, DE 19801. This clearance will assure that there are no outstanding tax liabilities for the corporation, business, association or individual with which the State intends to do business.

Certificate of Insurance

The Vendor must provide a Certificate of Insurance as evidence of the required coverage specified in this RFP.

Latest Audited Financial Statement

Provide copies of your company's latest audited financial statement, if applicable.

Vendor Standard Licensing Agreement

Provide copies of your standard licensing agreements.

High Level Project Plan and Schedule

The Vendor must include a copy of the preliminary high level project plan and schedule based their responses to this RFP.

Key Staff Resumes

The Vendor must include copies of resumes for all key personnel proposed for this RFP, along with three references.

5.2.1.6. Supplemental and Collateral Material

The Vendor should include any supplemental materials in this section.

5.3. Post-Proposal Requirements

5.3.1. Vendor Oral Presentations

Vendors selected as finalists may be required to make an oral presentation of their Proposal to the State's Proposal Evaluation Team. The State's Proposal Evaluation Team will establish a presentation schedule. It is anticipated that the presentations will be less than four (4) hours and the State's Proposal Evaluation Team will establish an agenda to identify the topics and materials to be addressed during the oral presentation. The presentation schedule will provide each Vendor invited to present an equal opportunity to adequately prepare and distribute requested materials prior to the scheduled presentation. The Proposal Evaluation Team may, at its option, ask questions of the Vendor to clarify any function, service, or technical capability included in the Vendor's proposal. Presentation assignments for selected Vendors will be randomly drawn and Vendors notified upon the Vendor being selected as a finalist. Assignments are final.

Vendor's must include in their proposals a list of all special equipment, communications facilities or other resources required for the oral presentation of their proposal.

6. Vendor Cost Proposal

This section describes the requirements to be addressed by vendors in preparing the Cost Proposal. This Cost Proposal must be submitted according to the consistent with the Administrative provisions found in Section 4 and must comply with the requirements presented in this section. The State reserves the right to review all aspects of the Cost Proposal for reasonableness and to request clarification of any proposal where the cost component shows significant and unsupported deviation from industry standards or in areas where more detailed pricing is required.

6.1. Cost Proposal Contents

All costs associated with the requirements specified herein, must be listed in cost tables. The State will only be responsible for costs clearly set forth in the Vendor’s response to this RFP.

Please note that all cost tables must include bottom lines for totaling the line items in the table.

The Cost Proposal must be bound and submitted separately from the Technical Proposal Section. The Cost Proposal sections shall include: 1) Total Not To Exceed Cost; 2) License Cost; 3) Future Vendor Rates; 4) Staff Loading; 5) Payment Schedule by Deliverable; 6) Other (As Needed); and 7) Attachments and Assumptions.

The Cost Proposal must be organized behind tabs corresponding to the sections listed above as follows:

Tab #	Response Section
1	Total Not To Exceed Cost
2	License Costs
3	Future Vendor Rates
4	Staff Loading
5	Payment Schedule by Deliverable
6	Other (As Needed)
7	Attachments and Assumptions

Attachments and assumptions requested within each section should be included behind Tab 7.

The Cost Proposal shall present the total firm fixed price to perform all of the requirements of the Request for Proposal. The State recognizes that each vendor may have a unique pricing methodology. The vendor has the flexibility to apply the pricing model that meets the requirements of this RFP and minimizes the cost to the State while meeting all requirements of this RFP. All labor rates must be “fully loaded” to represent services provided at the project site in Dover, Delaware (i.e., travel and living expenses must be included in the rates). All cost estimates shall be inclusive of State Gross Receipts tax and all other taxes. The State will not pay any taxes separately.

The Vendor shall agree that all terms, warranties, and prices, as a whole, are comparable to or better than the equivalent terms, warranties, and prices, as a whole, offered by the Vendor to any present customer meeting substantially the same requirements or qualifications as the State. If the Vendor shall, during the term of this contract, enter into arrangements with any other customer providing greater benefits or more favorable terms, as a whole, the Vendor shall provide the same to the State.

6.2. Cost Proposal – Total Not to Exceed Cost

The Vendor's total cost for the entire project must be presented as the Total Not-To-Exceed Cost. This cost must be broken down by the following project components:

1. Project Management
2. Analysis and Design
3. Knowledge Transfer
4. Implementation Plan
5. License Costs
6. Other

Instructions

1. All cost figures shall be provided in a fixed fee amount.
2. Since this is a fixed price solicitation, all cost figures shall be inclusive of travel and expenses (no travel and living expenses shall be billable to the State).
3. Costs shall include all applicable taxes.

Please state any significant assumptions associated with the estimation of costs for this proposal.

6.3. Future Vendor Rates

The State may request additional services from the selected Vendor and require rates in the event that additional service is required. Vendor must include a burdened hourly rate for change orders as a result of modifications to the original scope of work. The Vendor's Cost Proposal must identify labor categories and rates that will be used to cost any additional work that may be required by the State. The vendor must guarantee those rates for the life of the project.

6.4. Staff Loading

List the titles of proposed positions on the project team to be filled by Vendor staff. Names must be provided for individuals designated for key roles, but titles are sufficient for others. For the duration of the product, identify by month the number of hours that each position is planned to work on the project and provide a total for the project.

6.5. Payment Schedule by Deliverable

It is the State's intent to negotiate a milestone-based fixed-fee payment structure based on acceptance of deliverables. The State may consider other payment alternatives from the Vendor. Vendors are required to submit a proposed payment schedule that is tied to specific dates and deliverables and which identifies the estimated amounts of invoices and the approximate dates on which those invoices might be generated. Preferably, the payment schedule will be performance-based and the actual payment dates will be

based upon the completion and acceptance of the related deliverables. No invoice will be approved unless the State Project Manager has approved the associated deliverable(s). The State intends to withhold 10 percent of each payment until the State formally accepts the implementation of the PeopleSoft Financials application at the end of the post implementation support period.

A fixed price must be provided for each deliverable identified in Section 4 of this RFP.

6.6. Licensing

Software products, tools and utilities that are required to provide base functionality or to support the design, development, configuration or operations of the system must be detailed.

For each item, provide a brief description. Identify the number of licenses required, the base or one-time cost for these licenses and the annual or maintenance cost. Identify when the annual cost begins. If applicable, identify any code base that will be owned by the State at the end of this project.

The State reserves the right to purchase any commercially available software off of existing State contracts if a cost savings can be realized.

6.7. Attachments and Assumptions

As indicated above, please state any significant assumptions associated with the estimation of costs for this proposal. Please identify the activity or topic to which the attachment or assumption applies and how the attachment or assumption impacts the Cost Proposal (e.g., a fiscal impact on costs or impact on hours per month, etc.).