



STATE OF VERMONT  
OFFICE OF THE STATE TREASURER

133 State Street  
MONTPELIER, VERMONT 05633-6200  
802-828-2301  
[www.vermonttreasurer.gov](http://www.vermonttreasurer.gov)

## **SEALED BID REQUEST FOR PROPOSAL**

### **RETIREMENT BACKFILE CONVERSION SERVICES AND INTERIM IMAGING SYSTEM**

DATE: February 15, 2005

QUESTIONS DUE BY: February 25, 2005

MANDATORY BIDDERS' CONFERENCE: 1:00 PM, March 7, 2005

DATE OF BID OPENING: March 22, 2005

TIME OF BID OPENING: 2:00 P.M.

LOCATION OF BID OPENING: 133 State Street, Montpelier, VT, 2nd Floor

ALL NOTIFICATIONS, RELEASES AND AMENDMENTS WILL BE POSTED AT:  
[www.vermonttreasurer.gov](http://www.vermonttreasurer.gov)

THE OFFICE OF THE STATE TREASURER WILL MAKE NO ATTEMPT TO CONTACT BIDDERS WITH UPDATED INFORMATION. IT WILL BE THE RESPONSIBILITY OF EACH BIDDER TO PERIODICALLY CHECK THIS SITE FOR THE LATEST DETAILS.

CONTACT: Donna Holden  
TELEPHONE: (802) 828-3708  
E-MAIL: [dholden@tre.state.vt.us](mailto:dholden@tre.state.vt.us)  
FAX: (802) 828-2772



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## SEALED BID INSTRUCTIONS

All bids must be sealed and must be addressed to the Office of the State Treasurer, 133 State Street, Montpelier, VT 05633-6200. **BID ENVELOPES MUST BE CLEARLY MARKED 'SEALED BID' AND SHOW THE PROPOSAL TITLE, OPENING DATE AND NAME OF BIDDER.**

All bidders are hereby notified that sealed bids must be in the office of the State Treasurer by the time of the bid opening. Bidders are cautioned that it is their responsibility to originate the sending of bids in sufficient time to ensure receipt by the Office of the State Treasurer prior to the time of the bid opening. Hand-carried bids shall be delivered to a representative of the Office of the State Treasurer prior to the bid opening. Bids not in possession of the Office of the State Treasurer at the time of the bid opening will not be considered.

The Office of the State Treasurer may, for cause, change the date and/or time of the bid opening. If a change is made, the Office of the State Treasurer will make a reasonable effort to inform all bidders.

All bids will be publicly opened. Any interested party may attend the bid opening. Bid results may be requested in writing and are available once an award has been made.



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DATE: February 15, 2005

REQUEST FOR PROPOSAL  
THIS IS A SEALED BID RESPONSE  
BIDS MUST BE RECEIVED BY March 22, 2005 at 2:00 P.M.

This form must be completed and submitted as part of the response for the bid to be considered valid.

The undersigned has read, understood and accepted all provisions, terms and conditions of this proposal.

## VERMONT TAX CERTIFICATE

To meet the requirements of Vermont Statute 32 V.S.A. § 3113, by law, no agency of the State may enter into, extend or renew any contract for the provision of goods, services or real estate space with any person unless such person first certifies, under the pains and penalties of perjury, that he or she is in good standing with the Department of Taxes. A person is in good standing if no taxes are due, if the liability for any tax that may be due is on appeal, or if the person is in compliance with a payment plan approved by the Commissioner of Taxes, 32 V.S.A. § 3113.

In signing this bid, the bidder certifies under the pains and penalties of perjury that the company/individual is in good standing with respect to, or in full compliance with, a plan to pay, any and all taxes due the State of Vermont as of the date this statement is made.

Quotation Valid for \_\_\_\_ Days      Date: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Name of Company: \_\_\_\_\_

Fax Number: \_\_\_\_\_

Federal Identification Number: \_\_\_\_\_

E-mail address: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Signature (Proposal Not Valid Unless Signed)

\_\_\_\_\_  
(Type or Print)



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# 1 PROCUREMENT OVERVIEW

The following subsections provide general information about the procurement.

## **1.1 Executive Summary**

The Retirement Division of the Vermont Office of the State Treasurer (VRS) desires to contract with an imaging backfile conversion service provider for the following services:

- On-site backfile conversion from paper to image of approximately 1.8 million retirement system member documents and creation of microfilm backup of images
- Provision of an interim imaging system to handle the scanning, indexing, storage, retrieval, and microfilm backup of images until a new line-of-business (LOB) pension solution can be implemented using a browser-based approach
- Development of documented processes and procedures to guide the implementation and execution of the above – both during the backfile and day-forward phases.

## **1.2 Minimum Bidder Qualifications**

The bidder shall demonstrate experience in medium-scale backfile conversions by providing references for at least four (4) successful projects for conversions exceeding 1.5 million (1,500,000) pages. These projects shall have included files with multiple (25-40) document types and several indices. References from governmental agencies, especially public employees' retirement systems, and those which include the delivery of imaged indexed files utilizing a proven, industry-standard imaging platform are of particular interest to VRS. In addition, the bidder shall demonstrate a successful business history of continuous operation in image conversion services, having converted at least thirty million (30,000,000) documents over the past four (4) years.

## **1.3 Nature of the Project**

The Retirement Division of the Vermont Office of the State Treasurer (VRS) desires to contract with an imaging backfile conversion service provider to execute on-site image backfile conversion of paper folders for the following folder types:

- Active and retired teachers member folders (all)
- Active and retired municipal member folders (including Defined Contribution members)
- Active and retired state workers members folders (including Defined Contribution members)
- Disability folders (contain copies of medical records).

Service provider responsibilities will include:

- Scanning all backfile documents
- Indexing all converted documents
- Development and implementation of processes and procedure manuals addressing:
  - » Backfile conversion effort
  - » Imaging-related activities during the transition period – i.e., both while the backfile conversion is on-going and until the imaging portion of the new line-of-business (LOB) solution has been installed and accepted, hereafter referred to as the day-forward approach, i.e., day-forward period.

- Temporary (until acceptance of all converted images) provision of software and hardware (image server and unattended backup and restore device) to support VRS quality assurance (QA) of converted images
- Temporary – until installation and VRS acceptance of the imaging portion of the new line-of-business (LOB) solution – provision of browser-based application software and hardware (scanner, image server, and unattended backup and restore device) to support scanning and indexing of day-forward documents and operational retrieval of converted and day-forward images. (Note that this hardware and software will probably be the same as the hardware and software required for image QA.)

The successful bidder under this Request for Proposal (RFP) is not responsible for the selection or installation of any infrastructure, hardware, or software components related to integrated imaging in the LOB solution. The scope of this RFP is limited to having the successful bidder provide services, as described herein, with regard to the backfile conversion effort and temporary hardware and software for quality assurance and day-forward imaging activities during the transition period as defined above. Those services consist of producing files of converted images with indices, initial scanning of day-forward images (a task that will be gradually transitioned to VRS staff over a four-week period during the day-forward operation), and retrieval and viewing of both. Ultimately all converted images, as well as those scanned in the day-forward process, will be loaded into VRS's new LOB system by another vendor (the "LOB solution provider") who will be implementing that system. See below.

Another VRS project (including an RFP and procurement) being developed at this time addresses the selection and installation of items related to permanent imaging-related solution infrastructure, hardware and software as part of a comprehensive implementation of a new LOB pension solution to replace the current retirement system. To provide general direction to the backfile conversion service provider (since the selection of new pension solution hardware and software has yet to be made), VRS requires that converted images be in TIFF 6.0 (an industry standard format) and compressed using CCITT, Group 4, 2D. Indices, when imported to the temporary imaging system, must be stored in a SQL Server (or equally standard) database so that they may be readily ported to the LOB imaging solution.

Bidders replying to this RFP must therefore agree that it is **their** responsibility to provide images and indices in a format that can be imported without additional conversion or manipulation into the to-be-selected LOB solution. Once VRS has successfully executed a contract with an LOB vendor, VRS will share information on the selected environment with the successful bidder of this RFP. However, we would point out that the current timeline calls for the backfile conversion effort to be well under way and possibly completed by that time.

Below are general requirements that the successful bidder will satisfy:

- Development and clear documentation of a methodology that covers document inventorying, packing and transport, document preparation, document scanning, image QA, indexing, index QA, and return of the documents, images and indices to VRS, as well as the security of the documents during the process.
- Conversion of the existing information, as listed in Section 3.3.1 of this RFP, to file images utilizing a file format (e.g., TIFF 6.0, compressed, 300 dpi) and media (e.g., CD) acceptable by VRS for ultimate use with the imaging system proposed by the LOB provider. **There shall be no loss of quality to the images if a conversion of file formats is necessary. (Note that VRS requires on-site image conversion for this project. VRS will provide a facility within 1 mile of its office for the successful bidder to use; space for three members of bidder staff will be provided. Note that VRS QA staff may be co-located with bidder staff.)**
- Provision of all required media, which will become the property of VRS.

- Creation of the necessary index data to be delivered with the document images. Required indices are listed in this RFP.
- Provision of microfilm-backup of the converted images.
- Development and implementation of an approach for VRS to handle document receipt, scanning, retrieval, control, writing to CD or other media and backup during the backfile conversion period and until the implementation of an integrated imaging capability by the selected LOB solution provider. This shall be termed the “Day-Forward” approach.
- Development and execution of a QA process methodology during backfile conversion that will ensure 99.5% index accuracy (such as double key entry of SSN) as well as quality of images. Should the successful bidder desire, VRS can supply a database extract that will provide correlation between the member number and the member SSN, member name, and member DOB.
- Project management, control mechanisms, and quality assurance services to ensure that the work performed meets specified (see Section 3.3.9) quality and accuracy criteria.
- Staff on site to pull, pack, control, scan, return, and re-file files and folders.
- Coordination and cooperation with VRS, possibly a third-party Oversight Project Manager/Quality Assurance Manager during the remainder of the project, and interface, support, and cooperation with the vendor implementing the LOB solutions – including permanent imaging infrastructure. This includes, at a minimum, providing technical, procedural, and process advice, input, and support.

#### **1.4 Project Concept**

The project specified in this RFP is intended to accomplish the imaging conversion and index generation of the existing backfile of folders; quality assuring the bidder’s work; providing a QA environment in which VRS can ensure the quality of the images and their indices; and developing, implementing, and supporting (until the installation of the LOB solution) the day-forward approach.

VRS envisions this project to be divided into the following three (3) stages or phases:

- Stage 1 – Identification and installation of an interim imaging system suitable for:
  - » QA of the converted images
  - » Scanning and indexing of all day-forward documents
  - » Retrieval and viewing of both of the above sets of images by members of the VRS staff
  - » 10% Conversion – Creating a methodology approach document (including “day-forward” aspects) and validating the process for 10% conversion of paper files (i.e., a pilot). This stage must be completed within forty-five (45) days of contract award. No work is to commence on this stage until a detailed work plan has been submitted to and approved by VRS. In addition, no imaging/indexing is to commence on this stage until VRS has received, reviewed, and approved written procedures for all manual processes from pulling, picking, inventorying, and packing, through receipt and quality assurance. These procedures are to include a list of all document types and names. The successful bidder will not begin the scanning of the backfile until the day-forward scanning strategy has been identified, documented and approved and an interim imaging system installed. VRS reserves the right to terminate the effort at the end of the 10% pilot at its sole discretion at no additional cost to VRS.
- Stage 2 – 90% Conversion – Upon completion of the 10% Conversion, “refining” of the process, updating the methodology approach document accordingly and then, after approval of the revised approach, completing the remaining backfile conversion of paper files. No work is to commence on this stage until an updated detailed work plan has been submitted to and approved by VRS. In addition, no imaging/indexing is to commence until VRS has received, reviewed, and approved

the updated written procedures for all manual processes from pulling, picking, and packing, through receipt and quality assurance, including an updated list of all document types and names.

- Stage 3 – Support of the interim imaging system during the period between the end of the backfile conversion and the “go-live” date of the imaging portion of the new LOB solution. This consists of monthly payments for the image server and scanner and unattended backup and recovery device and monthly payments for the interim imaging software. VRS will provide bidder with thirty (30) days notice of the end of this stage of the effort.

The successful bidder will systematically take folders/documents from the various file cabinets in the VRS offices, logging each folder so that its whereabouts is always known. The successful bidder will then transport the folders/documents to the on-site scanning location, prep the backfile documents and create the images and index key information. The bidder will internally quality-assure the scanning and indexing activities. Then the successful bidder will deliver the images and files containing indices and keys, along with a manifest of the documents and the required control sheet, to VRS for QA and acceptance, as well as return source documents to VRS and re-file them. Proof of bidder internal quality assuring of batches will be provided to VRS.

The successful bidder must load the converted images and their indices into the interim imaging system where they will be viewed and accepted or rejected. (The same system will be used for the storage of all day-forward scanned images.) The successful bidder is responsible for the successful loading of this information, and for guaranteeing that this information can be retrieved. The bidder is also responsible for providing all hardware and software necessary for the purpose of QA and day-forward scanning and unattended backup and restore until the imaging portion of the new LOB system solution has been installed and accepted by VRS.

Note that if it would prove helpful to the successful bidder, upon contract award, VRS can make available two files in MS Excel spreadsheet format that include correlation of some of the proposed fields that are to be used for indices. The first will provide document name : document form number correlation (no forms currently contain numbers, so this file will be necessary to properly populate the form number index field). The second will provide correlation among member-unique number, member SSN, member name, and member date of birth. Note, however, that the files available from VRS may not contain all members (active and/or retiree) and may not include all information for the members it does contain, i.e., this file may not contain information for all documents to be indexed. For those 99.5% of members that are included, VRS believes that on reviewing the image and seeing the SSN or name, additional index information could be retrieved from the VRS-supplied file, thus reducing keystrokes, time, and cost.

### **1.5 Project Schedule**

The current procurement project schedule is presented below:

**Table 1 - Project Milestones**

<b>COMPLETION DATE</b>	<b>MILESTONE</b>
2/15/2005	Release of RFP
2/25/2005	2:00 PM, deadline for registration at Mandatory Bidders’ Conference and receipt of written questions
3/7/2005	<u>Mandatory</u> Bidders’ Conference, 1:00 PM, Montpelier location to be determined

COMPLETION DATE	MILESTONE
3/10/2005	VRS response to written and oral questions
3/22/2005	2:00 PM, proposals due for Bid Opening
5/13/2005	Contract award
5/23/2005	Start of conversion project
8/26/2005	Expected completion of conversion project
1/1/2007	Projected 'go-live' date of imaging-only component of LOB

Note: VRS reserves the right to change (extend) the above dates at the option of the Vermont State Treasurer's Office. Bidders should watch the [www.vermonttreasurer.gov](http://www.vermonttreasurer.gov) Web site.

### **1.6 Point of Contact**

The sole point of contact for questions and all other contractual matters relating to this RFP is:

Name: Ms. Donna Holden  
Title: Contracts Administrator  
Vermont State Treasurer's Office  
133 State Street  
Montpelier, Vermont 05633-6200  
Telephone: 802-828-3708  
FAX: 802-828-2772  
E-Mail: [dholden@tre.state.vt.us](mailto:dholden@tre.state.vt.us)

All e-mail communication with Ms. Holden must include the words "VRS RFP" in the subject line. Bidder's proposals, due by 2:00 PM for bid opening on 3/22/2005, are to be delivered to the VRS office, marked to the attention of Ms. Donna Holden (see above).

Attempts by bidders to contact any other party may result in the rejection of their proposal.

### **1.7 Resources to be Provided by VRS**

VRS agrees to provide the following resources to the successful bidder to support the effort:

- A project manager for coordinating VRS staff availability. This person will also have quality assurance responsibilities on VRS's behalf. He/she will monitor backfile conversion processes to ensure accuracy and quality control. He/she shall possess authority to recommend and implement changes to procedures and operational activities based upon the results of the monitoring process, and answer questions from the successful bidder during the life of the project.
- Access to the VRS Document Control Officer who will provide supervision of the successful bidder's access to and management of the VRS files as they move out of and back into the Retirement Division offices, sign off on the order in which files are scheduled for processing (e.g., teachers' folders are in high demand just after the end of the school year and will have to be scanned before June 15<sup>th</sup> or after July 31<sup>st</sup>), etc.

- An appropriate number (up to four) of quality assurance technicians to perform quality verification of scanned images and indices and to assist the successful bidder in resolving quality issues **after the successful bidder has performed its internal quality assurance process and before VRS accepts batches.**

### ***1.8 Attachments to RFP***

VRS has provided the following information as attachments to the RFP:

- **Attachment A**  
Standard Contract Provisions
- **Attachment B**  
Confidentiality Agreement
- **Attachment C**  
Sample Document Preparation and Batching Instructions, provided only as an example of the level of detail to be produced by the successful bidder.
- **Attachment D**  
Current VRS Technical Environment

## 2 PROCUREMENT AND CONTRACTUAL ADMINISTRATION

The following subsections discuss the administrative and contractual requirements that pertain to this procurement.

### **2.1 Contractual Requirements**

The State of Vermont reserves the right to obtain clarification or additional information necessary to properly evaluate a proposal. Bidders may be asked to give a verbal presentation of their proposal and a demonstration of their interim system after submission. Failure of bidder to respond to a request for additional information or clarification could result in rejection of that bidder's proposal. The State reserves the right to accept or reject any and all bids, in whole or in part, with or without cause. The State also reserves the right to make purchases outside of the awarded contracts where it is deemed in the best interest of the State.

The cost of developing and submitting the proposal is entirely the responsibility of the bidder. This includes costs to determine the nature of this engagement, preparation of the proposal, submitting the proposal, negotiating for the contract, and other costs associated with this RFP. All responses will become the property of the State of Vermont and will be a matter of public record subsequent to signing of the contract or rejection of all bids. Any page with proprietary information must be marked by bidders as such. Further, bidders must provide within their responses a justification for each marked page. This RFP does not guarantee any minimum expenditure of dollars related to the completion of the duties. The State does not guarantee that an award will be made as a result of this RFP.

Under Vermont statute, any information technology project exceeding \$150,000 must undergo a cost/benefit analysis and any information technology project exceeding \$500,000 must undergo an independent review. Any other information technology contract must undergo review as described in Agency of Administration Bulletin 3.5 and/or by the Office of the CIO. If a project undergoes an independent review, the final decision on a contract award rests with the Secretary of Administration.

Pricing must be a firm fixed price for deliverables, including all expenses. The State will not accept any open-ended, time and materials bids. Pricing will be on a per image basis, with the State ensuring a minimum of one million (1,000,000) images unless the effort is terminated at the end of the 10% pilot.

The contract negotiated with the selected bidder will include financial penalty clauses related to lack of performance. The bidder will be measured by both the quality of the delivered products and its ability to maintain its stated schedule. An incomplete deliverable will not be considered as a deliverable. Allowances will be made for delays caused by the State.

If the bidder proposes the use of subcontractors, the bidder must clearly state the scope of responsibility in terms of type and amount of work to be performed by each. The State of Vermont will only enter into contracts with the primary contractor, and the State must approve any subcontractor contract in writing (See ATTACHMENT A, sub-Attachment C #13). The selected bidder must assume responsibility for subcontractor performance and payment. Subcontractors must abide by all conditions set forth in the contract with the primary contractor. The successful bidder will be expected to execute sub agreements for each subcontractor named in the proposal upon award of this contract. The bidder must provide a brief description in the cost proposal in regard to the basis for selecting each subcontractor (low bid, competitive negotiation, technical capabilities, etc.). The bidder must provide subcontractor cost estimates in the bidder's cost proposal.

The bidder awarded this contract shall, upon notification of award, apply for registration with the Vermont Secretary of State's Office to do business in the State of Vermont, if not already so registered. The registration form may be obtained from the Vermont Secretary of State, Redstone Building, 26 Terrace Street, Drawer 09, Montpelier, VT 05609-1101. The telephone number is (802) 828-2386. The Treasurer's Office will not execute the contract until the bidder is registered with the Secretary of State's Office.

If any bidder is aggrieved by the proposed award of the contract, the bidder may appeal in writing to Donna Holden. The appeal must be postmarked within fourteen (14) calendar days following the date of the written notice to award the contract.

**Bidder Performance Guarantee:** The successful bidder will be held to specific performance review criteria over the life of the project to ensure that project deliverables as outlined in the RFP and attested to in the proposal are being met. Review of project deliverables at predetermined benchmarks will occur at intervals agreed upon by both the designated project manager and/or process owner representing the State of Vermont and the bidder.

Incomplete or missed deliverables as specified in the proposal and illustrated in the project plan without prior notification to and agreement by the designated project manager and /or process owner will result in remedial action that may include but is not limited to:

- Adjustment of overall project cost basis
- Re-engineering of solution to correct inconsistencies by bidder at the bidder's cost.

The bidder must be aware that VRS wants the most effective combination of price, performance, and quality possible within the constraints of this set of specifications and VRS's budget.

VRS wants to assure the confidentiality of its members' and retirees' records. Therefore, each bidder shall be required to execute a Corporate Agreement of Confidentiality in order to submit a proposal to VRS for backfile conversion (see Attachment B). In the event that the bidder is selected to perform backfile conversion services, all bidder staff members assigned to the project in any capacity will be required to sign statements of confidentiality in order to participate in the project.

The bidder is expected to respond with due diligence by providing the requested information in the designated manner. Bidders failing to respond to this RFP as prescribed will place themselves at a comparative disadvantage or will be subject to disqualification at the discretion of VRS.

Bidders must certify in writing in the introduction to their proposal that the individual on staff who is proposed to function as the Project Manager:

- Has read this RFP
- Has participated in the development of the proposal
- Will attend the scheduled bidders conference and all meetings with VRS
- Will not be re-assigned until Stage II of this project is completed.

Bidders are each responsible for complying with all statutory provisions applicable to doing business in the State of Vermont and with VRS (see above and Attachment A).

The following are qualifications of this RFP:

- VRS reserves the right to modify requirements should a bidder inquiry identify a change that is in the best interest of VRS. Such modifications (or amendments) to the RFP will be posted to the VRS Web site at [www.vermonttreasurer.gov](http://www.vermonttreasurer.gov) and will not be distributed through any other means. It is the bidder's responsibility to check the Web site for such changes.
- VRS reserves the right to make an award without further discussion of the proposal submitted.
- There may be no best and final offer (BAFO) procedure. Therefore, the proposal shall be submitted on the most favorable terms that the bidder can provide.
- The general conditions and specifications of the RFP, the successful bidder's response/proposal, all questions and answers, and all RFP amendments (if any) will become part of the contract by reference.
- All bidder proposal terms, including prices, will remain in effect for a minimum of one hundred twenty (120) days after the proposal due date.

## **2.2 Mandatory Site Visit and Bidders' Conference**

Attendance at the Bidders' Conference is mandatory before VRS will review a bidder's response to this RFP. Refer to Table 1 in Section 1.5 for the Bidders' Conference date. The Bidders' Conference may include a tour of VRS's offices and will provide the opportunity to view sample files representative of those which will be converted. Prior to viewing the sample member folders, attendees will be required to sign an appropriate non-disclosure document.

Prior to the date and time indicated in Table 1 in Section 1.5, bidders must call, e-mail or FAX VRS to affirm their attendance at the Bidders' Conference. Please contact Ms. Donna Holden at the address specified in Section 1.6 of this RFP.

## **2.3 Bidder Questions**

Questions may be submitted in writing to VRS until the date and time specified in Table 1 in Section 1.5. E-mail is the preferred method of communicating questions. VRS will attempt to have available at the Bidders' Conference a written compilation of all questions received by VRS and corresponding draft answers. In addition, verbal questions raised at the bidder's conference will be answered verbally in a draft manner at the conference if at all possible; all questions will be answered officially within three (3) days after the conference. Response to questions raised at the bidder's conference will be posted to our Web site at [www.vermonttreasurer.gov](http://www.vermonttreasurer.gov). Bidders must attend the Bidders' conference in order to submit a bid.

All questions submitted must include the name of the firm and the person submitting the questions.

## **2.4 Performance Bond**

Within ten (10) working days of the effective date of the contract, the successful bidder shall procure and submit to VRS a performance bond in an amount equal to the face value of the contract to secure its performance.

The terms of the performance bond shall cover the entire contract period and shall not be released to the successful bidder until the successful bidder submits all deliverables, and written approval of VRS has been delivered.

The performance bond shall be procured at the expense of the successful bidder and shall be payable to “Vermont Retirement System.” A sample of the performance bond completed by the bonding company must be provided as part of the bidder’s proposal. Prior to acceptance of the performance bond, VRS reserves the right to review the bond and require the successful bidder to substitute an acceptable bond in such form as VRS may require or obtain another bonding company to act as surety at VRS’s sole discretion. The bidder shall pay the premiums on such bonds. The bond must specifically refer to the contract and shall bind the surety to all of the terms and conditions of the contract.

The performance bond shall be forfeited under any of the following circumstances:

- If the contract is terminated due to default on the part of the successful bidder
- If the contract is terminated due to breach of contract on the part of the successful bidder
- If the contract is terminated due to bankruptcy on the part of the successful bidder, whether voluntary or involuntary.

## **2.5 Insurance Requirement**

The bidder must include provisions for insurance covering loss, damage, theft, or destruction and actual replacement costs (VRS or successful bidder staff time to reconstruct folders) of documents that may occur during the period when bidder is in possession of the documents. Details specifying the type of insurance coverage, the insurance carrier, and any limitations on the coverage shall be included in the bidder’s response to the RFP. A copy of the insurance policy or binder for such coverage, identifying VRS as the beneficiary, shall be included in the bidder’s proposal. VRS requires the bidder to provide first dollar coverage (i.e., no deductible). VRS has determined that the cost to replace a lost file is \$1,000. Standard VRS contract requirements for insurance appear in Section 6 of Attachment A to this RFP.

## **2.6 Funding/Termination**

VRS reserves the right to terminate the backfile conversion project in the event that funds become unavailable to continue to pay for services or in the event that continuation of the project disrupts current operational activities and workflow. In the event that VRS desires to terminate the project, VRS shall notify the successful bidder in writing of its intent to terminate the project at least 30 days prior to the desired termination date.

## **2.7 Confidentiality**

The documents to be converted to images contain confidential data. The bidder must agree to indemnify and hold harmless the State of Vermont and VRS for any claims or any other action or damage that may result from theft, loss, destruction, or dissemination of documents or data provided to the bidder in connection with the backfile conversion project.

Refer to Section 2.1 for information as to the requirement for the successful bidder (and its staff) to execute appropriate confidentiality agreements.

## **2.8 Contract Payments/Holdbacks**

Bidder must agree to a method of payment that ties its remuneration to implementation and acceptance of deliverables as identified within the approved project work plan. Payments will be made under the contract to the successful bidder upon successful completion and written acceptance by VRS of each

required deliverable per the approved work plan. The release date and amount of remuneration will be tied to the completion of acceptance testing of deliverables as described in the approved project work plan. The remuneration for each such deliverable shall be the contractually agreed upon amount minus a fifteen percent (15%) holdback. See Section 3.3.11 (Technical Requirements – Processes) for discussion of release of holdback. All such amounts held in retention will be released upon final acceptance of the final project deliverable by VRS. There will be no payments made for partial delivery within a contracted project deliverable.

- Payment for Stage 1 will be made at the completion of the Stage 1 effort, subject to the holdback amounts identified above
- Payment for Stage 2 may be divided into nine elements, each based upon completion of ten percent (10%) of the volume. Note that if fewer or more documents are to be imaged and indexed, the cost to VRS will be adjusted by the difference between the number of actual documents and the total images identified in Section 3.3.1, Member Folders times the cost identified in the cost proposal for Stage 2 images
- Payment for Stage 3 will be made quarterly for as long as the interim system is in place.

All holdback amounts will be released upon successful integration of the backfile-converted and day-forward scanned images and indices into the LOB-supplied imaging system.

## **2.9 Inspection and Acceptance**

VRS reserves the right to inspect the successful bidder's VRS-provided operating facilities during the actual production of images and indexing data, including work and storage areas.

The successful bidder is responsible for performing all inspections or evaluations of all digital files, file names, and directory names during production and prior to delivery to VRS. All unacceptable (as determined by VRS at its sole discretion) images, filenames, or directory names or entire batches shall be corrected at no additional cost to VRS.

All delivery media will be inspected to ensure that the requirements stated in the RFP are met. Any delivery media or files that are non-functional in VRS's system shall be rejected. If there is a consistent failure in loading of samples or if their quality is not acceptable (as specified in Section 3.3.11), the entire batch will be rejected. If isolated images fail, VRS will prepare a list and, at VRS's sole discretion, return those images or the whole batch to the successful bidder for correction at no additional cost to VRS.

### **3 PROJECT REQUIREMENTS**

The following subsections set forth the technical requirements for the project.

#### **3.1 Background and Envisioned Overall Project Approach**

As mentioned elsewhere in this RFP, VRS is planning to issue two RFPs for activities related to a new system. This RFP is the first – related to backfile conversion and an interim imaging system; the second will encompass the requirements for the acquisition of an LOB pension solution for the management of the various retirement processes and will include a tightly integrated imaging and electronic workflow capability. VRS's intent is to start and complete the backfile conversion to images well before the actual LOB application goes on line.

VRS is taking this approach for two reasons:

- VRS does not currently have a complete backup of paper files.
- VRS plans to move to other office quarters in September 2005 and will not have space in those quarters for the eighty-five (85) file cabinets in which VRS member documents are currently stored.

Via this RFP, VRS seeks a bidder who will work on-site to convert our current paper files to imaged, indexed documents, provide interim use of hardware and software for the QA of those images by up to four members of VRS staff, and provide use of the same interim imaging system (scanner; server with unattended backup; a robust, server-based, SQL-compliant database (e.g., SQL Server); and viewing software for fifteen (15) members of staff) until the LOB imaging solution comes on line.

VRS's intent is to receive the converted images on CDs and to have the bidder import those images as well as their indices into the interim system both for QA purposes and for use by VRS staff from the moment that the backfile conversion starts. Since there is a State requirement for microfilm backup of all imaged documents, VRS also requires that the successful backfile conversion bidder produce microfilm copies of the images and provide the film roll and frame number as index information for each image produced. Therefore, the interim imaging system, in addition to scanning approximately one hundred and fifty (150) documents a day (or approximately six hundred a week), must also provide a mechanism (that may include the use of an external service vendor) for creating microfilm from the scanned images and for setting up the film and frame index values appropriately.

At the time of cut-over to the LOB system, VRS will require the selected LOB vendor to import the images and their accompanying indices from the database used in the interim imaging system. Furthermore, it is critical that VRS be able to demonstrate, should the occasion arise, that the images have not been altered in any way between the time they were originally scanned and when they were imported into the LOB system. VRS looks to the successful bidder to ensure that this legal requirement is met – by providing a written explanation, certification thereto, or other appropriate proof.

#### **3.2 Technical Environment**

VRS's current technical environment (as it pertains to this RFP) is depicted in the set of diagrams in Attachment D – Network Diagram. All backfile conversion must be done on-site, in the VRS-supplied office space. The bidder must specify in its proposal the power, space, and communications (network, internet, phone line, etc.) requirements for both the VRS-supplied office space to be used for conversion

activities and the interim imaging system that will be housed within the Retirement System offices at 133 State Street.

### **3.3 Technical Requirements**

#### **3.3.1 Member Folders**

VRS has four (4) categories or classifications of paper documents to be converted as part of this procurement:

- Teacher member folders
- Municipal worker folders
- State employee folders
- Disability folders containing medical records.

Currently these folders are stored in various locations on-site within the VRS offices. The photographs below provide pictures of typical file storage locations:



Table 2, on the next page, provides a description of the purpose of the various folder types in the system. Table 3 provides counts of the various types of member folders. In fact, other than the business requirements that dictate the order in which the folders will be converted, there is little difference among the contents of the various folder types. The folders for retired members are more likely to have more onion skin and carbon copies that might require more care during scanning, and the folders for disability retirees (and applicants) contain medical records that will require special care during copying – as well as separate, controlled access in the interim imaging system (i.e., only specified members of staff, as defined by role, may have access rights to retrieve, view, print, etc., a member’s Medical Records).

**Table 2 – Folder Content Descriptions**

FOLDER	CONTENTS
Active Teacher	Current employees including inactive, vested, and withdrawn
Active Municipal	Current employees including inactive, vested, and withdrawn

FOLDER	CONTENTS
Active State	Current employees including inactive, vested, and withdrawn
Retired Teacher	Retirees collecting a monthly pension benefit, including disability retirees
Retired Municipal	Retirees collecting a monthly pension benefit, including disability retirees
Municipal DC	Active/vested/withdrawn municipal employees in the defined contribution plan
Retired State	Retirees collecting a monthly pension benefit
State DC	Active/vested/retired/withdrawn state employees in the defined contribution plan
State Disability	State employees that are receiving a monthly disability pension benefit
SDIA	Single Deposit Investment Account beneficiary files where no pension is being paid
Death	Files awaiting final disposition due to a retiree/member death
Student	Child/student beneficiaries who are receiving a monthly pension benefit

**Table 3 – Document/Folder Estimated Quantities**

DOCUMENT COLLECTION	STORAGE	CONVERSION ORDER	APPROXIMATE FOLDER COUNT	APPROXIMATE PAGES
Active teacher	File cabinet	1 <sup>st</sup>	14,543	416,825
Active municipal	File cabinet	2 <sup>nd</sup>	9,622	128,463
Active state	File cabinet	3 <sup>rd</sup>	9,622	258,169
Retired teacher	File cabinet	4 <sup>th</sup>	4,350	481,170
Retired municipal	File cabinet	4 <sup>th</sup>	1,066	59,934
Municipal DC	File cabinet	4 <sup>th</sup>	475	11,308
Retired state	File cabinet	4 <sup>th</sup>	3,391	340,664
State DC	File cabinet	4 <sup>th</sup>	575	20,129
State disability	File cabinet	4 <sup>th</sup>	414	60,160
SDIA	File cabinet	4 <sup>th</sup>	100	13,796
Death	File cabinet	4 <sup>th</sup>	242	21,486
Student	File cabinet	4 <sup>th</sup>	76	3,166
<b>Total</b>			<b>44,476</b>	<b>1,815,270</b>

Note that the total number of images above is an estimate. Bidders are to use 1.8 million images in computing the total price for this project.

VRS reserves the right to change the above indicated order prior to (or during) the project. Since active teachers typically retire shortly after the completion of the school year, we are requesting that their files be the first to be converted – i.e., before the end of the school year.

Table 4 provides our assessment of various other document characteristics that are relatively typical of all of the folder contents:

**Table 4 – Document Characteristics**

CHARACTERISTIC	ESTIMATED QUANTITY
Stapled	3%
Duplex	2%
Onion skin	1%
Photographs	Negligible (most of which are in disability files)
Paper clipped	1%
Multi-page	2% (may be burst for scanning if necessary)
Smaller than 8½” x 11”	10% (¼-page cut sheets must be taped to larger page for scanning)
Larger than 8½” x 14”	Negligible (significantly less than 1%)

### 3.3.2 Overall Bidder Responsibilities

The successful bidder shall be responsible for pulling documents and files from file cabinets, inventorying them, packing of those documents and folders into boxes, maintaining appropriate document/folder custody and tracking documentation, transporting the packed boxes to the scanning site, document preparation, batching, scanning, indexing, return of the documents to VRS’s on-site image QA location and loading of the images into the interim imaging system. Thus the successful bidder shall be responsible for performing all activities necessary to produce scanned images stored at 300 dpi in TIFF 6.0 (compressed using CCITT Group 4 compression) format along with the index data stored on optical media (CD or DVD) acceptable to VRS for loading onto and use in the proposed imaging system. Refer to Section 3.6 for additional detailed requirements pertaining to document tracking and logging, inventorying, document preparation, imaging and indexing, and quality verification.

### 3.3.3 Index Information

The index data should include the following thirteen (13) fields.

**Table 5 - Suggested Document Indices**

INDEX	SIZE
<i>Unique Member ID</i>	11
<i>Member SSN</i> <sup>1</sup>	9
<i>Member Last Name</i> <sup>1</sup>	24
<i>Member DOB</i> <sup>1</sup>	8

INDEX	SIZE
<i>Plan Name</i> <sup>1,2</sup>	24
<i>Document Name</i>	24
<i>Form Number</i> <sup>1,2</sup>	10
<i>Scanned Date/Time</i> <sup>3</sup>	16
<i>Scan Batch ID</i>	6
<i>Scanner Operator ID</i> <sup>4</sup>	12
<i>Indexer Operator ID</i> <sup>4</sup>	12
<i>Film Roll</i> <sup>5</sup>	6
<i>Film Frame</i> <sup>5</sup>	4
<b>TOTAL</b>	<b>165 characters</b>
<p><b>Notes:</b></p> <p><b>1</b> Probably auto assigned through table lookup</p> <p><b>2</b> Placeholder – null value assigned as part of backfile indexing project</p> <p><b>3</b> Expected to be generated by bidder’s system, not manually input. It shall be in the form YYYYMMDDHHMMSSdd where:            YYYY = year            MM = month            DD = day            HH= hour (24-hour clock)            MM = minute            SS second            dd = hundredths of second</p> <p><b>4</b> Backfile images will probably use “Backfile” or some similar identifier. Day-forward and LOB images shall be auto-assigned by system.</p> <p><b>5</b> Will accept alternative scheme if bidder has one – must link electronic image to human-readable image by state statute</p>	

The bidder shall identify any cost increase if two additional fields of no more than five (5) characters each are added.

### 3.3.4 Relationship of Document Names and Document Types

VRS will limit the number of document names to 30. However, to ensure clarity, it should be noted that there may be approximately one hundred fifty (150) types of documents that will have to be indexed to the thirty (25 individual plus 5 “buckets”) proper document names.

By way of example, VRS and the successful bidder may agree on *Enrollment Form* as one (1) document name. However, going back over the life of VRS, there may be 19 different enrollment form types, i.e., one for each of five ten-year periods, one for Windsor County teachers, one for City of Vergennes teachers, and one each for each of 12 substitute teacher types. Thus, *Enrollment Form* would be one of the 30 document names, and the examples above would be examples of 19 of the 150 different types of documents the successful bidder will have to recognize and “map” into the 30 document names.

As a further note on this topic, one of the 150 types will be designated general, incoming correspondence. All incoming letters will be considered as one document type, i.e., general, incoming correspondence.

Currently, documents contained within a member's file are filed sequentially by date received, regardless of document type, with the most recent document on top. It is important that VRS not lose this sequencing of these documents as the backfile conversion proceeds. That is the purpose of the Indexed Date index being defined to the degree of precision requested above. It is VRS's expectation that a sort on this index field would sort the documents into an excellent approximation of the current document sequence within the folder for an individual member.

VRS commits to provide the successful bidder with a notebook containing samples of all document types along with an indication of the Document Name to which the type has been applied.

Should the bidder have suggestions of alternate approaches relating to index structure and document types based on its prior experience in backfile conversions for retirement systems, the bidder is encouraged to include such suggestions in its proposal. Regardless, VRS requires that the successful bidder work with VRS to finalize these structures prior to the start of conversion.

Note that in its cost proposal, the bidder must provide the incremental cost increase if each of the following were to occur:

- The number of document types were to increase by 30 to 180
- The number of document names were to increase by two (2) to 32

### **3.3.5 Day-Forward Strategy**

A key criterion for success of this effort is not only the actual image backfile conversion effort, but the on-going day-forward aspect with respect to new, incoming documents that are received by VRS once backfile conversion of files has commenced. Therefore, as part of this RFP, the bidder is required to provide a detailed approach/strategy document explaining how incoming documents will be handled once backfile conversion has started. The bidder should be aware that on day -1 (i.e., the day before the conversion begins), when new documents are received into VRS, the majority of the physical folders to be used for reference would still be available for end-users in retirement office space (i.e., the successful bidder hasn't taken the folder to be converted). However, as the conversion project proceeds, more and more physical folders will become unavailable and the folder images will be viewed online via the interim imaging system. The question for the bidder to address in its proposal (and during the project) is how new documents for already-imaged files will be handled **and** how new documents for not-yet-imaged files will be handled. Both situations must be understood and documented by the successful bidder; with hands-on training provided to VRS staff to cover scanning, indexing, querying, retrieval, and viewer manipulation (e.g., zooming, panning, etc.) once the actual conversion effort begins.

The bidder must also address in its day-forward strategy how incoming documents will be indexed using the standard indices identified in Section 3.3.3 Index Information.

Bidders are to present their methodology for addressing the day-forward issue in their proposals in adequate detail to demonstrate a complete understanding of the situation. Further, they must pose in their proposal a solution that is simple, straightforward, and easy to control.

Folders and documents that are to be addressed within the bidder's day-forward strategy include:

- New documents received for a new person
- New documents received for a person whose folder conversion is “In Process”
- New documents received for a person whose folder conversion is “Completed”
- Folders that are in transition from active member folder to refunded folder
- Folders that are in transition from active member folder to retired folder
- Folders that are in transition from active member folder to deceased
- Folders that are in transition from retiree folder to deceased
- Folders that are in Transition as a Result of Transfer from Defined Benefit to Defined Contribution Plan
- Folders that are in Transition from Active Member to Terminated, Vested Member
- Time period when there is no LOB application implemented
- Time period when the LOB application is implemented
- Other.

As mentioned elsewhere in this RFP, Vermont State statutes require that there be available a human-readable image of any document that has been stored in an imaging system. Since the volume of day-forward scanning does not justify simultaneous (with document scanning) microfilm creation, VRS believes that an appropriate method for creating day-forward microfilm images is to periodically extract a set of scanned images to CD or DVD. The media would then be sent to a third party for copying to microfilm – with simultaneous updating of the image index. The bidder’s day-forward process description shall describe the microfilming process in detail as well as suggesting a method for the updating of stored image indices with the appropriate film roll and frame number.

### **3.3.6 Quality Assurance Workstations**

VRS will supply up to four workstations for use by VRS staff in the QA of converted images. The successful bidder will be responsible for specifying the minimum hardware configurations for the VRS-supplied QA workstations as well as ensuring that the workstations are equipped with all necessary software (as well as written procedures) such that VRS staff can review and quality-assure images and indices delivered to VRS. The successful bidder will also train VRS’s QA staff on the appropriate operation of the software. Finally, we note again that it is the responsibility of the successful bidder to load the indices and images onto this environment.

### **3.3.7 Interim Scanning & Viewing Hardware/Software**

The successful bidder will provide scanning software and hardware, interim image server with unattended backup capability, written day-forward procedures, and retrieval and image-viewing software for use by staff at VRS so that they can retrieve and view all scanned images (both backfile converted and day-forward scanned) by input of a unique member identifier and/or name (or similar relatively easy-to-use means) during the course of their daily operations. Such interim imaging system must remain in place until all images have been ported to the new LOB system and the imaging portion of that system has “gone live.” The port of the images and indices to the LOB system is the responsibility of the selected LOB vendor, not the successful bidder to this procurement, though the successful backfile bidder is expected to provide images and indices in an environment that makes their export/import “easy.” However, the successful bidder on the backfile effort will be expected to work with the successful LOB vendor to ensure a smooth transition to the new LOB environment and should budget no more than 80 hours to accomplish this task.

### 3.3.8 Day-Forward (Interim) Imaging System

As discussed above, VRS expects the bidder to provide an interim imaging system that will serve for the QA of converted images and as the repository of scanned images until the LOB imaging system is brought on-line and images and their indices have been imported into the LOB imaging system. Requirements of the interim system are listed below:

- Unattended, daily backup of the image server (and tested and proven restore capability)
- Scanning and indexing capabilities to support day-forward volumes of between 100 and 150 pages a day. Elsewhere in this RFP, we have noted the need for the successful bidder to train VRS personnel in scanning and indexing and transitioning the actual operation to VRS personnel during the first four weeks of the project.
- Scanned image characteristics identical to those for backfile (and appropriately integrated with them), i.e.:
  - » 300 dpi
  - » TIFF 6.0
  - » Compressed using CCITT, Group 4
- Indexing-specific requirements:
  - » Automatic assignment of scan date/time as an index
  - » Index validation through “table look-up” of at least the unique member identifier, the member last name, and the member DOB
  - » Automatic assignment (after member validation) of the above indices plus the plan name if applicable
  - » Ability to retain a subset of a scanned batch of images (possibly because one index is in question) while releasing the remainder of the batch to the image server for general viewing
- Browser-based image retrieval and viewing capability
- Ability to easily retrieve images through input of one index (such as member identifier) and/or a combination of multiple indices (such as member identifier and date range); if an initial query results in a list of images that meet the criteria, provision to select from the list through a double-click
- Generation of a pick list in response to a query for the documents in a member’s folder shall take no more than ten (10) seconds; display of an image from that list shall take no more than 3-6 seconds for the first image and 0.5-3 seconds for subsequent images from the list; bidder must indicate response times in its proposal
- Ability while viewing image documents to change index values for those documents found to be incorrectly or incompletely indexed (e.g., plan name not assigned during backfile conversion)
- Ability to batch-assign index values such as roll- and frame-number after images have been released to the image server (and after the images in question have been copied to microfilm)
- Security capabilities that include:
  - » Staff login to access retrieval within the imaging system
  - » Controlled access (by staff ID) to the medical records subset of disability folders
  - » Administrative login to add users or change user characteristics
- Capability to extract (to CD or DVD) a set of images (and their indices) that meet particular characteristics (e.g., all images scanned during week of ...); this capability will be used to make copies of all day-forward images scanned during a two-month period onto a CD for copying to micro film.

Because the interim imaging system may be in place for as long as eighteen months, VRS wants an imaging system with which it is comfortable. As part of the proposal, the bidder must provide screen

shots and narrative descriptions of the interim imaging system, to include at least the following operations:

- Scan
- Index
- Query
- Retrieve.

In addition, if available, VRS requests a video (CD or DVD) providing a hands-on feel for the product and its usage. Should VRS find that the supplied materials do not provide sufficient comfort with the offered imaging solution, VRS reserves the right to request a remote or on-site demonstration of the interim imaging solution.

Finally, the successful bidder is responsible for training up to four members of VRS staff on the operation of the scanning and indexing hardware and software (so that its operation may be transitioned during the first four weeks of the project) as well as all staff who will be viewing documents on the steps required to search for, retrieve, and view/manipulate scanned images. VRS IT staff will be trained in the backup and restore functionality.

### **3.3.9 Location of Scanning and Indexing Operations**

Due to an acute concern regarding the possible loss of even one folder from our currently un-backed-up member records, VRS requires that scanning be done on the premises of the State Treasurer's offices in VRS-supplied office space located in the Montpelier State Office complex.

VRS also requires that all indexing be done within the continental United States. We recognize that there are possible efficiencies to be gained by doing the indexing at a location other than the scanning site, but will require guarantees from the successful bidder as to the security of the electronic images and indices before approving any off-site location for indexing.

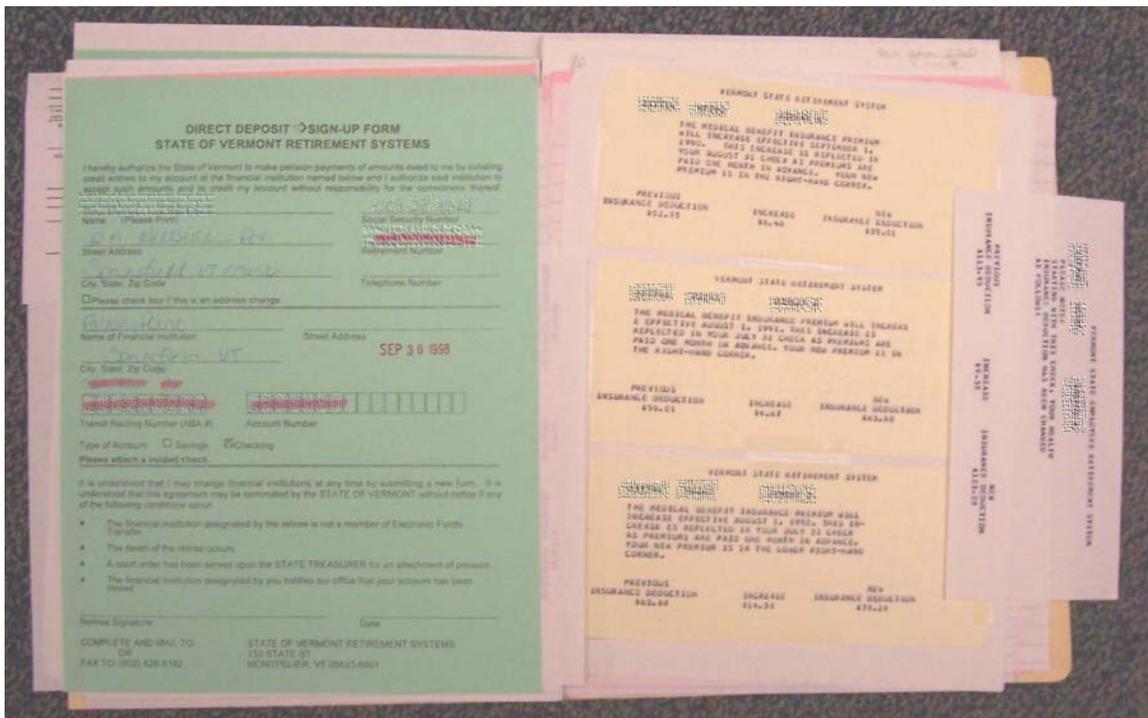
### **3.3.10 Conversion Procedures**

The successful bidder is responsible for inventorying, packing, shipping/transporting, returning, and possibly unpacking all documents/folders. We further discuss the procedures associated with this responsibility below under the section on project control methodology.

Once the successful bidder takes possession of the folders and documents, he or she is also responsible for document preparation prior to scanning and indexing. Document preparation will include, at a minimum, the following tasks:

- Removal of paper clips or staples (these need not be replaced upon return of the files)
- Bursting of multi-part forms into individual pages
- Sorting and grouping of documents in batches by individual, category and/or document type – if appropriate
- In the case of member folders, maintaining the existing time-ordered sequence so that during retrieval, sorting the scanned documents on the scanned date/time index field will result in a presentation order similar to what is available in the paper folder today
- Copying documents as needed prior to scanning to improve clarity of the scanned image
- Special preparation of small and oversized documents to ensure quality of the scanned image – several folders contain quarter- and half-page cut sheets that must be taped two- or three-to-a-

single page prior to scanning – unless so doing destroys the date-order of the file. See the photograph below for a sample folder that contains such cut sheets already pasted to a single page:



NOTE: While VRS intends to retain the paper documents through the image QA process and will then ship the returned boxes to our off-site storage location for short-term storage and then destruction, we do not foresee returning the imaged folders to the file cabinets within our office space, nor to use them for on-going business other than QA of converted images. VRS also requires that the successful bidder build a correlation table between the scan batch number and the box in which the batch is stored.

### 3.3.11 Processes

The equipment (including lights, automated feeders, etc.) used for all image capture shall not damage original materials nor shall the manner of its use cause damage. All scanning equipment is subject to the approval of VRS prior to contract award.

In the delivered digital image, the top of the original document or page shall appear at the top of the display screen. VRS requires presentation of the entire original sheet or page. In no event shall the actual document be cropped. In addition, images shall not be skewed.

The ability to identify and eliminate blank pages during the data capture process is required.

A scanning log shall be kept that includes, at a minimum, the date and general description of the material scanned, as well as noting exceptions, problems, irregularities, and anomalies. The log shall also include the identification of the scanning operator and shall identify the particular scanning equipment used. The scanning log may be in (preferably) machine-readable or paper form. If a machine-readable log is proposed, it shall be in commonly used software (e.g., MS Word 2000, MS Excel 2000, MS Access 2000, etc.) format and/or delivered as a comma delimited ASCII file. VRS will actively consult this log during

the quality review of the materials delivered by the successful bidder and during “emergency” retrievals of documents.

Batch file sizes shall be limited to a size mutually agreed upon by VRS and the successful bidder after contract award. Bidders shall describe in their proposals their suggested strategy for sizing of batches. Media for delivery of batches of images and indices to VRS by the successful bidder will be compatible with VRS hardware (e.g., CD or DVD), and will be retained by VRS after contract award. Costs for such media must be included in the bidder’s proposal. Note that the bidder will build and maintain for VRS a table that correlates the batch number with the box in which the scanned batch has been replaced.

When delivered by the successful bidder, the sets of images and indices must also be coherently and logically named and/or numbered, placed in delivery directories and/or files, and accompanied by a carefully maintained scanning log, printed directory list, and proof of internal quality assurance by bidder staff. Each shipment of digital images delivered to VRS shall include an itemized packing list or manifest.

The bidder must be willing to guarantee an accuracy rate of ninety-nine and one-half percent (99.5%) for all documents scanned, imaged, and indexed, except for those specifications or image attributes requiring 100% accuracy. For example, a batch of images will be rejected if, in a random sample lot size of 200 images, more than one image is found to be missing, duplicated, illegible, or otherwise defective.

Examples of items required to be 99.5% accurate include:

- File and image characteristics: level of compression and image size
- Image quality: blurred or indistinct image, loss of distinct features or lines, incomplete capture of page content, skewing, failure to apply treatment to printed halftones. The successful bidder shall provide a Best Available Image (BAI) list to indicate to VRS that images of questionable quality are taken from originals of questionable quality
- Other: failure to capture images completely, missing images, duplicate images, images out of order, blank pages.
- Accuracy of indexed data.

Examples of items required to be 100% accurate include:

- Content of file headers and tags
- File format (single-page TIFF 6.0)
- Compression algorithm (CCITT, Group 4)
- Resolution (300 dpi)

The bidder is required to develop and submit in its proposal drafts of the written procedures and acceptance criteria to be utilized for sample testing during the life of the project. These procedures and criteria must include allowances for VRS’s rejection of any batch of scanned, imaged, and indexed documents that do not meet the specified accuracy criteria. As requested by VRS, on a case-by-case basis, the bidder must agree to re-image and re-index all of, or individual records contained in, any batch that is rejected by VRS due to error at no additional cost to VRS. After award of the contract, the successful bidder will update the written procedure drafts and submit to VRS for review, revision, and acceptance.

VRS deems that the quality and accuracy of the delivered scanned images and indices are vital to VRS’s acceptance of work performed by the successful bidder. VRS reserves the right to delay final acceptance

of the project deliverables (scanned images and indices) and release of holdback for a period up to six (6) months following the completion of the project. During that time VRS shall review and examine the images and indices with due diligence to verify that images and indices are correct and meet the established accuracy criteria. In the event that it is determined that document images or indices are incorrect or that images are of poor quality resulting in failure to meet the established 99.5% accuracy rating, the successful bidder must provide corrective action to reproduce accurate images and indices for the records in error at no additional cost to VRS.

Availability of documents to VRS staff for conducting business activities is critical. Therefore, documents checked out to the successful bidder shall be processed and returned to VRS along with the corresponding images and index data within five (5) business days or less.

Shipping of original documents off-site in any fashion is not permitted under any circumstances. Shipping of imaged documents outside of the continental United States is not permitted under any circumstances.

The bidder must include in its proposal a detailed description of the method it proposes to use for capturing images at 300 dots per inch resolution from paper documents, that include, but are not limited to, letter size, legal size, onion skin, and computer generated printouts up to 11" by 17". There are also colored sheets in some files. Documents may be single or double sided and may contain staples, but most documents are letter-sized and single-sided. An accurate assessment of document preparation required for scanning can be obtained during the mandatory site visit (see Section 2.2 of the RFP).

The bidder must describe the process it will use to generate the required microfilm copies of successfully quality-assured (i.e., accepted) images and indices to meet the state requirements for a human-readable copy of all images – since VRS plans to eventually destroy the paper documents – both during the backfile and during the day-forward phases of the project.

In its proposal, the bidder must include detailed flowcharts and diagrams that explicitly identify all processes specifically related to VRS that the bidder will utilize during the conversion.

Prior to final selection of the successful bidder, at VRS's discretion, site visits may be conducted to the bidder's facilities, at which time the bidder may be required to demonstrate proposed methods for scanning, indexing, and producing the document images, including the proposed methods for quality assurance validation and verification of scanned images and indexed data. A VRS representative participating in the site visit will provide each prospective bidder with a functionally identical set of original sample documents that will be utilized in the above demonstration. These documents represent a cross sampling of the actual documents to be converted. It is important that the bidder realize that these documents are original, historical documents that must be handled in a manner in which any like documents would be handled in an actual conversion project. These documents must be returned to the VRS representative following the completion of site visit activities.

The bidder shall include in its proposal its expectations for document turnaround by identifying the amount of time required to prepare a document, and to scan, index, and deliver the imaged and indexed document on media that is acceptable to VRS to be loaded on the interim imaging system located in VRS's offices for viewing by VRS staff. Note that, as stated previously, turnaround time cannot exceed five (5) business days. A decrease in this time would be advantageous to the bidder.

### **3.4 Quality Control/Quality Assurance**

A quality assurance/control plan, in accordance with the requirements for accuracy and delivery stated in the RFP, shall be initiated and documented by the successful bidder within the first thirty (30) days from the contract execution date. The QA plan will be provided to VRS for its review, feedback, and approval. It will enumerate all activities and responsibilities of both VRS and the successful bidder. This plan will be maintained throughout the life of this contract by the successful bidder. **VRS expects that the successful bidder shall perform quality control and quality assurance for 100 percent of deliverables.** A specific quality control and quality assurance plan shall be implemented for each phase of contract performance beginning with capture of document images through conversion and ultimate acceptance by VRS of all deliverables.

In its proposal, the bidder shall identify and include a description of its standard quality assurance and quality control approach and how it will be customized and applied to the VRS project.

At a minimum, the successful bidder shall be responsible for inspecting the accuracy of filenames and directories for all digital images, index data, and associated files produced under this contract. Inspection hardware, software, and procedures shall be of appropriate quality, accuracy, and quantity to ensure that all requirements of this contract are met. The successful bidder shall document all quality control procedures, including actions taken to correct any problems, and submit a quality control report along with (or as a part of) the scanning log with each delivery to VRS. The successful bidder shall perform sufficient image inspection to ensure that deliveries of images to VRS meet the acceptance criteria discussed below.

The successful bidder shall ensure that image quality meets the following acceptance criteria:

- Complete page content has been captured
- Images are not skewed, speckled, blurred or indistinct
- Correct treatment has been applied to printed halftones
- Images of colored originals (including highlighter marks on white originals) are fully legible
- Image size, position, level of compression, page orientation, and image resolution are correct.

In addition to ensuring that the complete page content has been captured, the successful bidder shall ensure that the complete source document has been scanned according to instructions provided, and that special instructions relating to specific materials have been followed. This includes ensuring that:

- Images and indices are produced correctly for every required page and that no pages are missing
- Page images have not been duplicated during the scanning process
- Page images are numbered and delivered in the order they appear in the source document unless otherwise instructed.

The bidder shall include in its discussion of the quality control/quality assurance plan (in its proposal) whether it has received ISO 9000 certification for any of its activities.

### **3.5 Project Management and Work Plan**

Bidders must agree to provide backfile conversion project management services as an integral part of the project. To ensure complete project success, VRS requires that the bidder provide a Microsoft Project 2003-based project workplan that conforms with the guidelines below.

The bidder shall understand that this project has three (3) separate stages:

- **Stage 1** – Successful bidder to create an overall approach document and detailed methodology, install interim imaging software and hardware to support image QA and day-forward scanning and execute a 10% document conversion.

The successful bidder is expected to develop a comprehensive and detailed methodology as a key product of this stage. The methodology shall be professionally prepared and complete with narrative descriptions and applicable process flow charts of all steps and processes. It is expected to include:

- » Definition of all roles and responsibilities
- » Description of all steps to be followed
- » Flowcharts and narratives of all processes
- » Delivery of an updated, detailed day-forward plan, including flowcharts, written procedures, etc.
- » Delivery of all tools, checklists, and reports so that VRS can track the status of folders at various stages (e.g., pulled, in transit, in scanning, in indexing, optical media returned to VRS, QA, etc.)
- » Delivery of all instructions such that VRS and the successful bidder can use the methodology to accomplish the 10% document conversion.

No imaging or indexing activities will start until these procedures have been reviewed and accepted by VRS.

The successful bidder will provide to VRS five (5) copies of the methodology and two (2) sets of diskettes, CDs or DVDs that contain the MS Word 2000 documents and MS Excel 2000 spreadsheets that comprise the methodology.

The successful bidder is then expected to complete the 10% sample as a proof of concept or pilot.

At the conclusion of Stage 1, prior to starting on Stage 2, VRS and the successful bidder will meet to negotiate a lower price per sheet for the Stage 2 activities, if applicable. In no case will VRS entertain costs per sheet that exceed the cost per sheet that is provided by the bidder in response to this RFP.

**VRS, at its sole discretion and with no further or additional cost, shall have the option to continue to Stage 2 at the agreed upon price or terminate the effort at the end of Stage 1.**

- **Stage 2** – Successful bidder to update and modify approach document and processes appropriately (and as agreed upon with VRS) and execute a 90% document conversion. No imaging or indexing activities pertaining to Stage 2 will start until the procedures developed in Stage 1 have been updated, reviewed, and accepted by VRS.

To support its project management responsibilities, the bidder must provide and, as necessary, maintain a detailed work plan that demonstrates its ability to provide the services proposed in accordance with VRS bid requirements. The project plan shall address the following:

- » An implementation schedule that identifies time frames for delivery of services to be provided based on this three-stage approach. The implementation schedule shall reflect the priority of work established by document categories identified in Section 3.3.1 of this RFP
- » Measurable deliverables and milestones to be achieved over the life of the project
- » Plan for project staffing including the number and level of staff to be utilized in providing the services
- » A quality assurance/quality control plan.

No imaging or indexing activities pertaining to Stage 2 will start until the procedures developed in Stage 1 have been updated, reviewed, and accepted by VRS.

VRS assumes that based on the proposed three-stage approach, the cost per page amount should decrease from Stage 1 to Stage 2. It is expressly noted that each stage shall be priced separately from the other stages. As indicated above, bidders are reminded that VRS may elect not to pursue stages 2 and 3.

- **Stage 3** – Successful bidder to continue to provide support for interim imaging system and day-forward scanning operation until installation of LOB imaging system and import of all images and indices from interim system to LOB system. Bidder will then re-take possession of image server, scanner, and interim imaging software.

Provided below is a table to help clarify our approach and assumptions:

**Table 6 - Conversion Project Stages**

STAGE	STAGE 1	STAGE 2	STAGE 3
Percent	10% document conversion	90% document conversion	0%
Description	Project management methodology, process, and procedure development, pilot/proof of concept	Project management methodology, process, and procedure refinement; on-going support of interim imaging system	On-going support of interim imaging system; technical assistance at final import into LOB
Quantity	180,000	1,620,000	N/A
Cumulative Quantity	180,000	1,800,000	N/A

Note that VRS will guarantee the bidder the number of pages to be imaged and indexed for Stage 1. In addition, unless the effort is terminated at the end of the 10% pilot, the State will ensure that there is a minimum of one million (1,000,000) images to be converted. While VRS has estimated an actual total of 1.8 million, the total number of pages to be imaged, and consequently the number of pages in Stage 2, will vary based on actual volumes.

As a part of the detailed work plan submitted in its proposal, the bidder shall provide a capability for VRS to receive products in a mutually agreed upon, phased manner to accommodate a number of VRS objectives:

- Ability to review imaged/indexed products early to ensure that there are no problems

- Ability to receive and use imaged/indexed products that are of higher criticality earlier in the project based on VRS priorities.

Bidders must include in their proposals a commitment to begin implementing the project plan (i.e., begin work) within 14 days of acceptance of bid and meet the completion dates specified for Stage 1 and 2. The completion of Stage 3 is dependent on the LOB vendor.

The bidder shall confirm its ability to complete the entire imaging backfile effort (all stages) by August 26<sup>th</sup>, 2005, and explain the cost impact (increase or decrease) if the duration of the effort were to be shortened or lengthened. Note that the VRS commitment of two to four QA image testers puts a practical limit on the number of images that VRS can accept in a given period so that completion of the entire scanning and indexing effort in two weeks would not gain a similar acceptance rate from VRS.

A preliminary work plan as described above, based on the schedule and priorities established in the RFP, must be included in the bidder's proposal. The successful bidder will be required to maintain/update the work plan as necessary throughout the project. Included with the work plan shall be detailed flowcharts.

### **3.6 Project Control Methodology**

Bidder's proposals must include a detailed description of document security and control measures to be observed as a part of document preparation and scanning. This shall include a description of quality assurance checks and balances, as well as the control methodology that will be employed to ensure that documents are accurately processed and accounted for.

In its description of the approach to ensuring the quality of the material imaged and indexed, the bidder must include in its proposal the procedures that will be observed in the following areas:

**File/folder/document tracking (check in and check out).** This procedure must include reconciliation of the number of files/folders/documents checked out to the successful bidder vs. the number of files/folders/documents returned to VRS. The reconciliation procedure must indicate when files/folders/documents were checked out and when they were returned.

**File/folder/document tracking log.** This procedure must provide a mechanism for logging folders/documents in/out that will provide the capability to determine the current location of folders/documents by VRS #, SSN and/or name as requested by VRS's staff.

**Receipt of returned files/folders/documents and file images to VRS staff.** Folders/documents must be returned to VRS in the same order they were delivered to the successful bidder utilizing VRS batching requirements documented by the successful bidder and approved by VRS.

**Quality verification of scanned images and indices.** This procedure must address the following quality issues:

- Verification that all documents issued to the successful bidder for processing have been returned to the file in exactly the same order as prior to shipment and accounted for, except those that are discarded in accordance with procedures prepared by the successful bidder and approved by VRS

- Verification of imaged and indexed documents; minimum verification requirements are as follows:
  - » Accuracy: all documents in the batch are imaged
  - » Correctness of imaged and indexed documents: documents are correctly indexed to proper VRS #, SSN, name, folder, document ID, etc.
  - » Image quality: the image is clear and of high quality when viewed in both normal and zoom mode.
  - » Positioning of image: image is correctly displayed top to bottom and, if two-sided, both sides can be viewed.

**Location and retrieval of file folders for work in process.** This procedure must provide for location and retrieval of files/folders per user request in the event that a specific file/folder is needed that has been checked out to the successful bidder for processing.

**Folder Preparation.** This procedure must address the purging of VRS files (i.e., the discarding of non-pertinent information from the folders prior to imaging) based upon document preparation requirements outlined by the successful bidder and approved by VRS. Note that at this time VRS does not foresee any purging to be necessary.

The bidder's proposed control methodology must maintain and provide an accurate accounting of:

- The number of documents in each folder
- The number of documents discarded from each folder (in accordance with procedures to be developed by the successful bidder and reviewed and approved by VRS)
- The number of documents from the folder that were imaged
- The number of documents from the folder that were indexed
- Number of batches scanned, inspected/quality-checked and indexed, for a given time period (by document type and in total)
- Total number of scan batches completed for a given time period
- Total number of rescans for a given time period
- Number of batches waiting in the index queue at any given time.

The bidder's control methodology must include an emergency support strategy by which the bidder, if selected, will be able to assure the timely return of particular documents that are undergoing preparation/scanning to VRS staff on an expedited basis. Such an expedited return will be invoked in the event documents are required for VRS line-of-business activities, such as processing a member's retirement benefits, hearings, litigation, etc. This emergency support strategy shall include the specific procedures to be followed by both the successful bidder and VRS, the maximum elapsed time from receipt of request from VRS to the receipt of material by VRS. These procedures must be congruent and consistent with the rest of the processes identified in this section.

### ***3.7 Project Staffing***

The bidder shall indicate the number of staff members to be assigned to the project, along with their respective roles, whether permanent staff or sub-contractor, and include the résumés of management and supervisory individuals whom the bidder intends to utilize in support of this project. These résumés shall indicate the competence of the personnel and shall discuss areas such as educational background and number of years and type of experience in the information services industry and experience in similar backfile conversion projects. The bidder's proposed project manager is considered by VRS to be an integral contributor to the project's success. If bidder is selected by VRS to perform the work, the project

manager who was proposed must be assigned in that role for the duration of the project, except by reason of illness, death, or termination of employment with the successful bidder. For each instance of a replacement of the project manager without VRS's prior written approval, the selected bidder shall pay to VRS a fee of fifty thousand dollars (\$50,000.00). In such circumstances, the selected bidder shall promptly notify VRS in writing of the impending or actual departure and of the qualifications and identity of the replacement project manager. VRS has the sole right to disapprove of any replacement project manager prior to his/her assignment.

Further, the bidder must identify the level, number, and number of hours of staff that they expect VRS to provide during the various stages of the project. Bidders who propose lower levels of VRS staff involvement in support of the project will be viewed in a favorable context – and VRS will hold the bidder to such levels of support. Refer to the sample table in Section 5.2 of this RFP.

### **3.8 Status Reporting**

The successful bidder will be responsible for continually apprising VRS of the status of the project. In its proposal, the bidder will describe the methodology and format it proposes to utilize in discharging its status reporting responsibilities.

At a minimum, the successful bidder will be responsible for preparing and submitting weekly (possibly evolving to every other week) status reports, detailing:

- Progress and achievements during the reporting period
- Progress and achievements expected for the next reporting period
- Reconciliation of progress during the reporting period with expected progress per the previous period's status report
- Any potential problems experienced during the reporting period and the steps taken/recommendations proposed for resolving them
- Any problems anticipated during the next reporting period
- Metrics – see below.

These reports shall be written to cover activity through the close of business on the Friday ending the reporting period and shall be received by VRS no later than the close of business the following business day via e-mail. VRS expects all activity identified in the status report to tie into specific references (e.g., tasks or Work Breakdown Structure entries) within the project plan.

The status reports shall provide a narrative that summarizes key events or activities, noting special problems or difficulties encountered, and addressing proposed methods for correction of such problems as the work continues. The reports shall indicate the agreed-upon project schedule, progress relative to the schedule, and shall clearly state any deviations from the schedule with accompanying explanations. The reports shall note changes in equipment or procedure and provide statistics that indicate the accomplishments of the period described. Performance metrics shall be included in both statistical and graphical form for both current and stage-to-date activities. Information such as, but not limited to, the following is to be reported:

- Number of images scanned, indexed, QA'd – project to date and this period
- Number of scan batches completed – project to date and this period
- Number of rejected images – project to date and this period
- Number of reworked images – project to date and this period
- Number of scanned images awaiting indexing – project to date and this period.

In addition, the successful bidder will be required to attend in-person project status meetings at VRS at least on an every other week basis. The bidder shall include in its proposal a commitment to prepare for and attend such meetings, suggestions for meeting format, who should attend, etc. that, based on bidder's experience in similar projects, will make the meetings as productive as possible.

Bidders are encouraged to include in their response to this section of the RFP samples of actual status reports submitted to other clients for projects similar to this one.

## 4 CONVERSION PROCEDURES – OUTLINE OF METHODOLOGY

VRS's vision is that the backfile conversion project is essentially a batch or assembly line operation, incorporating numerous tightly controlled individual steps. The success of any conversion project is a full definition and understanding of the processes that culminate in the finished product. The process consists of controls, checks, and balances at every step in the project.

Thus it is expected that the bidder's philosophy will be to treat this project as a custom-designed conversion program; detailed and project specific flowcharts/diagrams need to be developed in the early stages of the project.

Provided below are the minimal steps VRS expects to see detailed in the methodology deliverable as part of Stage 1. Attachment C contains procedures illustrative of Document Preparation and Batching Instructions. The procedures provide a representative level of detail required of the successful bidder in the procedural documentation they develop. However, as a requirement of this RFP, the bidder must provide an overview/summary of the bidder's approach for the following items in the order presented and as numbered herein:

1. Removing (picking) documents from VRS files
2. Inventorying
3. Packaging and moving of documents from file-cabinets to scanning location
4. Receipt of documents
5. Document preparation/batching
6. Document scanning
7. Verification and committal
8. Blank page removal, de-skewing, de-speckling, etc. – image enhancement
9. Image QA
10. Re-scanning
11. Indexing
12. Final quality assurance
13. Re-indexing if necessary
14. Final delivery processing
15. De-preparation
16. Conversion control
17. Scanned image and index data delivery
18. Scanned image and index loading (into interim imaging system)
19. Scanned image and index QA
20. Return of documents
21. Re-filing of documents (although we do not foresee this as a requirement)
22. Day-forward document handling
23. QA and support – prior to LOB installation
24. QA – after LOB installation
25. Technical experience in dealing with the proposed interim imaging system (e.g., setup, training, support).

## 5 PROPOSAL PREPARATION

This section sets forth the format that must be followed by bidders in developing their proposals in response to this RFP. The instructions provided and format requested for bidder proposals are designed to ensure a clear and complete understanding and comprehensive evaluation of each proposal. There is no intent to limit the content of the proposals or to inhibit a presentation in other than the bidder's favor. The bidder is encouraged to include additional information or data as may be appropriate or to offer alternate solutions. However, the bidder should not exclude from its proposal any portion requested in this document. Proposals that vary materially from this prescribed format may be judged non-compliant and withdrawn from consideration. The bidder must understand that VRS will view the degree of compliance with this section as an indication of the degree of cooperation to be expected from the bidder in working with VRS after contract award.

**Cost Proposals (Part IV below) must be packaged separately from Technical Proposals (Parts I, II, and III below) and sealed in a separate envelope, so labeled.**

Bidders must mark any pages that contain proprietary information as such. Further, they must provide within their responses a justification for each marked page.

Bidders must submit ten (10) bound copies of their proposals as well as three CD-ROMs each containing the appropriate Microsoft Word 2000, Excel 2000, and Project 2003 files to comprise a full proposal set. We point out that the requirement for separate Cost Proposals actually doubles the above numbers. In addition, the bidder must provide one unbound master copy of the technical proposal and one unbound master copy of the cost proposal, each packaged separately.

The information in the table provided below must appear on the title page of each copy of each proposal, on the CD-ROM labels, and on the outside of the packages in which they are shipped (if proposals are shipped by overnight courier, the title sheet may be affixed to the package inside the courier's packaging material):

**Table 7 – Contents of Response Cover Page**

RFP title:	Retirement Backfile Conversion Services and Interim Imaging System
RFP section:	Technical or Cost
<b><i>Closing date and time for submission of proposals: March 22, 2005, 2:00 pm.</i></b>	
Name, address, e-mail, and (voice) telephone number of organization submitting proposal	

Proposals must be addressed to the point of contact identified in Section 1.6 of the RFP.

Bidders are advised that VRS requires that all image scanning shall be done on-site in Montpelier as described elsewhere in this RFP. Image indexing, enhancement, quality assurance, etc., may be done off-site as long as the location is within the continental United States. VRS requires that proposals for remote (other than scanning) processing guarantee high levels of information security.

The State of Vermont recognizes the important contribution and vital impact that small businesses have on the state's economy. In this regard, the state subscribes to a free and open bidding process that affords all businesses equal access and opportunity to compete for state contracts for goods and services. The state also recognizes the existence of businesses owned by minorities and women and directs all state agencies and departments to make a good faith effort to encourage these firms to compete for state contracts.

Bidders are to organize their proposals into four parts with a cover letter and other administrative information as follows:

Administrative	Cover page (see Table 7) Cover Letter as described below Executive Summary Tax Certificate Table of Contents
Part I	Bidder Information
Part II	Technical Approach
Part III	Bidder References
Part IV (to be packaged separately)	Cost

The following subsections describe the required content of the bidder’s proposal.

### **5.1 Bidder’s Proposal Administrative Section**

In addition to the cover page and table of contents, the items that need to appear in the Administrative Section of the proposal are described below.

#### **5.1.1 Cover Letter**

The response should contain a cover letter and introduction, including: the company name and address, and the name, e-mail address, and telephone number of the person or persons authorized to represent the respondent regarding all matters related to the response. The cover letter must contain the following statement:

*“We have read the State’s Request for Proposals (RFP) for Retirement Backfile Conversion Services and Interim Imaging System and fully understand its intent. We certify that we have adequate personnel, equipment, and facilities to provide the State’s requested services that we have indicated we can meet. We understand that our ability to meet the criteria and provide the required services shall be judged solely by the Office of the State Treasurer.”*

A person authorized to bind the firm to all commitments made in its response shall sign this letter.

In addition, the cover letter must certify that:

- The response is genuine, and is not collusive or a sham.
- The response is not made in the interest of or on the behalf of any person not named therein.
- The bidder has not directly or indirectly induced or solicited any person to submit a false or sham response or to refrain from submitting a proposal.
- The bidder has not in any manner sought by collusion to secure an advantage over any other respondent.
- The bidder has thoroughly examined the RFP requirements, and the proposed fees cover all the services that the State has requested.
- The bidder acknowledges and accepts all terms and conditions included in the RFP.
- The bidder agrees to provide services in a manner acceptable to the Treasurer’s Office, and as stipulated in the RFP and subsequent contract.

- The bidder and key professionals do not have or anticipate a potential conflict of interest with the Office of the State Treasurer or the Boards of Trustees of the three retirement systems.
- The bidder and key professionals do not accept fees and derive no benefit from relationships with any hardware or software vendors that may be involved in the project.
- The bidder has completed and submitted, with the RFP response, the Vermont Tax Certificate, provided in this RFP.
- The bidder has submitted financial information. Publicly owned businesses agree to provide their most recent annual report, current balance and income statement, and D&B report. Privately owned businesses agree to provide company financials. Proprietary and/or confidential materials must be marked accordingly.

### **5.1.2 Executive Summary**

All responses from bidders must include a summary of the methodology or approach to be used for completing all of the required tasks and deliverables outlined in the bidder's response. The Executive Summary for the Technical Proposal shall not mention costs. A separate Executive Summary must be included in the Cost Proposal package.

### **5.1.3 Tax Certificate**

This certificate appears on page 3 of this RFP and must be incorporated into the administrative section of the bidder's response.

## **5.2 Bidder's Proposal Part I – Bidder Information**

### **5.2.1 Section I – General**

In this section, the bidder shall provide basic information about its organization, including the following:

- Name, address, e-mail address, and (voice) telephone number of contact person in the organization submitting the proposal
- Number of years in business
- Nature of business, including description of primary and secondary lines of business
- Headquarters location
- Ownership (i.e., public or private)
- Current audited financial statements
- Location from which this project will be completed and managed
- Number and nature of subsidiaries, operating divisions, etc.
- State of incorporation (if applicable)
- Gross sales
- Dun and Bradstreet number
- Number of full time employees, contract employees, total employees
- Number of professional employees
- Representative client list
- Identification of any lawsuits related to backfile conversion activities that the bidder is party to or has been party to in the past five (5) years, even if they were settled out of court or by arbitration.

## 5.2.2 Section II – Experience Summary

In this part of the proposal, the bidder must describe its current and historical experience in conducting backfile conversion projects for other clients. Particular emphasis shall be placed on any experience in supporting public sector clients in backfile conversion efforts – especially for public employee and teacher retirement systems; however, government experience is not a requirement. This part of the proposal must demonstrate a successful business history of continuous operation in image conversion services and the bidder's having converted at least thirty million (30,000,000) documents over the past four (4) years.

## 5.3 Bidder's Proposal PART II – Technical Approach

This part of the bidder's proposal shall address the following:

- Section 1 – Statement of Understanding, a statement in the bidder's own words of the overall nature of the project and VRS's contractual requirements. This statement must include the written certification regarding the legality of images as documents discussed in Section 3.1 of this RFP
- Section 2 – Technical Requirements, the bidder's proposal to fulfill the project's technical requirements (refer to Section 3.3 of this RFP). In this section the bidder shall:
  - » Provide a detailed discussion of how it will conduct the on-site backfile conversion project and how it will accommodate the day-forward issue, including the eventual production of microfilm copies of all scanned images
  - » Provide a complete specification of the interim imaging system (hardware and software) including scanner and image server specifications and software product name, release level, installation history, etc.
  - » State its agreement to participate in oral presentations, if they are requested
  - » Identify the bidder's (and subcontractor's, if appropriate) staff that will conduct the oral presentation.
- Section 3 – Proposed Quality Control and Quality Assurance Program (refer to Section 3.4 of this RFP)
- Section 4 – Proposed Project Work Plan (refer to Section 3.5 of this RFP). The Project Work Plan will be developed in MS Project 2003 and address all three stages of the project as described herein. The bidder must include the major tasks being proposed, the length of time each deliverable will take (delivery of a deliverable will be a milestone), the relationships between the tasks being proposed, and the names or types of resources required for each task. A copy of the plan will be submitted on the CD copy of the response.
- Section 5 – Proposed Project Control Methodology (refer to Section 3.6 of this RFP)
- Section 6 – Proposed Project Staffing (refer to Section 3.7 of this RFP) including proposed staff member resumes
- Section 7 – Proposed Status Reporting (refer to Section 3.8 of this RFP)
- Section 8 – Proposed Value-Added Options – VRS will consider any option proposed by the bidder as a value-added option that will substantially reduce costs, improve efficiency of operations (especially with regard to the day-forward operation until the installation of the LOB imaging system), increase quality, and/or reduce the amount of time required to complete the project. Section 8 is optional (but desirable) in the bidder's proposal.
- Section 9 – Assumptions and Exceptions – Identification of all assumptions that the bidder made in preparing its proposal as well as any exceptions that the bidder takes with regard to the

requirements expressed in the RFP. This section must contain a list of **all** assumptions and exceptions, with a cross reference to the specific section of the RFP to which the assumption or exception applies. Failure to abide by this requirement (i.e., failure to include a single, consolidated list of assumptions and a single consolidated list of exceptions) may be grounds for disqualification of the bidder. Further, any assumptions or exceptions distributed within the body of the proposal but not summarized in this Section 9 will not be binding upon nor honored by the State.

- Section 10 – Staff Responsibilities and Time Commitment – Identification of bidder and VRS responsibilities per the bidder’s work plan. Identify all activities, roles, responsibilities, etc. as well as the entire suite of human resource requirements over the course of the contract that the bidder expects VRS to provide. Similar information must be provided pertaining to bidder staff. A table in the format provided below may assist in this effort:

POSITION	VRS STAFF HRS/WEEK (HRS/PROJECT)	BIDDER STAFF HRS/WEEK (HRS/PROJECT)
VRS PM		
VRS Document Manager		
VRS Image QA Staff		
Bidder PM		
Bidder scanners		
Bidder indexers		
Bidder QA personnel		
...		

#### **5.4 Bidder’s Proposal PART III – Bidder References**

The bidder shall demonstrate experience in medium-scale backfile conversions by providing at least four (4) successful project references for conversions exceeding 1.5 million (1,500,000) pages. Greater weight may be given to references wherein the bidder has done the scanning on-site at the client’s site and the indexing and quality assurance in a manner similar to that proposed to VRS. These projects should have included files with multiple (30-60) document names, multiple document types within document names, and several indices. References from governmental agencies, especially public employees’ retirement systems, and those which include the delivery of imaged indexed files utilizing a proven, industry-standard imaging platform, are of particular interest to VRS but are not required.

For each reference, the bidder must include the name, address, e-mail address, and telephone numbers of individuals qualified to provide information from both the management and technical viewpoints. For each reference, the bidder must specify:

- The length of time during which imaging conversion services were performed
- The number of documents imaged
- The number of documents indexed
- Project statistics such as number of document types, number of indices, etc.
- The original proposal cost estimate

- The actual final cost
- An explanation of the deviation between the original estimate and the final cost
- A description of the specific services provided.

### **5.5 Bidder's Proposal PART IV – Cost**

The bidder must provide a fixed price per image for both Stage 1 and Stage 2 of the project described in the RFP, as well as a total cost for the whole project (based on the estimate of 1.8 million image pages). In addition, the bidder shall fully describe any assumptions used, as well as the algorithms and formulas used in deriving the fixed price. Bidder algorithms shall be presented in sufficient clarity and detail to enable VRS to validate the derivation of the costs and to re-calculate the total fixed price based on any changes in the number of folders or documents to be imaged and indexed.

The bidder must agree that, at the completion of the effort, final costs will be determined based on applying the above formulas and algorithms to the actual number of documents imaged and indexed. The bidder must also include an incremental cost per image should the number of documents exceed those identified in the RFP for Stage 2.

**Note: Bidder costs shall be all-inclusive, reflecting all travel and all labor costs, including those for “pulling folders, preparing manifests, arranging shipping, packing folders into boxes, document preparation prior to scanning, scanning, indexing, and return of boxes to VRS and re-filing as well as insurance, transportation, and all incidental costs.”**

The bidder shall provide a single cost schedule representing its best price for the complete project (based on an estimate of 1.8 million imaged pages).

VRS presumes a cost advantage after Stage 1 – 10% conversion. These savings shall be clearly discernable based on the pricing structure submitted. In Stage 3, the bidder should provide the cost for a single month based on the assumption that the line of business imaging application will be available on 1/1/2006. Also note how the monthly cost would differ were the LOB implementation to be delayed by as much as a year to (1/1/2007).

The table below is provided to help clarify our assumptions and represents the format bidders shall use when submitting their cost proposal: We use two (??) or four (????) question marks to indicate the number of digits of precision we require in the per-image-page price quotation.

**Cost Summary Sheet**

DESCRIPTION	STAGE 1	STAGE 2	STAGE 3
Per Cent	10% Document Conversion	90% Document Conversion	
Description	Project management, methodology, process, and procedure development	Project management methodology, process, and procedure use	Maintenance & support of interim imaging system (e.g., scanner, image server, backup capability, software)
Estimated quantity	180,000	1,620,000	
Cost per page for this stage	\$.????	\$.????	
Total cost of backfile conversion for this stage (estimated quantity x cost/page)	\$.??	\$.??	
Cost per page for one additional index of 5 characters	\$.????	\$.????	
Cost per page for a second additional index of 5 characters	\$.????	\$.????	
Cost per page for increase in number of document types from 150 to 180	\$.????	\$.????	
Cost per page for increase in names of documents from 30 to 32	\$.????	\$.????	
Monthly cost of interim imaging system to accommodate day-forward imaging	\$.??	\$.??	\$.??
Cost for production of microfilm backup (including updated image indices) of all backfile converted images	\$.??	\$.??	
Cost of eighty (80) hours of bidder time to coordinate/assist on port of images and indices from the interim system to the LOB system			\$.??
Monthly cost for production of microfilm backup (including updated image indices) of all day-forward images (approx 500/week)	\$.??	\$.??	\$.??
Total Cost for Stage	\$.??	\$.??	\$.??
Total Cost for Project assuming 1/1/2007 LOB installation, no additional indices, etc.			\$.??

**This part of the proposal must be bound separately and sealed in an envelope separate from the technical proposal and be labeled “Cost Proposal.” Cost information is NOT to be provided in any other part of the bidder’s proposal.**

## 6 BIDDER EVALUATION AND SELECTION CRITERIA

Bidders' proposals will be evaluated based upon the following scoring criteria:

- Reference checks
- Project work plan and staffing
- Understanding of VRS requirements
- Bidder's assurance of accuracy of VRS scanned, imaged, and indexed documents
- Capabilities of interim imaging system proposed by bidder
- Cost.

The bidder evaluation will be conducted as follows:

- Validation of bidder's response to RFP.  
Proposals will be reviewed by the VRS evaluation team to ensure that proposals are complete and bidders have responded to all areas of the RFP.
- Technical Evaluation and scoring of completed proposals.  
Proposals will be evaluated by VRS evaluation team and scored. Cost proposals will not be opened until this technical evaluation is completed. A minimum threshold of 80% of total points available on the Technical evaluation has been established. Only those proposals that meet the minimum threshold score will be considered at the next level.

At a high level, the scoring will be weighted as follows:

Soundness of approach  
Understanding of services  
Qualifications (both overall bidder and specified personnel)

- Cost proposals will be opened and reviewed and represent the remaining (25%) of the evaluation point structure.

**Note: Cost proposals will be opened and reviewed only for those bids that meet the established minimum technical thresholds.**

# ATTACHMENT A – STANDARD CONTRACT FOR PERSONAL SERVICES

## STATE OF VERMONT STANDARD CONTRACT FOR PERSONAL SERVICES

1. Parties: This is a contract for personal services between the State of Vermont \_\_\_\_\_ (hereafter called “State”), and \_\_\_\_\_ with \_\_\_\_\_ principal place of business in \_\_\_\_\_ (hereafter called “Contractor”).

Contractor’s form of business organization is \_\_\_\_\_.

Contractor (is/is not) required by law to have a Business Account Number from the Vermont Department of Taxes. Account Number is (# \_\_\_\_\_/not required by law).

2. Subject Matter: The subject matter of this contract is personal services generally on the subject of \_\_\_\_\_. Detailed services to be provided by the Contractor are described in ATTACHMENT A (below).

3. Maximum Amount: In consideration of the services to be performed by Contractor, the State agrees to pay Contractor, in accordance with the payment provisions specified in ATTACHMENT B, a sum not to exceed \$\_\_\_\_\_.00.

4. Contract Term: The period of Contractor’s performance shall begin on \_\_\_\_\_, 20\_\_\_\_, and end on \_\_\_\_\_, 20\_\_\_\_.

5. Prior Approvals: If approval by the Attorney General’s Office or the Secretary of Administration is required (under current law, bulletins, and interpretations), neither this contract nor any amendment to it is binding until it has been approved by either or both such persons.

-Approval by the Attorney General’s Office is/is not required.

-Approval by the Secretary of Administration is/is not required.

6. Amendment: No changes, modifications, or amendments in the terms and conditions of this contract shall be effective unless reduced to writing, and numbered and signed by the duly authorized representative of the State and Contractor.

7. Cancellation: This contract may be canceled by either party by giving written notice at least \_\_\_\_ days in advance of the proposed cancellation date.

8. Attachments: This contract consists of \_\_\_\_ pages including the following attachments, which are incorporated herein:

Attachment A – Specifications of Work to be Performed

Attachment B – Payment Provisions

Attachment C – “Customary State Contract Provisions” (revision date 2/95).

Contract # \_\_\_\_\_

WE, THE UNDERSIGNED PARTIES, AGREE TO BE BOUND BY THIS CONTRACT.

by the STATE OF VERMONT:

by the CONTRACTOR:

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name/Title: \_\_\_\_\_

Name/Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Fed ID/S. Sec# \_\_\_\_\_

STATE OF VERMONT  
CONTRACT FOR PERSONAL SERVICES

ATTACHMENT A  
SPECIFICATIONS OF WORK TO BE PERFORMED

(Insert Attachment A)

STATE OF VERMONT  
CONTRACT FOR PERSONAL SERVICES

ATTACHMENT B  
PAYMENT PROVISIONS

(Insert Attachment B)

STATE OF VERMONT  
CONTRACT FOR PERSONAL SERVICES

ATTACHMENT C  
CUSTOMARY STATE CONTRACT PROVISIONS

1. Entire Agreement: This contract represents the entire agreement between the parties on the subject matter. All prior agreements, representations, statements, negotiations, and understandings shall have no effect.
2. Applicable Law: This contract shall be governed by the laws of the State of Vermont.
3. Appropriations: If this contract extends into more than one fiscal year of the State (July 1 to June 30) and if appropriations are insufficient to support this contract, the State may cancel at the end of the fiscal year, or otherwise upon the expiration of existing appropriations authority.
4. No Employee Benefits for the Contractor: The Contractor understands that the State will not provide any individual retirement benefits, group life insurance, group health and dental insurance, vacation and sick leave, worker's compensation, or other benefits or services available to State employees, nor will the State withhold any State or Federal taxes. The Contractor understands that all tax returns required by the Internal Revenue Code and the State of Vermont, including, but not limited to, income, withholding, sales and use, and rooms and meals, must be filed by the Contractor, and information as to contract income will be provided by the State of Vermont to the Internal Revenue Service and the Vermont Department of Taxes.
5. Independence, Liability: The Contractor will act in an independent capacity and not as officers or employees of the State. The Contractor shall indemnify, defend, and hold harmless the State and its officers and employees from liability and any claims, suits, judgments, and damages arising as a result of the Contractor's acts and/or omissions in the performance of this contract.

Insurance: Before commencing work on this contract, the Contractor must provide certificates of insurance to show that the following minimum coverages are in effect. It is the responsibility of the Contractor to maintain current certificates of insurance on file with the State through the term of the contract.

Worker's Compensation: With respect to all operations performed, the Contractor shall carry worker's compensation insurance in accordance with the laws of the State of Vermont.

General Liability and Property Damage: With respect to all operations performed under the contract, the Contractor shall carry general liability insurance having all major divisions of coverage including, but not limited to:

- Premises - Operations
- Independent Contractor's Protective
- Products and Completed Operations
- Personal Injury Liability
- Contractual Liability

The policy shall be on an occurrence form and limits shall not be less than:

\$1,000,000 Per Occurrence

\$1,000,000 General Aggregate

\$1,000,000 Products/Completed Products Aggregate

\$50,000 Fire Legal Liability

The policy must cover the loss, damage, theft, or destruction of documents that may occur during the period when Contractor is in possession of the documents, and must provide first dollar coverage (i.e., no deductible) for actual replacement costs (State or Contractor staff time to reconstruct folders). The State has determined that the cost to replace a lost file is \$1,000.

Automotive Liability: The Contractor shall carry automotive liability insurance covering all motor vehicles, no matter the ownership status, used in connection with the contract. Limits of coverage shall not be less than \$1,000,000 Combined Single Limit.

No warranty is made that the coverages and limits listed herein are adequate to cover and protect the interests of the Contractor for the Contractor's operations. These are solely minimums that have been set to protect the interests of the State.

7. Reliance by the State on Representations: All payments by the State under this contract will be made in reliance upon the accuracy of all prior written representations by the Contractor, including but not limited to bills, invoices, progress reports, and other proofs of work.

8. Records Available for Audit: The Contractor will maintain all books, documents, payrolls, papers, accounting records, and other evidence pertaining to costs incurred under this agreement and make them available at reasonable times during the period of this contract and for three years thereafter for inspection by any authorized representatives of the State or Federal Government. If any litigation, claim, or audit is started before the expiration of the three-year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved. The State, by any authorized representative, shall have the right at all reasonable times to inspect or otherwise evaluate the work performed or being performed under this contract.

9. Fair Employment Practices and Americans with Disabilities Act: The Contractor agrees to comply with the requirements of Title 21 V.S.A. Chapter 5, Subchapter 6, relating to fair employment practices, to the full extent applicable. Contractor shall also ensure, to the full extent required by the Americans with Disabilities Act of 1990, that qualified individuals with disabilities receive equitable access to the services, programs, and activities provided by the Contractor under this contract. Contractor further agrees to include this provision in all subcontracts.

10. Set Off: The State may set off any sums that the Contractor owes the State against any sums due the Contractor under this contract; provided, however, that any set-off of amounts due the State of Vermont as taxes shall be in accordance with the procedures more specifically provided hereinafter.

11. Taxes Due to the State:

a. Contractor understands and acknowledges responsibility, if applicable, for compliance with State tax laws, including income tax withholding for employees performing services within the State, payment of use tax on property used within the State, and corporate and/or personal income tax on income earned within the State.

b. Contractor certifies under the pains and penalties of perjury that, as of the date the contract is signed, the Contractor is in good standing with respect to, or in full compliance with, a plan to pay any and all taxes due the State of Vermont.

c. Contractor understands that final payment under this contract may be withheld if the Commissioner of Taxes determines that the Contractor is not in good standing with respect to, or in full compliance with, a plan to pay any and all taxes due to the State of Vermont.

d. Contractor also understands the State may set off taxes (and related penalties, interest, and fees) due to the State of Vermont, but only if the Contractor has failed to make an appeal within the time allowed by law, or an appeal has been taken and finally determined and the Contractor has no further legal recourse to contest the amounts due.

12. Child Support: (Applicable if the Contractor is a natural person, not a corporation or partnership.) Contractor states that, as of the date the contract is signed, he/she:

is not under any obligation to pay child support; or

is under such an obligation and is in good standing with respect to that obligation; or

has agreed to a payment plan with the Office of Child Support Services and is in full compliance with that plan.

Contractor makes this statement with regard to support owed to any and all children residing in Vermont. In addition, if the Contractor is a resident of Vermont, Contractor makes this statement with regard to support owed to any and all children residing in any other state or territory of the United States.

13. Subcontractors: Contractor shall not assign or subcontract the performance of this agreement or any portion thereof to any other contractor without prior written approval of the State. Contractor also agrees to include in all subcontract agreements a tax certification in accordance with Paragraph 11 above.

14. No Gifts or Gratuities: Contractor shall not give title or possession of any thing of substantial value (including property, currency, travel and/or education programs) to any officer or employee of the State during the term of this contract.

15. Copies: All written reports will be printed using both sides of the paper.

Notwithstanding any other provision in this contract, the parties understand that this contract is a public record.

## ATTACHMENT B – CONFIDENTIALITY AGREEMENT

I, \_\_\_\_\_ (name), \_\_\_\_\_ (title), in order to submit a proposal for future data processing services to the Vermont Retirement System (VRS), do hereby acknowledge and agree to the following:

1. Certain information will be made available by VRS to \_\_\_\_\_ (Bidder name) to enable \_\_\_\_\_ (Bidder name) to perform services necessary in order to prepare a proposal to VRS for backfile conversion services.
2. Vermont law provides that the contents of VRS member records will not be disclosed without the prior written consent of the individual to whom the record pertains. Information provided to \_\_\_\_\_ (Bidder name) is confidential and shall not be made available to any individual or organization by \_\_\_\_\_ (Bidder name) without the prior written approval of VRS.
3. The confidentiality of any and all information that is provided by VRS to me directly or through \_\_\_\_\_ (Bidder name) will be upheld and protected. All such information will be handled and processed in a manner to preserve its confidentiality and it will not be revealed or divulged to any individual or organization.
4. All information submitted by VRS will remain the property of VRS and will be returned to VRS upon completion or upon request by VRS.

Witness my signature of this the \_\_\_\_\_ day of \_\_\_\_\_, 2005.

## ATTACHMENT C – SAMPLE DOCUMENT PREPARATION AND BATCHING INSTRUCTIONS

This is provided as an example/sample of the level of detail to be produced by the successful bidder. It is included for illustrative purposes only.

### **PROVIDED ONLY AS EXAMPLES OF THE LEVEL OF DETAIL NEEDED.**

#### **INSTRUCTIONS FOR PREPARING DOCUMENTS**

1. Remove all paper clips and staples. If there are papers stapled together, it is more than likely a multi-page document. Keep documents in the correct order with the most important documents showing up first. You will scan several multi-page documents in the same batch, so make sure that they are all in order. One batch may contain both single-page documents and multi-page documents. It is the responsibility of the document preparer to recognize multi-page documents so that they may be placed in the proper order prior to scanning. You must verify that all multi-page documents are in the proper order.
2. Make sure that at least one document in the batch, or set of multi-page documents, has the member's Social Security Number (SSN) on it. If you scan a document without the SSN, the computer will not allow the indexer to index the document, and the indexer will have to do extensive research to determine the individual to whom the document belongs.
3. Take any torn documents to the copier and make a copy to be used for scanning the document. If the torn document is an original legal document, the document should be kept and placed with the batch that was scanned. If it is not the original, it can be discarded and replaced with the copy.
4. If the document has a notary seal, write "Has Notary Seal" beside it, so that the user will know it was properly notarized (the seal will not show up on the scanned copy).
5. Once the folder preparation has been completed, separate the documents within the folder by batches and deliver them to the scanner. Never place more than one member's/beneficiary's documents in a batch. Each batch should contain only one SSN. Each member/beneficiary/refunded member could have many batches but each batch should have only one member/beneficiary/refunded member.

#### **INSTRUCTIONS FOR BATCHING DOCUMENTS**

The documents within a member's folder, retiree's folder, and refunded folder should each be scanned and indexed as a unique individual batch. A batch should never contain more than one person's documents.

After a folder has been scanned, attach a batch cover sheet (VRS utilizes colored paper) with a paper clip. (A sample batch cover sheet is attached.) The batch cover sheet contains the following information:

- The number of documents contained in the batch
- The batch number
- The date the batch was scanned.

Information contained on the batch cover sheet should be recorded in the Letter of Authenticity (see below) along with the scanner's name. After four (4) different members'/beneficiaries'/refunded members' folders have been scanned, they should be grouped and placed in a manila folder. A letter of authenticity should be completed and attached to the top of the manila folder (see next page). The letter certifies that the documents contained in the batches are the true and exact copies of original documents, that each batch has been verified for quality control, and that each document contained in the batches has been imaged and checked for image clarity and legibility. The information contained in the letter of authenticity is as follows:

- The batch numbers of the batches contained in the envelope
- The name of the person who scanned the batches
- The date the batches were scanned.

When indexing has been completed, the name and date of the indexer should also be recorded.

Before the scanned documents are boxed for document storage, a supervisor must certify that all steps have been completed and that the letter of authenticity has been properly completed. The supervisor places a signature and date on the form certifying that the batches are complete and properly documented.

### **Boxing original source documents**

Once documents have been scanned and indexed, batches will be boxed in batch number order. The batch numbers contained in the box will be written on the outside of the boxes. If a particular batch needs to be located for retrieval of an original document, it can be located by referring to the Box Inventory log spreadsheet (VRS records and maintains this data in a spreadsheet). This log will identify the box number, date sealed, the batch numbers included in the box, and where the box is located (on-site, off-site). All you need to know to locate an original is which batch the document is in. This information can be obtained from Optika.

Box Number	Date Sealed	From Batch No.	To Batch No.
1	8/2/2005	AAAA0000	AAAA0098
2	8/8/2005	AAAA0099	AAAA0167

### **Batch Cover Sheet**

Count:

BATCH Number:

Date:

**Vermont Retirement System**

Letter of Authenticity

I, \_\_\_\_\_, do hereby certify that the documents contained in the following batches are true and exact copies of the original documents. Each batch has been verified that every document has been imaged and indexed, and each document has been quality checked for clarity, legibility, and precision.

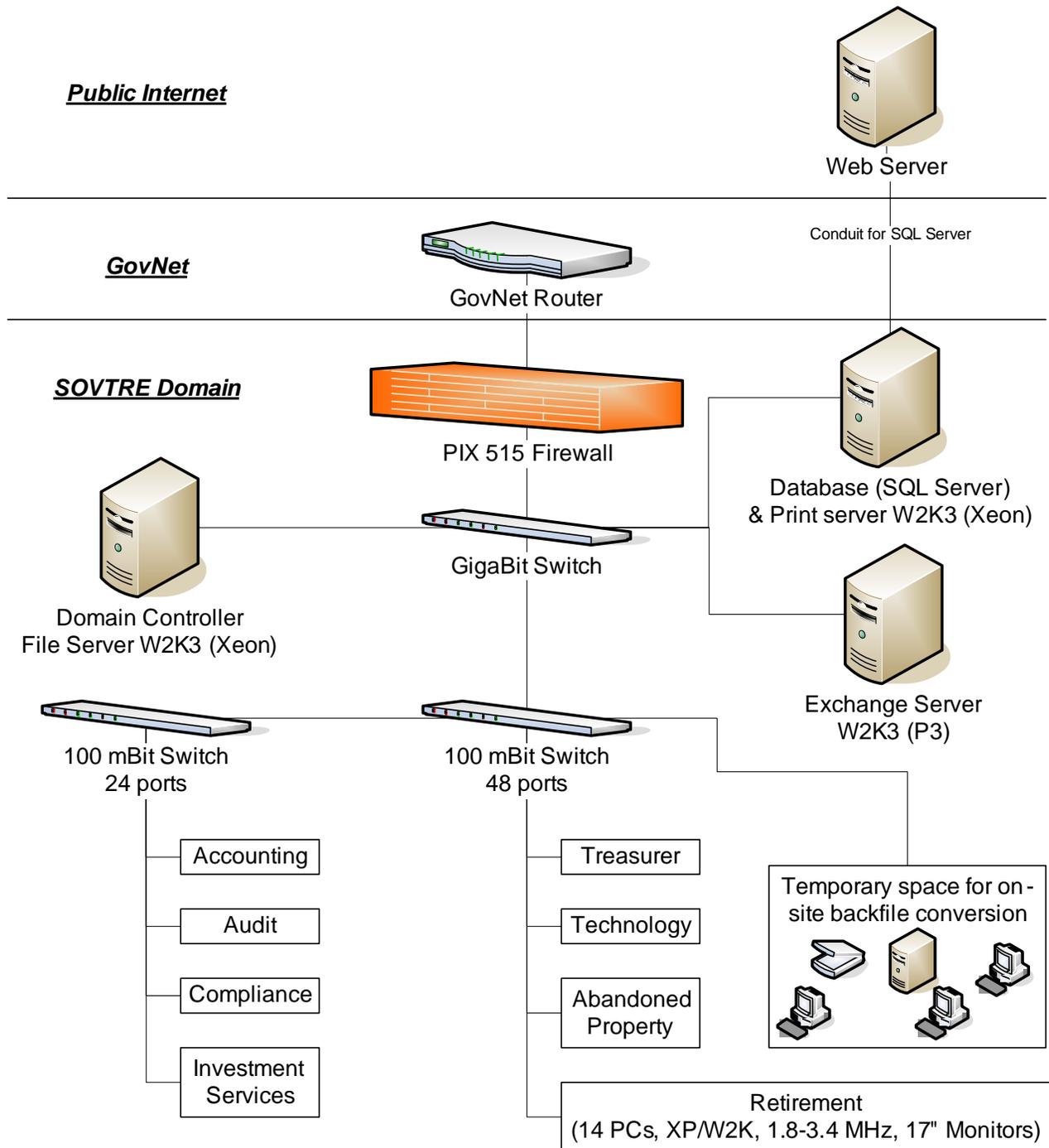
Batch #	Scan/QC	Indexer

Department Head Signature:

Date

## ATTACHMENT D – NETWORK DIAGRAM

### Vermont Treasurer's Office Network Diagram



**ADDENDA**

BELOW ARE THE CHANGES MADE BY THE STATE TO THIS RFP.

3/1/05

The Office of the State Treasurer has extended the deadline of the registration for the mandatory bidders' conference to March 4, 2005, 2:00 PM (EST). Failure to register by March 4, 2005 and attend the bidders' conference will result in disqualification of the vendor from consideration. Bids received from vendors who fail to meet these requirements will not be opened. The mandatory bidders' conference will be held on March 7, 2005, at 1:00 PM in the Pavilion Auditorium, 109 State Street, Montpelier, VT.

3/10/05

**Note change in RFP-specified number of indexes:**

*Note that we are adding an additional blank index field of ten characters which we will call a "Virtual Staple." Other than providing this unpopulated index field as one of the indices, we have no additional requirements of the bidder. The bidder is responsible for ensuring that this additional requirement is reflected in their technical and cost proposals.*