

## REQUEST FOR PROPOSAL FOR IDENTITY & ACCESS MANAGEMENT SYSTEM

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Potential bidders are to notify Uncommon Schools at e-mail address [ITSupport@uncommonschoools.org](mailto:ITSupport@uncommonschoools.org) of their interest in participating in this bid opportunity. Bidders must include their address, contact person name, telephone number and e-mail address. This RFP and any associated addenda will be posted on [www.rfpdb.com](http://www.rfpdb.com).

### **PROPOSAL INFORMATION**

**RFP Number:** 2019-01USI  
**Project Name:** Identity & Access Management (IAM) System  
**Contact:** Malik Nicholas (Associate Director, IT Project Management)  
**Phone Number:** (646) 842-1379

### **KEY DATES**

(Refer to Schedule of Events for additional dates)

**Deadline for Submitting Written Questions: Monday, February 18<sup>th</sup>, 2019 – 5:00 p.m. EST**

Submit via E-mail to: [ITSupport@uncommonschoools.org](mailto:ITSupport@uncommonschoools.org)

**Proposal Due Date/Time:\* Friday, February 22nd, 2019 – 5:00 p.m. EST**

Delivery methods and location are indicated in Schedule of Events.

\*Proposals must be submitted sufficiently in advance of the specified proposal closing date and time. Uncommon Schools, Inc, assumes no responsibility for delay in delivery of the proposal to the designated delivery location by the United States Postal Service, or by any other means. Electronic proposals preferred. Proposals via Fax will **not** be accepted.

### **REQUEST FOR PROPOSAL CONTENTS**

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**SCHEDULE OF EVENTS**

Event	Date	Time	Location
Post RFP on <a href="http://www.rfpdb.com/">http://www.rfpdb.com/</a>	Jan 29, 2019	5:00 p.m.	Uncommon Schools will post the RFP on the following website: <a href="http://www.rfpdb.com/">http://www.rfpdb.com/</a>
Uncommon Schools/RFP Bidder's Conference	Feb. 4, 2019	11am-1PM	Q/A session will be conducted via Zoom audio conference <a href="https://uncommonschoools.zoom.us/j/680586833">https://uncommonschoools.zoom.us/j/680586833</a> Dial by your location +1 646 558 8656 US (New York) +1 669 900 6833 US (San Jose) Meeting ID: 680 586 833 Find your local number: <a href="https://zoom.us/j/680586833">https://zoom.us/j/680586833</a>
<b>Deadline for Final RFP Written Questions/Clarification</b>	<b>Feb 18, 2019</b>	<b>5:00 p.m.</b>	Uncommon Schools will accept written RFP questions and clarifications e-mailed to the following e-mail address: <a href="mailto:ITSupport@uncommonschoools.org">ITSupport@uncommonschoools.org</a>
Uncommon Schools Written Responses to Bidder Questions	Feb 20, 2019	5:00 p.m.	Uncommon Schools will respond to all questions and responses personally.
<b>Deadline for Receipt of Proposals*</b>	<b>Feb 22nd, 2019</b>	<b>5:00 p.m.</b>	<b>Electronic submissions:</b> Email to <a href="mailto:ITSupport@uncommonschoools.org">ITSupport@uncommonschoools.org</a> . Subject: Uncommon Schools Identity and Access Management System – RFP# <b>2019-01USI</b> <b>Hard copy submissions:</b> Uncommon Schools, Inc IT Project Management Attn: Malik Nicholas 826 Broadway, 9 <sup>th</sup> Floor New York, NY, 10003 Uncommon Schools Identity and Access Management System RFP#: <b>2019-01USI</b>
Proposal Evaluation Period	Feb 26th, 2019		Estimated period for RFP evaluation committee to review and evaluate written proposals.
<b>Bidder Demonstrations/ Presentations</b>	<b>Week of March 4th-8th, 2019</b>		Demonstrations will be online or at Uncommon Schools office. Date and time, and exact location to be announced to the top contenders. Maximum demonstration time is 2hrs. The number of finalists invited will be at Uncommon Schools' discretion.
Target Date for Notice of Intent to Award	March 12 <sup>th</sup> , 2019		Tentative date for Uncommon Schools to announce intent to award.
<b>Target Contract Award Date</b>	<b>March 15<sup>th</sup>, 2019</b>		Tentative date for contract award to the successful bidder. The period between the intent to award date and contract award date will be the contract negotiation period.
<b>Target Pilot Period</b>	<b>April 1st - April 30, 2019</b>		Estimated period for internal pilot of selected IAM solution. Pilot participation and extent will be at chosen at Uncommon Schools' discretion.
<b>Target Implementation Period</b>	<b>May 2019</b>		

NOTE: Dates past the deadline for receipt of proposals are tentative and do not require formal addenda to change.

\* Proposals must be submitted sufficiently in advance of the specified proposal closing date and time. Uncommon Schools assumes no responsibility for delay in delivery of the proposal to the designated

delivery location by the United States Postal Services, or by any other means. Email/electronic proposals are encouraged.

**BIDDER QUESTIONS**

Any questions, requests for interpretation or requests for information are to be sent to the e-mail address noted above no later than the dates/times listed.

**PROPOSAL EVALUATIONS AND BIDDER DEMONSTRATIONS**

Uncommon Schools has the right to accept the best proposal as submitted. Uncommon Schools reserves the right to request the top scoring Proposers to provide a demonstration to exhibit their system and to discuss the proposal and system capabilities with the evaluation committee and user groups. The demonstration team should be prepared to demonstrate how the proposed solution can be used to build identities and accounts using a sample data set (to be provided by Uncommon Schools). The number of bidders invited to provide demonstrations will be at the discretion of Uncommon Schools.

**INTENT TO AWARD**

After the intent to award is issued, Uncommon Schools may begin negotiations with the selected bidder to facilitate arrival at a contract most advantageous to Uncommon Schools. The contract must be in substantial accord with the terms and conditions contained in the RFP.

***NOTE: Absolutely no negotiations, by phone or in person, will be allowed between the Proposers and individual evaluation team members or other Uncommon Schools personnel until after the Intent to Award has been issued.***

## **SECTION I – GENERAL REQUIREMENTS**

- **GENERAL SCOPE OF CONTRACT**

Uncommon Schools is soliciting proposals from qualified and responsible vendors to provide an Identity and Access Management (IAM) software system.

- **CONTRACT TERM**

The contract shall become effective on the date of the last signature on the agreement, with the term extending through the implementation period and written acceptance of the software. The agreement shall continue for **1-3 years** from the beginning of the maintenance period. Any work related to the contract shall not commence until receipt of a fully executed agreement and appropriate documentation is received and approved.

- **TARGET IMPLEMENTATION DATE**

The target installation period is between May 2019 and June 2020

- **CONTRACT ISSUANCE**

The contract issued against this RFP will be based on the highest total number of points received through the proposal evaluation process. An agreement will be issued to the successful bidder.

- **CONFIDENTIALITY STATEMENT**

The company awarded a contract as a result of this RFP will be required to have each employee that may have access to Uncommon Schools systems or databases in performance of the services under the contract, complete and return a Confidentiality Statement.

- **PAYMENT TERMS**

Upon completion of services in a manner satisfactory to Uncommon Schools and receipt of an approved invoice referencing the agreement number, itemization of services and applicable expenses, Uncommon Schools agrees to pay Contractor, in arrears, within forty-five (45) days, per invoice or on a mutually agreed upon progress payment schedule

**END OF SECTION I**

## **SECTION II – CURRENT ENVIRONMENT**

### **HISTORICAL PERSPECTIVE**

Uncommon Schools, Inc is a nonprofit network of public charter schools in New York, New Jersey and Massachusetts. Our mission is to start and manage outstanding urban public charter schools that close the achievement gap and prepare students from low-income backgrounds to graduate from college as identified through the core values of our work:

**Take a Stand:** We know that it's possible to give every child an opportunity to go to college. We are smart and strategic about the things we choose to do.

**Right is Right:** We hold ourselves and each other to uncommonly high standards. We do what's right for our students - even if it's difficult to do.

**All Hands:** We encourage rigorous debate, voice our best ideas, and communicate respectfully. We're in this together and assume the best of others

**Stretch It:** We invest in our own and others' development. We encourage each other to excel through actionable feedback.

**The J-Factor:** We believe that learning should be fun and feel the same way about our work. We celebrate our successes - big and small, and take the time to appreciate others.

As of January, 2019, Uncommon Schools, Inc. manages 53 college-prep schools, supporting over 19,000 scholars within three regions. Our schools consistently rank among the highest-performing in their home states for three reasons:

- We know all students have what it takes to go to college. We are fiercely committed to cultivating the intellectual curiosity and grit that will spur their success in the classroom and in their communities.
- We create and constantly fine-tune our systems to help teachers *teach* and students *learn*.
- We know that without great teachers and leaders, nothing else matters. We also know there's no limit to learning. That's why people development is at our core.

**CURRENT ENVIRONMENT**

**IAM data sources and integrated systems**

Uncommon Schools currently uses the following IAM data sources and integrated systems:

- **Automatic Data Processing (ADP)** - Uncommon Schools' primary Human Resources platform. New hires, transitions and staffing updates are initially entered into this system, setting off the account management process.
- **Active Directory** - Includes accounts for all employees and a small subset of students. Security group permissions access to shared directories, print this is technically also a downstream system)
- **Okta** - Single Sign On solution, provides access to downstream applications via Security Group assignment. (Application assignment also manually managed via Okta admin console)
- **Google Apps for Education** - Student accounts; provisioning is automated by Organizational Unit (OU)
- **PowerSchool Student Information System (SIS)** - Provides an innovative, K-12 education technology platform fueling operations, classroom, student growth, and family engagement (also a downstream applications for staff information)

**Downstream systems/applications**

The following is a partial list of downstream applications and systems that rely on identity and access management data (i.e. accounts/access are provisioned/de-provisioned to these systems)

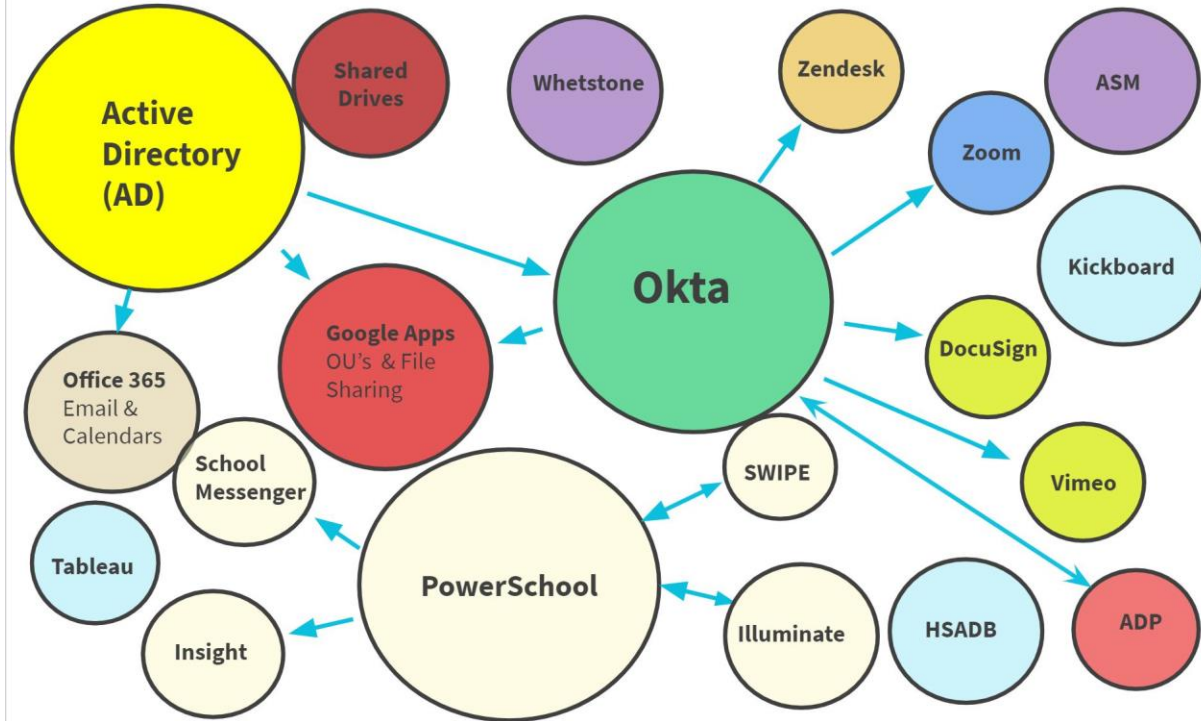
- **Microsoft Office 365** provisioning is currently manual
- **Google Apps** - Cloud based printing, file sharing, storage and collaboration for staff. Managed by OU.
- **DocuSign** - Industry leaders in digital signatures
- **SwipeK12** - Student attendance accountability system.
- **Zendesk** - Cloud-based help desk solution used by more than 200,000 organizations worldwide.
- **SmartRecruiters** - Recruitment Software & Applicant tracking system
- **Vimeo** - Video collaboration & distribution
- **Zoom** - Cloud based platform for video and audio conferencing , chat and webinars
- **Whetstone** - Classroom observation platform that enables schools and districts to grow their teachers through feedback.
- **Kickboard** - Leading EdTech software & training provider for PBIS, RTI, SEL & classroom behavior management.
- **Illuminate** - Education Data & Assessments
- **School Messenger** - The most trusted provider of notification, website and mobile app solutions for schools.
- **Tableau** - Data visualization software
- **Airtable** - Airtable is a spreadsheet-database hybrid application for real time project collaboration

A logical diagram of our current ecosystem is included in [Figure 2.1](#) at the end of this section for context (*NOTE: Diagram **should not** be considered comprehensive as it does not contain every single data feed or integration; it's simply meant to provide high level context*).

The current systems and processes are no longer sufficient to serve Uncommon Schools' needs; many of our current processes are highly manual, and many desired processes don't exist. Some of our current challenges include (in no particular order):

- **Directory management.** AD is in use, but there are inadequate rules/standards for attribute synchronization, account lockouts, group management, etc.
- **Password management.** Multiple tools are in use; current processes and configurations are inadequate. Manual processes result in inefficiencies and a negative user experience. Routine tasks overwhelm technical support staff.
- **Account management.** Account provisioning and de-provisioning processes and affiliations lifecycle management are all inadequate. In the case of employee accounts, management processes are all completely manual.
- **Access management.** Access requests for many systems/services are managed with manual methods, which causes delays. Determining users' access is difficult and employees' role changes require burdensome manual actions.
- **Governance.** Inefficient IAM governance results in delayed provisioning, informal life cycle service mapping, and confusion.
- **Security.** Lack of consistency and automation results in manual processes, user dissatisfaction, and bad security practices. Tasks overwhelm technical support staff.

Figure 2.1, Logical Diagram



END OF SECTION II



## **SECTION III – SCOPE OF SERVICES**

### **SCOPE OF SERVICES AND RESPONSE INSTRUCTIONS**

Uncommon Schools is requesting proposals to implement a new IAM solution to revamp and enhance our existing IAM infrastructure and to improve IAM business processes.

- Please indicate how your proposed solution can provide the functionality that is described/requested in the remainder of Section III. Proposals must include **all costs and services** required for hardware, software, implementation services, training, etc. Costs should outline each module/feature at a line-item level so that Uncommon Schools can determine the extent of the modules/features that will fit within budget. If a feature is included in any response in Section III, it should be included in the cost proposal (i.e. there should be no hidden costs).
- Please indicate **total cost of ownership** projections assuming consistent growth over the next 3 to 5 years.

Uncommon Schools intends to implement the proposed solution for use by the entire population, including staff, students, guests, contractors (vendors), and volunteers. There are approximately 19,000 students and 2,000 FTE employees at Uncommon Schools. We expect that this will be a multi-phase approach, but expect to be able to accomplish the full implementation by **June, 2020**.

Successful proposals must address the requirements and features that are outlined in the remainder of Section III, with a focus on the following critical business drivers:

- Account & Credential Management
  - Create new user accounts
  - AD/OpenLDAP data management (including group management)
  - Identity lifecycle management (including roles and affiliations)
  - Facilitate user terminations
  - Manage internal transitions within Uncommon Schools
  - Implement approved password policy
- Access Control & Auditing
  - Identity and Access governance
  - Integration to downstream applications
    - i. PowerSchool
    - ii. Whetstone
    - iii. Illuminate
    - iv. Kickboard
    - v. School Messenger
- User self-service
- Security
- Reports/Analytics
- Professional services for implementation assistance

## **VENDOR PROFILE AND EXPERIENCE**

Uncommon Schools views IAM as a means to support business needs, and not just a collection of technologies. As such, we expect the Proposer to be forward thinking, supportive of business optimization, and understanding of the need for IAM governance and security. Please indicate how your company and solutions can meet Uncommon Schools' needs:

### **Executive summary**

- Describe your company's background/history and years in business.
- Describe your company's financial standing/stability.
- Describe your company's organization and staff resources, including number of company employees dedicated to each division of the company (e.g. sales, marketing, R&D, client support, etc.), and geographic locations for primary support and development teams.

### **Experience**

- How has the proposed solution resolved similar challenges faced by other K-12 Education institutions, and how does it accommodate the nature of K-12 education institutions users?
- What are the differentiators that separate your company and/or solutions from others?
- Summarize your implementation and training approaches.

### **Development/focus of solutions.**

- Provide a strategic roadmap for the proposed solution.
- What are the proposed solution primary areas of focus (e.g. managing internal/external identities, password management, identity governance, security, etc.)?
- How does your solution focus on identity and access governance, and security?
- How have your solutions been designed/developed? For instance, were they designed/developed by your company/employees; or are there pieces that have been obtained through acquisitions, developed by third party contractors, licensed from third parties, etc.?
- **References.** The Proposer must be able to demonstrate a successful track record of past performance in providing products/services closely related to those specified in this RFP.
  - Provide five reference accounts which are currently using the proposed system in production environments. At least two references must be K-12 Education accounts (preferably institutions similar to ours, with anywhere between 5,000 and 100,000 users in the IAM system). Explain any differences between the reference implementations and the solutions proposed for Uncommon Schools. The references must be willing to review/discuss their experience in the implementation/delivery of the Proposer's systems.
  - Is the proposed solution installed at other Charter Management Organizations (CMO's), Districts, or K-12 Education institutions? If so, which ones?
  - Please provide a complete list of your K-12 Education client base (not for reference calls).
  - Please provide information about your non-K-12 Education clients (e.g., number of clients, types of industries, etc.; not for reference calls).
  - Please provide support ticket information for any client references as identified above for review of case data.

### **TECHNICAL SPECIFICATIONS**

Uncommon Schools has an enterprise data center with a heterogeneous environment of servers (virtualized Windows) and databases (Oracle and SQL Server) managed through an external vendor relationship. We are not interested in self-hosting the proposed solution in our data center. Please describe:

#### **Infrastructure/architecture**

We are looking for a cloud-based solution. Provide a list of all infrastructure requirements, including, operating systems, databases, storage, etc.

#### **Test and production instances.**

Describe options for implementing a multi-instance environment to include production and non-production instances.

- **HA/DR/BC.** Describe capabilities for backups/restores, and high availability, disaster recovery, and business continuity.
- **Application language/framework.** Describe application languages/framework; discuss the extent to which the proposed solution is extensible by Uncommon Schools developers.
- **Relationships and dependencies.** Describe any relationships between individual components of the proposed solution, and any dependencies or constraints that exist within or outside of the proposed solution (for instance, does it require middleware, appliances, plug-ins, etc.).
- **Authentication/authorization.** Describe protocols and methodologies that can be used to authenticate and authorize users for login to, and use of, the proposed solution.
- **Patches and maintenance.** Describe the frequency within which software revisions and updates are released for the proposed system, and any specifics related to processes/methodologies for their installation/testing/release.
- **User interface.** Describe user interfaces for all portions of the proposed system. Are there any differences in UI delivery to different user bases (e.g. system administrators vs. other users, etc., thick vs. thin client, etc.)? Please discuss any compatibility/incompatibility limitations.

### **ACCOUNTS, IDENTITIES, AND ACCESS**

Uncommon Schools is highly interested in automating the provisioning of accounts/access into several visible downstream systems/applications, and in better managing accurate life cycles of identities and access. For those downstream systems that cannot be automated, Uncommon Schools is highly interested in an application that supports “one-stop shopping” for access request fulfillment. Please describe:

#### **Provisioning**

- **Students, employees, etc.** Automatic Data Processing (ADP) & PowerSchool are our authoritative data sources (see Section II). Describe how the proposed system provisions accounts/access (and subsequent data/attribute changes), using ADP & PowerSchool as the authoritative data sources.
- **Contractors, volunteers, etc.** Describe how the proposed system provides for account creation/management for users who do not have records in the ADP system (e.g. contractors, volunteers, etc.).
- **Guest accounts.** Describe how the proposed solution provides for creation/management of guest accounts (such accounts are typically only temporarily active).
- **Additional data feeds.** Indicate if/how the proposed system would allow for account/data updates based on data sources in addition to the ADP system.

#### **Scalability**

- Please describe any limits to the number of accounts that can be managed, or the number of downstream applications that can be connected; e.g. performance degradation, etc.
- **Connectors, integration, and workflow.** A list of some of our highly visible downstream systems is included in [Section II, Downstream systems/applications](#) . Please describe the connectors that are available for those systems, including whether provisioning accounts/access to them can be automated.
- In addition to the list above, provide a comprehensive list of other systems for which there are prebuilt connectors (e.g. directories, applications, databases, file shares, etc.).
- Are connectors encrypted?
- Can we write our own connectors for any systems that do not have pre-built connectors or must we contract with you? If we can write them ourselves, what is the process (high level)?
- Please describe any other integration/APIs/workflows that are available

#### **Account/access requests**

- Describe the different options/workflows that are available for account/access requests, including any self-service functionality, and including any types of devices/methodologies that can be used by end users (e.g. mobile options, etc.).
- Do all account/access requests/changes require approval, or can some be configured such that approval occurs automatically (with no need for human approval intervention)?
- Can multiple approvers can be assigned to a single account/access request?
- Can any approvers be granted veto authority (e.g. if a person with veto authority rejects a request then no further action is required)?
- Describe options for requests that have non-responsive approvers. For instance, are there email reminders? Can the request be escalated from a non-responder to a different approver?

- Can approval authority be temporarily delegated to others (e.g. for approvers who are out of office, etc.)?

**User IDs:**

- Describe how the proposed solution assigns user IDs within its own database/source and within other downstream systems.

**Roles, Role Based Access Control (RBAC), and Attribute Based Access Control (ABAC)**

- Describe how roles are created and/or managed within the proposed solution, and if/how RBAC and/or ABAC can be performed within the proposed solution
- It is common for our users to move in and out of roles very often. For instance, a person can be a teacher, then become an Instructional Leader, then move to an operational role, or change to a regional operations role, etc. It is very important that accounts and access in downstream systems be added and *especially changed and removed* in an accurate and timely manner. Please describe how the proposed solution accommodates this.
- Describe if/how the proposed solution or implementation services provide for role mining.

**Account/Access Reviews**

- Describe how the proposed solution supports account/access reviews and reconciliation processes
- Can reviews be automated to occur on predetermined intervals and/or in a manual ad-hoc manner?
- Describe if/how user access audits can be performed against downstream systems for which the proposed solution does not have a direct connector/integration.

**De-activation and de-provisioning**

- Describe how/when users are deactivated and/or de-provisioned from the proposed system and any other downstream systems, including any notification or warnings that occur.
- Can de-activation/de-provisioning can be scheduled? How?
- Can de-activation/de-provisioning be immediate (e.g. by Information Security staff or help desk staff)? How?
- Can the system accommodate multi-phased de-activation/de-provisioning? I.e. could we have an account deactivated for 90 days before automatically de-provisioning it?
- Can users who have been deactivated or de-provisioned perform a self-request to re-activate or re-create their accounts (e.g. staff who have been gone for an extended period, etc.)?

## **SECURITY, AUDITS, REPORTING, AND COMPLIANCE**

Uncommon Schools is highly interested in increasing security as it relates to identity and access management. Please describe the following:

### **Reports**

Provide a list of the reports that are available out of the box (including descriptions of each report's purpose). Please describe any warehousing methodologies/integration that may be required or may be available. Indicate whether third-party, or extra-cost reporting tools are required or recommended (e.g. Crystal Reports, etc.).

### **Zendesk integration**

- Describe any integration/API features with/to Zendesk

### **Security**

- Describe how the proposed system ensures any IAM security not discussed above, including any auditing and compliance capabilities.

### **Dual factor authentication.**

- Does the proposed solution support dual factor authentication? If so, please describe.

### **FERPA (Family Educational Rights and Privacy Act of 1974).**

- Is the proposed solution compliant with FERPA?

### **HIPAA (Health Insurance Portability and Accountability Act of 1996).**

- Is the proposed solution compliant with HIPAA?

## **PASSWORD MANAGEMENT**

Password management is a particular pain point. Uncommon Schools is highly interested in gaining efficiencies for IT Support staff and in providing a better user experience for students and employees who perform password management self-service. Please describe the following:

### **Password management**

- Describe any and all tools and communications media that can be used to reset passwords (including notifications for upcoming expiration warnings). Are notifications customizable to campus templates (e.g. in the case of email, HTML, etc.)?
- Describe how passwords are propagated to multiple downstream systems
- Does the proposed solution provide for temporary/one-time passwords?
- Describe if/how the proposed solution intercepts password changes that are made outside of the proposed solution (e.g. on a user's desktop), and how those password changes are propagate back to the proposed solution and to any downstream systems.
- How do you resolve differences in downstream systems' password policies?

- Describe the level of control over configurations that we would have (such as number of bad attempts allowed, password complexity, lockout timeframes for excessive reset attempts, etc.).
- Does the proposed system allow for different aging periods based on users' roles or on the access that they have to specific downstream systems? If so, does the system age based on the most restrictive rule (e.g. if a user has access to a sensitive downstream system that requires a password change every 90 days, can we enforce password changes within the proposed system based on that downstream systems' logical rules)?

**Lost/forgotten passwords**

- Describe how users who have lost or forgotten their passwords can reset it themselves. How are these users authenticated/authorized?

**Security questions.**

- Describe the way that security questions are used in regard to password management. Are there limits to the types and number of security questions that we can use?

**Support staff usage.**

- Describe any interfaces that help desk support staff would use in assisting users with password resets. How will your solution save the support team time and effort?

**STAFFING AND SUPPORT**

Uncommon Schools' IAM system administration/development team is lean. Current IAM processes are burdensome on them and on the help desk staff that supports end users. Please describe the following implementation and ongoing staffing/support requirements, with particular attention paid to how the proposed system will help us to gain efficiencies and save time:

**Uncommon implementation staffing.**

- Provide a list of Uncommon personnel that will be required during the implementation. This should include specific skill sets and amount of time required (e.g. as a percentage of each employee's work week) for the duration of the implementation. Respondents must recognize that Uncommon Schools has limited technical staff available for implementation, and this should be reflected in Uncommon implementation staffing requirements and in the level of professional services that are included by Respondent for implementation.

**Uncommon ongoing staffing.**

- Provide requirements for Uncommon resources/skill sets for ongoing system administration and support, including any certification levels for technical personnel.

**Proposer's implementation staffing.**

- Provide a list of Proposer's personnel resources that will be assigned to the implementation. This should include specific roles and amount of time dedicated to the proposed implementation/project for its duration.

**Proposer's ongoing support.**

- Describe the types/levels of technical support that will be provided to Uncommon Schools after the proposed system is released into production.

- Indicate the primary location of the service organization directly responsible for maintaining the proposed system and the service territory covered.
- Indicate the total number of service representatives operating from the primary location that are trained on the proposed system and who will be responding to Uncommon Schools' service calls.

### **PROFESSIONAL SERVICES**

Proposers should understand that Uncommon Schools has limited human resources for implementation. Successful proposal must include quote(s) for professional services. If the Proposer does not provide implementation/professional services, they must provide an attached quote from a preferred implementation/service partner. At minimum, professional services must include implementation of the following:

- Assist Uncommon administration staff with installation and configuration of baseline software.
  - Automation of provisioning/de-activating/de-provisioning of student accounts and access into proposed solution, OpenLDAP, AD, and Google Apps for Education.
  - Automation of provisioning/de-activating/de-provisioning of employee and POI (person of interest) accounts and access into the proposed solution, OpenLDAP, AD, and Office 365.
  - Implementation of password management functionality including replacement of existing password issuance/resets/recovery, password complexity, password aging (including support for at least three password aging policies), and help desk interfaces.
  - Implementation of affiliation life cycle management for up to five different populations and access management for those populations into up to six downstream applications.
  - Exact list of populations to be identified during implementation planning/design, but a representative list would include those such as: Uncommon employee, contractor; volunteer; student; and guest. Uncommon will provide SQL that identifies populations from data source systems of record (e.g. Automatic Data Processing).
  - Exact list of downstream applications to be identified during implementation planning/design, but a representative list would include those such as: AD; OpenLDAP; Exchange; Google Apps for Education; Blackboard LMS.
  - Training for system administrators and help desk staff.
    - Implementation of role-based access
    - Integration with Zendesk.
    - Configuration of risk profiling.
    - Please indicate costs for any other professional services that you deem valuable or necessary in order to meet Uncommon objectives (as outlined in Section III).

**END OF SECTION III**



## **SECTION IV – IMPLEMENTATION & TRAINING**

The Respondent shall provide a proposed implementation and training plan describing their approach, and a realistic example timeline for a phased and smooth transition to implementation. The proposed plan shall clearly demonstrate that the Respondent has the ability to implement the services as outlined in the [Schedule of Events](#). Uncommon Schools will work with the selected Responder to create a detailed implementation plan and timeframe based on the vendor response to this RFP.

### **IMPLEMENTATION SCOPE**

Please provide a proposed implementation plan that includes (at minimum) a realistic example project schedule/timeline including estimated start and end dates, milestones, and an accompanying written explanation for project implementation. Implementation must consider Professional Services as requested in Section III in addition to any other professional services that Proposer deems critical/necessary for implementation. Describe the following:

#### **Hardware, Software & Network**

- High level hardware, software, and network installation and configuration steps necessary to support the proposed Scope of Services and delivery schedule.

#### **Configurations**

- Installation/configuration of any portions of the proposed solution including connectors, automation, workflow, and integrations.

#### **Training of personnel and established staff.**

- If necessary, provide onsite training for new skills required by Uncommon Schools personnel, including:
  - IT systems staff
  - IT administrators
  - Provide training materials provided for items above.
  - Recommend training logistics including classroom size and required network, hardware and software facilities, program, and training timetable.

#### **Assumptions & Requirements**

- Regarding Uncommon Schools' staff participation and any costs or specifications for necessary services, hardware or software to be provided by Uncommon Schools and not covered by the Respondent's Proposal.

#### **Risk Analysis & Management Plan**

- Describe how problems will be handled during implementation. The plan should include: services personnel, escalation protocols, and response and resolution times.

#### **Go-Live**

- Describe the procedures to move into production operation.

#### **License Agreements**

- Provide copies of proposed license agreements.

### **PROPOSED SCHEDULE**

Respondents are encouraged to provide proposed plans for the base implementation that can be completed within approximately twelve months. It must include a decision-making protocol for key milestones. However, determination of the actual project plan and schedule will be made in conjunction with Uncommon Schools' Project Implementation Team.

### **ACCEPTANCE TESTING**

- Acceptance testing is intended to ensure that the Software and Hardware operates in substantial accord with Respondent's technical specifications, is adequate to perform as warranted by Respondent's response to the requirements of Uncommon Schools' RFP document, and evidences a satisfactory level of performance reliability prior to its acceptance by Uncommon Schools.
- Respondent shall certify in writing to Uncommon Schools when Software and Hardware are installed, configured, and ready for use *in production*, at which time operational control becomes the responsibility of Uncommon. Acceptance testing must commence on the first Uncommon Schools workday following certification, and must end when the Software and Hardware have met an acceptable standard of performance for a period not to exceed 60 business days.
- In the event the Software or Hardware does not meet the standard of performance during the initial 60 business days, the acceptance tests must continue on a day-to-day basis until the standards of performance are met for 30 consecutive business days.
- If the Software or Hardware does not meet the standards of performance within 75 consecutive business days after the start of the acceptance testing, Uncommon Schools will have the option to request replacement Software or Hardware, extend the performance period, or terminate the order (or portions thereof) and seek relief as provided the Rights and Remedies of Uncommon Schools for Default provision in this contract. Uncommon Schools' option must remain in effect until such time as the Software or Hosted Site meets the performance criteria, or 75 consecutive business days after the start of the acceptance testing, whichever occurs first. If the Software or Hosted Site has not met the standards of performance by 120 business days after installation, the contract may be canceled.

**END OF SECTION IV**

## **SECTION V – BIDDING REQUIREMENTS & PROPOSAL SUBMITTAL INSTRUCTIONS**

### **QUESTIONS REGARDING THE RFP**

All questions or requests for interpretations or clarifications must be submitted in writing to the following e-mail address no later than the date/time specified on the [Page 1](#) and the RFP [Schedule of Events](#): [ITSupport@uncommonschoools.org](mailto:ITSupport@uncommonschoools.org). Only questions submitted to the noted e-mail address will be answered. Uncommon Schools' IT Project Management Department is the sole point of contact regarding all procurement and contractual matters relating to the requirements described in this RFP, and is the only office authorized to change, modify, or clarify specifications, terms, and conditions of this RFP and any contract awarded as a result of this RFP.

### **ERRORS AND OMISSIONS**

If a proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in this RFP or any of its exhibits, he/she shall immediately notify, by submittal of an e-mail to the address listed on [Page 1](#) and the RFP [Schedule of Events](#), of such error in writing and request clarification or modification of the document. Modifications will be made by addenda. Such clarifications shall be given by written notice to all parties who have been furnished an RFP for bidding purposes.

If a proposer fails to provide notification to the e-mail address listed in Section 5.1, prior to the date fixed for submission of questions, of an error in the RFP known to him/her, or an error that reasonably should have been known to him/her, he/she shall respond at his/her own risk; and if awarded the contract, shall not be entitled to additional compensation or time by reason of the error or its later correction.

### **ADDENDA**

Uncommon Schools may modify the RFP, any of the submittal dates, or any of its attachments, prior to the date fixed for submission of proposals by issuance of an addendum to all parties receiving the RFP for bidding purposes. Addenda will be numbered consecutively.

### **ALTERNATIVE PROPOSALS – ONLY ONE PROPOSAL PER BIDDER**

Only one proposal is to be submitted by each proposer. Multiple proposals will result in rejection of all proposals submitted by proposer. In addition, joint proposals (two different firms submitting one singular proposal) will not be accepted as Uncommon Schools intends to contract with one firm to fulfill the requirements of the contract.

### **REJECTION OF PROPOSALS**

Uncommon Schools may reject any or all proposals and may waive any immaterial deviations in a proposal. Uncommon Schools' waiver of any immaterial deviation shall in no way modify the RFP documents or excuse the proposer from full compliance with the RFP specifications if he/she is awarded the contract. Proposals referring to (or including) terms and conditions other than Uncommon Schools' terms and conditions may be rejected as being non-responsive.

Oral communications of Uncommon employees concerning this RFP shall not be binding on Uncommon Schools and shall in no way excuse the contractor of his/her obligations as set forth in this RFP.

Uncommon Schools may make such investigations as deemed necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to Uncommon Schools all such information and data requested by Uncommon Schools for this purpose. Uncommon Schools reserves the right to reject any proposal if the evidence submitted by, or investigation of, such proposer fails to satisfy Uncommon Schools that the proposer is properly qualified to carry out the obligations of the contract to complete the work specified.

### **ERRORS IN THE PROPOSAL**

If errors are found in a proposal, Uncommon Schools may reject the proposal. However, Uncommon Schools may, at its sole option, correct arithmetic or transportation errors or both on the basis that the lowest level of detail will prevail in any discrepancy. If these corrections result in significant changes in the amount of money to be paid to the proposer (if awarded the contract), the proposer will be informed of the errors and corrections thereof, and will be given the option to abide by the corrected amount or withdraw its proposal.

- If an item is described in the narrative and omitted from the cost data, the proposal will be interpreted to mean that the item will be provided by the proposer at no cost. If this is a significant item, the proposer will be notified and given the option to abide by the proposal as so interpreted or to withdraw the proposal.
- If a minor item is not mentioned at all in the proposal and is essential to satisfactory performance, the proposal will be interpreted to mean that the item will be provided at no cost. If a major item is so omitted, and the omission is recognized prior to contract award, the proposal will be considered non-responsive and rejected. If the omission is not discovered until after the contract is awarded, the proposer will be required to supply the item at no cost.
- If there is an obvious misstatement of cost at the lowest level of detail, the cost will not be changed. Instead, the stated cost will be used to re-compute any extensions and summary, if necessary. If it is a major item, the proposer will be notified and given the option to abide by the proposal as re-extended or to withdraw its proposal.

### **RFP CANCELLATION**

This solicitation does not obligate Uncommon Schools to enter into an agreement. Uncommon Schools retains the right to withdraw this RFP at any time should the project be canceled or it is deemed in the best interest of Uncommon Schools. No obligation either expressed or implied, exists on the part of Uncommon Schools to make an award to pay any cost incurred in the preparation or submission of a proposal.

### **MATERIALS MARKED PROPRIETARY OR CONFIDENTIAL**

Proposers should note that marking proposal documents as “*Confidential*” or “*Proprietary*” will not exclude the document from being released as part of a public record after notice of intent to

award. Proposers believing their materials to be proprietary or confidential must provide a listing, by proposal page number and paragraph, of all information identified as confidential and a justification supporting the need for such information to be kept confidential. Uncommon Schools will make the determination whether such materials can be released as a public record or not.

**Please be advised that a blanket confidentiality or proprietary legend identifying the entire proposal as confidential or proprietary, or proposals that have had every page identified as confidential or proprietary, may cause the proposal to be rejected.**

#### **AWARD OF CONTRACT**

Uncommon Schools reserves the right to reject any and all proposals. Award, if any, will be made to the bidder whose proposal is responsive to all RFP requirements and receives the highest number of points.

#### **CONTRACT DOCUMENTS**

Contract documents will consist of:

- Uncommon Schools Agreement
- Uncommon Schools Request for Proposal #2019-01IAM
- Contractor's Proposal

#### **CONTRACT EXECUTION**

The selected proposer and Uncommon Schools shall commit to execution of an agreement, in substantial accordance with the terms and conditions herein. Should the parties be unable to reach final agreement within a reasonable amount of time as determined by Uncommon Schools, Uncommon Schools reserves the right to terminate negotiations and proceed with secondary and tertiary finalists.

#### **PROPOSALS PROPERTY OF Uncommon Schools**

Proposals become the property of Uncommon Schools and information contained therein shall become public documents subject to disclosure laws.

#### **DISPOSITION OF PROPOSALS**

All materials, ideas, and formats submitted in response to this RFP will become the property of Uncommon Schools on receipt and may be returned only at Uncommon Schools' option and at the proposer's expense. One copy shall be retained for official files.

#### **NON-ENDORSEMENT**

If a proposal is accepted, the proposer shall not issue any news or other statements pertaining to the award or servicing of the agreement which state or imply Uncommon Schools endorsement of proposer's services.

#### **GENERAL PROPOSAL SUBMITTAL INSTRUCTIONS**

To be considered responsive to this RFP, proposers must submit proposals in the format identified in this section. All requirements and questions in the RFP must be addressed and all requested data must be supplied. Uncommon Schools reserves the right to request additional information and/or demonstrations which, in Uncommon Schools' opinion, is necessary to assure that the

proposer has the resources and the abilities to adequately perform the work of the contract. It is presumed the quality assurance standards employed in the preparation and delivery of the proposal is reflective of the proposer's overall quality assurance standards to be used in the performance of the contract. Emphasis should be on completeness and clarity of content.

**NUMBER OF PROPOSAL COPIES (6 hard copies)**

If the proposal is submitted via hard copy, the Proposer is to provide a minimum of **six (6) complete hardcopy proposals.**

**SUBMISSION OF PROPOSALS**

- Electronic proposals are encouraged, by email submission to the email address posted in the [Schedule of Events](#) section of this document. Proposers who wish to submit hard copies must follow instructions in Section V. Proposers who submit electronically do not need to additionally submit hard copies.
- For proposers who chose to submit hard copies, the proposal packaging (envelope) is to be submitted to the delivery location posted in the [Schedule of Events](#) section of this document.
- Proposals must be received no later than the date/time specified on the [Page 1](#)
- Proposals must be submitted to the delivery location specified on the [Page 1](#).
- Facsimile (fax) proposals will **NOT** be accepted.

**PROPOSAL FORMAT**

Electronic submission is encouraged; but if Respondent chooses to submit hard copies, they must be organized sufficiently. Proposals must be capable of being understood without reference to other documents.

**END OF SECTION V**