

STATE OF MICHIGAN
DEPARTMENT OF MANAGEMENT AND BUDGET
PURCHASING OPERATIONS
P.O. BOX 30026, LANSING, MI 48909
OR
530 W. ALLEGAN, LANSING, MI 48933

September 13, 2006

NOTICE
OF
CONTRACT NO. 071B7200007
between
THE STATE OF MICHIGAN
and

NAME & ADDRESS OF VENDOR		TELEPHONE (614) 424-7967
Battelle Memorial Institute		Mary E. Bruce
505 King Avenue		VENDOR NUMBER/MAIL CODE
Columbus, OH 43201		BUYER/CA (517) 373-7396
brucem@battelle.org		Andy Ghosh, CPPB
Contract Compliance Inspector: Margie Reh		
Lottery Gaming Consulting Services – Michigan Bureau of State Lottery		
CONTRACT PERIOD: From: October 1, 2006 To: September 30, 2009		
TERMS	N/A	SHIPMENT
		N/A
F.O.B.	N/A	SHIPPED FROM
		N/A
MINIMUM DELIVERY REQUIREMENTS		
N/A		

The terms and conditions of this Contract are those of ITB #071I6200348, this Contract Agreement and the vendor's quote dated 8/16/06. In the event of any conflicts between the specifications, terms and conditions indicated by the State and those indicated by the vendor, those of the State take precedence.

Estimated Contract Value: \$275,000.00 (Estimated Travel Allowance \$25,000.00)
Total Estimated Contract Value: \$300,000.00....(Travel Allowance Included)

STATE OF MICHIGAN
DEPARTMENT OF MANAGEMENT AND BUDGET
PURCHASING OPERATIONS
P.O. BOX 30026, LANSING, MI 48909
OR
530 W. ALLEGAN, LANSING, MI 48933

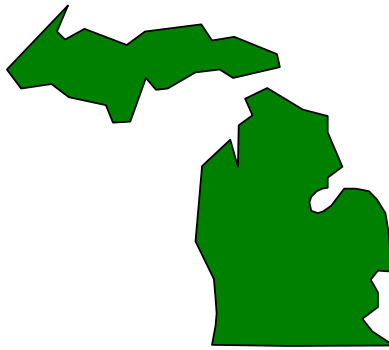
CONTRACT NO. 071B7200007
between
THE STATE OF MICHIGAN
and

NAME & ADDRESS OF VENDOR Battelle Memorial Institute 505 King Avenue Columbus, OH 43201 brucem@battelle.org		TELEPHONE (614) 424-7967 Mary E. Bruce VENDOR NUMBER/MAIL CODE BUYER/CA (517) 373-7396 Andy Ghosh, CPPB
Contract Compliance Inspector: Margie Reh Lottery Gaming Consulting Services – Michigan Bureau of State Lottery		
CONTRACT PERIOD: From: October 1, 2006 To: September 30, 2009		
TERMS N/A	SHIPMENT N/A	
F.O.B. N/A	SHIPPED FROM N/A	
MINIMUM DELIVERY REQUIREMENTS N/A		
MISCELLANEOUS INFORMATION: The terms and conditions of this Contract are those of ITB #071I6200348, this Contract Agreement and the vendor's quote dated 8/16/06. In the event of any conflicts between the specifications, terms and conditions indicated by the State and those indicated by the vendor, those of the State take precedence. Estimated Contract Value: \$275,000.00 (Estimated Travel Allowance \$25,000.00) Total Estimated Contract Value: \$300,000.00....(Travel Allowance Included)		

THIS IS NOT AN ORDER: This Contract Agreement is awarded on the basis of our inquiry bearing the ITB No. 071I6200348. Orders for delivery of may be issued directly by the Michigan Bureau of State Lottery through the issuance of a Purchase Order Form.

All terms and conditions of the invitation to bid are made a part hereof.

FOR THE VENDOR:	FOR THE STATE:
Battelle Memorial Institute	Signature
Firm Name	Andy Ghosh, CPPB, Buyer Specialist
Authorized Agent Signature	Name/Title
Authorized Agent (Print or Type)	Services Division, Purchasing Operations
Date	Department
	Date



**STATE OF MICHIGAN
Department of Management and Budget
Purchasing Operations**

Contract No. 071B7200007
Lottery Gaming Consulting Services

Buyer Name: Andy Ghosh, CPPB
Telephone Number: 517-373-7396
E-Mail Address: ghosha@michigan.gov



Table of Contents

Article 1 – Statement of Work (SOW)	6
1.0 Project Identification	6
1.001 Project Request.....	6
1.002 Background	6
1.1 Scope of Work and Deliverables	6
1.101 In Scope	6
1.102 Out of Scope – Reserved.....	7
1.103 Environment.....	7
1.104 Work And Deliverable	7
1.2 Roles and Responsibilities.....	13
1.201 Contractor Staff, Roles, and Responsibilities	13
1.202 State Staff, Roles, and Responsibilities	13
1.203 Reserved	13
1.3 Project Plan.....	13
1.301 Project Plan Management.....	13
1.302 Reports.....	15
1.4 Project Management- Reserved.....	15
1.5 Acceptance - Reserved	15
1.6 Compensation and Payment	15
1.601 COMPENSATION AND PAYMENT	15
1.7 Additional Terms and Conditions Specific to this SOW.....	15
1.701 Additional Terms and Conditions Specific to this SOW – Reserved	15
Article 2 – General Terms and Conditions.....	16
2.010 Contract Structure and Administration	16
2.011 Definitions	16
2.012 Attachments and Exhibits	16
2.013 Statements of Work.....	17
2.014 Issuing Office	17
2.015 Contract Compliance Inspector.....	17
2.020 Contract Objectives/Scope/Background	18
2.021 Background - Reserved	18
2.022 Purpose – Reserved	18
2.023 Objectives and Scope – Reserved.....	18
2.024 Interpretation - Reserved	18
2.025 Form, Function and Utility- Reserved	18
2.030 Legal Effect and Term	18
2.031 Legal Effect	18
2.032 Contract Term	18
2.040 Contractor Personnel	19
2.041 Contractor Personnel	19
2.042 Contractor Identification	20
2.043 Cooperation with Third Parties.....	20
2.044 Subcontracting by Contractor	21
2.045 Contractor Responsibility for Personnel.....	21
2.050 State Standards.....	21
2.051 Existing Technology Standards - Reserved.....	21
2.052 PM Methodology Standards - Reserved	21
2.053 Adherence to Portal Technology Tools - Reserved	21
2.054 Acceptable Use Policy	21
2.060 Deliverables.....	21
2.061 Ordering	21
2.062 Software - Reserved	21
2.063 Hardware - Reserved	21
2.064 Equipment to be New and Prohibited Products - Reserved	21



2.070	Performance	21
2.071	Performance, In General	21
2.072	Time of Performance	22
2.073	Liquidated Damages - Reserved	22
2.074	Bankruptcy	22
2.075	Time is of the Essence- Reserved	22
2.080	Delivery and Acceptance of Deliverables - Reserved	22
2.090	Financial	22
2.091	Pricing	22
2.092	Invoicing and Payment Procedures and Terms	23
2.093	State Funding Obligation	23
2.094	Holdback - Reserved	23
2.095	Electronic Payment Availability	23
2.100	Contract Management	24
2.101	Contract Management Responsibility	24
2.102	Problem and Contract Management Procedures	24
2.104	System Changes	24
2.105	Reserved	24
2.106	Change Requests	24
2.110	Records and Inspections	26
2.111	Records and Inspections	26
2.112	Errors	26
2.120	State Responsibilities	26
2.121	State Performance Obligations	26
2.130	Security	26
2.131	Background Checks	26
2.140	Reserved	27
2.150	Confidentiality	27
2.151	Freedom of Information	27
2.152	Confidentiality	27
2.153	Protection of Confidential Information	27
2.154	Exclusions	27
2.155	No Implied Rights	28
2.156	Remedies	28
2.157	Security Breach Notification	28
2.158	Survival	28
2.159	Destruction of Confidential Information	28
2.160	Proprietary Rights	28
2.163	Rights in Data	28
2.164	Ownership of Materials - Reserved	29
2.165	Standard Software - Reserved	29
2.166	Pre-existing Materials for Custom Software Deliverables - Reserved	29
2.167	General Skills	29
2.170	Warranties And Representations	29
2.171	Warranties and Representations	29
2.175	Disclaimer - Reserved	30
2.176	Consequences For Breach	30
2.180	Insurance	30
2.181	Liability Insurance	30
2.190	Indemnification	33
2.191	Indemnification	33
2.192	Continuation of Indemnification Obligations	33
2.193	Indemnification Procedures	34
2.200	Limits of Liability and Excusable Failure	34
2.201	Limits of Liability	34
2.202	Excusable Failure	35
2.203	Disaster Recovery - Reserved	35



2.210	Termination/Cancellation by the State	35
2.211	Termination for Cause.....	35
2.212	Termination for Convenience.....	36
2.213	Non-Appropriation.....	36
2.214	Criminal Conviction	37
2.216	Rights and Obligations Upon Termination	37
2.217	Reservation of Rights.....	37
2.218	Contractor Transition Responsibilities - Reserved.....	37
2.219	State Transition Responsibilities	37
2.220	Termination by Contractor.....	38
2.221	Termination by Contractor	38
2.230	Stop Work.....	38
2.231	Stop Work Orders	38
2.232	Cancellation or Expiration of Stop Work Order	38
2.233	Allowance of Contractor Costs.....	38
2.240	Reserved	38
2.250	Dispute Resolution	38
2.251	In General	38
2.252	Informal Dispute Resolution.....	39
2.253	Injunctive Relief.....	39
2.254	Continued Performance	39
2.260	Federal and State Contract Requirements.....	39
2.261	Nondiscrimination.....	39
2.262	Unfair Labor Practices.....	40
2.263	Workplace Safety and Discriminatory Harassment	40
2.270	Litigation	40
2.271	Disclosure of Litigation	40
2.272	Governing Law	41
2.273	Compliance with Laws	41
2.274	Jurisdiction	41
2.280	Environmental Provision.....	41
2.281	Environmental Provision - Reserved.....	41
2.290	General.....	41
2.291	Amendments	41
2.292	Assignment	41
2.293	Entire Contract; Order of Precedence.....	41
2.294	Headings	42
2.295	Relationship of the Parties (Independent Contractor Relationship).....	42
2.296	Notices	42
2.297	Media Releases and Contract Distribution.....	42
2.298	Reformation and Severability.....	42
2.299	Consents and Approvals	43
2.300	No Waiver of Default.....	43
2.301	Survival	43
2.302	Covenant of Good Faith	43
2.303	Permits	43
2.304	Website Incorporation	43
2.305	Taxes.....	43
2.306	Prevailing Wage	43
2.307	Call Center Disclosure - Reserved.....	44
2.308	Future Bidding Preclusion	44
2.310	Reserved	44
2.320	Extended Purchasing	44
2.321	MiDEAL - Reserved	44
2.330	Federal Grant Requirements - Reserved	44

Appendix A – Pricing Worksheet

**Article 1 – Statement of Work (SOW)****1.0 Project Identification****1.001 Project Request**

This Contract is for consulting services to assist the Michigan Bureau of State Lottery (Lottery) in the preparation of an RFP(s) to procure a comprehensive gaming system, ticket printing, and communications network.

Contractor's Response:
Battelle understands.

1.002 Background

The Lottery currently has a contract with GTECH Corporation (GTECH) to provide its on-line gaming system, gaming equipment, back office system, and related services. This contract will expire on January 21, 2009. In addition to the on-line gaming system, GTECH provides instant game services including warehousing, distribution, shipping, inventory tracking, ticket validation and related instant game services. Related to the on-line contract, the Lottery has a telecommunications contract with AT&T (SBC) which provides the communications services to allow the gaming equipment to connect with host servers and retailers. The AT&T contract will expire on January 31, 2009. The Lottery also has a contract with Pollard Banknote Limited which expires January 1, 2009 for instant ticket printing and pull-tab ticket printing and distribution.

The consultant will coordinate and oversee efforts in development of a comprehensive RFP(s) for a new comprehensive gaming system, ticket printing, and communications network and related services necessary for Lottery to conduct business with its retailers. The consultant will make recommendations on how the RFP(s) should be split into multiple RFP's, or segmented into bidding categories under one RFP(s).

The Lottery currently has over 10,000 on-line terminals in operation, in addition it has 1,200 instant-only validation devices (dial up) at retail locations across the state for a total of approximately 11,200 retailers. Of the 10,000 terminals, approximately 2,100 are dedicated to Club Keno locations. Club Keno locations are located in bars and restaurants across the state and primarily sell Club Keno and Pull-tab tickets. The remainder of the terminal population is located in traditional retail locations such as grocery stores, party and convenience stores. These terminals sell traditional on-line products such as Daily games, Fantasy 5, Classic Lotto 47, Mega Millions, and daily Keno. The terminals also are used for instant inventory tracking and ticket validation. For information on specific games and other information regarding the Lottery, visit www.michigan.gov/lottery.

The Lottery sold \$2.07 billion in tickets in fiscal year 2005 and it is anticipated the Lottery will sell over \$2.1 billion in fiscal year 2006. The Lottery produces revenue for the state School Aid Fund (SAF) and transferred \$667 million to the SAF FY 2005. It is anticipated that the Lottery will produce over \$700 million in FY 2006 for the SAF.

The Lottery anticipates issuing a comprehensive gaming system RFP(s) to prospective vendors no later than March 2007 and completing the evaluation and selection process no later than September 2007 in order to allow a minimum of 15 months for conversion activities.

Contractor's Response:
Battelle understands.

1.1 Scope of Work and Deliverables**1.101 In Scope**

The consultant will be expected to provide technical advice and assistance in preparation for the comprehensive gaming system RFP(s). The consultant will serve a primary role in preparation for RFP development, actual RFP document development, assisting in proposal evaluation, post-award assistance if needed, and conversion assistance as needed.

Contractor's Response:
Battelle understands.

**1.102 Out of Scope – Reserved****1.103 Environment**

Consultant is expected to perform the majority of the work under this contract at the Lottery offices in Lansing, Michigan. Office space and equipment will be provided to the consultant as needed. The Lottery will provide draft working documents or template as the consultant's starting point for work required under this contract in developing the RFP document.

Contractor's Response:
Battelle understands.

1.104 Work And Deliverable

Contractor shall provide Deliverables/Services and staff, and otherwise do all things necessary for or incidental to the performance of work, as set forth below:

1. Provide an evaluation of available technologies and systems available in the lottery industry. Consultant is expected to have experience and the most current information on technologies in the lottery industry in order to make recommendations on technologies that would be most beneficial to the Michigan Lottery situation.

Contractor Response:

Battelle Memorial Institute, Columbus Operations (Battelle) has tracked and studied technologies and systems available to and deployed in the lottery industry since the 1980s. We are familiar with the systems and products from the major industry suppliers, such as GTECH, Intralot, and Scientific Games, having received demonstrations of these systems and products, having evaluated proposals offering them, and having performed acceptance testing on behalf of numerous state lottery clients. We have worked with many states to include requirements in their gaming system RFPs that call for the new technologies and systems available to the industry, including RFPs for Connecticut and Oregon that are on the street as of this writing. So our experience is both comprehensive and current.

We acknowledge however that a gaming system acquisition is not just a technical exercise. We find that all the decisions regarding such a procurement must be considered along four axes: technology, economics, regulatory, and political. The technology axis includes assessment of hardware, software, processes, and services. Economics includes pricing and forms of payment. Regulatory includes compliance with statutes, policies, procedures, and contractual terms. Politics recognizes that there are several parties to the acquisition that have individual agendas.

2. Assist in RFP specifications in regard to scope of services to be included. The final RFP document(s) is expected to be a joint effort between consultant and Lottery staff with the consultant serving a primary role in development and drafting of the document(s). A draft in substantially complete form of the RFP document(s) is expected as one of the main deliverables of the contract.

Contractor Response:

Battelle has assisted states since the 1980s with the specifications for their RFPs. We have commonly assisted states in developing a preliminary list of requirements, then first-drafting their RFP and facilitating the lottery's refinement of the RFP through several review cycles until its release. Recently we have drafted RFPs for New Jersey (2005), Connecticut (2006), and Oregon (2006), with other states' RFPs in development as of this writing.

3. Assist in determining breakdown of bidding opportunities: whether sections of the RFP should be bid separately, such as communications network and instant ticket warehousing and distribution, or if such services should be contained in a comprehensive contract covering all areas and be provided by a single vendor. The consultant will also make recommendations on how the Lottery should re-bid the instant ticket printing and pull-tab printing and distribution contract and whether any sections of that contract should be included in the on-line gaming RFP or re-bid under a separate RFP.



Contractor Response:

One of the key issues is the acquisition strategy, which we have worked on with many customers. Another term for this is “bundling/unbundling,” the degree to which the different products and service functions are dispersed among one or more contracts. U.S. lotteries have opted to “bundle” for the most part. Among the items most commonly “unbundled” are the communications network, the instant ticket printing, and order fulfillment of instant tickets (tel-sell, warehousing, packing, and delivery). The options have pros and cons to consider for the proposal era as well as the operational era regarding bundling/unbundling. These engage the usual four axes of consideration: technical, financial, regulatory, and political. We will address these pros and cons with the Michigan Lottery in support of its decision-making.

4. Develop technical specifications for the RFP(s) to ensure the Lottery’s objectives and requirements are met.

Contractor Response:

We have worked with numerous lotteries to develop their technical specifications. In past projects we have approached this as follows: Battelle makes a half-day presentation to the Lottery on the State of the Industry (with Q&A), then meets with a select Committee from the Lottery for several half-days to discuss possible requirements, while the Lottery on such days also receives half-day vendor presentations on vendor products and services. This one-week program has been sufficient with several clients to compile information for a first-draft RFP. The Michigan Lottery may or may not wish to follow such a protocol, but this is one way to compile requirements for a gaming system RFP. The technical specifications couched in a first-draft RFP are then reviewed and refined in several cycles—we have usually found 4-5 cycles necessary before “final.”

5. Develop recommendations on appropriate contract terms and conditions.

Contractor Response:

The contract terms and conditions section of an RFP is just as large and complex as the technical specifications. (It represents the “regulatory” axis of the project as opposed to the “technical” axis.) The special terms and conditions for a lottery gaming system contract section must typically be integrated with state standard terms and conditions, providing a complete prototype statement of the contract-to-come. A recent development in this area is licensing, which has become contentious with the gaming system suppliers wanting to develop an additional revenue source through making lotteries pay royalties. How that is handled will be a key issue, and we have language we can suggest. A similarly complex issue is the technical and financial responsibilities for the vendor and the Lottery as the gaming system grows and evolves. Again, Battelle has language for consideration on this issue.

6. Develop recommendations on Lottery back office including hardware, software, vendor-provided training, and staffing to include in the RFP(s).

Contractor Response:

The part of the gaming system that sells tickets is vital. On the other hand, the back office is a support environment that allows for accounting and administration, and the gaming system cannot run without it. For example, untimely or incorrect retailer accounting is a precipitous situation that may disrupt the income stream (as it did for the Arizona Lottery in 1996). Fortunately in the past few years, vendors have developed and can now supply more software applications as part of an integrated back office environment. An issue for the RFP(s) will be what parts of the back office functions the Lottery will build in-house or buy from third parties, as opposed to including the requirement for the gaming system vendor.

7. Develop recommendation on whether the Lottery should continue to use instant-only retailers requiring a validation device other than an on-line terminal, or if each retailer should have the capability of producing on-line tickets.



Contractor Response:

There has been industry diversification on point-of-sale devices for lotteries to consider. Retailers can be equipped in more ways than before. Now available are kiosks that sell both instant and on-line tickets, cash register integrated/checkout lane sales, instant-only terminals, simplified on-line terminals, and finally the traditional full-function on-line terminals. Most states are going away from instant-only terminals and deploying a combination of traditional terminals, kiosks, and cash register/checkout lane sales. This is however just a statement of industry trend and not a recommendation to the Michigan Lottery. How to allocate technologies over the retailer network to optimize sales and costs is a major issue to be addressed in the requirements discussions. We are aware of examples from Florida, Wisconsin, California, and Ohio to share in this discussion.

8. Consultant should assist in determining the optimal number of terminals to require the vendor to provide under the new gaming contract.

Contractor Response:

The optimal number of terminals is an issue subject to much discussion. The answer will not be a single number, but an allocation of retailer technologies of several types. This issue can be addressed based on the insights of the Michigan Lottery senior staff, and through technology population comparisons with other lotteries. An even more advanced strategy to determine this allocation (which Battelle applied in Florida), is multiple linear regression using retailer density and terminal type as predictor variables, and sales as the target variable. Battelle's Florida work was presented at the LaFleur's conference in May 2005 and at NASPL in September 2005. Florida opted as a result of the study to limit the terminal population to traditional retailer terminals and cash register-based terminals, at a higher overall retailer density than before. As part of the Michigan Lottery project we would have to determine at what depth this issue should be addressed.

9. Determination of whether specific telecommunications technology should be required in the RFP or to allow bidders the opportunity to present options in recommended technologies. If bidders are allowed to present alternatives, the RFP scoring methodology must be able to offer specific evaluation factors to allow appropriate comparisons.

Contractor Response:

Telecommunications technology is moving into a new generation for the lotteries. Since 2004 all of the bids have involved high bandwidth, Internet Protocol-based networks using very small aperture satellite (VSAT), licensed and unlicensed radio, and wired solutions frame relay and ADSL. This is a substantial change from Michigan's current low-speed X.42 multi-dropped retailer network. The biggest issue with the more modern networks is diversity and redundancy. If developed poorly the design can expose large fractions of the network to outages based on a single point of failure (SPOF) and the RFP requirements must avoid that. Thus the RFP must contain specifications at least as to "what" the network must achieve (as opposed to "how," although the Lottery may choose to exclude certain options due to performance, reliability, or security limitations). Battelle addressed network options for lotteries in a presentation at NASPL Phoenix in December 2005: "A Survey of Retailer Network Technologies."

10. Consultant must be able to provide vulnerability and security assessment of all types of telecommunications and other technologies to be considered under the new contract.

Contractor Response:

We have produced network specifications for many gaming system RFPs and vulnerability and security are major issues. As discussed above, single points of failure must be avoided. As well, some designs today have employed placing lottery transactions with Internet Service Providers using the public Internet as a medium, creating potential vulnerability and security issues. Naturally the level of diversity and redundancy is a tradeoff between guaranteeing service and managing the price (the technical and economic axes). For example, the Connecticut Lottery chose in their current RFP (on the street as of this writing) to require a backup communications method for the "last mile" to all retailers that support more than one retailer terminal. This provides protection but at elevated costs. Such commitments must be thoroughly considered.



11. Make recommendations on Internal Control System (ICS) on whether that contract should be bid separately or included in the on-line RFP. Also make recommendations on roles of the Lottery staff and the ICS provider and which services should be provided by each.

Contractor Response:

Battelle will be pleased to work with the Michigan Lottery on its ICS acquisition strategy. Most lotteries procure the ICS as a subcontract from the gaming system vendor, as a procurement convenience (e.g., Florida 2003). If so, certain constraints should be placed on the selection and administration of the ICS supplier to encourage independence from the gaming system vendor. An auditor's ideal may be to have a completely separate ICS contract, and some lotteries opt for that (e.g., Connecticut 2006). Battelle has included ICS specifications in RFPs for a long time now, typically as a minor specification. We have however also drafted more robust specifications for a completely independent ICS acquisition, and that experience will be available should Michigan decide to head that direction. As far as ICS responsibilities, lotteries typically opt to run the ICS, but generally conduct only user authorizations themselves and allow the ICS vendor to do all other system administration efforts (operating system updates and patches, for example) and ICS application updates.

12. Develop specifications for the vendor-provided Lottery back office including hardware, software, reports and specific screens and real-time information availability.

Contractor Response:

The vendors have provided more robust back office environments since Michigan last went out for a bid. The key issue will be to determine which applications will be supplied by the Lottery and which by the gaming system vendor, among many such as retailer licensing, retailer sweeps, tax filings, and so on. Some data conversion to the new applications must be expected by the Lottery.

13. Develop specifications for all aspects of the vendor gaming system including disaster recovery, fail-over methods, security measures, audit requirements, among others.

Contractor Response:

The technical specifications must not be limited simply to types of retailer terminals and to applications that sell tickets. The gaming system must also be robust and provide diverse and redundant solutions to provide fault tolerance in the face of hardware, software, and network failures. Dual data centers with retailer network connections to each are a probable architectural element for an operation the size of Michigan's. To be determined however is where these facilities should be located. A trend is to permit one or both data centers to be regionalized by the gaming system vendor, although this strategy may or may not fit Michigan well. Network architecture is particularly sensitive to diversity and redundancy. A typical issue for a satellite-based retailer network is whether multiple ground stations and orbiting satellites are required for diversity and redundancy, and whether some alternative path wired solution such as frame relay is also required for diversity. In addition, the gaming system must be secure against penetration, corruption, and disruption, and these stipulations must be represented as RFP requirements. Issues to include in the RFP(s) may include: encryption, virtual private networks, intrusion detection systems, firewalls, denial of service, and private network backhauls (instead of the Internet). Finally, no system is adequate that does not stand up to auditing. Thus rigorous record-keeping, separation of duties, and need-to-know principles should be observed by the gaming system vendor.

14. Define and develop evaluation criteria and weighted scoring system for a thorough and precise evaluation of bidders.

Contractor Response:

Most lotteries have employed an additive weighting system strategy for proposal evaluation. This strategy adapts readily to a multiple criteria decision problem, which describes the proposal evaluation process. The key issue in such a system is to balance the weights of the multiple criteria to achieve the goals of the lottery. A more subtle but equally important consideration for additive weighting is the reward function that applies to each criterion, governing the way in which the available point weights are earned. That said, additive weighting is not the sole strategy available to the Michigan Lottery for proposal evaluation and we would be pleased to discuss also price value analysis, value indexing, and other methodologies such as voting.



For documentation and collaboration on the findings and observations of the evaluators we have not found a system better than PMIQ (Plus-Minus-Interesting-Question) and we would be pleased to discuss that with the Lottery. The selected evaluation methodology must be highly defensible, have reproducible outcomes, and be thoroughly comprehended by the evaluators.

15. Serve in an advisory capacity for vendor questions at a pre-bid meeting and in preparing written responses to vendor inquiries.

Contractor Response:

Battelle has helped develop agendas for and has attended many gaming system vendor pre-bid conferences. We excel in helping lotteries answer technical questions submitted by the vendors, where the Lottery determines that our assistance would be productive. Our last experience with exactly such an effort was the pre-bid conference for the Connecticut Lottery in June 2006. We also assisted Oregon Lottery with vendor questions for their pre-bid conference, in July 2006.

16. Assist in evaluation of vendor proposals including reading and analyzing proposals, evaluating technical content, and participating in site visits (if required under the RFP). The consultant will serve in an advisory capacity only and will not be a voting member of the evaluation committee.

Contractor Response:

Battelle has reviewed dozens of gaming vendor proposals and would be pleased to assist the Michigan Lottery in this task. We recommend the PMIQ methodology for reviewing proposals and have a white paper that describes how it works. We feel that PMIQ helps evaluators stay on task and share their findings and observations. We have participated in many gaming system site visits, including recently those for the New Jersey Lottery in 2005. Our specialty there is oversight of the systems' benchmarks.

Battelle recognizes the obligation of the lotteries to choose their own systems, and as a matter of our own policy (as well as being stipulated by Michigan Lottery in this RFP) we do not provide a score, final recommendation, or attempt to influence the direction of choice. We can however provide observations as to how well we believe proposed technical items will work, and what related industry experience has been.

17. Should litigation occur in the course of the contract award related to the contracting process, consultant shall act as an expert witness in areas of technical requirements, observance of the process followed, and evaluation and selection criteria.

Contractor Response:

Battelle has assisted lotteries several times in defense of their procurements. Fortunately the past five years have seen a historically low number of litigations regarding gaming system procurements (although New Jersey is about to enter the hearings phase of their procurement as this is written). The best defense against a protest or litigation is a rational system and vendor choice that rigorously follows the RFP-depicted evaluation process.

18. Post-award assistance may include benchmarking of vendor system, evaluation of vendor preparedness, and acceptance testing at various checkpoints during the conversion.

Contractor Response:

Battelle often reviews vendor working papers and implementation progress as a post-award activity. Acceptance testing has been a specialty of ours for years. We conduct both functional acceptance testing and system/network testing. Battelle provided acceptance testing services to the Michigan Lottery on the current system. We recently acceptance tested for California (2004), Wisconsin (2004), and Florida (2005). We have continuing contracts for acceptance testing with certain clients (e.g., DC and South Carolina). For this contract we could provide extensive testing services, or more simply, provide limited support for Michigan's own testing team.



19. Develop a fair and comprehensive schedule of liquidated damages to be included in the gaming contract.

Contractor Response:

Liquidated damages are a necessary part of U.S. lottery contracts. Recently we have worked with lotteries (Connecticut, New Jersey, and Oregon) on more robust liquidated damages than traditionally identified. Liquidated damages are the Service Level Agreements (SLAs) of lottery contracts. New issues to consider are liquidated damages for failure to support instant games, for network outages when the vendor plays a major role in providing the network, and for chronic failures. The Michigan Lottery will have to decide which liquidated damage provisions protect its interests adequately. The real purpose of liquidated damages is not to provide a source of revenue by collecting damages, but rather to influence the vendor's design, operation, and performance, to avoid and mitigate the failures that disrupt game operations.

20. Identification of opportunities of services and equipment to be included in the gaming contract that have proven to be valuable in similar RFP's at other state Lotteries.

Contractor Response:

Battelle has worked with numerous lotteries throughout the years and is familiar with the technology and service opportunities, as well as useful contract terms. Our knowledge of competitive pricing of systems and options is extensive. Thus we shall help the Michigan Lottery address its requirements for a gaming system mainly along the technology, economics, and contract axes. At present we are working with Connecticut, New Jersey, Oregon, and West Virginia on gaming system RFPs, giving us recent and broad experience into what state lotteries typically want and need. We will be happy to share any experiences with the Michigan Lottery (that are not constrained by confidential information agreements with these clients).

1.2 Roles and Responsibilities**1.201 Contractor Staff, Roles, and Responsibilities**

Contractor shall identify key staff involved in the project by name and position. The role of key staff members shall also be identified. Contractor shall identify one key project manager responsible for the overall management of the project.

Contractor Response:

Battelle will support these activities with two employees who specialize in on-line gaming systems and RFP preparation activities. They are Gary Gassin and Mike Hufferberger.

Gary Gassin will serve as the Project Manager with responsibility for all project liaison, monitoring assignments, and overall quality control responsibilities. Other staff will be assigned as the demands of the project require. We believe that our team collectively represents the strongest possible team of specialists that could be assembled for a project of this type.

Battelle recognizes the Lottery's right to interview the key personnel assigned to this project and to recommend reassignment of personnel deemed unsatisfactory.

1.202 State Staff, Roles, and Responsibilities

This project will be carried out in conjunction with members of the lottery staff. A team of individuals from the Lottery will be dedicated to assist in the RFP development. The contractor will serve a primary role in the RFP development team. Overall project management will be directed by the Deputy Commissioner for Administration of the Lottery, or alternate as appointed. Contractor and Lottery staff roles will be identified in a kick-off meeting within two weeks after the contract award.

Although there will be continuous liaison with the Lottery's project manager, key staff, and the consultant, the Lottery project manager and the consultant shall meet at least weekly during onsite phases of the work for the purpose of reviewing progress and providing direction.

The Lottery, through its project manager, shall have final authority in all decisions relating to the content of the RFP to be developed during the course of this contract, evaluation criteria, vendor selection, the award process, and benchmarking and conversion.

Contractor's Response:

Battelle understands.

1.203 Reserved1.3 Project Plan**1.301 Project Plan Management**

Contractor shall propose a project plan to assist the Lottery in the development of the RFP(s). Specific staff, milestones, timelines, and deliverables should be outlined. Contractor must provide a technical plan for accomplishing the work. The number of person-hours should be allocated to each task. Contractor shall include a time-line chart, showing each event, task and decision point in the work plan. This chart should accomplish all tasks in order that the RFP(s) for the Lottery gaming system can be completed by March 2007 with contract awarded by September 2007. The project plan must incorporate all items identified in Section 1.101 and other critical factors necessary for the contractor to produce the optimal results from this engagement.

Contractor's Response:



	Week(s)	Days	START		FINISH			
1) Preparation for RFP Development								
Kickoff Meeting & Data Collection	1	0	23-Oct-2006	Mon	30-Oct-2006	Mon		
Technology Briefings	0	0	30-Oct-2006	Mon	30-Oct-2006	Mon		
2) RFP Development								
RFP Strawman – Battelle	4	0	30-Oct-2006	Mon	27-Nov-2006	Mon	16 weeks	
RFP Draft - Release 1	0	0	27-Nov-2006	Mon	27-Nov-2006	Mon		
Lottery Review	1	0	27-Nov-2006	Mon	4-Dec-2006	Mon		
Group Review	1	0	4-Dec-2006	Mon	11-Dec-2006	Mon		
Battelle Updates	1	0	11-Dec-2006	Mon	18-Dec-2006	Mon		
RFP Draft - Release 2	0	0	18-Dec-2006	Mon	18-Dec-2006	Mon		
Lottery Review	1	0	18-Dec-2006	Mon	25-Dec-2006	Mon		
Group Review	1	0	25-Dec-2006	Mon	1-Jan-2007	Mon		
Battelle Updates	1	0	1-Jan-2007	Mon	8-Jan-2007	Mon		
RFP Draft - Release 3	0	0	8-Jan-2007	Mon	8-Jan-2007	Mon		
Lottery Review	1	0	8-Jan-2007	Mon	15-Jan-2007	Mon		
Group Review	1	0	15-Jan-2007	Mon	22-Jan-2007	Mon		
Battelle Updates	1	0	22-Jan-2007	Mon	29-Jan-2007	Mon		
RFP Draft - Release 4	0	0	29-Jan-2007	Mon	29-Jan-2007	Mon		
Lottery Review	1	0	29-Jan-2007	Mon	5-Feb-2007	Mon		
Group Review	1	0	5-Feb-2007	Mon	12-Feb-2007	Mon		
Battelle Updates	1	0	12-Feb-2007	Mon	19-Feb-2007	Mon		
RFP Approval Process	2	2	19-Feb-2007	Mon	7-Mar-2007	Wed	8 weeks	
RFP Issued	0	0	7-Mar-2007	Wed	7-Mar-2007	Wed		
3) Participation in Pre-bid Meeting and Question responses								
Wait	2	0	7-Mar-2007	Wed	21-Mar-2007	Wed		
Vendor Questions & Answers 1	1	0	21-Mar-2007	Wed	28-Mar-2007	Wed		
Vendors Conference	0	0	28-Mar-2007	Wed	28-Mar-2007	Wed		
Wait	2	0	28-Mar-2007	Wed	11-Apr-2007	Wed		
Vendor Questions & Answers 2	1	0	11-Apr-2007	Wed	18-Apr-2007	Wed		
Wait	2	0	18-Apr-2007	Wed	2-May-2007	Wed		
4) Bid Proposals Evaluation and Site Visits								
Proposals Due	0	0	2-May-2007	Wed	2-May-2007	Wed		
Proposal Evaluation	7	0	2-May-2007	Wed	20-Jun-2007	Wed		
Site Visits	2	0	20-Jun-2007	Wed	4-Jul-2007	Wed		
Final Scoring	1	0	4-Jul-2007	Wed	11-Jul-2007	Wed		
Report	1	0	11-Jul-2007	Wed	18-Jul-2007	Wed		
Award	2	0	18-Jul-2007	Wed	1-Aug-2007	Wed		
5) Post Award Assistance								
Contract Negotiation	4	0	1-Aug-2007	Wed	29-Aug-2007	Wed		
6) Expert Witness								
Protest	4	0	29-Aug-2007	Wed	26-Sep-2007	Wed		

1) Preparation for RFP Development			Hours
Project Manager	Gary Gassin		40
Project Consultant (1)	Mike Huffenberger		40
2) RFP Development			Hours
Project Manager	Gary Gassin		160
Project Consultant (1)	Mike Huffenberger		200
3) Participation in Pre-bid Meeting and Question Responses			Hours
Project Manager	Gary Gassin		40
Project Consultant (1)	Mike Huffenberger		40



4) Bid Proposals Evaluation and Site Visits		Hours
Project Manager	Gary Gassin	240
Project Consultant (1)	Mike Hufferberger	240
5) Post Award Assistance		Hours
Project Manager	Gary Gassin	25
Project Consultant (1)	Mike Hufferberger	25
6) Expert Witness		Hours
Project Manager	Gary Gassin	25
Project Consultant (1)	Mike Hufferberger	25

1.302 Reports

Contractor shall provide a set of standard reports intended to be used to track progress of the contract. Included in the reports should be a set of deliverables. Each set of deliverables would then be invoiced upon sign-off of the Lottery project manager.

Contractor's Response:
Battelle understands.

1.4 Project Management- Reserved

1.5 Acceptance - Reserved

1.6 Compensation and Payment

1.601 COMPENSATION AND PAYMENT

Contractor must provide a detailed estimate of number of hours needed to complete the project plan as outlined in 1.301 above. Specific hourly charges for all personnel involved in the project must be completed. Total number of hours should then be compiled in the categories identified on the pricing grid. Total project estimated cost, based on estimated hours and a fixed hourly cost per staff member identified in the project plan must be included. See pricing sheet Attachment A attached. This Contract is a firm, fixed unit price based on an hourly rate of staff members identified for the project. Hours charged will be arranged with the Lottery project manager who must approve all hours specifically worked on the project prior to invoicing. Charges not identified in the pricing proposal may not be charged.

Contractor's Response:
Battelle understands.

1.7 Additional Terms and Conditions Specific to this SOW

1.701 Additional Terms and Conditions Specific to this SOW – Reserved



Article 2 – General Terms and Conditions

2.010 Contract Structure and Administration

2.011 Definitions

Capitalized terms used in this Contract (including its Exhibits) shall have the meanings given below, unless the context requires otherwise:

- (a) "Days" means calendar days unless otherwise specified.
- (b) "24x7x365" means 24 hours a day, seven days a week, and 365 days a year (including the 366th day in a leap year).
- (c) "Additional Service" means any Services/Deliverables within the scope of the Contract, but not specifically provided under any Statement of Work, that once added will result in the need to provide the Contractor with additional consideration. "Additional Service" does not include New Work.
- (d) "Amendment Labor Rates" means the schedule of fully-loaded hourly labor rates attached as

Appendix A.

- (e) "Audit Period" has the meaning given in **Section 2.111**.
- (f) "Business Day," whether capitalized or not, shall mean any day other than a Saturday, Sunday or State-recognized legal holiday (as identified in the Collective Bargaining Agreement for State employees) from 8:00am EST through 5:00pm EST unless otherwise stated.
- (g) "Incident" means any interruption in Services.
- (h) "Business Critical" means any function identified in any Statement of Work as Business Critical.
- (i) "Deliverable" means physical goods and/or commodities as required or identified by a Statement of Work
- (j) "Key Personnel" means any Personnel designated in **Article 1, Section 1.201** as Key Personnel.
- (k) "New Work" means any Services/Deliverables outside the scope of the Contract and not specifically provided under any Statement of Work, that once added will result in the need to provide the Contractor with additional consideration. "New Work" does not include Additional Service.
- (l) "Services" means any function performed for the benefit of the State.
- (m) "State Location" means any physical location where the State performs work. State Location may include state-owned, leased, or rented space.
- (n) "Subcontractor" means a company Contractor delegates performance of a portion of the Services to, but does not include independent contractors engaged by Contractor solely in a staff augmentation role.
- (o) "Work in Process" means a Deliverable that has been partially prepared, but has not been presented to the State for Approval.
- (p) "On-line games" means Lottery games played by printing a ticket at a Lottery retailer terminal and does not relate in any way to internet gambling.
- (q) "Internal Control System (ICS)" means a separate processing system designed to independently check and verify transactions on the gaming system.
- (r) "Comprehensive gaming system" means a Lottery gaming system in which all equipment, communications processes, consumables, hardware, software, ticket printing, ticket distribution, transaction processing, related services, and anything necessary for the Lottery to provide tickets, validate tickets, communicate with retailers, and generally conduct business may be included.

2.012 Attachments, Appendices and Exhibits

All Attachments and/or Exhibits attached to any, and all Statement(s) of Work, attached to, or referencing this Contract, are incorporated in their entirety into, and form part of, this Contract.



2.013 Statements of Work

- (a) The parties agree that the Services/Deliverables to be rendered by Contractor pursuant to this Contract (and any future amendments of it) will be defined and described in detail in Statements of Work or Purchase Orders (PO) executed under this Contract. Contractor shall not be obliged or authorized to commence any work to implement a Statement of Work until authorized via a PO issued against this Contract, or an amendment to this Contract (see 2.106). Contractor shall perform in accordance with this Contract, including the Statements of Work/Purchase Orders executed under it.
- (b) Unless otherwise agreed by the parties, each Statement of Work (as defined in Article 1) will include, or incorporate by reference to the appropriate Contract Article 1 Attachment containing, the following information:
- a description of the Services to be performed by Contractor under the Statement of Work;
 - a project schedule (including the commencement and completion dates for all tasks, subtasks (for all projects of sufficient duration and complexity to warrant sub task breakdown), and Deliverables;
 - a list of the Deliverables to be provided, if any, including any particular specifications and acceptance criteria for such Deliverables, and the dates on which the Deliverables are scheduled to be completed and delivered to the State;
 - all Deliverable price schedules and other charges associated with the Statement of Work, the overall fixed price for such Statement of Work and any other appropriate pricing and payment terms;
 - a specification of Contractor's and the State's respective performance responsibilities with respect to the performance or completion of all tasks, subtasks and Deliverables;
 - a listing of any Key Personnel of Contractor and/or its Subcontractors for that Statement of Work and any future Statements of Work;
 - any other information or provisions the parties agree to include.
- (c) Reserved.
- (d) The initial Statements of Work, as of the Effective Date, are attached to this Contract.

2.014 Issuing Office

This Contract is issued by the Department of Management and Budget, Purchasing Operations and Bureau of State Lottery (Lottery) (collectively, including all other relevant State of Michigan departments and agencies, the "State"). Purchasing Operations is the sole point of contact in the State with regard to all procurement and contractual matters relating to the Contract. **Purchasing Operations is the only State office authorized to change, modify, amend, alter or clarify the prices, specifications, terms and conditions of this Contract.** The Contractor Administrator within Purchasing Operations for this Contract is:

Andy Ghosh, CPPB
Purchasing Operations
Department of Management and Budget
Mason Bldg, 2nd Floor
PO Box 30026
Lansing, MI 48909
Email:ghosha@Michigan.gov
Phone: 517-373-7396

2.015 Contract Compliance Inspector

Upon receipt at PURCHASING OPERATIONS of the properly executed Contract, it is anticipated that the Director of DMB Purchasing Operations, in consultation with the Lottery, will direct that the person named below, or any other person so designated, be authorized to monitor and coordinate the activities for the Contract on a day-to-day basis during its term. However, monitoring of this Contract implies **no authority to change, modify, clarify, amend, or otherwise alter the prices, terms, conditions and specifications of such Contract as that authority is retained by the Purchasing Operations.** The Contract Compliance Inspector for this Contract is:



Margery Reh, Deputy Commissioner for Administration
Michigan Bureau of State Lottery
101 East Hillsdale Street
PO Box 30026
Lansing, MI 48909
Email: rehm@michigan.gov
Phone: 517-335-5635

2.016 Project Manager

The following individual will oversee the project:

Name:
Margery Reh, Deputy Commissioner for Administration

2.020 Contract Objectives/Scope/Background

2.021 Background - Reserved

2.022 Purpose – Reserved

2.023 Objectives and Scope – Reserved

2.024 Interpretation - Reserved

2.025 Form, Function and Utility- Reserved

2.030 Legal Effect and Term

2.031 Legal Effect

Except as otherwise agreed in writing by the parties, the State assumes no liability for costs incurred by Contractor or payment under this Contract, until Contractor is notified in writing that this Contract (or Change Order) has been approved by the State Administrative Board (if required), approved and signed by all the parties, and a Purchase Order against the Contract has been issued.

2.032 Contract Term

This Contract is for a period of three (3) years commencing on the date that the last signature required to make the Contract enforceable is obtained. All outstanding Purchase Orders shall also expire upon the termination (cancellation for any of the reasons listed in 2.210) of the Contract, unless otherwise extended pursuant to the Contract. Absent an early termination for any reason, Purchase Orders issued but not expired, by the end of the Contract's stated term, will remain in effect for the balance of the fiscal year for which they were issued.

2.033 Renewal(s)

This Contract may be renewed in writing by mutual agreement of the parties not less than 30 days before its expiration. The Contract may be renewed for up to two (2) additional one- (1) year period. Successful completion of negotiations surrounding the terms of the renewal, will be a pre-requisite for the exercise of any option year.

2.040 Contractor Personnel**2.041 Contractor Personnel**

(a) **Personnel Qualifications.** All persons assigned by Contractor to the performance of Services under this Contract shall be employees of Contractor or its majority-owned (directly or indirectly, at any tier) subsidiaries (or a State-approved Subcontractor) and shall be fully qualified to perform the work assigned to them. Contractor shall include a similar provision in any subcontract entered into with a Subcontractor. For the purposes of this Contract, independent contractors engaged by Contractor solely in a staff augmentation role shall be treated by the State as if they were employees of Contractor for this Contract only; however, the State understands that the relationship between Contractor and Subcontractor is an independent contractor relationship.

(b) **Key Personnel**

(i) In discharging its obligations under this Contract, Contractor shall provide the named Key Personnel on the terms indicated. **Appendix A** provides an organization chart showing the roles of certain Key Personnel, if any.

(ii) Key Personnel shall be dedicated as defined in **Appendix A** to the Project for its duration in the applicable Statement of Work with respect to other individuals designated as Key Personnel for that Statement of Work.

(iii) The State will have the right to recommend and approve in writing the initial assignment, as well as any proposed reassignment or replacement, of any Key Personnel. Before assigning an individual to any Key Personnel position, Contractor will notify the State of the proposed assignment, will introduce the individual to the appropriate State representatives, and will provide the State with a resume and any other information about the individual reasonably requested by the State. The State reserves the right to interview the individual before granting written approval. In the event the State finds a proposed individual unacceptable, the State will provide a written explanation including reasonable detail outlining the reasons for the rejection. Additionally, the State's request shall be based on legitimate, good-faith reasons. Proposed alternative for the individual denied, shall be fully qualified for the position.

(iv) Contractor shall not remove any Key Personnel from their assigned roles or the Contract without the prior written consent of the State. If the Contractor does remove Key Personnel without the prior written consent of the State, it shall be considered an unauthorized removal ("Unauthorized Removal"). It shall not be considered an Unauthorized Removal if Key Personnel must be replaced for reasons beyond the reasonable control of Contractor, including illness, disability, leave of absence, personal emergency circumstances, resignation or for cause termination of the Key Personnel's employment. It shall not be considered an Unauthorized Removal if Key Personnel must be replaced because of promotions or other job movements allowed by Contractor personnel policies or Collective Bargaining Agreement(s) as long as the State receives prior written notice before shadowing occurs and Contractor provides thirty (30) days of shadowing unless parties agree to a different time period. The Contractor with the State shall review any Key Personnel replacements, and appropriate transition planning will be established. Any Unauthorized Removal may be considered by the State to be a material breach of the Contract, in respect of which the State may elect to exercise its rights under **Section 2.210**.

(v) It is acknowledged that an Unauthorized Removal will interfere with the timely and proper completion of the Contract, to the loss and damage of the State, and that it would be impracticable and extremely difficult to fix the actual damage sustained by the State as a result of any Unauthorized Removal. Therefore, Contractor and the State agree that in the case of any Unauthorized Removal in respect of which the State does not elect to exercise its rights under **Section 2.210**, the State may assess liquidated damages against Contractor as specified below.

For the Unauthorized Removal of any Key Personnel designated in the applicable Statement of Work, the liquidated damages amount shall be \$25,000.00 per individual provided Contractor identifies a replacement approved by the State pursuant to **Section 2.041** and assigns the replacement to the Project to shadow the Key Personnel s/he is replacing for a period of at least 30 days prior to such Key Personnel's removal.

If Contractor fails to assign a replacement to shadow the removed Key Personnel for at least 30 days, in addition to the \$25,000.00 liquidated damages for an Unauthorized Removal, Contractor shall pay the amount of \$833.33 per day for each day of the 30 day shadow period that the replacement Key Personnel does not shadow the removed Key Personnel, up to \$25,000.00 maximum per individual. The total liquidated damages that may be assessed per Unauthorized Removal and failure to provide 30 days of shadowing shall not exceed \$50,000.00 per individual.



- (c) Re-assignment of non-Key Personnel. Prior to re-deploying to other projects, at the completion of their assigned tasks on the Project, teams of its non-Key Personnel who are performing Services on-site at State facilities or who are otherwise dedicated primarily to the Project, Contractor will give the State at least 10 Business Days notice of the proposed re-deployment to give the State an opportunity to object to the re-deployment if the State reasonably believes such team's Contract responsibilities are not likely to be completed and approved by the State prior to the proposed date of re-deployment.
- (d) Re-assignment of Personnel at the State's Request. The State reserves the right to require the removal from the Project of Contractor personnel found, in the judgment of the State, to be unacceptable. The State's request shall be written with reasonable detail outlining the reasons for the removal request. Additionally, the State's request shall be based on legitimate, good-faith reasons. Replacement personnel for the removed person shall be fully qualified for the position. If the State exercises this right, and the Contractor cannot immediately replace the removed personnel, the State agrees to an equitable adjustment in schedule or other terms that may be affected by the State's required removal.
- (e) Staffing Levels.
- (i) All staff requirements not specified in the applicable Statement of Work or State-approved project plan as State personnel will be supplied by Contractor. This includes secretarial, clerical and Contract administration support staff necessary for Contractor to perform its obligations hereunder.
 - (ii) Contractor shall provide sufficient personnel resources for the completion of Contract tasks indicated in Contractor's project plan approved by the State. If the level of personnel resources is insufficient to complete any Contractor Contract tasks in accordance with the Contract time schedule as demonstrated by Contractor's failure to meet mutually agreed to time schedules, Contractor shall promptly add additional qualified personnel resources to the performance of the affected tasks, at no additional charge to the State, in an amount sufficient to complete performance of Contractor's tasks in accordance with the Contract time schedule.
- (f) Personnel Turnover. The Parties agree that it is in their best interests to keep the turnover rate of employees of Contractor and its Subcontractors who are performing the Services to a reasonable minimum. Accordingly, if the State determines that the turnover rate of such employees is excessive and so notifies Contractor, Contractor will meet with the State to discuss the reasons for the turnover rate and otherwise use commercially reasonable efforts to minimize such turnover rate. If requested to do so by the State, Contractor will submit to the State its proposals for reducing the turnover rate to an acceptable level. In any event, notwithstanding the turnover of personnel, Contractor remains obligated to perform the Services without degradation and in accordance with the State-approved Contract schedule.
- (g) Location. All staff assigned by Contractor to work on the Contract will perform their duties either primarily at Contractor's offices and facilities or at State facilities. Without limiting the generality of the foregoing, Key Personnel will, at a minimum, spend at least the amount of time on-site at State facilities as indicated in the applicable Statement of Work. Subject to availability, selected Contractor personnel may be assigned office space to be shared with State personnel.

2.042 Contractor Identification

Contractor employees shall be clearly identifiable while on State property by wearing a State-issued badge, as required. Contractor employees are required to clearly identify themselves and the company they work for whenever making contact with State personnel by telephone or other means.

2.043 Cooperation with Third Parties

Contractor agrees to cause its personnel and the personnel of any Subcontractors to cooperate with the State and its agents and other contractors including the State's Quality Assurance personnel, and, as reasonably requested by the State, to provide to the State's agents and other contractors with reasonable access to Contractor's Project personnel, systems and facilities to the extent they relate to activities specifically associated with this Contract and will not interfere or jeopardize the safety or operation of the systems or facilities and provided Contractor receives reasonable prior written notice of such request. The State acknowledges that Contractor's time schedule for the Contract is very specific and agrees not to unnecessarily or unreasonably interfere with, delay or otherwise impeded Contractor's performance under this Contract with such requests for access.

**2.044 Subcontracting by Contractor**

Subcontracts are not anticipated. If contractor foresees any cause for subcontracting, situation must be disclosed in the bid response and approval must be granted from the Contract Administrator.

2.045 Contractor Responsibility for Personnel

Contractor shall be responsible for all acts and omissions of its employees, as well as the acts and omissions of any other personnel furnished by Contractor to perform the Services.

2.050 State Standards**2.051 Existing Technology Standards - Reserved****2.052 PM Methodology Standards - Reserved****2.053 Adherence to Portal Technology Tools - Reserved****2.054 Acceptable Use Policy**

To the extent that Contractor has access to the State computer system, Contractor must comply with the State's Acceptable Use Policy, see <http://www.michigan.gov/dit-service/0,1607,7-179-25781-73760--,00.html>. All Contractor employees must be required, in writing, to agree to the State's Acceptable Use Policy before accessing the State system. The State reserves the right to terminate Contractor's access to the State system if a violation occurs.

2.060 Deliverables**2.061 Ordering**

(a) Any Services/Deliverables to be furnished under this Contract shall be ordered by issuance of written Purchase Orders/Blanket Purchase Order by the State after approval by the Contract Administrator or his/her designee. All orders are subject to the terms and conditions of this Contract. In the event of conflict between an order and this Contract, the Contract shall take precedence as stated in **Section 2.293**. In no event shall any additional terms and conditions contained on a Purchase Order/Blanket Purchase Order be applicable, unless specifically contained in that Purchase Order/Blanket Purchase Order's accompanying Statement of Work.

2.062 Software - Reserved**2.063 Hardware - Reserved****2.064 Equipment to be New and Prohibited Products - Reserved**2.070 Performance**2.071 Performance, In General**

The State engages Contractor to execute the Contract and perform the Services/provide the Deliverables, and Contractor undertakes to execute and complete the Contract in its entirety in accordance with the terms and conditions of this Contract and with the participation of State representatives as specified in this Contract.

**2.072 Time of Performance**

- (a) Contractor shall use commercially reasonable efforts to provide the resources necessary to complete all Services and Deliverables in accordance with the time schedules contained in the Statements of Work and other Exhibits governing the work, and with professional quality.
- (b) Without limiting the generality of **Section 2.072(a)**, Contractor shall notify the State in a timely manner upon becoming aware of any circumstances that may reasonably be expected to jeopardize the timely and successful completion of any Deliverables/Services on the scheduled due dates in the latest State-approved delivery schedule and, in such event, shall inform the State of the projected actual delivery date.
- (c) If Contractor believes that a delay in performance by the State has caused or will cause Contractor to be unable to perform its obligations in accordance with specified Contract time periods, Contractor shall notify the State in a timely manner and shall use commercially reasonable efforts to perform its obligations in accordance with such Contract time periods notwithstanding the State's failure. Contractor will not be in default for a delay in performance to the extent such delay is caused by the State.

2.073 Liquidated Damages - Reserved**2.074 Bankruptcy**

If Contractor shall file for protection under the bankruptcy laws, or if an involuntary petition shall be filed against Contractor and not removed within 30 days, or if the Contractor becomes insolvent, be adjudicated bankrupt, or if it should make a general assignment for the benefit of creditors, or if a receiver shall be appointed due to its insolvency, and Contractor and/or its affiliates are unable to provide reasonable assurances that Contractor and/or its affiliates can deliver the services provided herein, the State may, without prejudice to any other right or remedy, terminate this Contract, in whole or in part, and, at its option, may take possession of the "Work in Process" and finish such Works in Process by whatever appropriate method the State may deem expedient. Contractor will fix appropriate notices or labels on the Work in Process to indicate ownership by the State. To the extent reasonably possible, materials and Work in Process shall be stored separately from other stock and marked conspicuously with labels indicating ownership by the State.

To secure the State's progress payments before the delivery of any services or materials required for the execution of Contractor's obligations hereunder, and any work which Contractor may subcontract in the support of the performance of its obligations hereunder, title shall vest in the State to the extent the State has made progress payments hereunder.

2.075 Time is of the Essence- Reserved**2.076 Service Level Agreements (SLAs) - Reserved**

2.080 Delivery and Acceptance of Deliverables - Reserved

2.090 Financial

2.091 Pricing

- (a) All time and material charges will be at the rates specified in **Appendix A**.



2.092 Invoicing and Payment Procedures and Terms

(a) Invoicing and Payment – In General

(i) Each Statement of Work issued under this Contract shall list (or indicate by reference to the appropriate Contract Exhibit) the prices for all Services/Deliverables, to be provided, and the associated payment milestones and payment amounts.

(ii) Each Contractor invoice will show details as to charges by Service/Deliverable component and location at a level of detail reasonably necessary to satisfy the State's accounting and charge-back requirements. The charges for Services billed on a time and materials basis shall be determined based on the actual number of hours of Services performed, at the applicable Labor Rates specified in **Appendix A**. Invoices for Services performed on a time and materials basis will show, for each individual, the number of hours of Services performed during the billing period, the billable skill/labor category for such person and the applicable hourly billing rate. Prompt payment by the State is contingent on the Contractor's invoices showing the amount owed by the State minus any holdback amount to be retained by the State in accordance with **Section 2.094**.

(iii) Correct invoices will be due and payable by the State, in accordance with the State's standard payment procedure as specified in 1984 Public Act No. 279, MCL 17.51 et seq., within 45 days after receipt, provided the State determines that the invoice was properly rendered.

(b) Taxes (See Section 2.305 and Article 3, Section 3.022-3.024 for additional)

The State is exempt from Federal Excise Tax, State and Local Sales Taxes, and Use Tax with respect to the sale to and use by it of tangible personal property. Such taxes shall not be included in Contract prices as long as the State maintains such exemptions. Copies of all tax exemption certificates shall be supplied to Contractor, if requested.

2.093 State Funding Obligation

The State's obligation under this Contract is payable only and solely from funds appropriated for the purpose of this Contract. Contractor acknowledges and agrees that all funds for payments after the end of the current fiscal year are subject to the availability of a legislative appropriation for the purpose of this Contract. Events of non-appropriation are addressed further in **Section 2.210** of this Contract.

2.094 Holdback - Reserved

2.095 Electronic Payment Availability

Electronic transfer of funds is available to State contractors. Contractor is required to register with the State electronically at <http://www.cpexpress.state.mi.us>. Public Act 533 of 2004, requires all payments be transitioned over to EFT by October, 2005.

2.100 Contract Management**2.101 Contract Management Responsibility**

(a) The Services/Deliverables will be provided by the Contractor either directly or through its affiliates, subsidiaries, subcontractors or resellers. Regardless of the entity providing the Service/Deliverable, the Contractor will act as a single point of contact coordinating these entities to meet the State's need for Services/Deliverables. Nothing in this Contract, however, shall be construed to authorize or require any party to violate any applicable law or regulation in its performance of this Contract.

2.102 Problem and Contract Management Procedures

Problem Management and Contract Management procedures will be governed by the Contract and the applicable Statements of Work.

2.103 Reports and Meetings

(a) Reports.

Within 30 days after the Effective Date, the parties shall determine an appropriate set of periodic reports to be issued by Contractor to the State.

(b) Meetings.

Within 30 days after the Effective Date, the parties shall determine an appropriate set of meetings to be held between representatives of the State and Contractor. Contractor shall prepare and circulate an agenda sufficiently in advance of each such meeting to give participants an opportunity to prepare for the meeting. Contractor shall incorporate into such agenda items that the State desires to discuss. At the State's request, Contractor shall prepare and circulate minutes promptly after a meeting.

2.104 System Changes

Contractor is not responsible for and not authorized to make changes to any State systems without written authorization from the State. Any changes Contractor makes to State systems with the State's approval shall be done in accordance with applicable State procedures, including security, access and configuration management procedures.

2.105 Reserved**2.106 Change Requests**

The State reserves the right to request from time to time, any changes to the requirements and specifications of the Contract and the work to be performed by the Contractor under the Contract. During the course of ordinary business, it may become necessary for the State to discontinue certain business practices or create Additional Services/Deliverables. At a minimum, to the extent applicable, the State would like the Contractor to provide a detailed outline of all work to be done, including tasks necessary to accomplish the services/deliverables, timeframes, listing of key personnel assigned, estimated hours for each individual per task, and a complete and detailed cost justification.

If the State requests or directs the Contractor to perform any Services/Deliverables that are outside the scope of the Contractor's responsibilities under the Contract ("New Work"), the Contractor must notify the State promptly, and before commencing performance of the requested activities, that it believes the requested activities are New Work. If the Contractor fails to notify the State before commencing performance of the requested activities, any such activities performed before notice is given by the Contractor shall be conclusively considered to be in-scope Services/Deliverables, not New Work.



If the State requests or directs the Contractor to perform any services or provide deliverables that are consistent with and similar to the Services/Deliverables being provided by the Contractor under the Contract, but which the Contractor reasonably and in good faith believes are not included within the Statements of Work, then before performing such services or providing such deliverables, the Contractor shall notify the State in writing that it considers the services or deliverables to be an Additional Service/Deliverable for which the Contractor should receive additional compensation. If the Contractor does not so notify the State, the Contractor shall have no right to claim thereafter that it is entitled to additional compensation for performing that service or providing that deliverable. If the Contractor does so notify the State, then such a service or deliverable shall be governed by the Change Request procedure in this Section.

In the event prices or service levels are not acceptable to the State, the Additional Services or New Work shall be subject to competitive bidding based upon the specifications.

(a) Change Requests

(i) State Requests

If the State should require Contractor to perform New Work, Additional Services or make changes to the Services that would affect the Contract completion schedule or the amount of compensation due Contractor (a "Change"), the State shall submit a written request for Contractor to furnish a proposal for carrying out the requested Change (a "Change Request").

(ii) Contractor Recommendations

Contractor shall be entitled to propose a Change to the State, on its own initiative, should it be of the opinion that this would benefit the Contract.

(iii) Upon receipt of a Change Request or on its own initiative, Contractor shall examine the implications of the requested Change on the technical specifications, Contract schedule and price of the Deliverables and Services and shall submit to the State without undue delay a written proposal for carrying out the Change. Contractor's proposal will include any associated changes in the technical specifications, Contract schedule and price and method of pricing of the Services. If the Change is to be performed on a time and materials basis, the Amendment Labor Rates shall apply to the provision of such Services. If Contractor provides a written proposal and should Contractor be of the opinion that a requested Change is not to be recommended, it shall communicate its opinion to the State but shall nevertheless carry out the Change as specified in the written proposal if the State directs it to do so.

(iv) By giving Contractor written notice within a reasonable time, the State shall be entitled to accept a Contractor proposal for Change, to reject it or to reach another agreement with Contractor. Should the parties agree on carrying out a Change, a written Contract Change Notice shall be prepared and issued under this Contract, describing the Change and its effects on the Services and any affected components of this Contract (a "Contract Change Notice").

(v) No proposed Change shall be performed until the proposed Change has been specified in a duly executed Contract Change Notice issued by the Department of Management and Budget, Purchasing Operations.

(vi) If the State requests or directs Contractor to perform any activities that Contractor believes constitute a Change, Contractor must notify the State that it believes the requested activities are a Change prior to commencing the performance of the requested activities. If Contractor fails to so notify the State prior to commencing performance of the requested activities, such activities shall be considered to be performed gratuitously by Contractor, and Contractor shall not have any right thereafter to assert any claim for additional compensation or time for the performance of such activities. If Contractor commences performance of gratuitous services outside the scope of this Contract and subsequently elects to stop performing such out-of-scope services, Contractor must, at the request of the State, back out or reverse any changes resulting from such performance that would adversely affect the Contract.

2.107 Management Tools

Contractor will use an automated tool for planning, monitoring and tracking the Contract's progress. In addition, Contractor shall use automated project management tools as reasonably necessary to perform the Services, which tools shall include the capability to produce through the end of the Contract: (i) staffing tables with names of personnel assigned to Contract tasks, (ii) project plans showing tasks, subtasks, Deliverables and the resources required and allocated to each (including detailed plans for all Services to be performed within the next sixty (60) days, updated semi-monthly) and (iii) graphs showing critical events, dependencies and decision points during the course of the Contract. Any tool(s) used by Contractor for such purposes must produce information of a type and in a manner and format that will support reporting in compliance with the State's standard to the extent such information is described with reasonable detail in the Statements of Work and to the extent the related work is of sufficient project complexity and duration to warrant such reporting.

2.110 Records and Inspections**2.111 Records and Inspections**

The Contractor agrees that the State may, upon 24-hour notice, perform an audit at Contractor's location(s) to determine if the Contractor is complying with the requirements of the Contract. The Contractor agrees to cooperate with the State during the audit and produce all records and documentation that verifies compliance with the Contract requirements.

2.112 Errors

- (a) If the audit demonstrates any errors in the statements provided to the State, then the amount in error shall be reflected as a credit or debit on the next invoice and in subsequent invoices until the amount is paid or refunded in full. However, a credit or debit may not be carried for more than four (4) quarterly statements. If a balance remains after four (4) quarterly statements, then the remaining amount will be due as a payment or refund within 45 days of the last quarterly statement that the balance appeared on or termination of the contract, whichever is earlier.
- (b) In addition to other available remedies, the difference between the payment received and the correct payment amount is greater than 10%, then the Contractor shall pay all of the reasonable costs of the audit.

2.120 State Responsibilities**2.121 State Performance Obligations**

- (a) **Equipment and Other Resources.** To facilitate Contractor's performance of the Services/Deliverables, the State shall provide to Contractor such equipment and resources as identified in the Statements of Work or other Contract Exhibits as items to be provided by the State.
- (b) **Facilities.** The State shall designate space as long as it is available and as provided in the Statement of Work, to house Contractor's personnel whom the parties agree will perform the Services/Deliverables at State facilities (collectively, the "State Facilities"). Contractor shall have reasonable access to, and unless agreed otherwise by the parties in writing shall observe and comply with all rules and regulations relating to, each of the State Facilities (including hours of operation) used by Contractor in the course of providing the Services. Contractor agrees that it will not, without the prior written consent of the State, use any State Facilities or access any State information systems provided for Contractor's use, or to which Contractor otherwise gains access in the course of performing the Services, for any purpose other than providing the Services to the State.
- (c) **Return.** Contractor shall be responsible for returning to the State any State-furnished equipment, facilities and other resources when no longer required for the Contract in the same condition as when provided by the State, reasonable wear and tear excepted.
- (d) Except as otherwise provided in **Section 2.220**, the State's failure to perform its responsibilities as set forth in this Contract shall not be deemed to be grounds for termination by Contractor. However, Contractor will not be liable for any default or delay in the performance of its obligations under this Contract to the extent such default or delay is caused by nonperformance of the State's obligations under this Contract, provided Contractor provides the State with reasonable written notice of such nonperformance and Contractor uses commercially reasonable efforts to perform notwithstanding the State's failure to perform. In addition, if the State's nonperformance of its responsibilities under this Contract materially increases the time required for Contractor's performance or Contractor's cost of performance, Contractor shall be entitled to seek an equitable extension via the Change Request process described in **Section 2.106**.

2.130 Security**2.131 Background Checks**

The Contractor shall authorize the investigation of its personnel proposed to have access to State facilities and systems on a case by case basis. The scope of the background check is at the discretion of the State and the results will be used to determine Contractor personnel eligibility for working within State facilities and systems. Such investigations will include Michigan State Police Background checks (ICHAT) and may include the National Crime Information Center (NCIC) Finger Prints. Proposed Contractor personnel may be required to complete and submit an RI-8 Fingerprint Card for the NCIC Finger Print Check. Any request for background checks will be initiated by the State and will be reasonably related to the type of work requested.



All Contractor personnel will also be expected to comply with the State's security and acceptable use policies for State IT equipment and resources. See <http://www.michigan.gov/ditservice/0,1607,7-179-25781-73760--,00.html>. Furthermore, Contractor personnel will be expected to agree to the State's security and acceptable use policies before the Contractor personnel will be accepted as a resource to perform work for the State. It is expected the Contractor will present these documents to the prospective employee before the Contractor presents the individual to the State as a proposed resource. Contractor staff will be expected to comply with all Physical Security procedures in place within the facilities where they are working.

2.140 Reserved

2.150 Confidentiality

2.151 Freedom of Information

All information in any proposal submitted to the State by Contractor and this Contract is subject to the provisions of the Michigan Freedom of Information Act, 1976 Public Act No. 442, as amended, MCL 15.231, et seq (the "FOIA").

2.152 Confidentiality

Contractor and the State each acknowledge that the other possesses and will continue to possess confidential information that has been developed or received by it. As used in this Section, "Confidential Information" of Contractor shall mean all non-public proprietary information of Contractor (other than Confidential Information of the State as defined below) which is marked confidential, restricted, proprietary or with a similar designation. "Confidential Information" of the State shall mean any information which is retained in confidence by the State (or otherwise required to be held in confidence by the State pursuant to applicable federal, state and local laws and regulations) or which, in the case of tangible materials provided to Contractor by the State pursuant to its performance under this Contract, is marked as confidential, proprietary or with a similar designation by the State. In the case of information of either Contractor or the State "Confidential Information" shall exclude any information (including this Contract) that is publicly available pursuant to the Michigan FOIA.

2.153 Protection of Confidential Information

The State and Contractor will each use at least the same degree of care to prevent disclosing to third parties the Confidential Information of the other as it employs to avoid unauthorized disclosure, publication or dissemination of its own confidential information of like character, but in no event less than reasonable care. Neither Contractor nor the State will (i) make any use of the Confidential Information of the other except as contemplated by this Contract, (ii) acquire any right in or assert any lien against the Confidential Information of the other, or (iii) if requested to do so, refuse for any reason to promptly return the other party's Confidential Information to the other party. Each party will limit disclosure of the other party's Confidential Information to employees and Subcontractors who must have access in order to fulfill the purposes of this Contract. Disclosure to, and use by, a Subcontractor is permissible where (A) use of a Subcontractor is authorized under this Contract, (B) such disclosure is necessary or otherwise naturally occurs in connection with work that is within such Subcontractor's scope of responsibility, and (C) Contractor obligates the Subcontractor in a written Contract to maintain the State's Confidential Information in confidence. At the State's request, any employee of Contractor and of any Subcontractor having access or continued access to the State's Confidential Information may be required to execute an acknowledgment that the employee has been advised of Contractor's and the Subcontractor's obligations under this Section and of the employee's obligation to Contractor or Subcontractor, as the case may be, to protect such Confidential Information from unauthorized use or disclosure.

2.154 Exclusions

Notwithstanding the foregoing, the provisions of this Section will not apply to any particular information which the State or Contractor can demonstrate (i) was, at the time of disclosure to it, in the public domain; (ii) after disclosure to it, is published or otherwise becomes part of the public domain through no fault of the receiving party; (iii) was in the possession of the receiving party at the time of disclosure to it without an obligation of confidentiality; (iv) was received after disclosure to it from a third party who had a lawful right to disclose such information to it without any obligation to restrict its further disclosure; or (v) was independently developed by the receiving party without reference to Confidential Information of the furnishing party.



Further, the provisions of this Section will not apply to any particular Confidential Information to the extent the receiving party is required by law to disclose such Confidential Information, provided that the receiving party (i) promptly provides the furnishing party with notice of the legal request, and (ii) assists the furnishing party in resisting or limiting the scope of such disclosure as reasonably requested by the furnishing party.

2.155 No Implied Rights

Nothing contained in this Section shall be construed as obligating a party to disclose any particular Confidential Information to the other party, or as granting to or conferring on a party, expressly or impliedly, any right or license to the Confidential Information of the other party.

2.156 Remedies

Each party acknowledges that, if it breaches (or attempts or threatens to breach) its obligations under this Section, the other party may be irreparably harmed. Accordingly, if a court of competent jurisdiction should find that a party has breached (or attempted or threatened to breach) any such obligations, the non-breaching party shall be entitled to seek an injunction preventing such breach (or attempted or threatened breach).

2.157 Security Breach Notification

In the event of a breach of this Section, Contractor shall take (i) prompt corrective action to cure any such deficiencies and (ii) any action pertaining to such unauthorized disclosure required by applicable federal and state laws and regulations. Contractor and the State will cooperate to mitigate, to the extent practicable, the effects of any breach, intrusion, or unauthorized use or disclosure. Contractor shall report to the State in writing any use or disclosure of Confidential Information, whether suspected or actual, other than as provided for by the Contract within ten (10) days of becoming aware of such use or disclosure or such shorter time period as is reasonable under the circumstances.

2.158 Survival

The parties' respective obligations under this Section shall survive the termination or expiration of this Contract for any reason.

2.159 Destruction of Confidential Information

Promptly upon termination or cancellation of the Contract for any reason, Contractor shall certify to the State that Contractor has destroyed all State Confidential Information.

2.160 Proprietary Rights

2.161 Ownership - Reserved

2.162 Source Code Escrow - Reserved

2.163 Rights in Data

(a) The State will be and remain the owner of all data made available by the State to Contractor or its agents, Subcontractors or representatives pursuant to the Contract. Contractor will not use the State's data for any purpose other than providing the Services, nor will any part of the State's data be disclosed, sold, assigned, leased or otherwise disposed of to the general public or to specific third parties or commercially exploited by or on behalf of Contractor, nor will any employee of Contractor other than those on a strictly need to know basis have access to the State's data. Contractor will not possess or assert any lien or other right against the State's data. Without limiting the generality of this Section, Contractor shall only use personally identifiable information as strictly necessary to provide the Services and shall disclose such information only to its employees who have a strict need to know such information. Contractor shall comply at all times with all laws and regulations applicable to such personally identifiable information.

(b) The State is and shall remain the owner of all State-specific data pursuant to the Contract. The State may use the data provided by the Contractor for any purpose. The State will not possess or assert any lien or other right against the Contractor's data. Without limiting the generality of this Section, the State shall only use personally identifiable information as strictly necessary to utilize the Services and shall disclose such information only to its employees who have a strict need to know such information, except as provided by law.



The State shall comply at all times with all laws and regulations applicable to such personally identifiable information. Other material developed and provided to the State shall remain the State's sole and exclusive property.

2.164 Ownership of Materials - Reserved

2.165 Standard Software - Reserved

2.166 Pre-existing Materials for Custom Software Deliverables - Reserved

2.167 General Skills

Notwithstanding anything to the contrary in this Section, each party, its Subcontractors and their personnel shall be free to use and employ its and their general skills, know-how and expertise, and to use, disclose and employ any generalized ideas, concepts, know-how, methods, techniques or skills gained or learned during the course of performing the Services, so long as it or they acquire and apply the foregoing without disclosure of any confidential or proprietary information of the other party.

2.170 Warranties And Representations

2.171 Warranties and Representations

The Contractor represents and warrants:

- (a) It is capable in all respects of fulfilling and shall fulfill all of its obligations under this Contract. The performance of all obligations under this Contract shall be provided in a timely, professional, and workman-like manner and shall meet the performance and operational standards required under this Contract.
- (b) The Contract Appendices, Attachments and Exhibits identify the equipment and software and services necessary for the Deliverable(s) to perform and Services to operate in compliance with the Contract's requirements and other standards of performance.
- (c) It is the lawful owner or licensee of any Deliverable licensed or sold to the State by Contractor or developed by Contractor under this Contract, and Contractor has all of the rights necessary to convey to the State the ownership rights or licensed use, as applicable, of any and all Deliverables. None of the Deliverables provided by Contractor to the State under this Contract, nor their use by the State, will infringe the patent, copyright, trade secret, or other proprietary rights of any third party.
- (d) If, under this Contract, Contractor procures any equipment, software or other Deliverable for the State (including equipment, software and other Deliverables manufactured, re-marketed or otherwise sold by Contractor under Contractor's name), then in addition to Contractor's other responsibilities with respect to such items in this Contract, Contractor shall assign or otherwise transfer to the State or its designees, or afford the State the benefits of, any manufacturer's warranty for the Deliverable.
- (e) The contract signatory has the power and authority, including any necessary corporate authorizations, necessary to enter into this Contract, on behalf of Contractor.
- (f) It is qualified and registered to transact business in all locations where required.
- (g) Neither the Contractor nor any Affiliates, nor any employee of either, has, shall have, or shall acquire, any contractual, financial, business, or other interest, direct or indirect, that would conflict in any manner or degree with Contractor's performance of its duties and responsibilities to the State under this Contract or otherwise create an appearance of impropriety with respect to the award or performance of this Agreement. Contractor shall notify the State within two (2) days of any such interest that may be incompatible with the interests of the State.
- (h) Neither Contractor nor any Affiliates, nor any employee of either has accepted or shall accept anything of value based on an understanding that the actions of the Contractor or Affiliates or employee on behalf of the State would be influenced. Contractor shall not attempt to influence any State employee by the direct or indirect offer of anything of value.



(i) Neither Contractor nor any Affiliates, nor any employee of either has paid or agreed to pay any person, other than bona fide employees and consultants working solely for Contractor or such Affiliate, any fee, commission, percentage, brokerage fee, gift, or any other consideration, contingent upon or resulting from the award or making of this Contract.

(j) The prices proposed by Contractor were arrived at independently, without consultation, communication, or agreement with any other bidder for the purpose of restricting competition; the prices quoted were not knowingly disclosed by Contractor to any other bidder; and no attempt was made by Contractor to induce any other person to submit or not submit a proposal for the purpose of restricting competition.

(k) All financial statements, reports, and other information furnished by Contractor to the State as part of its response to the RFP or otherwise in connection with the award of this Contract fairly and accurately represent the business, properties, financial condition, and results of operations of Contractor as of the respective dates, or for the respective periods, covered by such financial statements, reports, other information. Since the respective dates or periods covered by such financial statements, reports, or other information, there have been no material adverse change in the business, properties, financial condition, or results of operations of Contractor.

(l) All written information furnished to the State by or behalf of Contractor in connection with this Contract, including its bid, is true, accurate, and complete, and contains no untrue statement of material fact or omits any material fact necessary to make such information not misleading.

(m) It is not in material default or breach of any other contract or agreement that it may have with the State or any of its departments, commissions, boards, or agencies. Contractor further represents and warrants that it has not been a party to any contract with the State or any of its departments that was terminated by the State or such department within the previous five (5) years for the reason that Contractor failed to perform or otherwise breached an obligation of such contract.

2.172 Software Warranties - Reserved

2.173 Equipment Warranty - Reserved

2.174 Physical Media Warranty - Reserved

2.175 Disclaimer - Reserved

2.176 Consequences For Breach

In addition to any remedies available in law, if the Contractor breaches any of the warranties contained in this section, such breach may be considered as a default in the performance of a material obligation of this Contract.

2.180 Insurance

2.181 Liability Insurance

(a) Liability Insurance

The Contractor is required to provide proof of the minimum levels of insurance coverage as indicated below. The purpose of this coverage shall be to protect the State from claims which may arise out of or result from the Contractor's performance of services under the terms of this Contract, whether such services are performed by the Contractor, or by any subcontractor, or by anyone directly or indirectly employed by any of them, or by anyone for whose acts they may be liable.

The Contractor waives all rights against the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents for recovery of damages to the extent these damages are covered by the insurance policies the Contractor is required to maintain pursuant to this Contract.



All insurance coverages provided relative to this Contract/Purchase Order are PRIMARY and NON-CONTRIBUTING to any comparable liability insurance (including self-insurances) carried by the State.

The insurance shall be written for not less than any minimum coverage specified in this Contract or required by law, whichever is greater.

Except for the Professional Liability Insurance, the insurers selected by Contractor shall have an A.M. Best rating of A or better, or as otherwise approved in writing by the State, or if such ratings are no longer available, with a comparable rating from a recognized insurance rating agency. Except for the Professional Liability Insurance, all policies of insurance required in this Contract shall be issued by companies that have been approved to do business in the State. The Contractor is self-insured so far as Professional Liability Insurance is concerned.
See http://www.mi.gov/cis/0,1607,7-154-10555_22535---,00.html.

Where specific limits are shown, they are the minimum acceptable limits. If Contractor's policy contains higher limits, the State shall be entitled to coverage to the extent of such higher limits.

Before the Contract is signed by both parties or before the purchase order is issued by the State, the Contractor must furnish to the Director of Purchasing Operations, certificate(s) of insurance verifying insurance coverage ("Certificates"). The Certificate must be on the standard "accord" form or equivalent. **THE CONTRACT OR PURCHASE ORDER NUMBER MUST BE SHOWN ON THE CERTIFICATE OF INSURANCE TO ASSURE CORRECT FILING.** All Certificate(s) are to be prepared and submitted by the Insurance Provider. All Certificate(s) shall contain a provision indicating that coverages afforded under the policies WILL NOT BE CANCELLED, MATERIALLY CHANGED, OR NOT RENEWED without 30 days prior written notice, except for 10 days for non-payment of premium, having been given to the Director of Purchasing Operations, Department of Management and Budget. The notice must include the Contract or Purchase Order number affected and be mailed to: Director, Purchasing Operations, Department of Management and Budget, P.O. Box 30026, Lansing, Michigan 48909. Failure to provide evidence of coverage, may, at the State's sole option, result in this Contract's termination.

The Contractor is required to pay for and provide the type and amount of insurance checked ☒ below:

- ☒ 1. Commercial General Liability with the following minimum coverage:
- \$2,000,000 General Aggregate Limit other than Products/Completed Operations
 - \$2,000,000 Products/Completed Operations Aggregate Limit
 - \$1,000,000 Personal & Advertising Injury Limit
 - \$1,000,000 Each Occurrence Limit
 - \$500,000 Fire Damage Limit (any one fire)

The Contractor must list the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents as ADDITIONAL INSURED(S) on the Commercial General Liability certificate. The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company.

- ☒ 2. If a motor vehicle is used to provide services or products under this Contract, the Contractor must have vehicle liability insurance on any auto including owned, hired and non-owned vehicles used in Contractor's business for bodily injury and property damage as required by law.

The Contractor must list the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents as ADDITIONAL INSURED(S) on the vehicle liability certificate. The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company.

- ☒ 3. Workers' compensation coverage must be provided in accordance with applicable laws governing the employees and employers work activities in the state of the Contractor's domicile. If the applicable coverage is provided by a self-insurer, proof must be provided of approved self-insured authority by the jurisdiction of domicile. For employees working outside of the state of qualification, Contractor must provide appropriate certificates of insurance proving mandated coverage levels for the jurisdictions where the employees' activities occur.

Any certificates of insurance received must also provide a list of states where the coverage is applicable.



The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company. This provision shall not be applicable where prohibited or limited by the laws of the jurisdiction in which the work is to be performed.

- ☒ 4. Employers liability insurance with the following minimum limits:
- \$100,000 each accident
 - \$100,000 each employee by disease
 - \$500,000 aggregate disease
- ☐ 5. Employee Fidelity, including Computer Crimes, insurance naming the State as a loss payee, providing coverage for direct loss to the State and any legal liability of the State arising out of or related to fraudulent or dishonest acts committed by the employees of Contractor or its Subcontractors, acting alone or in collusion with others, in a minimum amount of one million dollars (\$1,000,000.00) with a maximum deductible of fifty thousand dollars (\$50,000.00).
- ☐ 6. Umbrella or Excess Liability Insurance in a minimum amount of ten million dollars (\$10,000,000.00), which shall apply, at a minimum, to the insurance required in Subsection 1 (Commercial General Liability) above.
- ☒ 7. Professional Liability (Errors and Omissions) Insurance with the following minimum coverage: one million dollars (\$1,000,000.00) each occurrence and two million dollars (\$2,000,000.00) annual aggregate.
- ☐ 8. Fire and Personal Property Insurance covering against any loss or damage to the office space used by Contractor for any reason under this Contract, and the equipment, software and other contents of such office space, including without limitation, those contents used by Contractor to provide the Services to the State, up to the replacement value thereof, where such office space and its contents are under the care, custody and control of Contractor. Such policy shall cover all risks of direct physical loss or damage, including without limitation, flood and earthquake coverage and coverage for computer hardware and software. The State shall be endorsed on the policy as a loss payee as its interests appear.

(b) Subcontractors

Except where the State has approved in writing a Contractor subcontract with other insurance provisions, Contractor shall require all of its Subcontractors under this Contract to purchase and maintain the insurance coverage as described in this Section for the Contractor in connection with the performance of work by those Subcontractors. Alternatively, Contractor may include any Subcontractors under Contractor's insurance on the coverage required in this Section. Subcontractor(s) shall fully comply with the insurance coverage required in this Section. Failure of Subcontractor(s) to comply with insurance requirements does not limit Contractor's liability or responsibility.

(c) Certificates of Insurance and Other Requirements

Contractor shall furnish to the Purchasing Operations certificate(s) of insurance verifying insurance coverage or providing satisfactory evidence of self-insurance as required in this Section (the "Certificates"). Before the Contract is signed, and not less than 20 days before the insurance expiration date every year thereafter, the Contractor shall provide evidence that the State and its agents, officers and employees are listed as additional insureds under each commercial general liability and commercial automobile liability policy. In the event the State approves the representation of the State by the insurer's attorney, the attorney may be required to be designated as a Special Assistant Attorney General by the Attorney General of the State of Michigan.

Contractor shall maintain all required insurance coverage throughout the term of the Contract and any extensions thereto and, in the case of claims-made Commercial General Liability policies, shall secure tail coverage for at least three (3) years following the expiration or termination for any reason of this Contract. The minimum limits of coverage specified above are not intended, and shall not be construed, to limit any liability or indemnity of Contractor under this Contract to any indemnified party or other persons. Contractor shall be responsible for all deductibles with regard to such insurance. If Contractor fails to pay any premium for required insurance as specified in this Contract, or if any insurer cancels or significantly reduces any required insurance as specified in this Contract without the State's written consent, at the State's election (but without any obligation to do so) after the State has given Contractor at least 30 days written notice, the State may pay such premium or procure similar insurance coverage from another company or companies; and at the State's election, the State may deduct the entire cost (or part thereof) from any payment due Contractor, or Contractor shall pay the entire cost (or any part thereof) upon demand by the State.

2.190 Indemnification**2.191 Indemnification****(a) General Indemnification**

To the extent permitted by law, the Contractor shall indemnify, defend and hold harmless the State from liability, including all claims and losses, and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties), accruing or resulting to any person, firm or corporation that may be injured or damaged by the Contractor in the performance of this Contract and that are attributable to the negligence or tortious acts of the Contractor or any of its subcontractors, or by anyone else for whose acts any of them may be liable.

(b) Code Indemnification

To the extent permitted by law, the Contractor shall indemnify, defend and hold harmless the State from any claim, loss, or expense arising from Contractor's breach of the No Surreptitious Code Warranty.

(c) Employee Indemnification

In any and all claims against the State of Michigan, its departments, divisions, agencies, sections, commissions, officers, employees and agents, by any employee of the Contractor or any of its subcontractors, the indemnification obligation under the Contract shall not be limited in any way by the amount or type of damages, compensation or benefits payable by or for the Contractor or any of its subcontractors under worker's disability compensation acts, disability benefit acts or other employee benefit acts. This indemnification clause is intended to be comprehensive. Any overlap in provisions, or the fact that greater specificity is provided as to some categories of risk, is not intended to limit the scope of indemnification under any other provisions.

(d) Patent/Copyright Infringement Indemnification

To the extent permitted by law, the Contractor shall indemnify, defend and hold harmless the State from and against all losses, liabilities, damages (including taxes), and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties) incurred in connection with any action or proceeding threatened or brought against the State to the extent that such action or proceeding is based on a claim that any piece of equipment, software, commodity or service supplied by the Contractor or its subcontractors, or the operation of such equipment, software, commodity or service, or the use or reproduction of any documentation provided with such equipment, software, commodity or service infringes any United States patent, copyright, trademark or trade secret of any person or entity, which is enforceable under the laws of the United States.

In addition, should the equipment, software, commodity, or service, or its operation, become or in the State's or Contractor's opinion be likely to become the subject of a claim of infringement, the Contractor shall at the Contractor's sole expense (i) procure for the State the right to continue using the equipment, software, commodity or service or, if such option is not reasonably available to the Contractor, (ii) replace or modify to the State's satisfaction the same with equipment, software, commodity or service of equivalent function and performance so that it becomes non-infringing, or, if such option is not reasonably available to Contractor, (iii) accept its return by the State with appropriate credits to the State against the Contractor's charges and reimburse the State for any losses or costs incurred as a consequence of the State ceasing its use and returning it.

Notwithstanding the foregoing, the Contractor shall have no obligation to indemnify or defend the State for, or to pay any costs, damages or attorneys' fees related to, any claim based upon (i) equipment developed based on written specifications of the State; or (ii) use of the equipment in a configuration other than implemented or approved in writing by the Contractor, including, but not limited to, any modification of the equipment by the State; or (iii) the combination, operation, or use of the equipment with equipment or software not supplied by the Contractor under this Contract.

2.192 Continuation of Indemnification Obligations

The Contractor's duty to indemnify pursuant to this Section continues in full force and effect, notwithstanding the expiration or early cancellation of the Contract, with respect to any claims based on facts or conditions that occurred prior to expiration or cancellation.

**2.193 Indemnification Procedures**

The procedures set forth below shall apply to all indemnity obligations under this Contract:

- (a) After receipt by the State of notice of the action or proceeding involving a claim in respect of which it will seek indemnification, the State shall promptly notify Contractor of such claim in writing and take or assist Contractor in taking, as the case may be, any reasonable action to avoid the imposition of a default judgment against Contractor. No failure to notify Contractor shall relieve Contractor of its indemnification obligations except to the extent that Contractor can demonstrate damages attributable to such failure. Within 10 days following receipt of written notice from the State relating to any claim, Contractor shall notify the State in writing whether Contractor agrees to assume control of the defense and settlement of that claim (a "Notice of Election"). After notifying Contractor of a claim and prior to the State receiving Contractor's Notice of Election, the State shall be entitled to defend against the claim, at Contractor's expense, and Contractor will be responsible for any reasonable costs incurred by the State in defending against the claim during such period.
- (b) If Contractor delivers a Notice of Election relating to any claim: (i) the State shall be entitled to participate in the defense of such claim and to employ counsel at its own expense to assist in the handling of such claim and to monitor and advise the State about the status and progress of the defense; (ii) Contractor shall, at the request of the State, demonstrate to the reasonable satisfaction of the State, Contractor's financial ability to carry out its defense and indemnity obligations under this Contract; (iii) Contractor shall periodically advise the State about the status and progress of the defense and shall obtain the prior written approval of the State before entering into any settlement of such claim or ceasing to defend against such claim and (iv) to the extent that any principles of Michigan governmental or public law may be involved or challenged, the State shall have the right, at its own expense, to control the defense of that portion of such claim involving the principles of Michigan governmental or public law. Notwithstanding the foregoing, the State may retain control of the defense and settlement of a claim by written notice to Contractor given within 10 days after the State's receipt of Contractor's information requested by the State pursuant to clause (ii) of this paragraph if the State determines that Contractor has failed to demonstrate to the reasonable satisfaction of the State Contractor's financial ability to carry out its defense and indemnity obligations under this Section. Any litigation activity on behalf of the State of Michigan, or any of its subdivisions pursuant to this Section, must be coordinated with the Department of Attorney General. In the event the insurer's attorney represents the State pursuant to this Section, the insurer's attorney may be required to be designated as a Special Assistant Attorney General by the Attorney General of the State of Michigan.
- (c) If Contractor does not deliver a Notice of Election relating to any claim of which it is notified by the State as provided above, the State shall have the right to defend the claim in such manner as it may deem appropriate, at the cost and expense of Contractor. If it is determined that the claim was one against which Contractor was required to indemnify the State, upon request of the State, Contractor shall promptly reimburse the State for all such reasonable costs and expenses.

2.200 Limits of Liability and Excusable Failure**2.201 Limits of Liability**

The Contractor's liability for damages to the State shall be limited to two times the value of the Contract or \$200,000 which ever is higher. The foregoing limitation of liability shall not apply to claims for infringement of United States patent, copyright, trademarks or trade secrets; to claims for personal injury or damage to property caused by the gross negligence or willful misconduct of the Contractor; to claims covered by other specific provisions of this Contract calling for liquidated damages; or to court costs or attorney's fees awarded by a court in addition to damages after litigation based on this Contract.

The State's liability for damages to the Contractor shall be limited to the value of the Contract.

Neither the Contractor nor the State shall be liable to each other, regardless of the form of action, for consequential, incidental, indirect, or special damages. This limitation of liability shall not apply to claims for infringement of United States patent, copyright, trademark or trade secrets; to claims for personal injury or damage to property caused by the gross negligence or willful misconduct of the Contractor; to claims covered by other specific provisions of this Contract calling for liquidated damages; or to court costs or attorney's fees awarded by a court in addition to damages after litigation based on this Contract.



2.202 Excusable Failure

Neither party will be liable for any default, damage or delay in the performance of its obligations under the Contract to the extent such default, damage or delay is caused by government regulations or requirements (executive, legislative, judicial, military or otherwise), power failure, electrical surges or current fluctuations, lightning, earthquake, war, water or other forces of nature or acts of God, delays or failures of transportation, equipment shortages, suppliers' failures, or acts or omissions of common carriers, fire; riots, civil disorders; strikes or other labor disputes, embargoes; injunctions (provided the injunction was not issued as a result of any fault or negligence of the party seeking to have its default or delay excused); or any other cause beyond the reasonable control of such party; provided the non-performing party and its Subcontractors are without fault in causing such default or delay, and such default or delay could not have been prevented by reasonable precautions and cannot reasonably be circumvented by the non-performing party through the use of alternate sources, workaround plans or other means, including disaster recovery plans.

In such event, the non-performing party will be excused from any further performance or observance of the obligation(s) so affected for as long as such circumstances prevail and such party continues to use its commercially reasonable efforts to recommence performance or observance whenever and to whatever extent possible without delay and provided further that such party promptly notifies the other party in writing of the inception of the excusable failure occurrence, and also of its abatement or cessation.

If any of the above-enumerated circumstances substantially prevent, hinder, or delay Contractor's performance of the Services/provision of Deliverables for more than 10 Business Days, and the State determines that performance is not likely to be resumed within a period of time that is satisfactory to the State in its reasonable discretion, then at the State's option: (a) the State may procure the affected Services/Deliverables from an alternate source, and the State shall not be liable for payment for the unperformed Services/ Deliverables not provided under the Contract for so long as the delay in performance shall continue; (b) the State may terminate any portion of the Contract so affected and the charges payable there under shall be equitably adjusted to reflect those Services/Deliverables terminated; or (c) the State may terminate the affected Statement of Work without liability to Contractor as of a date specified by the State in a written notice of termination to Contractor, except to the extent that the State shall pay for Services/Deliverables provided through the date of termination.

Contractor will not have the right to any additional payments from the State as a result of any Excusable Failure occurrence or to payments for Services not rendered/Deliverables not provided as a result of the Excusable Failure condition. Defaults or delays in performance by Contractor which are caused by acts or omissions of its Subcontractors will not relieve Contractor of its obligations under the Contract except to the extent that a Subcontractor is itself subject to an Excusable Failure condition described above and Contractor cannot reasonably circumvent the effect of the Subcontractor's default or delay in performance through the use of alternate sources, workaround plans or other means.

2.203 Disaster Recovery - Reserved

2.210 Termination/Cancellation by the State

The State may terminate this Contract without further liability or penalty to the State, its departments, divisions, agencies, offices, commissions, officers, agents and employees for any of the following reasons:

2.211 Termination for Cause

(a) In the event that Contractor breaches any of its material duties or obligations under this Contract (including a Chronic Failure to meet any particular SLA as defined in **Section 2.076**), which are either not capable of or subject to being cured, or are not cured within the time period specified in the written notice of breach provided by the State (such time period not to be less than 30 days), or pose a serious and imminent threat to the health and safety of any person, or the imminent loss, damage or destruction of any real or tangible personal property, the State may, having provided written notice of termination to Contractor, terminate this Contract in whole or in part, for cause, as of the date specified in the notice of termination.



(b) In the event that this Contract is terminated for cause, in addition to any legal remedies otherwise available to the State by law or equity, Contractor shall be responsible for all costs incurred by the State in terminating this Contract, including but not limited to, State administrative costs, reasonable attorneys' fees and court costs, and any reasonable additional costs the State may incur to procure the Services/Deliverables required by this Contract from other sources. Re-procurement costs shall not be considered by the parties to be consequential, indirect or incidental damages, and shall not be excluded by any other terms otherwise included in this Contract, provided such costs are not in excess of 50% more than the prices for such Service/Deliverables provided under this Contract.

(c) In the event the State chooses to partially terminate this Contract for cause, charges payable under this Contract will be equitably adjusted to reflect those Services/Deliverables that are terminated and the State shall pay for all Services/Deliverables for which Final Acceptance has been granted provided up to the termination date. Services and related provisions of this Contract that are terminated for cause shall cease on the effective date of the termination.

(d) In the event this Contract is terminated for cause pursuant to this Section, and it is determined, for any reason, that Contractor was not in breach of contract pursuant to the provisions of this section, that termination for cause shall be deemed to have been a termination for convenience, effective as of the same date, and the rights and obligations of the parties shall be limited to that otherwise provided in this Contract for a termination for convenience.

2.212 Termination for Convenience

The State may terminate this Contract for its convenience, in whole or part, if the State determines that such a termination is in the State's best interest. Reasons for such termination shall be left to the sole discretion of the State and may include, but not necessarily be limited to (a) the State no longer needs the Services or products specified in the Contract, (b) relocation of office, program changes, changes in laws, rules, or regulations make implementation of the Services no longer practical or feasible, (c) unacceptable prices for Additional Services or New Work requested by the State, or (d) falsification or misrepresentation, by inclusion or non-inclusion, of information material to a response to any RFP issued by the State. The State may terminate this Contract for its convenience, in whole or in part, by giving Contractor written notice at least 30 days prior to the date of termination. If the State chooses to terminate this Contract in part, the charges payable under this Contract shall be equitably adjusted to reflect those Services/Deliverables that are terminated. Services and related provisions of this Contract that are terminated for cause shall cease on the effective date of the termination.

2.213 Non-Appropriation

(a) Contractor acknowledges that, if this Contract extends for several fiscal years, continuation of this Contract is subject to appropriation or availability of funds for this Contract. If funds to enable the State to effect continued payment under this Contract are not appropriated or otherwise made available, the State shall have the right to terminate this Contract and all affected Statements of Work, in whole or in part, at the end of the last period for which funds have been appropriated or otherwise made available by giving written notice of termination to Contractor. The State shall give Contractor at least 30 days advance written notice of termination for non-appropriation or unavailability (or such time as is available if the State receives notice of the final decision less than 30 days before the funding cutoff).

(b) If funding for the Contract is reduced by law, or funds to pay Contractor for the agreed-to level of the Services or production of Deliverables to be provided by Contractor are not appropriated or otherwise made available, the State may, upon thirty (30) days written notice to Contractor, reduce the level of the Services or the change the production of Deliverables in such manner and for such periods of time as the State may elect. The charges payable under this Contract will be equitably adjusted to reflect any equipment, services or commodities not provided by reason of such reduction.

(c) In the event the State terminates this Contract, eliminates certain Deliverables, or reduces the level of Services to be provided by Contractor pursuant to this Section, the State shall pay Contractor for all Work-in-Process performed through the effective date of the termination or reduction in level, as the case may be and as determined by the State, to the extent funds are available. For the avoidance of doubt, this Section will not preclude Contractor from reducing or stopping Services/Deliverables and/or raising against the State in a court of competent jurisdiction, any claim for a shortfall in payment for Services performed or Deliverables finally accepted before the effective date of termination.

**2.214 Criminal Conviction**

The State may terminate this Contract immediately and without further liability or penalty in the event Contractor, an officer of Contractor, or an owner of a 25% or greater share of Contractor is convicted of a criminal offense incident to the application for, or performance of, a State, public or private Contract or subcontract; convicted of a criminal offense, including any of the following: embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, attempting to influence a public employee to breach the ethical conduct standards for State of Michigan employees; convicted under State or federal antitrust statutes; or convicted of any other criminal offense which in the sole discretion of the State reflects upon Contractor's business integrity.

2.215 Approvals Rescinded

The State may terminate this Contract without further liability or penalty in the event any final administrative or judicial decision or adjudication disapproves a previously approved request for purchase of personal services pursuant to Constitution 1963, Article 11, § 5, and Civil Service Rule 7-1. Termination may be in whole or in part and may be immediate as of the date of the written notice to Contractor or may be effective as of the date stated in such written notice.

2.216 Rights and Obligations Upon Termination

- (a) If this Contract is terminated by the State for any reason, Contractor shall (a) stop all work as specified in the notice of termination, (b) take any action that may be necessary, or that the State may direct, for preservation and protection of Deliverables or other property derived or resulting from this Contract that may be in Contractor's possession, (c) return all materials and property provided directly or indirectly to Contractor by any entity, agent or employee of the State, (d) in the event that the Contractor maintains title in Deliverables that is intended to be transferred to the State at the termination of the Contract, Contractor will transfer title in, and deliver to, the State, unless otherwise directed, all Deliverables intended to be transferred to the State at the termination of the Contract and which are resulting from the Contract (which shall be provided to the State on an "As-Is" basis except to the extent the amounts paid by the State in respect of such items included compensation to Contractor for the provision of warranty services in respect of such materials), and (e) take any action to mitigate and limit any potential damages, or requests for Contractor adjustment or termination settlement costs, to the maximum practical extent, including terminating or limiting as otherwise applicable those subcontracts and outstanding orders for material and supplies resulting from the terminated Contract.
- (b) In the event the State terminates this Contract prior to its expiration for its own convenience, the State shall pay Contractor for all charges due for Services provided prior to the date of termination and, if applicable, as a separate item of payment pursuant to this Contract, for Work In Process, on a percentage of completion basis at the level of completion determined by the State. All completed or partially completed Deliverables prepared by Contractor pursuant to this Contract shall, at the option of the State, become the State's property, and Contractor shall be entitled to receive equitable fair compensation for such Deliverables. Regardless of the basis for the termination, the State shall not be obligated to pay, or otherwise compensate, Contractor for any lost expected future profits, costs or expenses incurred with respect to Services not actually performed for the State.
- (c) Upon a good faith termination, the State shall have the right to assume, at its option, any and all subcontracts and agreements for services and deliverables provided under this Contract, and may further pursue completion of the Services/Deliverables under this Contract by replacement contract or otherwise as the State may in its sole judgment deem expedient.

2.217 Reservation of Rights

Any termination of this Contract or any Statement of Work issued under it by a party shall be with full reservation of, and without prejudice to, any rights or remedies otherwise available to such party with respect to any claims arising prior to or as a result of such termination.

2.218 Contractor Transition Responsibilities - Reserved**2.219 State Transition Responsibilities**

In the event that this Contract is terminated, dissolved, voided, rescinded, nullified, or otherwise rendered unenforceable, the State agrees to perform the following obligations, and any others upon which the State and the Contractor agree:

- (a) Reconciling all accounts between the State and the Contractor;
- (b) Completing any pending post-project reviews.

2.220 Termination by Contractor**2.221 Termination by Contractor**

If the State materially breaches its obligation to pay Contractor undisputed amounts due and owing under this Contract in accordance with **Section 2.090**, or if the State breaches its other obligations under this Contract to an extent that makes it impossible or commercially impractical for Contractor to perform the Services, and if the State does not cure the breach within the time period specified in a written notice of breach provided to the State by Contractor (such time period not to be less than 30 days), then Contractor may terminate this Contract, in whole or in part based on Statement of Work for cause, as of the date specified in the notice of termination; provided, however, that Contractor must discharge its obligations under **Section 2.250** before any such termination.

2.230 Stop Work**2.231 Stop Work Orders**

The State may, at any time, by written stop work order to Contractor, require that Contractor stop all, or any part, of the work called for by the Contract for a period of up to 90 calendar days after the stop work order is delivered to Contractor, and for any further period to which the parties may agree. The stop work order shall be specifically identified as such and shall indicate that it is issued under this **Section 2.230**. Upon receipt of the stop work order, Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the stop work order during the period of work stoppage. Within the period of the stop work order, the State shall either: (a) cancel the stop work order; or (b) terminate the work covered by the stop work order as provided in **Section 2.210**.

2.232 Cancellation or Expiration of Stop Work Order

If a stop work order issued under this **Section 2.230** is canceled or the period of the stop work order or any extension thereof expires, Contractor shall resume work. The parties shall agree upon an equitable adjustment in the delivery schedule, the Contract price, or both, and the Contract shall be modified, in writing, accordingly, if: (a) the stop work order results in an increase in the time required for, or in Contractor's costs properly allocable to, the performance of any part of the Contract; and (b) Contractor asserts its right to an equitable adjustment within 30 calendar days after the end of the period of work stoppage; provided that, if the State decides the facts justify the action, the State may receive and act upon a Contractor proposal submitted at any time before final payment under the Contract. Any adjustment will conform to the requirements of **Section 2.106**.

2.233 Allowance of Contractor Costs

If the stop work order is not canceled and the work covered by the stop work order is terminated for reasons other than material breach, such termination shall be deemed to be a termination for convenience under **Section 2.212**, and the State shall allow reasonable costs resulting from the stop work order in arriving at the termination settlement. For the avoidance of doubt, the State shall not be liable to Contractor for loss of profits because of a stop work order issued under this **Section 2.230**.

2.240 Reserved2.250 Dispute Resolution**2.251 In General**

Any claim, counterclaim, or dispute between the State and Contractor arising out of or relating to the Contract or any Statement of Work shall be resolved as follows. For all Contractor claims seeking an increase in the amounts payable to Contractor under the Contract, or the time for Contractor's performance, Contractor shall submit a letter executed by Contractor's Contract Administrator or his designee certifying that (a) the claim is made in good faith, (b) the amount claimed accurately reflects the adjustments in the amounts payable to Contractor or the time for Contractor's performance for which Contractor believes the State is liable and covers all costs of every type to which Contractor is entitled from the occurrence of the claimed event, and (c) the supporting data provided with such an affidavit are current and complete to Contractor's best knowledge and belief.

**2.252 Informal Dispute Resolution**

(a) All operational disputes between the parties shall be resolved under the Contract Management procedures developed pursuant to **Section 2.100**. If the parties are unable to resolve any disputes after compliance with such processes, the parties shall meet with the Director of Purchasing Operations, DMB, or designee, for the purpose of attempting to resolve such dispute without the need for formal legal proceedings, as follows:

(i) The representatives of Contractor and the State shall meet as often as the parties reasonably deem necessary in order to gather and furnish to each other all information with respect to the matter in issue which the parties believe to be appropriate and germane in connection with its resolution. The representatives shall discuss the problem and negotiate in good faith in an effort to resolve the dispute without the necessity of any formal proceeding.

(ii) During the course of negotiations, all reasonable requests made by one party to another for non-privileged information reasonably related to the Contract will be honored in order that each of the parties may be fully advised of the other's position.

(iii) The specific format for the discussions will be left to the discretion of the designated State and Contractor representatives, but may include the preparation of agreed upon statements of fact or written statements of position.

(iv) Following the completion of this process within 60 calendar days, the Director of Purchasing Operations, DMB, or designee, shall issue a written opinion regarding the issue(s) in dispute within thirty (30) calendar days. The opinion regarding the dispute shall be considered the State's final action and the exhaustion of administrative remedies.

(b) This **Section 2.250** will not be construed to prevent either party from instituting, and a party is authorized to institute, formal proceedings earlier to avoid the expiration of any applicable limitations period, to preserve a superior position with respect to other creditors, or pursuant to **Section 2.253**.

(c) The State will not mediate disputes between the Contractor and any other entity, except state agencies, concerning responsibility for performance of work pursuant to the Contract.

2.253 Injunctive Relief

The only circumstance in which disputes between the State and Contractor will not be subject to the provisions of **Section 2.252** is where a party makes a good faith determination that a breach of the terms of the Contract by the other party is such that the damages to such party resulting from the breach will be so immediate, so large or severe and so incapable of adequate redress after the fact that a temporary restraining order or other immediate injunctive relief is the only adequate remedy.

2.254 Continued Performance

Each party agrees to continue performing its obligations under the Contract while a dispute is being resolved except to the extent the issue in dispute precludes performance (dispute over payment shall not be deemed to preclude performance) and without limiting either party's right to terminate the Contract as provided in **Section 2.210** and **2.220**, as the case may be.

2.260 Federal and State Contract Requirements**2.261 Nondiscrimination**

In the performance of the Contract, Contractor agrees not to discriminate against any employee or applicant for employment, with respect to his or her hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of race, color, religion, national origin, ancestry, age, sex, height, weight, marital status, physical or mental disability. Contractor further agrees that every subcontract entered into for the performance of this Contract or any purchase order resulting from this Contract will contain a provision requiring non-discrimination in employment, as specified here, binding upon each Subcontractor. This covenant is required pursuant to the Elliot Larsen Civil Rights Act, 1976 PA 453, MCL 37.2101, *et seq.*, and the Persons with Disabilities Civil Rights Act, 1976 PA 220, MCL 37.1101, *et seq.*, and any breach of this provision may be regarded as a material breach of the Contract.

**2.262 Unfair Labor Practices**

Pursuant to 1980 PA 278, MCL 423.231, *et seq.*, the State shall not award a Contract or subcontract to an employer whose name appears in the current register of employers failing to correct an unfair labor practice compiled pursuant to section 2 of the Act. This information is compiled by the United States National Labor Relations Board. A Contractor of the State, in relation to the Contract, shall not enter into a contract with a Subcontractor, manufacturer, or supplier whose name appears in this register. Pursuant to section 4 of 1980 PA 278, MCL 423.324, the State may void any Contract if, subsequent to award of the Contract, the name of Contractor as an employer or the name of the Subcontractor, manufacturer or supplier of Contractor appears in the register.

2.263 Workplace Safety and Discriminatory Harassment

In performing Services for the State, the Contractor shall comply with the Department of Civil Services Rule 2-20 regarding Workplace Safety and Rule 1-8.3 regarding Discriminatory Harassment. In addition, the Contractor shall comply with Civil Service regulations and any applicable agency rules provided to the Contractor. For Civil Service Rules, see <http://www.mi.gov/mdcs/0,1607,7-147-6877---,00.html>.

2.270 Litigation**2.271 Disclosure of Litigation**

(a) Disclosure. Contractor must disclose any material criminal litigation, investigations or proceedings involving the Contractor (and each Subcontractor) or any of its officers or directors or any litigation, investigations or proceedings under the Sarbanes-Oxley Act. In addition, each Contractor (and each Subcontractor) must notify the State of any material civil litigation, arbitration or proceeding which arises during the term of the Contract and extensions thereto, to which Contractor (or, to the extent Contractor is aware, any Subcontractor hereunder) is a party, and which involves: (i) disputes that might reasonably be expected to adversely affect the viability or financial stability of Contractor or any Subcontractor hereunder; or (ii) a claim or written allegation of fraud against Contractor or, to the extent Contractor is aware, any Subcontractor hereunder by a governmental or public entity arising out of their business dealings with governmental or public entities. Any such litigation, investigation, arbitration or other proceeding (collectively, "Proceeding") must be disclosed in a written statement to the Contract Administrator within 30 days of its occurrence. Details of settlements which are prevented from disclosure by the terms of the settlement may be annotated as such. Information provided to the State from Contractor's publicly filed documents referencing its material litigation will be deemed to satisfy the requirements of this Section.

(b) Assurances. In the event that any such Proceeding disclosed to the State pursuant to this Section, or of which the State otherwise becomes aware, during the term of this Contract would cause a reasonable party to be concerned about:

- (i) the ability of Contractor (or a Subcontractor hereunder) to continue to perform this Contract in accordance with its terms and conditions, or
- (ii) whether Contractor (or a Subcontractor hereunder) in performing Services for the State is engaged in conduct which is similar in nature to conduct alleged in such Proceeding, which conduct would constitute a breach of this Contract or a violation of Michigan law, regulations or public policy, then Contractor shall be required to provide the State all reasonable assurances requested by the State to demonstrate that:
 - (A) Contractor and/or its Subcontractors hereunder will be able to continue to perform this Contract and any Statements of Work in accordance with its terms and conditions, and
 - (B) Contractor and/or its Subcontractors hereunder have not and will not engage in conduct in performing the Services which is similar in nature to the conduct alleged in such Proceeding.

(c) Contractor shall make the following notifications in writing:

- (1) Within 30 days of Contractor becoming aware that a change in its ownership or officers has occurred, or is certain to occur, or a change that could result in changes in the valuation of its capitalized assets in the accounting records, Contractor shall notify the Purchasing Operations.
- (2) Contractor shall also notify the Purchasing Operations within 30 days whenever changes to asset valuations or any other cost changes have occurred or are certain to occur as a result of a change in ownership or officers.



- (3) Contractor shall also notify Purchasing Operations within 30 days whenever changes to company affiliations occur.

2.272 Governing Law

The Contract shall in all respects be governed by, and construed in accordance with, the substantive laws of the State of Michigan without regard to any Michigan choice of law rules that would apply the substantive law of any other jurisdiction to the extent not inconsistent with, or pre-empted by federal law.

2.273 Compliance with Laws

Contractor shall comply with all applicable state, federal, and local laws and ordinances ("Applicable Laws") in providing the Services/Deliverables.

2.274 Jurisdiction

Any dispute arising from the Contract shall be resolved in the State of Michigan. With respect to any claim between the parties, Contractor consents to venue in Ingham County, Michigan, and irrevocably waives any objections it may have to such jurisdiction on the grounds of lack of personal jurisdiction of such court or the laying of venue of such court or on the basis of forum non conveniens or otherwise. Contractor agrees to appoint agents in the State of Michigan to receive service of process.

2.280 Environmental Provision

2.281 Environmental Provision - Reserved

2.290 General

2.291 Amendments

The Contract may not be modified, amended, extended, or augmented, except by a writing executed by the parties.

2.292 Assignment

(a) Neither party shall have the right to assign the Contract, or to assign or delegate any of its duties or obligations under the Contract, to any other party (whether by operation of law or otherwise), without the prior written consent of the other party; provided, however, that the State may assign the Contract to any other State agency, department, division or department without the prior consent of Contractor and Contractor may assign the Contract to an affiliate so long as such affiliate is adequately capitalized and can provide adequate assurances that such affiliate can perform the Contract. Any purported assignment in violation of this Section shall be null and void. It is the policy of the State of Michigan to withhold consent from proposed assignments, subcontracts, or novations when such transfer of responsibility would operate to decrease the State's likelihood of receiving performance on the Contract or the State's ability to recover damages.

(b) Contractor may not, without the prior written approval of the State, assign its right to receive payments due under the Contract. In the event of any such permitted assignment, Contractor shall not be relieved of its responsibility to perform any duty imposed upon it herein, and the requirement under the Contract that all payments shall be made to one entity shall continue.

2.293 Entire Contract; Order of Precedence

(a) The Contract, including any Statements of Work and Exhibits, to the extent not contrary to the Contract, each of which is incorporated for all purposes, constitutes the entire agreement between the parties with respect to the subject matter and supersedes all prior agreements, whether written or oral, with respect to such subject matter and as additional terms and conditions on the purchase order shall apply as limited by **Section 2.061**.

(b) In the event of any inconsistency between the terms of the Contract and a Statement of Work, the terms of the Statement of Work will take precedence (as to that Statement of Work only); provided, however, that a Statement of Work may not modify or amend the terms of **Sections 2.110 through 2.220** of the Contract, which may be modified or amended only by a formal Contract amendment.

**2.294 Headings**

Captions and headings used in the Contract are for information and organization purposes. Captions and headings, including inaccurate references, do not, in any way, define or limit the requirements or terms and conditions of the Contract.

2.295 Relationship of the Parties (Independent Contractor Relationship)

The relationship between the State and Contractor is that of client and independent Contractor. No agent, employee, or servant of Contractor or any of its Subcontractors shall be or shall be deemed to be an employee, agent or servant of the State for any reason. Contractor will be solely and entirely responsible for its acts and the acts of its agents, employees, servants and Subcontractors during the performance of the Contract.

2.296 Notices

(a) Any notice given to a party under the Contract shall be deemed effective, if addressed to such party as addressed below, upon: (i) delivery, if hand delivered; (ii) receipt of a confirmed transmission by facsimile if a copy of the notice is sent by another means specified in this Section; (iii) the third (3rd) Business Day after being sent by U.S. mail, postage pre-paid, return receipt requested; or (iv) the next Business Day after being sent by a nationally recognized overnight express courier with a reliable tracking system.

State:

State of Michigan
Purchasing Operations
Attention: Andy Ghosh, CPPB
PO Box 30026
530 West Allegan
Lansing, Michigan 48909

Contractor:

Battelle
Attn: Mary E. Bruce
505 King Avenue
Columbus, OH 43201

Either party may change its address where notices are to be sent by giving notice in accordance with this Section.

(b) Binding Commitments

Representatives of Contractor identified in **Exhibit I** shall have the authority to make binding commitments on Contractor's behalf within the bounds set forth in such table. Contractor may change such representatives from time to time upon written notice.

2.297 Media Releases and Contract Distribution

(a) Media Releases

Neither Contractor nor the State will make any news releases, public announcements or public disclosures, nor will they have any conversations with representatives of the news media, pertaining to the Contract, the Services or the Contract without the prior written approval of the other party, and then only in accordance with explicit written instructions provided by that party. In addition, neither Contractor nor the State will use the name, trademarks or other proprietary identifying symbol of the other party or its affiliates without such party's prior written consent. Prior written consent of the Contractor must be obtained from authorized representatives.

(b) Contract Distribution

Purchasing Operations shall retain the sole right of Contract distribution to all State agencies and local units of government unless other arrangements are authorized by Purchasing Operations.

2.298 Reformation and Severability

Each provision of the Contract shall be deemed to be severable from all other provisions of the Contract and, if one or more of the provisions of the Contract shall be declared invalid, the remaining provisions of the Contract shall remain in full force and effect.

**2.299 Consents and Approvals**

Except as expressly provided otherwise in the Contract, if either party requires the consent or approval of the other party for the taking of any action under the Contract, such consent or approval shall be in writing and shall not be unreasonably withheld or delayed.

2.300 No Waiver of Default

The failure of a party to insist upon strict adherence to any term of the Contract shall not be considered a waiver or deprive the party of the right thereafter to insist upon strict adherence to that term, or any other term, of the Contract.

2.301 Survival

Any provisions of the Contract that impose continuing obligations on the parties including the parties' respective warranty, indemnity and confidentiality obligations, shall survive the expiration or termination of the Contract for any reason. Specific references to survival in the Contract are solely for identification purposes and not meant to limit or prevent the survival of any other section.

2.302 Covenant of Good Faith

Each party agrees that, in its dealings with the other party or in connection with the Contract, it shall act reasonably and in good faith. Unless stated otherwise in the Contract, the parties will not unreasonably delay, condition or withhold the giving of any consent, decision or approval that is either requested or reasonably required of them in order for the other party to perform its responsibilities under the Contract.

2.303 Permits

Contractor shall obtain and pay any associated costs for all required governmental permits, licenses and approvals for the delivery, installation and performance of the Services. The State shall pay for all costs and expenses incurred in obtaining and maintaining any necessary easements or right of way.

2.304 Website Incorporation

State expressly states that it will not be bound by any content on the Contractor's website, even if the Contractor's documentation specifically referenced that content and attempts to incorporate it into any other communication, unless the State has actual knowledge of such content and has expressly agreed to be bound by it in a writing that has been manually signed by an authorized representation of the State.

2.305 Taxes

Vendors are expected to collect and pay all applicable federal, state, and local employment taxes, including the taxes defined in Section 3.022 for all persons involved in the resulting Contract. The State may refuse to award a contract to any Vendor who has failed to pay any applicable State taxes. The State may refuse to accept Vendor's bid, if Vendor has any outstanding debt with the State. Prior to any award, the State will verify whether Vendor has any outstanding debt with the State.

2.306 Prevailing Wage

The rates of wages and fringe benefits to be paid each class of individuals employed by the Contractor, its subcontractors, their subcontractors, and all persons involved with the performance of this Contract in privity of contract with the Contractor shall not be less than the wage rates and fringe benefits established by the Michigan Department of Labor and Economic Development, Wage and Hour Bureau, schedule of occupational classification and wage rates and fringe benefits for the local where the work is to be performed. The term Contractor shall include all general contractors, prime contractors, project managers, trade contractors, and all of their contractors or subcontractors and persons in privity of contract with them.

The Contractor, its subcontractors, their subcontractors, and all persons involved with the performance of this contract in privity of contract with the Contractor shall keep posted on the work site, in a conspicuous place, a copy of all wage rates and fringe benefits as prescribed in the contract. You must also post, in a conspicuous place, the address and telephone number of the Michigan Department of Labor and Economic Development, the office responsible for enforcement of the wage rates and fringe benefits. You shall keep an accurate record showing the name and occupation of the actual wage and benefits paid to each individual employed in connection with this contract. This record shall be available to the State upon request for reasonable inspection.



If any trade is omitted from the list of wage rates and fringe benefits to be paid to each class of individuals by the Contractor, it is understood that the trades omitted shall also be paid not less than the wage rate and fringe benefits prevailing in the local where the work is to be performed.

2.307 Call Center Disclosure - Reserved

2.308 Future Bidding Preclusion

Contractor acknowledges that, to the extent this Contract involves the creation, research, investigation or generation of a future RFP, it may be precluded from bidding on the subsequent RFP. The State reserves the right to disqualify any bidder if the State determines that the bidder has used its position (whether as an incumbent Contractor, or as a Contractor hired to assist with the RFP development, or as a Vendor offering free assistance) to gain a leading edge on the competitive RFP.

2.310 Reserved

2.320 Extended Purchasing

2.321 MiDEAL - Reserved

2.322 State Employee Purchases - Reserved

2.330 Federal Grant Requirements - Reserved



APPENDIX – A – Price Proposal
(Travel Billed Separate at State Rates)

Michigan Lottery Consulting Services
Pricing Worksheet

Task	Staff Involved	Estimated hours	Hourly Rate	Total (\$)
1) Preparation for RFP Development:				
Project Manager	Gary Gassin	40	\$250	\$10,000
Project Consultant (1)	Mike Hufferberger	40	\$250	\$10,000
Project Consultant (2)				
2) RFP Development:				
Project Manager	Gary Gassin	160	\$250	\$40,000
Project Consultant (1)	Mike Hufferberger	200	\$250	\$50,000
Project Consultant (2)				
3) Participation in Pre-bid Meeting and Question responses				
Project Manager	Gary Gassin	40	\$250	\$10,000
Project Consultant (1)	Mike Hufferberger	40	\$250	\$10,000
Project Consultant (2)				
4) Bid Proposals Evaluation and Site Visits*				
Project Manager	Gary Gassin	240	\$250	\$60,000
Project Consultant (1)	Mike Hufferberger	240	\$250	\$60,000
Project Consultant (2)				
5) Post Award Assistance**				
Project Manager	Gary Gassin	25	\$250	\$6,250
Project Consultant (1)	Mike Hufferberger	25	\$250	\$6,250
Project Consultant (2)				



6) Expert Witness**		50		
Project Manager	Gary Gassin	25	\$250	\$6,250
Project Consultant (1)	Mike Hufferberger	25	\$250	\$6,250
Project Consultant (2)				

*Assume up to 3 site visits to state lotteries

**Typical number of hours anticipated for a state Lottery the size of Michigan, assume 50 hours total Expert Witness