Request for Proposals for
Business Intelligence Development Services

Issued: October 22, 2013
Responses Due: November 15, 2013
Anticipated Project Start Date: December 1, 2013

Contact:
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916-212-5978
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**Introduction**

**Background**

SEARCH, The National Consortium for Justice Information and Statistics, is a nonprofit membership organization created by and for the states. Since 1969, SEARCH's primary objective has been to identify and help solve the information management problems of state and local justice agencies confronted with the need to exchange information with other local agencies, state agencies, agencies in other states, or with the Federal government. SEARCH is governed by a Membership Group comprised of one gubernatorial appointee from each of the 50 states, the District of Columbia, and the territories, as well as eight at-large appointees selected by SEARCH's Chair. Members are primarily state-level justice officials responsible for operational decisions and policymaking concerning the management of criminal justice information, particularly criminal history information. Funding for SEARCH activities is provided by annual fees from Member states for the operation of the consortium and Board of Directors; grants from various U.S. Federal government agencies; state grants; and Federal, state, and local contracts. SEARCH staff consists of more than 40 professionals who work from SEARCH headquarters in Sacramento, California, and remotely across the United States. Staff provide technical assistance, training, and consulting services to SEARCH clients and stakeholders. The staff is led by a Management Team of program directors and managers who report to the Executive Director.

Additional information about SEARCH is available at [http://www.search.org](http://www.search.org).

Like any successful organization, SEARCH must effectively manage its financial health through tracking of income, expenditure, and other critical financial data. In addition, as a provider of technical assistance and training services to the nation's justice and public safety community, SEARCH also must track the performance of individual projects and grants. The fact that SEARCH is funded primarily through public funds (grants and contracts with Federal, state, and local governments and state Membership dues) makes it even more critical that the organization be accountable for performance and delivery of project objectives.

Currently, the information needed to manage financial and project performance adequately resides in several internal information systems. Integration of information across these systems currently occurs in a manual fashion. The SEARCH Management Team has identified a business need to make information from these diverse sources available in a single data warehouse with business analytics tools that enable static reporting and ad-hoc analysis via an intuitive interface.

**Purpose**

The purpose of this project is to secure the services of a qualified business intelligence/analytics development firm ("Vendor") to:

1. Implement a data warehouse design that reflects best practices of dimensional modeling
2. Load data from four data sources (general ledger, payroll, project tracking, and budget) extracted on a monthly basis in Excel spreadsheet form, into the data warehouse using extract-transform-load (ETL) tooling to load and validate the data
3. Implement an online analytical processing (OLAP) model on top of the data warehouse to support business analytics
4. Implement and deploy an initial set of analytical products (measures) in a business analytics tool

SEARCH requires that the data warehouse be implemented on the Pentaho Business Intelligence Suite, Community Edition, using Saiku Analytics as the business analytics tool. The successful Vendor will propose staff for the project with deep expertise and extensive experience using these tools.
The period of performance for the contract resulting from this RFP is expected to be December 1, 2013, through March 31, 2014.

SEARCH reserves the right to cancel this RFP at any time, and to decline to enter a contract with any Vendor. Neither the issuance of this RFP nor the submission of responses by vendors obligates SEARCH to make any purchases.

Schedule

The schedule for this RFP is as follows. The due date of each milestone is defined as 4:00 PM Pacific Standard Time, unless indicated otherwise. This schedule is subject to change at SEARCH’s sole discretion at any time.

<table>
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Administrative Requirements

Prospective vendors are responsible for ensuring that their responses conform to the following requirements.

RFP Coordinator (Proper Communication)

The Coordinator for this RFP is:

Scott Came, Executive Director
SEARCH
scott.came@search.org
916-212-5978

Upon release of this RFP, all communications between prospective vendors and SEARCH concerning this RFP must be directed to the Coordinator. Communication about this RFP between prospective vendors and SEARCH staff other than the Coordinator may result in disqualification of such vendors.

Reliance on Written Communication

Oral communication between SEARCH and prospective vendors is unofficial and non-binding on SEARCH. Vendors may rely only on written information issued by the Coordinator.

SEARCH will post all written information and correspondence with prospective vendors on the same Website at which this RFP was originally posted. It is the responsibility of each prospective
Vendor to visit the Website to find information posted by SEARCH. SEARCH will make no effort to contact prospective vendors to inform them of written communication posted to the Website.

SEARCH will remove the names of prospective Vendor firms and individuals, along with their contact information, from any written communication. However, by submitting a question to SEARCH, prospective vendors acknowledge and accept that SEARCH is not liable for third parties’ usage of written communication to identify prospective vendors.

Vendor Questions Invited

SEARCH invites questions from prospective vendors regarding this RFP. Such questions are intended to help SEARCH clarify RFP requirements, and communicate additional useful information about the envisioned development effort.

In their questions, vendors should make reference to information in this RFP by line number(s) to facilitate SEARCH’s response and to ensure clear communication.

Vendors should review publicly available information about SEARCH prior to submitting questions. This information is available at http://www.search.org.

Following the milestone established for the receipt of questions, SEARCH will post its responses to the same Website at which this RFP was originally posted. It is the responsibility of each prospective Vendor to visit the Website to view the responses.

SEARCH encourages prospective Vendors to focus any questions on process and technology to be employed during the project. Because of the agile development process to be followed on this project (see below), it will generally not be possible for SEARCH to answer detailed questions about features to be implemented. These questions will be addressed as the project goes along, in the spirit of agile software development.

Vendor Complaints Regarding RFP Requirements

If a prospective Vendor believes that any requirement in this RFP unduly or unfairly restrains competition, then the Vendor must state such belief in writing to the RFP Coordinator prior to the milestone established for submission of questions. The statement should reference specific language in the RFP by line number(s).

SEARCH will evaluate all such complaints and will respond, in writing, to the complaining Vendor only, in advance of the milestone established for posting of responses to questions. SEARCH may, in its sole discretion, determine that it is in SEARCH’s best interests to alter the RFP to address the complaint. SEARCH may also, in its sole discretion, issue amendments to this RFP to address Vendor complaints, or for any other reason.

SEARCH’s discretion and decisions regarding Vendor complaints and questions are final.

Response Contents and Format

Prospective vendors must submit responses in Microsoft Word (Office 97 version or more recent) or Adobe PDF format (version 6.0 or more recent). Responses must be submitted via email directly to the RFP Coordinator, with documents attached to the email. Information provided in the body of the email, rather than attachments thereto, will be ignored by SEARCH.

SEARCH will acknowledge receipt of responses via email, by direct response to the submitter’s email, within one (1) business day of receipt.

Responses submitted by other means, including but not limited to in-person, fax, or postal
delivery, will not be accepted.

**Response Presentation and Format Requirements**

Prospective vendors may format their response in accordance with their best judgment, keeping in mind that SEARCH must be able to read each response easily.

When printed, each response must print clearly in black-and-white on 8.5” x 11” paper.

Responses in excess of 30 total printed pages will be disqualified.

Responses must clearly identify each requirement in this RFP immediately preceding the Vendor’s response to that requirement. Requirements in this RFP are indicated by grey shading, and are of the form “Mandatory/Scored Requirement X.”

Responses must be written in English.

**Delivery of Responses**

The prospective Vendor’s response to this RFP, in its entirety, must be received and acknowledged by the RFP Coordinator in advance of the due date specified in the schedule above. Late responses will not be accepted or considered.

**Cost of Response Preparation**

SEARCH will not reimburse prospective vendors for any costs incurred in preparation of a response to this RFP.

**Waive Minor Administrative Irregularities**

SEARCH reserves the right to waive minor administrative irregularities contained in any response. Additionally, SEARCH reserves the right, at its sole option, to make corrections to prospective vendors’ responses when an obvious arithmetical error has been made in the price quotation. Prospective vendors will not be allowed to make changes to their quoted price after the response submission deadline.

**Errors in Response**

Prospective vendors are liable for all errors or omissions contained in their responses. Prospective vendors will not be allowed to alter response documents after the deadline for response submission. SEARCH is not liable for any errors in responses. SEARCH reserves the right to contact a prospective Vendor for clarification of response contents.

**Right to Cancel**

SEARCH reserves the right to cancel this RFP at any time, for any reason. Issuing this RFP does not obligate SEARCH to enter into a contract with any Vendor or make any purchases.

**Incorporation of Documents into Contract**

By submitting a response, prospective vendors acknowledge and accept that the requirements of this RFP and the contents of the Vendor’s response will be incorporated into any contract entered into as a result of this RFP.

**No Costs or Charges**

By submitting a response, prospective vendors acknowledge and accept that SEARCH shall not be liable for any costs or charges incurred prior to the formal and complete execution of a
contract between SEARCH and the successful Vendor.

Non-Endorsement and Publicity

SEARCH’s selection, if any, of a successful Vendor does not imply endorsement of the Vendor’s capabilities, personnel, products, or services. By submitting a response, Vendor agrees to make no reference to SEARCH, its staff, business partners, or granting agencies in any literature, promotional material, brochures, sales presentation, or the like, regardless of method of distribution, without the prior review and explicit written permission of SEARCH.

Withdrawal of Response

After submitting a response, prospective vendors may withdraw such response at any time. Prospective vendors may resubmit a response at any time up until the milestone specified in the solicitation schedule above.

Optional Vendor Debriefing

Prospective vendors, whether successful or unsuccessful, may request a debriefing of the results of SEARCH’s review of responses. Vendors must notify the RFP Coordinator via email of a request for debriefing within two (2) business days of the announcement of a successful Vendor.

The optional debriefing will not include any comparison between the response and any other responses submitted. However, SEARCH will explain the factors considered in the evaluation of the Vendor’s response and the alignment of Vendor’s capabilities with the solicitation requirements.

Vendor Requirements

Vendor Profile

Prospective Vendor’s response must indicate:

- Legal business name
- Legal status (corporation, partnership, sole proprietorship, etc.) and state of incorporation, if applicable
- Year the entity was organized to do business, as it now substantially exists
- Address, voice and fax telephone numbers, email, and Internet Website URL for primary correspondence/contact
- Organizational chart indicating principal corporate organization, and identifying where in the organizational structure the proposed project participants reside
- Names and titles of principal officers

Vendor Points of Contact

Prospective Vendor’s response must indicate the name, title, and full contact information for the point of contact regarding this RFP.
Prospective Vendor’s response must indicate the name, title, and full contact information for the staff member with accountability and the ability to obligate the Vendor for the development project envisioned by this RFP.

Acknowledgment of Terms and Conditions

SEARCH intends to manage the Business Intelligence/Analytics development effort as follows:

1. SEARCH will maintain an ongoing list of potential features of the Business Intelligence/Analytics capability. SEARCH, not the Vendor, is responsible for maintaining this list. While SEARCH would welcome suggestions as to potential new features from the Vendor, SEARCH will not compensate Vendor for time researching or evaluating potential features unless previously agreed in writing by SEARCH and Vendor.

2. The Vendor will perform work in two-week increments called “iterations.” An iteration starts on a Saturday and ends fourteen (14) days later on a Friday.

3. Within the last three days of an iteration, SEARCH and the Vendor project team will meet to select features from the list for implementation during the next iteration. SEARCH expects these meetings to occur via telephone and Web-enabled conference service, the costs of which will be borne by SEARCH (not including telephones, workstations, and broadband Internet access at Vendor’s site necessary to participate).

4. For the first iteration under the contract, the planning session referenced in #3 above will occur as part of contract finalization.

5. Once the features are selected for implementation, Vendor will provide within one (1) business day a firm, fixed-price bid for implementing each feature. After receiving the bid from the Vendor, SEARCH may adjust the scheduled features, in order to reduce the price, or for any other reason. Vendor will have an opportunity to provide a new fixed-price bid after any changes in the scheduled features. Once agreement is reached between SEARCH and Vendor, they will execute a work order via email formalizing the agreement.

6. “Implementation” of features will typically include design, development, testing, demonstration, and documentation of the functionality described in the feature description.

7. On the final day of the iteration, SEARCH and the Vendor project team will meet for a review of progress, documentation of lessons learned, and a formal decision from SEARCH to continue the project for another iteration. If the decision is to continue development, then SEARCH and the Vendor project team will repeat steps 3, 4, and 5.

8. If Vendor fails to implement a promised feature by the last day of the iteration, then Vendor will not receive payment for any resources expended in (partial) development of that feature. SEARCH may, at its sole discretion, schedule such a feature for inclusion in a future iteration’s scope.

9. Vendor will invoice for each iteration’s work upon SEARCH acceptance of iteration results. The invoice amount will equal the sum total of the fixed prices agreed upon for the features completed and accepted during the iteration.

10. Either SEARCH or Vendor may terminate the contract resulting from this RFP on the last business day of any month, with or without prior notification to the other party.

11. Both parties will agree to act reasonably and in good faith in carrying out this process.
In addition, the following terms and conditions will apply throughout the project:

- SEARCH and the Vendor project team will meet weekly for up to thirty (30) minutes to review progress. Additional meetings will be scheduled as necessary. These meetings will take place via telephone and Web-enabled conference as necessary. The cost of Vendor participation in these meetings will be factored into Vendor’s bid for the iteration features.

- Vendor must be available for communication and consultation between the hours of 8:00AM PT to 5:00PM Pacific Time, whether the current time is Standard or Daylight.

- Vendor agrees to permit SEARCH to inspect any and all source code artifacts, documentation, scripts, tests, and the like, at any point during the project. At a minimum, Vendor will provide SEARCH with a zip archive file containing all artifacts upon SEARCH’s request at any time.

- While Vendor may store and maintain source code at its facility, Vendor acknowledges and accepts that deliverables and artifacts, including but not limited to source code, documentation, scripts, tests, and the like, are developed as “works for hire” and are the property of SEARCH from the moment they are created.

- At the termination of the contract resulting from this RFP, Vendor will transfer possession of all deliverables and artifacts developed under such contract to SEARCH, and will destroy all copies in the Vendor’s possession.

- All interactions between SEARCH and Vendor on this project will be remote. There is no expectation that Vendor will travel to SEARCH headquarters or have any in-person (face-to-face) meetings with SEARCH staff.

- In addition to the detailed list of ongoing features referenced earlier in this section, SEARCH will maintain an overall project roadmap and may ask Vendor, at project inception and throughout the project, for feedback and input on the project roadmap. This roadmap will include, at a minimum, the following overall objectives:

  1. Implement a data warehouse design that reflects best practices of dimensional modeling
  2. Load data from four data sources (general ledger, payroll, project tracking, and budget) extracted on a monthly basis in Excel spreadsheet form, into the data warehouse using extract-transform-load (ETL) tooling to load and validate the data
  3. Implement an online analytical processing (OLAP) model on top of the data warehouse to support business analytics
  4. Implement and deploy an initial set of analytical products (measures) in a business analytics tool
  5. Providing a detailed technical overview of the artifacts created during the project and technical mentoring for SEARCH staff

Mandatory Requirement 3

Prospective Vendor’s response must acknowledge and accept each and every one of these terms and conditions, and acknowledge Vendor’s commitment to enter into a contract with SEARCH that specifies these terms and conditions. A response that does not acknowledge and accept each and every one of these terms and conditions will be deemed non-compliant with this mandatory requirement, and will be disqualified from further consideration.

Acceptance of Technical Specifications

1. The capability implemented will use only the tools and components in the Pentaho Business
Intelligence Suite, Community Edition, version 4.8, with the addition of Saiku Analytics version 2.5. SEARCH is committed to the use of only open source-licensed software for this project. Use of other tools, components, software, and technology other than those explicitly mentioned here requires the prior written permission of SEARCH.

2. OLAP capabilities will be defined by cubes expressed as Mondrian schemas; business analytics tools will reference these schemas and use Mondrian as the interface to the data warehouse. Mondrian “measure groups” will be used to synthesize information across fact tables as necessary.

3. Data storage for the data warehouse will be in a MySQL database, version 5.6, Community Server edition.

4. Database and Pentaho components will be hosted on a CentOS Linux server (CentOS 6.4). At least initially, SEARCH anticipates that the database and application server components will run on the same physical server. During the project, SEARCH will provide Vendor staff ssh and scp access to this CentOS server.

5. Vendor can assume that all inputs to ETL components for the four data sources (general ledger, payroll, project tracking, and budget) will consist of Excel spreadsheets with only static data (no formulas). SEARCH will FTP these spreadsheets to a location on the data warehouse server for processing by the ETL components.

6. SEARCH intends to pursue a design in which the input data sources are loaded, via Kettle, into a relational “staging area” in MySQL. Further Kettle components will then load the dimensional model from the staging area. At each of these points, Kettle will validate data and report errors via email. While SEARCH’s expectation is that the loading of the relational model will occur automatically as source files appear in the FTP directory, the further expectation is that relational-to-dimensional loading will occur with a manual gesture from an administrator (following review of any error logs, and other considerations.) SEARCH expects this process to occur monthly. All of the above is subject to feedback from the successful Vendor. SEARCH has completed a preliminary design of both the relational (“staging area”) and dimensional databases; this design material will be shared with the successful Vendor prior to the start of the project.

**Mandatory Requirement 4**

Prospective Vendor’s response must acknowledge and accept these technical specifications, and acknowledge Vendor’s commitment to constrain its development approach in accordance with them. A response that does not acknowledge and accept these technical specifications will be deemed non-compliant with this mandatory requirement, and will be disqualified from further consideration.

**Vendor Qualifications**

**Mandatory Requirement 5**

Prospective Vendor’s response must include résumé(s) of the Vendor’s proposed project team. The team must include at least one (1) full-time Pentaho developer. The team will include a “team lead” role; this team member will be responsible for project management and coordination on the Vendor team. The team lead will be the primary point of contact for SEARCH on the project. The team lead must have at least one (1) year of experience working on the Pentaho platform, and at least four (4) years of experience with data warehouse / business intelligence / business analytics design and implementation, database administration, or enterprise application development.

The “team lead role” and “full time Pentaho developer” may be the same person. Prospective
Vendor's response may propose additional team members if desired.

Prospective Vendor's response must acknowledge and accept that the proposed team will be the team that actually works on the project, and that substitution of team members requires prior approval of SEARCH.

**Scored Requirement 1 – 40 points**

Prospective Vendor's response must describe its experience and qualifications as they relate to the technical specifications listed above, especially as related to the Pentaho platform and Saiku Analytics. The response must highlight those aspects of the proposed project team’s résumé(s) most relevant to the technical specifications and requirements (i.e., experience on projects that had similar technical/application requirements). Preference will be given to proposals that indicate corporate or team member experience with planning, designing, or implementing data warehouses in a non-profit, grant-funded environment. Proposed technical staff should have experience with the following Pentaho components, at a minimum: Kettle, Spoon, Mondrian, Mondrian Schema Workbench, Reporting, Community Data Validation, and Community Dashboard Framework/Editor.

**Scored Requirement 2 – 30 points**

Prospective Vendor’s response must describe its experience and qualifications as they relate to the project management approach and software development methodology inherent in the “terms and conditions” listed above. The response must highlight those aspects of the proposed project team’s résumé(s) most relevant to this project management approach and software development methodology. The response should go beyond merely stating that a particular agile methodology was used; Vendor must demonstrate that its team followed the guidelines of that methodology on significant past projects.

The response should describe at least one (1) project delivered successfully by the Vendor in the past, using a similar approach/methodology. The response should provide the name and contact information of a contact person who can verify Vendor’s successful delivery of the project by the Vendor using a similar approach/methodology.

**Scored Requirement 3 – 20 points**

Prospective Vendor’s response must provide the name, organization, mailing address, email address, and telephone contact information for two (2) references for whom Vendor has successfully completed a similar project. One of these references may be the same individual and/or organization provided in accordance with Scored Requirement 2 above.

**Financial Quote**

**Scored Requirement 4 – 10 points**

Prospective Vendor’s response must state the hourly rate for each of the team members described in Mandatory Requirement 5 above. A response may, but need not, state the same hourly rate for each team member (if multiple team members are proposed).

**Evaluation Process**

**Overview**

The successful Vendor will be the prospective Vendor that:

1. Meets all the mandatory requirements of this RFP, and
2. Scores the highest on Financial Quote and Vendor Qualifications criteria.
Administrative Screening and Mandatory Requirements

Upon receipt of a Vendor’s response, SEARCH will review such response for compliance with all mandatory requirements of the RFP, including timely submission in the proper format. Any response not complying with each and every mandatory requirement will be excluded from further consideration. Vendors are responsible for careful review of their responses, prior to submission, to ensure that each mandatory requirement has been adequately addressed.

Scoring

A team of evaluators will be convened by SEARCH to review scored requirements. A weighting, based on a maximum point value, will be given to each of the five (5) scored requirements as shown above, for a total potential score of 100.

Financial Quote will be scored as follows:

\[
\text{Vendor score} = 10 \times \frac{\text{highest cost} - \text{Vendor cost}}{\text{highest cost} - \text{lowest cost}}
\]

Where “cost” is the average of the hourly rates provided under Scored Requirement 4 above.