REQUEST FOR INFORMATION (RFI) # HR-2014-008

LEARNING MANAGEMENT SYSTEM (LMS) SOLUTION AND SERVICES

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<tr>
<th>Title</th>
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<td>HUMAN RESOURCES</td>
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<td>CRAA Division</td>
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| Response Due Date and Time: | October 14, 2014 at 2:00 PM |

Response Submitted By:

| Company Name |
| Street Address |
| City | State | Zip |

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<tr>
<th>Federal I.D. No.</th>
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<tr>
<td>Yes_____ No_______</td>
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| Contact Person | Phone No. | Fax No. |

| E-Mail Address: | Website Address: |
Sealed responses to the RFI for “Learning Management System (LMS) Solution and Services” will be received by the Columbus Regional Airport Authority (Authority or CRAA) at its offices located at 4600 International Gateway, Authority Administration offices, Baggage Claim Level, Port Columbus International Airport, Columbus, Ohio 43219, until October 14, 2014, at 2:00 PM Eastern Daylight Time.

The Request for Information document is posted on the Authority website www.columbusairports.com, and may be printed from the website. Please note that any addenda issued will be posted to the Authority website www.columbusairports.com ONLY. Respondents are responsible for obtaining addenda.

Responses shall conform to the Request for Information document requirements. In addition, the entire Request for Information documentation and addenda are hereby incorporated by reference.

Note: All responses shall include one (1) original signed copy, five (5) hard copies, and one (1) electronic copy in sealed envelopes that are marked as:

```
CRAA
ATTN: OFFICE OF CONTRACTS AND PROCUREMENT
C/O ADMINISTRATIVE OFFICE
4600 INTERNATIONAL GATEWAY
COLUMBUS, OH 43219

RE: “LEARNING MANAGEMENT SYSTEM (LMS) SOLUTION AND SERVICES; RFI # HR-2014-008”
DUE: OCTOBER 14, 2014, 2:00 PM EDT
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*NO facsimile, electronic, or other form of response is acceptable to the Authority.

Questions regarding the Request for Information shall be directed via email to kheisler@columbusairports.com. The cut-off date for all questions is October 8, 2014, at 5:00 PM EDT. Questions received after this date and time will not be answered.

**SCHEDULE OF KEY MILESTONE EVENTS**

<table>
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<td>September 29, 2014</td>
<td>POSTING DATE</td>
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<tr>
<td>October 8, 2014 @ 5:00 PM</td>
<td>QUESTIONS CUTOFF DATE</td>
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<td>October 14, 2014 @ 2:00 PM</td>
<td>RESPONSES DUE</td>
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<tr>
<td>October 28-November 4, 2014</td>
<td>PRESENTATIONS IF REQUIRED*</td>
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<tr>
<td>November 4, 2014</td>
<td>RFI PROCESS COMPLETE*</td>
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*DATES SUBJECT TO CHANGE
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INFORMATION FOR RESPONDENTS: REQUIREMENTS AND CONDITIONS

1. **Response to RFI** – Responses to this RFI are being used by the Columbus Regional Airport Authority (Authority or CRAA) to gather functionality and estimated price information about available Learning Management System (LMS) Solutions and Services.

2. **CRAA Intent** – It is not CRAA’s intent to award a contract based on this RFI. However, CRAA reserves the right, at its sole discretion, to request additional information and to request demonstrations or presentations from respondents. CRAA anticipates that the information collected may be used to develop a competitive solicitation for the desired software/hardware/supplies. However, CRAA is not bound to using the information in that manner.

3. **Quality of Responses** – Well-organized and concise responses are encouraged in order to facilitate CRAA’s assessment. Responses must follow the same order as the RFI document and utilize the same section numbering system presented in Section 7.0 of the Requirements.

4. **Product and Service Availability** – CRAA expects that the goods and/or services described in response to the RFI are available as of the date that the responses are due. Respondents must explain any exception.

5. **Respondent’s Expectation of CRAA** – Respondents shall define the nature and scope of all goods and/or services expected to be provided by CRAA for the successful implementation of the software/hardware/supplies/system proposed.
DETAILED NEEDS AND REQUIREMENTS

1.0 SCOPE AND APPLICABLE STANDARDS

1.1 SCOPE

The Columbus Regional Airport Authority hereafter referred to as the “Authority” or “CRAA” intends to gather functionality and price information about available Learning Management System (LMS) Solutions and Services.

The CRAA is seeking an “off-the-shelf”, web-based (SaaS) LMS Solution and Related Services that will automate specific training and development functions; provide learning content and resources, and personalized development advising; and support the development and delivery of training elements for a four hundred (400) employee, multi-disciplined workforce with technical, professional development and leadership-based needs. The LMS Solution must have robust reporting capabilities, and must have scalable functionality to address CRAA’s future workforce growth and/or changing human resource needs. CRAA’s preference is that the LMS will also contain a Learning Content Management System (LCMS) for managing e-learning content across the organization. CRAA’s goal is to automate and coordinate efforts for all training functions under a single Solution (e.g. onboarding, succession planning, enrollment and tracking, etc.).

The CRAA intends to solicit the solution and implementation separately from this RFI. That selected Contractor will be required to provide, install, configure and support the LMS Solution, and to train CRAA staff on the operation of the LMS Solution. CRAA recognizes that there may not be one vendor that can provide the entire Solution. Vendors will be required to create a partnership(s) if needed in order to submit one Proposal under the future solicitation, with one vendor acting as the primary Contractor. The exception to this approach will be the content of online learning courses. Online learning courses could be evaluated independently, and separate contracts may be awarded for online learning content.

The selected Contractor from the future solicitation will be expected to:

- Provide an implementation strategy and project plan for implementation to begin in late 2015;
- Provide a change management strategy and support, to include marketing and communication assistance that ensures wide and immediate user adoption;
- Provide specific and ongoing technical requirements (software/application);
- Provide ongoing maintenance agreement and/or end user license agreement (EULA);
- Complete user acceptance testing and validation;
• Provide reporting capabilities that are intuitive and user-friendly; and
• Provide online and classroom training, and supporting documentation, for system administrator(s) and identified personnel as “Train-the-Trainer” for all components of the Solution, as well as paper and online help for end users.

1.2 APPLICABLE PUBLICATIONS OR STANDARDS

• CRAA Vendor Information Security Requirements (VISR), 1/1/2014. (Attached as Appendix B.)
• The LMS Solution must support Kirkpatrick’s Four-Level Training Evaluation Model.
• The LMS Solution must be compatible with e-learning course content that complies with the most recent versions of the following standards:
  o AICC (Aviation Industry CBT Committee) standard
  o SCORM (Sharable Content Object Reference Model) standard

2.0 BACKGROUND INFORMATION

CRAA has an employee base of approximately four hundred (400) employees, thirty percent (30%) of which are considered “supervisor-level” or higher. All employees are either full- or part-time employees, with an expansion of up to another forty (40) or more employees being temporary and/or contract workers in both full-time and part-time statuses.

The CRAA Manager of Training and Organizational Development will be assuming primary duty for maintenance and usage of the LMS Solution, and will need the ability to designate approximately three (3) other individuals as backup “Administrators” for the Solution. There are approximately twenty (20) CRAA Training Council members designated enterprise-wide who also assist with data-gathering and training processes, but would not need full Administrator-level access to the Solution.

Training and Organizational Development (OD) functions have been strictly manual processes to date, or have been housed in several smaller departmental electronic files (i.e. Microsoft Excel and/or Access files). Microsoft SharePoint is used for some OD functions as well. The On-boarding, Performance Management, Training and Development, and Succession Planning efforts are currently handled separately, but this Request contemplates a LMS that could combine some of the on-boarding compliance (required) training, individual development plans, and other learning and training related processes, into one system.

3.0 POTENTIAL REQUIREMENTS

Please see the attached “Appendix A: Potential Requirements List”. CRAA is contemplating including these requirements in a subsequent solicitation, and seeks to refine them through this RFI process. Respondents are asked to review this list and comment on any contradictory or exclusionary requirements that may be identified.
4.0 SYSTEM NEEDS

4.1 Automate record-keeping of professional development, compliance training and registration of employees for classroom and online courses.

4.2 Provide student self-service functionality (e.g., self-registration for training courses via a vendor-provided web portal, preferably with a look and feel matching CRAA branding standards).

4.3 Provide training workflow functionality (e.g., user notification, manager approval, wait-list management).

4.4 Allow for online learning (e.g., Web-Based Training, read and understand).

4.5 Allow for management of continuous professional education (CPE).

4.6 Allow for collaborative learning (e.g., application sharing, discussion threads).

4.7 Provide training resource management functionality (e.g., management of instructors, facilities, equipment) that integrates with Microsoft Outlook.

4.8 Allow tracking of the expenses/costs associated with all CRAA training.

4.9 Include a Web-Based Training (WBT) course creation and editing tool (i.e. no client software requirement) that supports tools such as Flash, DreamWeaver, CourseMaker Studio, Camtasia, etc.

4.10 Support Instructor-Led Training (ILT).

4.11 Support a personalized learning experience (i.e. personalized calendar and “views” per user; self-registration/de-registration; etc.)

4.12 Provide an integrated LMS and LCMS application.

4.13 Provide a digital asset management tool.

4.14 Provide built-in course completion certificates with version control and the ability to print, store and email copies.

4.15 Provide robust training assignment functionality (i.e. automatic test grading and dissemination of results; assignment of learning activities to domains, groups or specific users; automatic homework/pre-work assignments sent upon course registration; etc.).

4.16 Provide robust enrollment management functionality (i.e. setting/waiver of pre-requisites for course enrollment; setting automatic open/close registration dates; customizable course rosters; batch and individual enrollment options; minimum/maximum event size parameters with automatic notifications or cancellations based on enrollment numbers; etc.)
4.17 Comprehensive search function that can catalog/organize courses and events into custom categories.

4.18 Supervisor/Manager functionality that supports multiple supervisor approval workflows, and notification of subordinates’ training schedules.

4.19 Online learning course content catalog with titles, brief descriptions, and any certifications the course supports. (Respondents should provide a copy of this catalog with the submission.)

4.20 Should be able to upload historical training data (automated migration or manual entry process) from CRAA’s SharePoint files, or other electronic file sources.

5.0 TECHNICAL ENVIRONMENT NEEDS

5.1 The Solution must integrate with Active Directory (AD).

5.2 The Solution must be compatible with Microsoft Exchange 2010 or greater.

5.3 The Solution must be compatible with Internet Explorer 11.

5.4 The Solution must be compatible with Microsoft Office 2010 or greater.

6.0 BUSINESS NEEDS

6.1 CRAA requires an “off-the-shelf”, Software as a Service (SaaS) LMS Solution for delivering, tracking and managing a variety of internal and external training-related functions.

6.2 The Solution must be able to distribute courses over the Internet and offer features that include online collaboration.

6.3 CRAA also desires a Learning Content Management System (LCMS) for managing e-learning content across the organization. The LCMS should provide designated internal developers, authors, instructional designers, and subject matter experts the means to create and re-use e-learning content and reduce duplicated development efforts. If the LMS software/application doesn’t already contain an LCMS, respondents should include estimated pricing for a LCMS separately.

6.4 CRAA must be able to retain ownership of the data/information/records/reports captured and maintained within the Solution.

6.5 Respondents must provide standard SLAs.

6.6 Respondents should explain the standard Solution implementation approach and general timeframe/milestones normally needed.
6.7 Respondents must provide details on Solution training options (types of training that will be available for CRAA staff upon implementation of Solution, and on-going/refresher training if needed).

7.0 SUBMITTAL REQUIREMENTS

7.1 Submission of Response and Copies. One (1) marked original, five (5) hard copies, and one (1) electronic copy of the response to this RFI shall be submitted prior to the due date and time.

7.2 Response Instructions. RFI responses are to be organized and submitted in accordance with the instructions in this section. Responses should be organized into tabbed sections.

7.3 Transmittal Letter. A Transmittal Letter on the Respondent’s letterhead shall be submitted in this tabbed section and include but not be limited to the following information:

- The names of individuals involved in the preparation of the response and their relationship to the company.
- The name, address, and telephone number of the individual to which inquiries relating to the response should be directed.

7.4 Quality and feasibility of the proposed Solution and Services. Information submitted in the response for this tabbed section shall include a narrative description of:

- The Respondent’s understanding of the System Needs, Technical Environment Needs, and Business Needs;
- The Solution’s quality and feasibility;
- The Solution’s compliance with the needs and requirements provided to best suit the Authority;
- A detailed description of the Solution’s software, hardware, supplies, capabilities and features;
- Brochures and/or Demo Software/Hardware;
- Further suggestions, if applicable, of solutions/systems not necessarily implied by a reading of this solicitation, but which would satisfy the needs and requirements.

7.5 Experience and Past Performance. Information submitted in the response for this tabbed section shall include:

- The Respondent is required to submit proof with the response documenting at least five (5) previous projects of similar type and size – preferably including projects at other airports or other large, public venues – that the Respondent has completed using the Solution proposed, including:
  - Client Company name
  - Contract Title
7.6 Price Estimate. Information submitted in the response for this tabbed section shall include:

- The Respondent is required to submit a price estimate that CRAA can use for budgetary planning purposes only.
## APPENDIX A: POTENTIAL REQUIREMENTS FOR SUBSEQUENT RFP

### Integrated LMS and LCMS Application
- Include web portal-style online training system.
- Include WYSIWYG design tools.
- Include course creating tools
- Include HTML design tools.
- All design aspects should have a look and feel matching CRAA’s branding standards.
- Include ability to create a custom home page and other portal page designs based on target populations/groups of users, the ability to roll back to any previous version.

### AICC and SCORM
- Include ability to import AICC and SCORM courses without vendor assistance.
- Provide interoperability with content that is not SCORM compliant.
- Ability to add additional resources to any course.
- Should include built-in Shareable Content Objects (SCO) Management Tool and have the ability to create new courses with SCO.
- Ability to disable a course without removing it from the LMS.
- Ability to integrate with thousands of courses from any vendor or custom content built by a client that follows AICC or SCORM standards for imported and developed courses.

### Built-in WBT Course Creator/Editor Tool
- Include a Web-Based Training (WBT) course creation and editing tool (i.e. no client software requirement) that supports tools such as Flash, DreamWeaver, CourseMaker Studio, Camtasia, etc.
- Include a WBT course creation and editing tool that supports version control and roll-back.
- Include a WBT course creation and editing tool that allows archival of courses for retrieval and later use.
- Include a WBT course creation and editing tool that supports multiple content authors contributing to developing a single course.
- Include code view (HTML) designing tool.
- Include Video Streaming Server.
- Include a WBT course creation and editing tool with courses that are fully HTML-based and supports links to external URLs.
Include a WBT course creation and editing tool that allows integrated virtual online meeting and collaboration (via Live Meeting, WebEx, etc.).

**Instructor-Led Training (ILT)**

- Support Instructor-Led Training (ILT).
- Include ability for internal CRAA instructor(s) to schedule classes.
- Support open enrollment period and automatically close the event based on a specific date.
- Support student conflict management to avoid double-booking learners.
- Support individual session times/days, as well as multi-training/multi-sessions for registration and equipment/asset management.
- Include online learner end-of-course surveys that are linked to an ILT event.
- Assign and track multiple Continuing Education Unit (CEU) types.
- Should support multi-campus and multi-classroom events.
- Should provide specific location information, including address and driving directions.
- Should provide maximum classroom occupancy information.

**Personalized Learning Experience**

- Include a “courses” view that has links to launch self-paced WBT as well as a “calendar” view for instructor-led training events.
- Track all users’ training portal interaction (e.g., page views, time online, courses complete, % complete, etc.).
- Automatically list a user’s full name on the portal homepage without custom/special programming required.
- Include personalized calendar and “views” per user, including events, assignments, learning plans, tasks, certifications, skills, etc.
- Include search functionality that searches course catalog by keywords within title, course description, date of event, location, and instructor for self-directed learning.
- Allow learners to enter and track course notes online.
- Include automatic e-mail notification to a learner when he/she is registered for a learning activity.
- Support generating multiple proposed schedules.
- Allow surveys to be sent to learners to solicit feedback.
- Provide a “Free Access” system (no charge for user license) so end users can view all available courses, sessions, and other learning interventions and are only required to log in if they launch a course or use the e-commerce feature.
| Allow learners to self-register and unregister for learning offerings.  |
| Create a course catalog that can be grouped into curriculum and topic areas in the catalog. |
| Allow mass communication distributions to learners by domain using a customizable notification message. |
| Offer online access to supplemental course materials. |
| Have the ability to create and launch online meeting/webcasting event tools (WebEx, etc.) and identify multiple hosts per online meeting event. |
| **Supervisor/Manager Functionality** |
| Include the option to require multiple supervisor approval workflows. |
| Include appropriate staff notification of subordinates’ training schedule. |
| Should allow learners, supervisors/managers, and HR staff to view and print learners’ certificates of course completion. |
| **Enrollment Management** |
| Support enrollment for WBT. |
| Support enrollment for Instructor-Led Training (ILT). |
| Support enrollment for synchronous and asynchronous online training. |
| Allow training types to be scheduled as “events” with start and end dates. |
| Include time-based event scheduling. |
| Include customizable title and description fields for events. |
| Enroll students by batch and as individuals. |
| Automatically cancel a course if minimum attendance requirements are not met. |
| Support minimum and maximum event size and send notification(s) to applicable personnel when the thresholds are met. |
| Include automatic wait-listing and automatic movement when course space becomes available. Automatic notifications must be sent to applicable personnel about participant status changes. |
| Provide ability to enable/disable self-registration. |
| Allow rules to be set that can automatically open/close registration dates. |
| Allow instructors to customize course rosters (i.e. select fields like “name”, “dept.”, etc.), and manage the attendee rosters to the instructors’ specifications. |
| Allow manual updates to per-registration status (dropped, no show, complete). |
Support mixed training modalities ("blended learning"). Proposer must describe how the solution supports this type of training.

Include the ability to manually create, import from a text file, or allow employees to self-register within the LMS.

Allow for the setting or waiver of pre-requisites for courses or events and ability to approve or deny those.

**Search Features and Content Organization**

Organize online events and activities into custom categories.

Track “programs” completed, including registration for programs, progress made in the program, and identification as part of “development plan” with courses to be selected and progress made.

Universal search functionality that searches all learner consumable items such as courses, classes, resources, and bundles.

Search interface is intuitive and user-friendly.

Search functionality returns results in a view similar to the most widely-used search engines.

Search functionality filters results based on what the user has permission to view/consume.

Basic and advanced search functionality for each module.

**Training Assignments**

Allow attachment of files (e.g., Word, Excel, PDF, etc.) to assignments.

Offer ability for instructor to grade individual and group assignments.

Support automatic grading of tests, assignments, etc., and display results to the learner; record results in employee’s profile and grade book; and send notifications to appropriate staff.

Automatically assign homework, or pre-work, to employee upon registration if required for the course.

Include differing access levels that can be granted by the Administrator for appropriate staff to see employees’ progress.

Provide ability to assign learning activities (single or bundle) to an entire domain

Provide ability to assign learning activities (single or bundle) to specific groups.

Provide ability to assign learning activities (single or bundle) to specific users defined by specific user attributes.

Provide ability to set auto-reminder email for assigned students/instructors/managers/administrators regarding due date for entire learning plan.

Provide ability to require courses to be completed in a defined order.

Have a built-in testing and survey creation tool.
| Offer the ability to edit, remove or replace tests in a course after some learners have already completed the tests. |
| Offer the ability to copy existing tests for easy creation or editing. |
| Provide the ability to track training and learning object assignments. |
| Should provide automated progress reports. |
| Should include ability to have instructors create individual and group assignments. |
| Create pass/fail grading of assignments and have ability to set a minimum passing score. |
| Ability to either print or email completion certificates and store them online for future retrieval by learners. |
| Certificates should be customized via online interface, including graphics, etc. |
| Certificates of completion should link to individual self-paced WBT, ILT, and completion or progress of “programs” or “tracks.” |
| Should update certificates and maintain version control/roll back. |

**Online Learning Course Content**

| Provide off-the-shelf online courses spanning multiple disciplines (e.g., basic computer skills, management skills, leadership, compliance, etc.). Proposer must Submit the most current course catalog that includes titles and a brief description of the courses within the courseware library. |
| Identify courses that offer certification credits. |

**Cost Tracking**

| Should track and report costs associated with training, for ROI calculations: course costs, room rental cost, ancillary costs like copies and materials, tuition costs, and course costs or contract expenses for courses. |
| Should support, calculate, track, and report Tuition Assistance costs and processes. |

**Development and On-boarding**

| Should automatically assign development plans and assignments with due dates to a new employee, according to the position description, when the employee is added as a new hire. |
| Ability to set recurring entries requiring users to re-acquire a skill or certification that expires by date or period of time held. |
| Must provide automated reminders to appropriate staff about employees’ certification expiration dates. |
| Should include configurable job profiles, which can automatically assign associated development plans to employees, according to the position description. |
| Should include configurable skills, which can be linked to employees and used for job/performance management to review skill gaps, job progression, best match analysis, etc. |
| Ability to create and customize individual development plans (IDP) and/or job specific learning plans. |
| Ability to create, customize, and track different certification tracks and attach certifications of completion, where the look and configuration can be CRAA-controlled. |
Must support courses that span over multiple days.

Should support delivering presentations and conducting application demonstrations using a simple web browser that allows recording of training sessions and playback at a later time.

Ability to create schedules based on additional training demands and the availability of resources (instructors, simulators, classrooms, equipment, etc.).

Should support automated multiple scheduling goals, and notify scheduler of any resource conflicts.

Should provide self-serve career planning for employees and nominated career paths by manager.

Must provide a means to manually assign and edit a learning plan to learners (individually/user group/globally).

Should allow automatic (and manual) assignment of learning plans using profile and group criteria.

**Digital Asset Management Tool**

Must integrate with course editing tools.

Must support the following file types: PowerPoint, Word, Excel, Adobe Acrobat, Adobe/Macromedia Flash, JPEG, MP3, and Window’s Media. List any additional file types that the Solution supports.

Include a digital asset “search” function.

Should support custom asset meta-tagging, keywords, search, and ability to view where assets are used throughout the system.

Should provide asset version control and roll-back.

Should support custom hierarchical folders.

Ability to create “question and answer pools” with built-in online tools (i.e. questions and answers can be shared across multiple training portals).

Must include randomized answer order.

Must include randomized multiple choice, true/false, fill-in-the-blank, and free response essay questions.

Must support pre, post, and online tests that can be used repeatedly.

Must be able to store, retrieve and report on individuals’ test results.

Should allow images and other digital items to be linked to questions.

Must limit the number of testing attempts allowed.

Must show instructor feedback based on responses to questions.

Must create pass/fail grading of tests and have ability to set a minimum passing score.
Must include built-in reports regarding learner assessments and surveys with availability to all appropriate staff.

Must set time limits on assessments/tests.

**Configuration and Integration**

Describe how configuration affects the solution’s maintenance and support policies.

Describe the technical knowledge required for CRAA to configure or reconfigure the solution.

Describe how Human Resources staff would configure a template, form, workflow and report using the solution.

Describe how changes in business logic require configuration.

Describe how the solution supports requests for custom reports and detail any additional costs within the Price Proposal section.

Solution must support configurable dashboards.

Solution should be able integrate with HRIS/ERP systems.

Ability to personalize and configure user interface and functionality (i.e. modules on or off) per domain without vendor assistance.

Should offer built-in wizards to guide Administrator on difficult tasks.

Solution should allow deployment of only required functionality (i.e. turning on or off features and modules).

**Workflow and Approval Process**

Creation of a custom workflow and a custom approval form for student to complete without intervention from vendor.

Ability to create multiple workflows and forms for different scenarios requiring approval.

Should be able to create an approval process for courses within the LMS catalog or courses taken externally.

Approval Manager or “Administrator” module may be in use without affecting whether other modules may or may not be used.

Include custom user attribute as an automatic trigger for approval flow.

Real-time reporting ability to create dashboards with graphic interface.

Reports that can be run on demand through the LMS interface.

Reports can that can be scheduled and emailed to any valid resource.

Web-based reporting interface with results appearing in application workspace.

Reports can be printed from application workspace without having to export.
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<tr>
<th>Ability to have report formats in a browser view, (.xls, .csv, .doc, .rtf, .pdf, etc.), with a component for wizard-driven report creation (for custom/ad hoc reports).</th>
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<tbody>
<tr>
<td>Ability to report on learning plan progress across groups/globally.</td>
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<td>Ability to build a new report and share with other users.</td>
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<tr>
<td>Ability to sort a report by fields (i.e., alphabetically or chronologically).</td>
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<tr>
<td>Reports should be able to be scheduled and emailed to any valid email address.</td>
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<tr>
<td>Reports can be generated on demand through the LMS interface.</td>
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**Administrative Functionality**

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<thead>
<tr>
<th>Offer customizable user permissions to restrict viewing of class scores, etc. by certain CRAA staff.</th>
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<tr>
<td>Ability to add/change/delete employees.</td>
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<td>Ability to edit employee/manager relationships.</td>
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<tr>
<td>Ability to configure email content, schedules, and distribution.</td>
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Proposer must describe the Administrative role(s) defined within the Solution, and what default permissions are associated with the respective role(s).

**ADDITIONAL OPTION**

CRAA does not have a coordinated succession planning system. If there is a bolt-on component to the proposed Solution (to assist in the completion of the IDP processes), proposers may provide separate pricing for this element. This element would need to provide data that could be configured to meet a wide range of needs and requests in the formulations of projections and forecasts for workforce planning purposes such as:

- Identify and manage strategic job families as well as title specific positions.
- Aggregate employee skills, abilities, and assessments to determine employee potential and readiness.
- Provide a sample bench strength report on a dashboard or similar.
- Create and customize certification tracks, skill gap analysis, job progression, and best match reporting for succession planning purposes.
- Post documents, host and store best practice sessions, presentations, host mentoring sessions, recorded chat sessions and forums for the department to mentor, coach and foster their team or potential successor.
- Include ability for any information in the learning portal to be used as a learning object in the main system, to be searched by key word and for the portal to be provided to the successor of appropriate personnel as a chronology of department growth and knowledge.
- Include tools and reports to spot gaps in the workforce and assign supplemental individual development plans (IDP) proactively.
APPENDIX B: CRAA Vendor Information Security Requirements (VISR)

The following CRAA Vendor Information Security Requirements ("Security Requirements") apply to the Contractor, its subcontractors, and each of their employees and/or temporary workers, contractors, suppliers or agents who perform services for, or on behalf of, CRAA to include:

(a) The collection, storage, handling, or disposal of CRAA information;
(b) Connectivity to CRAA non-public networks and Information Resources;
(c) Custom software development or software implementation

During the term of this Agreement Contractor shall comply with the requirements set forth herein.

CRAA reserves the right to update or modify its Security Requirements from time-to-time. Upon written notification by CRAA of its intent to modify the Security Requirements, the Contractor agrees to promptly negotiate in good faith and expedite execution of a Modification to this Agreement to incorporate any such modification. Contractor acknowledges that CRAA may require modifications to Security Requirements upon: (i) extension, or renewal of the Agreement; (ii) any change in work scope or other substantive modification of the Agreement; or (iii) such time that CRAA deems appropriate or necessary.

In accordance with Security Requirements the Contractor shall:

1. **General**

1.1. Actively monitor industry resources (e.g. www.cert.org, pertinent software vendor mailing lists and websites) for timely notification of applicable security alerts;

1.2. Scan externally-facing Information Resources with applicable industry standard security vulnerability scanning software (including, but not limited to, network, server, and application scanning tools) at a minimum monthly;

1.3. Scan internal Information Resources with applicable industry standard security vulnerability scanning software (including, but not limited to, network, server, application and database scanning tools) at a minimum monthly;

1.4. Upon CRAA’s request, furnish to CRAA its most current scanning results for the Information Resources;

1.5. Have and use a documented process to remediate security vulnerabilities including, but not limited to, those discovered through industry publications, vulnerability scanning, virus scanning, and the review of security logs, and apply appropriate security patches promptly with respect to the probability that such vulnerability can be, or is in the process of being exploited;

1.6. Assign security administration responsibilities for configuring host operating systems to specific individuals;

1.7. Ensure that its security staff has reasonable and necessary experience in information/network security;

1.8. Ensure that all of the Vendor’s Information Resources are and remain ‘hardened’ including, but not limited to, removing or disabling unused network services (e.g., finger, rlogin, ftp, simple TCP/IP services) and installing a system firewall, TCP Wrappers or similar technology;
1.9. Change all default account names and/or default passwords in accordance with the password requirements set forth herein;

1.10. Limit system administrator/root (or privileged, super user, or the like) access to host operating systems only to individuals requiring such privileged access in the performance of their jobs;

1.11. Require system administrators to restrict access by users to only the commands, data and Information Resources necessary to perform authorized functions.

2. Physical Security

2.1. Ensure that all of Contractor’s networks and Information Resources are located in secure physical facilities with access limited and restricted to authorized individuals only;

2.2. Monitor and record, for audit purposes, access to the physical facilities containing networks and Information Resources used in connection with Contractor’s performance of its obligations under the Agreement.

3. Network Security

3.1. When providing Internet-based services to CRAA, protect CRAA’s Information by the implementation of a network demilitarized zone (“DMZ”). Web servers providing service to CRAA shall reside in the DMZ. Information Resources storing CRAA Information (such as application and database servers) shall reside in a trusted internal network;

3.2. Upon CRAA’s request, provide to CRAA a logical network diagram detailing the Information Resources (including, but not limited to, firewalls, servers, etc.) that will support CRAA;

3.3. Have a documented process and controls in place to detect and handle unauthorized attempts to access CRAA Information;

3.4. Use Strong Encryption for the transfer of CRAA Information outside of CRAA or Vendor controlled facilities or when transmitting CRAA Information over any un-trusted network;

3.5. Require strong authentication (e.g., two factor token or digital certificates) for any remote access use of Information Resources.

4. Information Security

4.1. Logically isolate CRAA’s applications and Information from any other customer’s or Vendor’s own applications and information either by using physically separate servers or alternatively by using logical access controls (firewall) where physical separation of servers are not implemented;

4.2. Have a documented procedure for the secure backup, transport, storage, and disposal of CRAA Information and upon CRAA’s request, provide such documented procedure to CRAA;

4.3. Where physical and logical security of CRAA information cannot be assured, store CRAA information using a minimum of AES 256 bit encryption;

4.4. Limit access to CRAA Information to authorized persons or systems;
4.5. Be compliant with any applicable government- and industry-mandated information security standards as required by the type of CRAA information stored or transmitted by the Contract. (Examples of such standards include, but are not limited to, the Payment Card Industry-Data Security Standards (PCI-DSS), Personal Identifiable Information (PII) Red Flag Rules (FTC) standards, and the information security requirements documented within laws, such as HIPAA.);

4.6. Unless otherwise instructed by CRAA, when collecting, generating or creating Information for, through or on behalf of CRAA or under the CRAA brand, shall whenever practicable, label such Information as “Columbus Regional Airport Authority Proprietary Information” or at a minimum, label CRAA Information as “Confidential” or “Proprietary”. Contractor acknowledges that CRAA Information shall remain CRAA-owned Information irrespective of labeling or absence thereof.

5. Identification and Authentication

5.1. Assign unique User IDs to individual users;

5.2. Have and use a documented User Provisioning Lifecycle Management process including, but not limited to, procedures for approved account creation, timely account removal, and account modification (e.g., changes to privileges, span of access, functions/roles) for all Information Resources and across all environments (e.g., production, test, development, etc.);

5.3. Enforce the rule of least privilege (i.e., limiting access to only the commands and Information necessary to perform authorized functions according to one’s job function);

5.4. Limit failed login attempts to no more than five (5) successive attempts and lock the user account upon reaching that limit. Access to the user account can be reactivated subsequently through a manual process requiring verification of the user’s identity or, where such capability exists, can be automatically reactivated after at least three (3) minutes from the last failed login attempt;

5.5. Require password expiration at regular intervals not to exceed ninety (90) days. Exception: Where elsewhere authorized in writing by CRAA;

5.6. Use an authentication method based on the sensitivity of Information. When passwords are used, they must meet these minimum requirements: (i) passwords must be a minimum of eight (8) characters in length; (ii) passwords must contain characters from at least two (2) of these groupings: alpha, numeric, and special characters;

5.7. Use a secure method for the conveyance of authentication credentials (e.g. passwords) and authentication mechanisms (e.g. tokens or smart cards).

6. Software and Data Integrity

6.1. Have current antivirus software installed and running to scan for and promptly remove viruses;

6.2. Separate non-production Information Resources from production Information Resources;

6.3. For applications which utilize a database that allows modifications to CRAA Information, have database transaction logging features enabled and retain database transaction logs for a minimum of ninety (90) days;
6.4. For all software developed, used, furnished and/or supported under this Agreement, review such software to find and remediate security vulnerabilities during initial implementation and upon any modifications and updates;

6.5. Perform quality assurance testing for the application functionality and security components (e.g., testing of authentication, authorization, and accounting functions, as well as any other activity designed to validate the security architecture) during initial implementation and upon any modifications and updates.

7. Privacy Issues

7.1. Do not store CRAA information on removable media (e.g., USB flash drives, thumb drives, memory sticks, tapes, CDs, external hard drives) except: (i) for backup and data interchange purposes as allowed and required under contract, and (ii) using Strong Encryption.

8. Monitoring and Auditing Controls

8.1. Restrict access to security logs to authorized individuals;

8.2. Review, on no less than a weekly basis, security logs for anomalies and document and resolve all logged security problems in a timely manner;

8.3. Permit CRAA to conduct an audit to verify Contractor’s compliance with these CRAA Vendor Information Security Requirements. Upon CRAA’s written request for audit, the Vendor shall schedule a security audit to commence within a reasonable period of time and during normal business hours, but in no event more than thirty (30) days from such request. In the event CRAA, in its sole discretion, deems that a security breach has occurred, the Contractor shall schedule the audit to commence within one (1) day of CRAA’s notice requiring an audit.

This provision shall not be deemed to, and shall not, limit any more stringent audit obligations permitting the examination of the Contractor’s records contained in this Agreement. After completion of the audit, CRAA will provide a written audit report detailing the result of the audit;

8.4. Within thirty (30) days of receipt of the audit report, Contractor will provide CRAA a written report outlining the corrective actions that Contractor has implemented or proposes to implement with the schedule and current status of each corrective action. Contractor shall update this report to CRAA every thirty (30) days, reporting the status of all corrective actions through the date of implementation. Contractor shall implement all corrective actions within ninety (90) days of Contractor’s receipt of the audit report.

9. Reporting Violations

9.1. Have and use a documented procedure to follow in the event of an actual or suspected unauthorized intrusion or other security violation, including but not limited to, a physical security or computer security incident (e.g., hacker activity or the introduction of a virus or malicious code), that involves any Information Resources used in conjunction with supporting CRAA and/or used by Contractor in fulfillment of its obligations under this Agreement, which includes immediate notification to the CRAA Service Desk (Phone: (614) 239-3050) or CRAA Technology Services Department Security staff (INFOSEC Manager Direct Phone: (614) 238-7227);

9.2. Provide CRAA with regular status updates on any actual or suspected unauthorized intrusion or other security violation, that involves any Information Resources used in conjunction with
supporting CRAA by the Contractor in fulfillment of its obligations under this Agreement, including, but not limited to, actions taken to resolve such incident, at four (4) hour intervals (or at other mutually agreed-upon intervals or times) for the duration of the incident, and within five (5) days of the closure of the incident, a written report describing the incident, actions taken by the Contractor during its response and Contractor’s plans for future actions to prevent a similar incident from occurring.

10. **Security Policies and Procedures**

10.1. Ensure that all personnel, subcontractors or representatives performing work on any CRAA Information Resources, or the resources used to interconnect to CRAA resources, or the resources used to house CRAA Information under this Agreement are in compliance with these Security Requirements;

10.2. At a minimum, annually review these Security Requirements to ensure that Contractor is in compliance with the Requirements.