



**OHIO TURNPIKE AND  
INFRASTRUCTURE COMMISSION**

**ADDENDUM NO. 1**  
**ISSUED MARCH 13, 2026**

to

**RFP NO. 4-2026**  
**TO SELECT A CONSULTANT TO DEVELOP A TECHNOLOGY STRATEGIC PLAN**

**RESPONSE DUE DATE: 5:00 P.M. (EASTERN TIME) MARCH 25, 2026**

**ATTENTION OF RESPONDENTS IS DIRECTED TO:**

**ANSWERS TO QUESTIONS RECEIVED THROUGH 5:00 P.M. ON MARCH 11, 2026:**

Issued by the Ohio Turnpike and Infrastructure Commission through Aimee W. Lane, Esq, Director of Contracts Administration.

*Aimee W. Lane*

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Aimee W. Lane, Esq.,  
Director of Contracts Administration

March 13, 2026  
Date

**ANSWERS TO QUESTIONS RECEIVED THROUGH 5:00 P.M. ON MARCH 11, 2026:**

**Q#1 Does OTIC expect the Strategic Plan to include detailed cost estimates for each initiative, or high-level budget ranges only?**

*A#1 OTIC only expects that high-level budget ranges be provided.*

**Q#2 Should the roadmap include capital and operating expenditure projections across the full 7-year horizon?**

*A#2 Yes; approximate expenditure can be provided, to the best of the vendor's ability, and based upon the data gathered during the interviews and workshops.*

**Q#3 Is OTIC expecting benchmarking against specific peer tolling agencies or DOTs? If so, which comparators?**

*A#3 OTIC does not expect peer benchmarking against any specific peer tolling agencies or DOTs but believes comparison to what other similar agencies within the industry are doing is important.*

**Q#4 Does OTIC currently maintain an enterprise architecture framework (e.g., TOGAF-based), and should the deliverable align to an existing framework?**

*A#4 OTIC does not currently maintain an enterprise architecture framework and is open to what the respondent feels would be the best framework for delivery.*

**Q#5 Is there an expectation that the Consultant will conduct a formal cybersecurity maturity assessment (e.g., NIST CSF, CIS Controls), or only a strategic-level posture review?**

*A#5 OTIC does not expect that a formal cybersecurity maturity assessment will be completed as part of this effort.*

**Q#6 Should the Current State assessment include:**

- **Application portfolio rationalization?**
- **Infrastructure lifecycle analysis?**
- **Vendor contract assessment?**
- **Cloud strategy review?**

*A#6 The plan should include any components that the respondent feels would be beneficial to the OTIC to meet business needs and result in a successful project outcome.*

**Q#7 Is OTIC seeking recommendations for governance structure changes (e.g., IT steering committee, data governance board)?**

*A#7 OTIC is not specifically seeking a recommendation for governance structure changes but is open to input from the selected respondent as part of this effort.*

**Q#8 Should workforce development recommendations include formal job descriptions and competency matrices?**

*A#8 OTIC does not expect workforce development recommendations to include formal job descriptions. Skills, competencies, training opportunities in the form of a matrix or other format are expected.*

**Q#9 Is OTIC expecting implementation support beyond delivery of the final plan?**

*A#9 OTIC is not expecting implementation support of the final plan.*

**Q#10 Are there any ongoing or parallel technology initiatives that must be incorporated into the roadmap?**

*A#10 Any parallel technology initiatives that might need to be incorporated into the roadmap will be discussed with the selected vendor during interviews with the Technology Management Team.*

**Q#11 Does OTIC currently maintain a centralized data platform or data warehouse?**

*A#11 OTIC does not currently maintain a centralized data platform or warehouse.*

**Q#12 Is OTIC seeking a formal data governance model as part of the plan?**

*A#12 See answer to Q#7.*

**Q#13 Should the plan include recommendations for AI, predictive analytics, or advanced analytics capabilities?**

*A#13 See answer to Q#6.*

**Q#14 Are there specific reporting, tolling, or public safety analytics challenges OTIC wants addressed?**

*A#14 OTIC expects that these items would become known through the interviews or workshops to be conducted as part of this scope of work.*

**Q#15 Is there an existing enterprise architecture inventory that will be provided?**

*A#15 OTIC will share any necessary inventories, diagrams etc. with the selected vendor upon contract award.*

**Q#16 Should the future state include cloud transformation recommendations?**

*A#16 See answer to Q#6.*

**Q#17 Is OTIC seeking innovation governance processes (e.g., innovation lab model, pilot governance)?**

*A#17 OTIC is not specifically seeking innovation governance processes as part of this effort.*

**Q#18 How many total interviews/workshops does OTIC anticipate?**

*A#18 OTIC anticipates interviews or workshops with Technology Leadership, and the Leadership and Staff from all business units within OTIC (10-15 individuals). In total the group will be less than 20 individuals.*

**Q#19 Are executive leadership (beyond technology leadership) interviews required?**

*A#19 Executive Leadership (beyond technology leadership) are included in Leadership and Staff from all business units within OTIC mentioned in the statement of work.*

**Q#20 Is there a preferred facilitation format (in-person vs remote)?**

*A#20 OTIC does not have a preference on the facilitation format and is asking that the respondent use the method that they think is most beneficial to a successful outcome.*

**Q#21 Will OTIC provide existing documentation (network diagrams, application inventories, cybersecurity assessments, strategic plans, budget documents)?**

*A#21 See answer to Q#15.*

**Q#22 Is there a preferred document format for deliverables (PowerPoint vs Word vs hybrid)?**

*A#22 OTIC does not have a preference and is asking that the respondent use the method that they think is most beneficial to a successful outcome.*

**Q#23 What level of review cycles does OTIC anticipate for draft deliverables?**

*A#23 Draft deliverables should be presented to and reviewed by Technology Management. Comments and feedback provided should be included in the final deliverables and presented accordingly.*

**Q#24 Are there fixed interim milestone dates within the four-month window?**

*A#24 No; respondents should provide a timeline that they think is most likely to result in a successful project outcome.*

**Q#25 Does OTIC require a formal project plan submission at kickoff?**

*A#25 A high-level project plan and timeline should be provided at kickoff.*

**Q#26 Is Commission approval required at specific checkpoints?**

*A#26 Expenditures above \$150,000 require Commission approval by formal resolution. After initial approval, any increases in total contract value that exceed the greater of \$150,000 or 10% of the original contract value also require Commission approval by formal resolution.*

**Q#27 Is the \$300,000 not-to-exceed ceiling inclusive of all travel and incidental expenses?**

*A#27 The \$300,000 is a project not-to-exceed cost but is not to be construed as the approved contract amount. As stated in the pricing proposal form (Appendix B), pricing that comes in lower will receive a higher score in the evaluation process (RFP, Part IX). That being said, reimbursable expenses, if approved in advance by the Commission, will be paid separately from or in addition to the agreed and approved total contract amount.*

**Q#28 Does OTIC expect fixed-price billing or time-and-materials within the NTE limit?**

*A#28 See A#27. Per the pricing proposal (Appendix B), the Commission is seeking the following:*

*Development of a Technology Strategic Plan*

\_\_\_\_\_ *Anticipated Number of Hours to accomplish the Task*

\$\_\_\_\_\_ *Rate per Hour in Dollars*

\$\_\_\_\_\_ *Total Fee in Dollars*

*Each respondent will have to make its own business decision about how it determines its own fair and reasonable rate per hour.*

**Q#29 Are there specific state cybersecurity, privacy, or data retention standards OTIC must align to?**

*A#29 See answer to Q#14.*

**Q#30 Are there constraints related to Public Records disclosure that impact draft materials?**

*A#30 Under Ohio public records law, draft documents may still be public records. However, if the Commission receives a request for a record that contains a trade secret or confidential proprietary information, the Commission will notify the awarded firm of such request. The firm shall be given an opportunity to provide input on the release of the record in accordance with the Ohio public records law, including but not limited to the exemption provided in Section 143.433 of the Ohio Revised Code. If the firm claims the information or any part thereof is exempt from disclosure, the firm shall intervene or otherwise defend the Commission, and pay all costs and expenses related to litigation or other legal actions associated with the release of the requested records. See RFP, Appendix C, Technology Strategic Plan Services Contract, Paragraph 21.*

*The foregoing also applies to any trade secret or confidential proprietary information contained in a proposal submitted in response to the RFP. See RFP Part XII, Public Records Act.*

***Disclaimer: This response is NOT legal advice. Each respondent shall consult with its own legal counsel or other professional regarding how Ohio Public Records law may apply to this RFP and any resulting contract.***

**Q#31 Is there an expectation for knowledge transfer documentation?**

*A#31 The Commission is unclear specifically what this question is asking. The expected deliverables are listed in the Scope of Services (Appendix A). Commission staff will be actively involved in this project with the awarded firm and can provide further guidance and clarifications as needed during the project.*

**Q#32 Are subcontractors permitted, and are there approval requirements beyond Appendix F disclosure?**

*A#32 Subcontractors are permitted subject to the prior approval of the Commission. See Appendix C, Technology Strategic Plan Services Contract, Section 19.*

**Q#33 Does OTIC anticipate shortlisting firms for oral presentations?**

*A#33 The RFP provides for, but does not require, short-listing after the technical scoring is completed. Depending on the proposals received, the Commission at its discretion may request oral presentations from respondents. Oral presentations, if requested, may occur after technical scoring has been completed or, more commonly, may occur after both technical and pricing scoring have been completed.*

**Q#34 If presentations are required, what format and duration should respondents anticipate?**

*A#34 Should presentations be requested, formal parameters will be defined at the time of the request. Typically, presentations will not exceed 45 minutes, inclusive of a question-and-answer period, and can be conducted either remotely or via Teams, at the option of the Respondent. Also, the Commission usually provides an agenda or list of questions to be addressed.*

**Q#35 Are there incumbent consultants that have previously performed similar work?**

*A#35 No there are not incumbent consultants that have previously performed similar work.*

**Q#36 What are the most critical differentiators OTIC will prioritize beyond the scoring matrix?**

*A#36 Contract award will be based on the scoring matrix provided.*

**Q#37 Is the Commission open to negotiating indemnification or insurance limits?**

*A#37 If a respondent takes exception to any contract terms, please include that in the proposal. See RFP, Part VI, Paragraph C.*

**Q#38 Are cybersecurity insurance requirements implied beyond those listed?**

*A#38 No, there are no cybersecurity insurance requirements that are implied beyond those that are listed.*

**Q#39 Does the Commission anticipate requesting Best and Final Offers?**

*A#39 Depending on the proposals received, the Commission at its discretion may request Best and Final Offers after technical scores and pricing scores have been completed.*

**Q#40 What does OTIC leadership consider the single most important outcome of this Strategic Plan?**

*A#40 Per Appendix A, The OTIC Technology department anticipates that the plan “will support an agile and responsive technology environment to help the agency successfully execute its mission while better leveraging emerging technologies.”*

**Q#41 (Scope of Services) Please clarify the expected participant count for interviews/workshops. Does “(10–15 individuals)” refer to the total number of participants across OTIC, or per function/group?**

*A#41 See answer to Q#18.*

**Q#42 (Scope of Services) Please confirm which business units are expected to participate in the interview/workshops and whether participation is leadership-only or includes SME/frontline staff.**

*A#42 Interviews will be conducted with Leadership and any key staff necessary from all business units.*

**Q#43 Can OTIC share a high-level current-state inventory (applications, infrastructure, integrations, data/analytics platforms, cybersecurity tools) to size effort appropriately?**

*A#43 See answer to Q#15.*

**Q#44 Are there active or planned initiatives that must be incorporated into the 7-year strategic roadmap?**

*A#44 See answer to Q#10.*

**Q#45 Please confirm whether the requested roadmap includes operating model/process recommendations (e.g., IT governance, service/support model, role design) or is limited to technology architecture and capability recommendations.**

*A#45 See answer to Q#6.*

**Q#46 Should the roadmap include operational support changes (e.g., ITSM/tiering/change management), or remain at strategic technology investment level only?**

*A#46 See answer to Q#6.*

**Q#47 What level of depth is expected for Current State, Future State, and Gap Assessments (executive-level summary vs domain-level detailed analysis)?**

*A#47 See answer to Q#6.*

**Q#48 For the roadmap, is OTIC expecting initiative-level sequencing only, or also dependencies, rough-order cost ranges, and staffing implications?**

*A#48 See answer to Q#2 and Q#6.*

**Q#49 Are there required templates, formats, or presentation standards for draft/final deliverables?**

*A#49 See answer to Q#22.*

**Q#50 Will OTIC provide baseline documentation at kickoff (org charts, architecture diagrams, policy sets, project portfolio, risk register)?**

*A#50 See answer to Q#15.*

**Q#51 Are in-person sessions required for specific milestones, or is hybrid/remote acceptable for all workshops and stakeholder interviews?**

*A#51 See answer to Q#20.*

**Q#52 (Part IV. Pricing Proposal) Is there a target implementation budget context OTIC wants assumptions aligned to (separate from consulting fee)?**

*A#52 See A#27.*

**Q#53 Are there anticipated scheduling constraints (availability windows, blackout periods) that should be assumed in the four-month project timeline?**

*A#53 Any scheduling constraints will be discussed with the selected respondent upon kickoff based the timing of that kickoff.*

**Q#54 (Part IX. Evaluation of Proposals) Please confirm expected award/notice timeline relative to the May 18, 2026, Commission meeting date and anticipated contract execution/start window.**

*A#54 Proposals are due on March 25, 2026. Proposals are reviewed by Contracts Administration for compliance with the RFP requirements and transmitted to an Evaluation Team for review and scoring. The Evaluation Team first reviews and scores the technical proposals. Next, the Evaluation Team reviews and scores the pricing proposals. At that time, the Evaluation Team may ask for oral presentations or best and final offers. The Commission expects this process to be completed prior to May 5, 2026 in order for a contract award to be presented to the Commission at its meeting on May 18, 2026. After the Commission approves a contract award, there is a five calendar day waiting period (see RFP Part XIII). Contract award packages are e-mailed out after the 5-day waiting period. The contract is not processed for e-signature until all required submittals are received, such as certificates of insurance, original non-collusion affidavit, etc.*

**Q#55 Please confirm whether the engagement under this RFP is expected to be onsite, remote, or hybrid, and whether the consultant engagement is anticipated to be full-time or part-time during the project period.**

*A#55 See answer to Q#20. The respondent should propose the level of effort anticipated, based upon the respondent's experience with similar engagements, most likely to result in a successful project outcome.*

**Q#56 If the engagement is hybrid, please confirm the expected number of onsite days required during the project.**

*A#56 See answer to Q#20.*

**Q#57 Will oral presentations or interviews, if required as part of the evaluation process, be conducted virtually or in person?**

*A#57 If oral presentations or interviews are requested, Respondents will have the option to participate virtually or in person.*

**Q#58 Is there a specific budget allocation or internal estimate within the \$300,000 not-to-exceed amount for this project?**

*A#58 See A#27.*

**Q#59 Please confirm the anticipated start date and whether the four-month project duration is fixed or flexible based on the proposed approach.**

*A#59 OTIC would like the engagement kickoff to occur within 30 days of contract award and signature. The proposed timeline should comply with the four-month requirement; see also answer to Q#53.*

**Q#60 Please confirm the total number of consultant resources expected for this engagement and whether OTIC prefers a single lead consultant or a multi-member team.**

*A#60 See answer to Q#55.*

**Q#61 Are resumes required for all proposed personnel at the time of proposal submission?**

*A#61 Yes.*

**Q#62 Is OTIC expecting an in-house resource to perform this engagement, or can we source and propose external consultant resources?**

*A#62 The Commission expects the awarded firm to perform this engagement. However, subconsultants may be permitted as provided in A#32.*

**Q#63 Is it mandatory to submit Appendix C and Appendix E at the time of proposal submission?**

*A#63 No. However, if a Respondent takes exception to any contract terms, they must be included in the proposal. See RFP Part VI, Paragraph C.*

**Q#64 Is there a preferred page limit, formatting standard, or submission structure that OTIC expects for the Technical Proposal?**

*A#64 No. The instructions request explicit responses to each listed item.*

**Q#65 In demonstrating understanding of the Scope of Services, does OTIC expect a detailed methodology including phase-wise activities, timeline, governance structure, and communication approach within the Technical Proposal?**

*A#65 Yes.*

**Q#66 For the experience and references requirement, must all referenced projects be with governmental or public entities, or will comparable private-sector strategic planning engagements be acceptable?**

*A#66 If a Respondent cannot provide 3 government or public entity client references, a Respondent may provide comparable private-sector references, but the Commission reserves the right to provide a lower score to a Respondent that lacks considerable or meaningful government or public entity experience.*

**Q#67 Regarding proposed personnel, should resumes focus exclusively on relevant experience in technology strategic planning initiatives, and are resumes required for all team members proposed?**

*A#67 The Commission prefers resumes showing an individual's professional experience, including but not limited to technology strategic planning initiatives. Resumes should be provided for all team members proposed.*

**Q#68 For demonstrating financial ability and Ohio economic presence, is there a specific format or level of documentation preferred beyond what is described in the RFP?**

*A#68 For demonstrating financial ability, the Commission expects Respondents to submit a recent audited financial statement. For Ohio economic presence, the RFP provides the relevant information in Part III.*

**Q#69 When submitting explanations of concerns or exceptions to the Scope of Services or Form Contract, should those be incorporated within the Technical Proposal or provided as a separate attachment?**

*A#69 The Commission prefers if exceptions are included as a separate attachment.*

**Q#70 For demonstrating good faith efforts to commit to a significant Ohio economic presence, does OTIC require supporting documentation beyond the narrative statements outlined in the RFP?**

*A#70 No, but depending on the statements provided, supporting documentation can be helpful.*

**Q#71 Will firms without a physical office in Ohio be considered responsive if they demonstrate alternative good faith efforts, such as local partnerships or economic impact initiatives?**

*A#71 Yes.*

**Q#72 Is the evaluation of good faith efforts strictly based on the statements provided in the Technical Proposal, or are there specific quantitative benchmarks OTIC expects respondents to meet?**

*A#72 The evaluation is based on the statements provided in the proposal and measured against what is set forth in the RFP. See Part III.*

**Q#73 Does OTIC have an existing technology roadmap or prior strategic plan that should be used as a reference for this engagement?**

*A#73 No.*

**Q#74 Should the proposed 7-year Technology Strategic Plan include detailed cost estimates and budget forecasting for recommended initiatives?**

*A#74 See answer to Q#2.*

**Q#75 What level of technical depth is expected in documenting the Current State and Future State Enterprise Architecture?**

*A#75 See answer to Q#6.*

**Q#76 Should benchmarking against other tolling authorities, Departments of Transportation, or State and Local Governments be formally incorporated into the final deliverable?**

*A#76 See answer to Q#3.*

**Q#77 Will OTIC provide a finalized list of stakeholders across business units who will participate in interviews and workshops?**

*A#77 Yes; this will be provided to the selected vendor after a contract is executed.*

**Q#78 Should the Strategic Plan include defined Key Performance Indicators (KPIs) and measurable success metrics for the seven-year roadmap?**

*A#78 See answer to Q#6.*

**Q#79 Is the consultant expected to recommend a formal governance framework or maturity model as part of the Technology Strategic Plan?**

*A#79 See answer to Q#7.*

**Q#80 What format is preferred for final deliverables and executive presentations?**

*A#80 See answer to Q#20 and Q#22.*

**Q#81 Are interim milestone reviews required prior to submission of the draft Technology Strategic Plan?**

*A#81 Yes.*

**Q#82 Are remote consultants located within the United States but outside Ohio permitted under the Executive Order requirements outlined in the RFP?**

*A#82 Yes. However, if a remote consultant is retained by the Respondent as a subconsultant, meaning not employed by the Respondent, that subconsultant must be approved by the Commission in advance of the subconsultant performing work on the project.*

**Q#83 Please confirm whether all services under this engagement must be performed entirely within the United States in compliance with the Executive Orders referenced in the RFP.**

*A#83 Yes. All services and data storage must be performed entirely within the United States under the referenced Executive Orders.*

**Q#84 Could the Commission confirm what current-state documentation will be provided at kickoff (for example: application and infrastructure inventories, network and security diagrams, standards, policies, recent assessments, project backlogs, vendor contracts, and any enterprise architecture artifacts), and whether those materials are considered current and complete?**

*A#84 At kickoff, OTIC will provide all documentation requested by the selected vendor in the most current and complete form that exists.*

**Q#85 For the seven-year roadmap, what level of detail does the Commission expect in the final plan: initiative-level sequencing, or project-level detail that includes dependencies, indicative cost ranges, resourcing assumptions, and measurable outcomes?**

*A#85 See answer to Q#2 and Q#6.*

**Q#86 Given the stated emphasis on Data and Analytics, should the strategic plan focus on capabilities and priorities only, or should it also include recommendations on data governance, data management operating practices, platform direction, integration patterns, and analytics and reporting architecture?**

*A#86 See answer to Q#6 and Q#7.*

**Q#87 For the cybersecurity component, should the strategic plan primarily align and sequence existing Commission security initiatives and assessments, or is the Commission expecting a new cybersecurity assessment as part of this engagement?**

*A#87 See answer to Q#5.*

**Q#88 Appendix A references interviews, meetings, or workshops across Technology Leadership and business units. Could the Commission confirm the expected number of participants, whether additional stakeholder groups beyond the stated 10 to 15 individuals should be included, and whether the Commission will provide a single coordinator for scheduling?**

*A#88 See answer to Q#18.*

**Q#89 Could the Commission outline the expected review process for the draft strategic plan, including the anticipated number of review cycles, who has final decision authority on feedback incorporation, and what acceptance criteria will be used to confirm deliverables are complete?**

*A#89 See answer to Q#23.*

**Q#90 The RFP includes restrictions related to offshore service delivery and offshore data access. Could the Commission confirm any requirements for where project work products will be stored during development, and whether any remote access to Commission systems or collaboration platforms will be provided to the Consultant?**

*A#90 EXECUTIVE ORDERS 2019-12D & 2022-02D prohibit the performance of any services and storing of any Commission data outside of the United States. Respondents must complete an Affirmation and Disclosure Form when submitting a proposal, disclosing where services will be performed, and where data will be stored by the Respondent and any subcontractors if applicable. If it is determined that the selected vendor needs remote access to our environment, it would be requested through the OTIC Project Manager assigned to this project.*

**Q#91 Does responding to this bid preclude my company from providing technology solutions that may be discussed as part of our project delivery?**

*A#91 The Technology Strategic Plan is intended to be a comprehensive document that that will support the agency successfully executing its mission while better leveraging emerging technologies. It does not include detailed design specifications or project-level decisions. Based on this scope, firms participating in the development of the Technology Strategic Plan do not appear to have a conflict of interest that would preclude them from competing for subsequent projects arising from the plan. Any future project procurement will follow applicable conflict-of-interest and transparency requirements to ensure fairness.*

**Q#92 Should the Strategic Plan include initiative-level cost estimates (rough order-of-magnitude) or is OTIC seeking only prioritization and sequencing?**

*A#92 See answer to Q#1.*

**Q#93 For the emphasis areas (Data & Analytics and Enterprise Architecture & Innovation), what specific work products/outputs does OTIC expect (e.g., capability map, technology principles/standards, reference architecture direction, data governance approach, analytics use-case list)?**

*A#93 See answer to Q#6.*

**Q#94 What is OTIC's preferred roadmap format (e.g., annual granularity is acceptable)?**

*A#94 The roadmap can be semi-annual or annual based upon the respondent's experience.*

**Q#95 Does OTIC have preferred measures of success or reporting expectations for the roadmap initiatives (e.g., service reliability, cybersecurity posture, customer support performance), or should the consultant propose them?**

*A#95 The consultant should propose what they feel will work best.*

**Q#96 Will OTIC provide a stakeholder roster and support scheduling for the required 10–15 interviews/workshops?**

*A#96 Yes; this will be provided during the project kickoff.*

**Q#97 Does OTIC prefer remote, on-site, or hybrid sessions?**

*A#97 See answer to Q#20.*

**Q#98 Who are the formal approvers for (a) the Current State assessment, (b) the Future State assessment, (c) the Draft Strategic Plan, and (d) the Final Plan / Executive Summary?**

*A#98 The Technology department leadership team.*

**Q#99 What information will OTIC provide (e.g., current IT strategy documents, application/infrastructure inventories, project portfolio, vendor contracts, budgets, security policies/standards, performance metrics)?**

*A#99 See answer to Q#84.*

**Q#100 Are there recent cybersecurity assessments or materials OTIC expects to share (risk register, audit findings, penetration test summaries, incident reports, NIST/CIS alignment work) to inform the Current State?**

*A#100 See answer to Q#84.*

**Q#101 Which tools are approved for document sharing, project collaboration, recordings, and transcription, considering the RFP's requirement that work and Commission data handling remain within the U.S.?**

*A#101 OTIC will work with the selected vendor to determine the best sharing and collaboration methods, but at minimum can offer Guest Access into its M365 tenant for collaboration.*

**Q#102 Are audio recordings permitted for interviews/workshops? If yes, are auto-transcription tools acceptable under the OTIC policy?**

*A#102 Audio recordings and auto-transcription tools are acceptable.*

**Q#103 Does OTIC prefer any specific format for the deliverables?**

*A#103 See answer to Q#22.*

**Q#104 Do the PDFs have to be attached to the email or will a link to download the submissions suffice? If attachment is required, is there a file size limit?**

*A#104 PDF's must be attached to the email when submitting a proposal. Files must not exceed 100mb.*

**Q#105 Does the Commission consider the development of the Technology Strategic Plan to constitute a conflict that would limit or restrict the successful consultant from pursuing future implementation work associated with recommendations in the plan?**

*A#105 See answer to Q#91.*

**Q#106 Is there an existing technology strategic plan?**

*A#106 See answer to Q#73.*

**Q#107 How frequently does OTIC intend to update its seven-year strategic plan?**

*A#107 OTIC plans to review at least annually and update it becomes necessary.*

**Q#108 To support the current-state assessment within the four-month timeline, could the Commission indicate what baseline architectural and operational artifacts will be available (e.g., system and integration inventories, network/OT topology diagrams, data domain catalog/governance materials, security policies/standards, service catalogs), and whether access will span both enterprise IT and roadway/field operational technologies?**

*A#108 Please see the answer to Q#15. It is anticipated that the main focus of this Strategic Plan will be Enterprise IT, although we understand that inevitably there may be some overlap with roadway/field operational technologies.*

**Q#109 What governance structures such as Business Relationship Management (BRM) and enterprise architecture elements currently exist at OTIC?**

*A#109 OTIC does not have a formally defined Business Relationship Management program, but Technology Leadership and staff work very closely with all business units to define and provide services necessary to support operations.*

**Q#110 How does OTIC currently evaluate technology investments; for example, does it use structured portfolio management, business capability modeling, or demand management processes?**

*A#110 OTIC currently evaluates technology through a hybrid approach with components of both structured portfolio management and business capability modeling.*

**Q#111 Where is OTIC on its cybersecurity roadmap, particularly regarding segmentation and IoT protection?**

*A#111 The OTIC has a cybersecurity program with a roadmap and objectives it is striving to meet. Specific details will be shared with the selected vendor during interviews/workshops with Technology Leadership.*

**Q#112 Does OTIC have any cybersecurity objectives or mandated requirements it must meet within the next five years?**

*A#112 See answer to Q#111*

**Q#113 Are there known scheduling constraints (leadership availability, field access windows, change freezes) we should reflect in the engagement plan to protect the four-month duration?**

*A#113 See answer to Q#53.*

**Q#114 With the open road tolling project complete, what major projects involving technology is OTIC considering over the next five years?**

*A#114 See answer to Q#10.*

**Q#115 Is OTIC planning any Intelligent Transportation System (ITS) programs?**

*A#115 OTIC is currently evaluating responses to RFP No. 30-2025 to Select a vendor to design, implement, and maintain and Advanced Traffic Management System.*

**Q#116 Other than the MARCS radio system and tolling, does OTIC maintain and operate other wireless systems or its own transport backbone (e.g., right-of-way fiber), or lease such infrastructure to third parties?**

*A#116 The OTIC has a 241-mile fiber optic network that connects its 57-buildings consisting of fiber from of an existing right-of-way agreement and portions that were self-installed.*

**Q#117 Can OTIC provide a brief description of its current technology suite? For example, does OTIC maintain and operate its own IT infrastructure, or utilize cloud or SaaS services?**

*A#117 OTIC currently has a mix of platforms. Specific details will be shared with the selected vendor during interviews/workshops with Technology Leadership.*

**Q#118 Beyond producing the strategic plan document, what are the primary executive decisions or outcomes the Commission hopes this engagement will enable (e.g., investment prioritization, modernization initiatives, organizational restructuring, funding justification)?**

*A#118 The Technology Strategic Plan should provide OTIC leadership with insight and an executable roadmap, allowing it to make investments that further enhance process automation, fortify data and analytics, improve the agency's cybersecurity posture and data protection, and assist with identifying staff development opportunities and skills to look for in future hires that will align with anticipated future demands.*

**Q#119 Should the resulting plan primarily function as a technology roadmap, a digital transformation strategy, or an enterprise capability roadmap integrating business process, governance, and technology evolution?**

*A#119 See answer to Q#118*

**Q#120 Should the strategic plan focus primarily on the Technology Department, or should it also define enterprise-wide digital capabilities, governance structures, and operating models across OTIC business units?**

*A#120 The OTIC expects the developed Technology Strategic Plan to cover the enterprise-wide IT needs of the Commission.*

**Q#121 Are there major technology initiatives, modernization programs, or regulatory requirements already underway that respondents should assume as fixed inputs when designing the future-state strategy?**

*A#121 See answer to Q#10.*

**Q#122 Will OTIC provide respondents with existing documentation such as architecture diagrams, application inventories, cybersecurity assessments, technology roadmaps, or data governance artifacts to accelerate the current-state assessment?**

*A#122 See answer to Q#84.*

**Q#123 Has OTIC previously developed a technology strategic plan or roadmap, and if so, what key lessons or gaps is this engagement intended to address?**

*A#123 See answer to Q#73.*

**Q#124 The RFP references approximately 10–15 stakeholder interviews/workshops. Should respondents assume this represents the full stakeholder group, or may additional interviews across operational and business units be required?**

*A#124 See answer to Q#18.*

**Q#125 Who will serve as the primary executive decision body for validating interim findings and approving the draft and final strategic plan?**

*A#125 See answer to Q#98.*

**Q#126 The RFP highlights Data & Analytics as a transformation area. Should the engagement include development of a formal enterprise data strategy, including governance, architecture, and analytics capabilities?**

*A#126 See answer to Q#7.*

**Q#127 Are there known challenges related to data fragmentation, reporting latency, or cross-system integration that OTIC expects the strategic plan to address?**

*A#127 There are no known challenges that this strategic plan is expected to address.*

**Q#128 Does OTIC currently maintain a formal enterprise architecture function or governance framework, or is the expectation that the strategic plan recommend one?**

*A#128 See answer to Q#7.*

**Q#129 When referencing innovation, is OTIC primarily interested in emerging technology adoption (AI, automation, advanced analytics, etc.), or broader innovation practices such as pilot governance, experimentation frameworks, and capability development?**

*A#129 See answer to Q#17.*

**Q#130 Should the engagement include a cybersecurity maturity assessment aligned to a framework such as NIST CSF, or focus solely on strategic recommendations for strengthening OTIC's cybersecurity posture?**

*A#130 See answer to Q#5.*

**Q#131 What level of detail is expected in the 7-year roadmap — for example initiative sequencing, estimated effort/cost bands, dependencies, and prioritization criteria?**

*A#131 See answer to Q#6.*

**Q#132 The RFP references restrictions on offshore services and data access outside the United States. Can OTIC confirm that all consulting services, subcontractor activities, and collaboration platforms used during the engagement must comply with this requirement?**

*A#132 See answer to Q#90.*

**Q#133 Appendix C; Public Records Act: Please clarify how a respondent should mark confidential information. Should we mark the confidential sections directly in our proposal? How should we indicate the legal reason for each confidential?**

*A#133 Any items the Respondent believes to be exempt from disclosure under the Ohio Public Records Act, shall label such items in their proposal as “Confidential” or “Exempt from disclosure.” In stating a legal reason, Respondents may cite to an applicable section under the Ohio Public Records Act.*

**Q#134 Part VI. Proposal Submission Requirements: Please clarify what is meant by Item C.: “An explanation of any concerns, requested information or exceptions related to the RFP, Scope of Services or the Technology Strategic Plan Services Contract (attached as Appendix C).” Our understanding is that exceptions to terms and conditions should be communicated during the Inquiry Period. Does the client also expect the respondent to submit a red-lined version of Appendix C?**

*A#134 Any exceptions or suggested changes to the RFP Documents, including the contract, should be included as part of the proposal and a redlined version of appendix C is a good way to provide that information. The Commission does not negotiate contract terms through the addendum process.*

**Q#135 Please clarify how many years of audited financial statements are required.**

*A#135 The Commission prefers the most current year audited financial statement.*

**Q#136 Will the client be providing the hardware and software used for the scope of work?**

*A#136 OTIC will not be providing any hardware or software used for this scope of work.*

**Q#137 Please clarify the VPN access that will be provided to the vendor. What type of connectivity will be provided, and how is it secured?**

*A#137 See answer to Q#90.*

**Q#138 Appendix C: As the agreement is silent on data protection and confidentiality, we would like to suggest the addition of such terms, with the following as an example. Inclusion of such terms could be based upon the anticipated level of handling of Commission data:**

**“To the extent Consultant receives, accesses, or processes any Commission data, including but not limited to personally identifiable information, financial data, or infrastructure security data ("Commission Data"), Consultant shall: (a) use Commission Data solely for purposes of performing the Services; (b) implement and maintain appropriate administrative, technical, and physical safeguards consistent with NIST SP 800-53 or equivalent standards; (c) promptly notify the Commission in writing, and in no event later than 72 business hours, upon discovery of any actual or reasonably suspected unauthorized access to Commission Data; and (d) upon termination, return or securely destroy all Commission Data in Consultant's possession.”**

*A#138 See answer to Q#134.*

**Q#139 Appendix C, Section 9: It is not clear what certification/authorization requirements are being discussed here. Please elaborate.**

*A#139 As a requirement of the contract, a consultant awarded a contract through this RFP must maintain the appropriate licensures and certifications appropriate for their industry and for the performance of the Scope of Services.*

**Q#140 Appendix C, Section 11 Indemnification: Requested redline in the first sentence: change “fees that they may incur as a result ...” to “fees that they may incur to the extent caused by ....”**

*A#140 See answer to Q#134.*

**Q#141 Appendix C, Section 11 Indemnification: Append the clause with the following limitation of liability that represents an allocation of risk between Consultant and the Commission, which allocation is reflected in the price of the Services: “To the extent that the Commission is not protected by sovereign immunity, in no event shall either party's aggregate liability under this Agreement (including attorney's fees), based on any theory of liability or cause of action, exceed the greater of (i) the total amount of fees paid by the Commission to Consultant under this Agreement for the calendar year preceding the date of the claim; or (ii) the amount of applicable insurance coverage (i.e., insurance coverage that covers the claim) paid by**

**Consultant's insurer for the claim. Notwithstanding anything in this Agreement to the contrary, in no event shall either party be liable for any indirect, special, punitive, incidental, exemplary or consequential damages, including but not limited to lost profits, savings or revenue, even if advised of the possibility of such damages and regardless of the form in which any action is brought. This limitation of liability represents an allocation of risks between Consultant and the Commission, which allocation is reflected in the price of the Services. There are no third-party beneficiaries to this Agreement.”**

*A#141 See answer to Q#134.*

**Q#142 Appendix C, section 11 Indemnification: Append the clause with the following limitation of liability which represents that it is universally accepted that it is impossible to prevent Cyber Attacks Consultant cannot be liable for a cyber incident that occurs outside of its control. “Excluded from Consultant’s indemnification obligations are any damages, losses, claims, liability, suit, cost or expense related to a cyber-attack, cyber incident, hacking, incident response, theft of PII, security breach, penetration or intrusion in any form upon the Commission’s computer systems and networks and the loss of data, damages or other cost or loss that the Commission or any other party may incur therefrom. The Consultant's liability shall cease if the Commission has not fully complied with its own software security standards.”**

*A#142 See answer to Q#134.*

**Q#143 In the list of force majeure events, we request the addition of pandemic and epidemic.**

*A#143 See answer to Q#134.*

**Q#144 Will the winning Consultant be restricted in any way from competing for or performing future work that may arise from the recommendations contained in the Technology Strategic Plan?**

*A#144 See answer to Q#91.*

**Q#145 May the Respondent use subcontractor references to fulfill a part of the requirements in Part III. Technical Proposal Requirements?**

*A#145 Respondents can use identified subcontractor references as part of their submission.*

**Q#146 How frequently are the relevant Commission stakeholders – including Technology Leadership and Business Unit staff – physically present at the Commission's Berea, OH offices?**

*A#146 OTIC staff is available during normal business hours, Monday through Friday from 8am-5pm*

**Q#147 Are there specific days, times, or periods when stakeholders are consistently onsite and therefore most available for in-person sessions?**

*A#147 See answer to Q#146.*

**Q#148 Are any of the required stakeholders located at offices or facilities other than the primary location at 682 Prospect Street, Berea, OH?**

*A#148 Respondents can assume that all OTIC employees needed for workshop or interview as part of this effort will be available at the OTIC's Berea, Ohio office.*

**Q#149 We are a small business and currently do not have audited financial statements. However, we do have compiled financial statements prepared by our accountant. Could you please confirm whether compiled financial statements would be acceptable for the purposes of this RFP submission?**

*A#149 A small business that does not have audited financial statements may submit similar financial statements attested to as complete, true and accurate by the company's Chief Financial Officer or similar officer, with a notarized signature. If the information provided with the proposal is not considered sufficient during the evaluation process, the Commission will likely contact the Respondent (if scored as a top ranked respondent) and request additional information and verifications.*

**Q#150 Can you confirm that this contract will be a Time and Materials contract, and not Firm Fixed Price?**

*A#150 This contract is intended to be fixed price.*

**Q#151 RFP Part III, paragraph E refers to the "good faith efforts" on the part of a respondent to commit a significant economic presence in Ohio. Are you able to share any examples or thresholds of commitment that OTIC would view as favorable? Alternatively, is there a threshold below which any proposals would not be considered? We note this is a Pass/Fail element of the proposal evaluation.**

*A#151 RFP, PART III, Item E, (a)-(d) provide items considered to determine "good faith efforts." Item (d) is meant to provide a way for firms without an Ohio presence to show how, if awarded this contract, it would make a significant economic impact in the state of Ohio.*

**Q#152 Appendix A refers to the inclusion of “insights from other states, tolling entities, Departments of Transportation, and State & Local Governments.” Can you share whether that information is readily available or accessible (to any degree – i.e., at minimum, contacts at these organizations are likely to be promptly responsive to inquiries), or if this will require outside outreach and research?**

*A#152 OTIC believes that there is a considerable amount of information readily available and will assist the selected vendor where necessary. It is expected that this would supplement but not replace the selected vendor’s need to conduct outside outreach and research.*

**Q#153 Appendix C, paragraph 19 refers to guidance on sub-contracting. Do you have specific guidance on how to reflect, in a proposal, the potential to leverage a decision-making software solution that could be critical to the success of the process?**

*A#153 Appendix C, paragraph 19 provides that the use of subcontractors or subconsultants is subject to review and approval by the Commission prior to any subcontractor/subconsultant performing work on the project. Respondents are the experts regarding the subject of this RFP and should prepare the proposal that best illustrates what the Respondent can provide to the Commission.*

**Q#154 When is the last time an effort like this (at this scope and breadth of inclusion of investments) was undertaken by OTIC?**

*A#154 This is the first time that an effort like this is being undertaken.*

**Q#155 The RFP requires the submission of audited financial statements. As a privately held company, our organization does not release full audited financial statements externally. Could you please clarify whether alternative forms of financial documentation would be acceptable to demonstrate financial capability and responsibility, and if so, what types of alternative documentation the Government prefers?**

*A#155 Under this RFP, the Commission requires an audited financial statement for a proposal to be deemed complete. Respondents may submit those documents under password protection and/or with the confidentiality language suggested on page 7 of the RFP.*

**END OF ADDENDUM NO. 1**