Blackboard Inc.
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blackboard.com

Blackboard

July 8, 2009

Shelly Murray, Senior Buyer
State of West Virginia
Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305-0130

Dear Ms. Murray:

Per the Addenda posted on June 16 and June 23, please find enclosed an updated version of Appendix I of Blackboard's submission to the Online e-Learning Platform and Services Cost Proposal (RFP# EDD314925). This document replaces the original Appendix I submission in its entirety.

I will be contacting you soon to discuss this proposal in detail and to schedule the next steps.

Sincerely,

Mark Mochary
Regional Sales Manager

APPENDIX I

PROFILE LICENSING PROPOSAL WORKSHEET

Profile Response Sheet

Quantity	Item	Unit Cost	Total Cost
30,000 licenses	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	$9.46	$283,675.00
30,000 registered users licenses	Portal Licenses per user on annual basis for unlimited number of courses including vendor hosting	$0.00	$0.00
15,000 parent/guardian licenses	Portal Licenses per user on annual basis for unlimited number of courses including vendor hosting	$0.00	$0.00
5,000 licenses	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0.00	$0.00
500 licenses	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0.00	$0.00

Quantity	Item	Unit Cost	Total Cost
15,000 users with 100MB of online storage	eLearning Platform (LMS) user storage	$26,000.00/TB	$39,000.00
250 users with 2 GB of online storage	ePortfolio user storage	500gb included in LMS license fees above	$0.00
30 courses	Course conversions/imports from current D2L platform; includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$500/course	$25,000.00
2 days	Onsite training for 10 system administrators Unit price is per day. Custom training rate is higher than the standard workshop rate to accommodate for the additional preparation time for workshop materials.	$2,800.00	$5,600.00
2 days	Onsite training for 20 teachers/course developers Unit price is per day. Custom training rate is higher than the standard workshop rate to accommodate for the additional preparation time for workshop materials.	$2,800.00	$5,600.00
2 hours	Online webinars for end users (teachers, course developers, etc.) Unit price is per person per hour for up to 20 participants	$25.00	$1,000.00

Quantity	Item	Unit Cost	Total Cost
10 hours	Course development provided by vendor course developers Unit price is per hour.	$190.00	$1,900.00
50 hours	Creation of custom reports or data exports	$190.00	$9,500.00
10 hours	Custom programming to WVDE needs (e.g., data integration, Portal appearance changes, etc.)	$190.00	$1,900.00
2400 calls on annual basis	HelpDesk services for end users	Project/Acct Mgt: $10,500 Service Desk Infrastructure: $7,500 Service Desk Operations: $28,800	$46,800.00
Annual/Unlimited calls	HelpDesk services for administrators	$0.00	$0.00
Annual/Unlimited incidents	Disaster recovery within 24 hours of incident	Blackboard offers different levels of business continuity services depending on client requirements. With datacenters located throughout the world, Blackboard can offer services in the event of catastrophic events, for example. Please refer to Attachment 3 of this Cost Proposal for descriptions of these service levels.	$70,000.00
		TOTAL *Add amount from Total Cost cells above and enter sum here:*	$489,975.00

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Blackboard

June 15, 2009

Shelly Murray, Senior Buyer
State of West Virginia
Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305-0130

Dear Ms. Murray:

Thank you for providing us with the information in the online eLearning platform and services Request for Proposal and the vision into the business environment of The West Virginia Department of Education (WVDE). We welcome the opportunity to provide our response to the requirements.

In particular, you mentioned the need for a hosted eLearning environment that provides robust course management and administration tools for PK-12 education and professional development. The *Blackboard Learn*™ platform will meet these requirements. As Web-based server software, our proposed solution will enable a complete e-Education enterprise including online teaching and learning, community building, content management, and integration capabilities with multiple business and administrative enterprise software systems.

We believe Blackboard can be an excellent partner for WVDE. We are committed to our customer base and we continue to strive to exceed expectations through teamwork, innovation, and a commitment to customer satisfaction.

I will be contacting you soon to discuss this proposal in detail and to schedule the next steps.

Sincerely,

Mark Mochary
Regional Sales Manager

Blackboard K-12

ONLINE E-LEARNING PLATFORM AND SERVICES

A COST PROPOSAL
FOR THE WEST VIRGINIA DEPARTMENT OF EDUCATION

Presented to

Shelly Murray
Senior Buyer
State of West Virginia Purchasing Division

Presented by

Mark Mochary
Regional Sales Manager
Blackboard, Inc.

RFP #EDD314925

June 17, 2009

Blackboard

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APPENDIX G

Certificate of Prices and Proposal Certification

APPENDIX G CERTIFICATE OF PRICES AND PROPOSAL CERTIFICATION COST PROPOSAL

The box provided below requires the bidder to certify, by authorized signature, that the products being bid are deliverable, demonstrable, and that prices for these same products are correct as of the date of this proposal. Any disparity between the prices quoted in this proposal and those prices reflected in the subsequent contract resulting from this RFP may be grounds for termination of the contract.

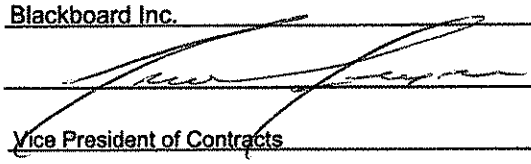
Certificate of Prices

And

Proposal Certification

This is to certify that the total system proposed for delivery as detailed in this proposal to the State of West Virginia is both deliverable and demonstrable. All prices relative to all components of this proposal are correct as of the date of this proposal and shall be included in any final contract or arrangement.

Blackboard is pleased to provide the pricing as outlined in this proposal. For purposes of clarification, the pricing herein may not truly reflect the scope of the relationship, software, or services and therefore is subject to change upon mutual agreement by the parties in a final contract. If selected for award, Blackboard looks forward to negotiating mutually agreeable terms and conditions.

Company Name:	Blackboard Inc.
Authorized Signature:	
Title:	Vice President of Contracts
Phone Number:	202-463-4862 x2282
Email Address:	tess.frazier@blackboard.com
Date:	June 15, 2009

*Note: A completed Certificate of Prices and Proposal Certification **should** be included with the **bidder's cost proposal**.*

APPENDIX H-1 – H-8

Cost Proposal

APPENDIX H-1 – COST PROPOSAL

COMPONENT COST SHEET: SOFTWARE LICENSE

eLearning Platform (Learning Management Platform)

Item (Number of Licenses)	Item Description	Cost for Vendor Hosted
< =10,000	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	$15.31 per user
10,001 – 25,000	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	$11.72 per user
25,001 – 50,000	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	$9.91 per user
50,001 – 100,000	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	$9.53 per user
100,001 – 200,000	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	$5.59 per user
>200,000	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	Please note that Blackboard would need to have an understanding of the WVDE environment before quoting cost for licenses greater than 200,000.

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

APPENDIX H-2 – COST PROPOSAL

COMPONENT COST SHEET: SOFTWARE LICENSE

Portal

Item (Number of Licenses)	Item Description - Includes log-in access for registered users (teachers, students, etc.) and parents/guardians to monitor student activities/performance	Cost for Vendor Hosted
< =10,000	Portal Licenses per user on annual basis including vendor hosting	$0
10,001 – 25,000	Portal Licenses per user on annual basis including vendor hosting	$0
25,001 – 50,000	Portal Licenses per user on annual basis including vendor hosting	$0
50,001 – 100,000	Portal Licenses per user on annual basis including vendor hosting	$0
100,001 – 200,000	Portal Licenses per user on annual basis including vendor hosting	$0
>200,000	Portal Licenses per user on annual basis including vendor hosting	$0

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

APPENDIX H-3 – COST PROPOSAL

COMPONENT COST SHEET: SOFTWARE LICENSE

ePortfolio

Item (Number of Licenses)	Item Description including all applicable units and pricing categories	Cost for Vendor Hosted *(if included in eLearning platform license(H-1) enter $0 in this column)*
< =1000	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0
1,001 – 5,000	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0
5,001 – 10,000	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0
10,001 – 20,000	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0
20,001 – 40,000	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0
40,001 – 100,000	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0
> 100,000	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

APPENDIX H-4 – COST PROPOSAL

COMPONENT COST SHEET: SOFTWARE LICENSE
Learning Object Repository

Item (Number of Licenses)	Item	Cost for Vendor Hosted *(if included in eLearning platform license(H-1) enter $0 in this column)*
< =1000	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0
1,001 – 5,000	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0
5,001 – 10,000	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0
10,001 – 20,000	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0
20,001 – 40,000	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0
40,001 – 100,000	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0
> 100,000	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

APPENDIX H-5 – COST PROPOSAL

COMPONENT COST SHEET: DATA STORAGE

Item (Number of Licenses)	**Item** Identify storage allowance per user or total site storage allowance and cost for excess storage	**Cost for Vendor Hosted** *(If included in other license costs enter $0 in this column)*
eLearning Platform (LMS) user storage	eLearning Platform (LMS) user storage	$26,000/TB
ePortfolio user storage	ePortfolio user storage	$26,000/TB
Total Site Storage		$26,000/TB

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

APPENDIX H-6 – COST PROPOSAL

COMPONENT COST SHEET: CONVERSION/IMPORT OF COURSE

Item	Item Description	Cost
One Course	Includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$750
2 - 5 Courses	Includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$675 per course
6 – 15 Courses	Includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$590 per course
16 – 30 Courses	Includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$500 per course
31 – 50 Courses	Includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$415 per course
51 – 100 Courses	Includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$415 per course

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

Please note: We have provided additional pricing information for our proposed training and services as Attachment 1 to this Cost Proposal.

APPENDIX H-7 – COST PROPOSAL

COMPONENT COST SHEET: STAFF DEVELOPMENT/TRAINING

Item - (List all training options included in proposal.)	Item Description including all applicable units and pricing categories; list all types of training and associated pricing models. Indicate if training is on-site, remote, or other options on separate lines.	Cost
Course Delivery Administration (Onsite Workshop)	The Course Delivery Administration workshop introduces participants to all options and features accessible through the Administrator Panel of Blackboard Learn™ – Course Delivery technology. Through a variety of activities, including hands-on exercises, participants discuss implementation best practices, create and modify system roles, manage users and courses, enable and disable system-wide tools, and review capabilities for managing system extensions. This workshop does not provide instruction for managing the Blackboard Learn – Course Delivery application at the server level.	$4500.00
Course Delivery Essentials (Onsite Workshop)	The Course Delivery Essentials workshop provides instruction on the essential features and functions of Blackboard Learn™ – Course Delivery technology, which is used to create robust, online learning environments. Through a variety of activities, including hands-on exercises, participants learn how to organize and build a course online, monitor and assess student performance, and utilize communication tools to enhance interaction. Throughout the workshop, participants discuss pedagogical principles related to online learning, along with best practices for teaching in both Web-enhanced and distance education environments.	$6500.00
Community Engagement Administration (Onsite Workshop)	The Community Engagement Administration workshop provides participants with the knowledge and skills necessary to build and maintain vibrant and diverse learning communities with Blackboard Learn™ – Community Engagement technology. Through a variety of activities, including hands-on exercises, participants review how to manage roles; create branded gateways to deliver unique experiences to different types of users; delegate administration of user, courses, organizations, tabs and modules; and support communities of interest and practice. This workshop may be tailored to meet the needs of clients with both customized and non-customized Blackboard Learn implementations.	$6500.00
Content Management Administration (Onsite Workshop)	The Content Management Administration workshop introduces administrators and support personnel to the system management features of Blackboard Learn™ - Content Management technology. Through a variety of activities, including hands-on exercises, participants review the various display and configuration options, technical settings, and content management tools accessible through the Administrator Panel of Blackboard Learn. Throughout the workshop, participants will discuss use cases and best practices identified through working with hundreds of clients who have implemented the Content Management technology at their institutions. Participants who attend this workshop will need full System Administrator access to their Blackboard Learn platform.	$2500.00
Content Management Essentials (Onsite Workshop)	The Content Management Essentials workshop introduces instructors, course designers, and support personnel to the capabilities of Blackboard Learn™ - Content Management technology which enable effective content storage, management, collaboration, and presentation. Through a variety of activities, including hands-on exercises, participants review document management and collaboration (uploading, tracking, permissions, versioning, passes, and searches), link to content from courses, explore e-Portfolios, and deploy workflow activities.	$4500.00
Face-to-Face Training Materials Package: K-12 Edition for Course Delivery	The Face-to-Face Training Materials Package provides all the resources you need to quickly and successfully offer a comprehensive in-person training program that prepares teachers and staff to design and teach using the Blackboard Learn™ - Course Delivery* technology. These Training Materials address issues and questions relevant to the K-12 community, and incorporate terminology, examples, and images. The materials are professionally developed and carefully sequenced to build on previously learned skills, promoting instructor confidence. These digital materials are also fully customizable to fit the unique needs of your district(s).	$6000.00 (for use with 10,000 trainees)
Online Training Series Materials Package for Course Delivery	With this ready-to-use series of online training courses, your faculty and staff will learn the skills necessary to design and teach online, as they gain valuable experience as an online learner. Participants will develop hands-on knowledge of available communication, content, and evaluation tools. In addition, they will be introduced to the principles of effective course design and the pedagogy of online learning. These digital materials are also fully customizable to fit the unique needs of your district(s). This series includes seven complete online courses covering the key aspects of designing and teaching online using the Blackboard Learn™ - Course Delivery technology.	$8000.00

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

Please note: We have provided additional pricing information for our proposed training and services as Attachment 1 to this Cost Proposal.

APPENDIX H-8 – COST PROPOSAL

COMPONENT COST SHEET: TECHNICAL SUPPORT SERVICES

Item	Item Description	Cost
Course development	Provide cost per hour for course development provided by vendor course developers	$190 per hour
System Maintenance	Provide cost per hour of technical support service for any maintenance done during regular business hours	Included in the software license fee
System Maintenance	Provide cost per hour of technical support service for any maintenance done outside regular business hours	Included in the software license fee
Custom reports	Provide cost per hour of technical support service for creation of custom reports or data exports	$190 per hour
Product customization	Provide cost per hour of technical support service for custom programming to WVDE needs (e.g., data integration, Portal appearance changes, etc.)	$190 per hour
HelpDesk for end users (students, teachers, course developers, etc.)	Provide annual cost for HelpDesk services for end users (include maximum number of calls allowed and hours of service)	$46,800 based on 2400 calls annually at $12.00 per call
HelpDesk for System Administrators	Provide annual cost for HelpDesk services for Administrators (include maximum number of calls allowed and hours of service)	$0
Disaster recovery	Provide annual cost for disaster recovery service within 24 hours of incident	**

Any cost associated with the bidder's proposal not listed by the bidder will be the bidder's responsibility. Costs quoted shall be all-inclusive. No separate reimbursement will be made for travel or any other expense.

Costs listed on this page are considered optional pricing and will not be considered in the evaluation of this RFP.

** Blackboard offers different levels of business continuity services depending on client requirements. With datacenters located throughout the world, Blackboard can offer services in the event of catastrophic events, for example. Please refer to Attachment 3 of this Cost Proposal for descriptions of these service levels.

APPENDIX I

Profile Response Sheet

APPENDIX I

PROFILE LICENSING PROPOSAL WORKSHEET

Profile Response Sheet

Quantity	Item	Unit Cost	Total Cost
30,000 licenses	eLearning Platform (LMS) Licenses per user on annual basis for unlimited number of courses including vendor hosting	$10.34	$310,200.00
30,000 registered users licenses	Portal Licenses per user on annual basis for unlimited number of courses including vendor hosting	$0.00	$0.00
15,000 parent/guardian licenses	Portal Licenses per user on annual basis for unlimited number of courses including vendor hosting	$0.00	$0.00
5,000 licenses	ePortfolio Licenses (direct access to ePortfolio for creation, maintenance, presentation features, etc.)	$0.00	$0.00
500 licenses	Learning Object Repository Licenses (direct access to the LOR management for creation, downloading, metadata tagging features, etc.)	$0.00	$0.00

Quantity	Item	Unit Cost	Total Cost
15,000 users with 100MB of online storage	eLearning Platform (LMS) user storage	$26,000.00/TB	$39,000.00
250 users with 2 GB of online storage	ePortfolio user storage	$25,000/500gb	$25,000.00
30 courses	Course conversions/imports from current D2L platform; includes all course content and activities (quizzes, discussion forums, surveys, gradebooks, etc.) but not including student data	$500/course	$25,000.00
2 days	Onsite training for 10 system administrators Unit price is per day. Custom training rate is higher than the standard workshop rate to accommodate for the additional preparation time for workshop materials.	$2,800.00	$5,600.00
2 days	Onsite training for 20 teachers/course developers Unit price is per day. Custom training rate is higher than the standard workshop rate to accommodate for the additional preparation time for workshop materials.	$2,800.00	$5,600.00
2 hours	Online webinars for end users (teachers, course developers, etc.) Unit price is per person per hour for up to 20 participants	$25.00	$1,000.00

Quantity	Item	Unit Cost	Total Cost
10 hours	Course development provided by vendor course developers Unit price is per hour.	$190.00	$1,900.00
50 hours	Creation of custom reports or data exports	$190.00	$9,500.00
10 hours	Custom programming to WVDE needs (e.g., data integration, Portal appearance changes, etc.)	$190.00	$1,900.00
2400 calls on annual basis	HelpDesk services for end users	Project/Acct Mgt: $10,500 Service Desk Infrastructure: $7,500 Service Desk Operations: $28,800	$46,800.00
Annual/Unlimited calls	HelpDesk services for administrators	$0.00	$0.00
Annual/Unlimited incidents	Disaster recovery within 24 hours of incident	Blackboard offers different levels of business continuity services depending on client requirements. With datacenters located throughout the world, Blackboard can offer services in the event of catastrophic events, for example. Please refer to Attachment 3 of this Cost Proposal for descriptions of these service levels.	$70,000.00
		TOTAL *Add amount from Total Cost cells above and enter sum here:*	$541,500.00

ATTACHMENT 1

Blackboard's Pricing

WV DOE Pricing:

	Year 1
Consulting Services:	
Implementation Planning	$23,120
Community and Content Strategy & Deployment	$59,950
Snapshot Data Integration	$26,360
Gradebook Extract	$19,695
Integration and Customization Maintenance (Annual)	$16,000
Total Consulting Services	**$145,125**
Training Services:	
Administrator and Train-the-Trainer Training (Face-to-Face)	
Course Delivery Administration	$4,500
Course Delivery Essentials	$6,500
Community Engagement Administration	$6,500
Content Management Administration	$2,500
Content Management Essentials	$4,500
End-User Training Curriculum and Resources	
Face-to-Face Training Materials Package: K-12 Edition for Course Delivery (2,000 trainees)	$3,000
Online Training Series Materials Package for Course Delivery	$8,000
Training Materials Package for Content Management (2,000 trainees)	$3,000
Student Orientation Course (10,000 trainees)	$15,000
Total Training Services	**$53,500**
Total Services Costs:	**$198,625**

Notes: Consulting Services

Cost for consulting services depends upon the number of hours and specific skills required.

Clients can expect to pay a blended effective rate of approximately $190/hr plus expenses, depending on the specific work involved.

Consulting Services will be delivered on a time-and-materials basis, based on actual hours worked, at the rates indicated.
Actual expenses will be billed as incurred.
*Except as otherwise stated with regard to the Consulting Services performed, Blackboard reserves the right to change the services it offers to its customers generally and related rates at any time.

ATTACHMENT 2

Blackboard's Exceptions and Clarifications

Exceptions and Clarifications for West Virginia Department of Education
Request for Proposal EDD314935 ("RFP")

General Terms & Conditions:
Blackboard's proposal is conditioned on reaching commercially reasonable terms and conditions under a resulting contract with the West Virginia Department of Education; and given that the Blackboard software is commercial off the shelf software ("COTS") with generally accepted terms and conditions by our client base of over 3,000 customers, Blackboard believes that contract terms that reflect a reasonable allocation of risk are in the best interest of both parties and that they provide for mutual incentives to further this long term engagement's success, notwithstanding anything to the contrary contained in this RFP.

Blackboard believes these widely accepted terms and conditions reflect a reasonable allocation of risk of both parties and absent such language, the terms, including, without limitation, the economic terms, would be substantially different. To this end, Blackboard respectfully requests the opportunity to negotiate mutually agreeable terms and conditions in accordance with the attached sample License and Services Agreement.

Exhibit 3:
If selected for award, Blackboard respectfully requests the opportunity to negotiate mutually agreeable terms and conditions in accordance with the attached sample License and Services Agreement to form the final contract between the parties.

Part 1 General Information, Terms and Conditions
1.8.1 Mandatory Requirements: *Blackboard is pleased to provide this proposal to the West Virginia Department of Education RFP and such proposal outlines our response to the requirements within the RFP. If selected for award, Blackboard looks forward to negotiating mutually agreeable terms and conditions.*

1.82 Contract Terms and Conditions: *If selected for award, Blackboard respectfully requests the opportunity to negotiate mutually agreeable terms and conditions in accordance with the attached sample License and Services Agreement.*

1.14 Price Quotations: *Blackboard is pleased to provide the pricing as outlined in this proposal. If selected for award, Blackboard looks forward to negotiating mutually agreeable pricing terms.*

1.15 Public Record: *For purposes of clarification, Blackboard's pricing, pricing methodology, technical specifications, and the Blackboard License and Services Agreement are confidential and proprietary and are protected under trade secrets, commercial, and financial information. Blackboard respectfully requests that such information and ideas not be disclosed unless required by State of West Virginia law.*

1.19 General Terms and Conditions (including 1.19.1 through 1.19.16): *Blackboard cannot agree to incorporate the RFP or RFP terms and conditions into the final agreement as it may not truly reflect the scope of the relationship, software, or services. If selected for award, Blackboard respectfully requests the opportunity to negotiate mutually agreeable terms and conditions in accordance with the attached sample License and Services Agreement to form the final contract between the parties.*

Appendix G Certificate of Prices and Proposal Certification Cost Proposal:
Blackboard is pleased to provide the pricing as outlined in this proposal. For purposes of clarification, the pricing herein may not truly reflect the scope of the relationship, software, or services and therefore is subject to change upon mutual agreement by the parties in a final contract. If selected for award, Blackboard looks forward to negotiating mutually agreeable terms and conditions.

Purchasing Affidavit:
Confidentiality: *If selected for award, Blackboard looks forward to negotiating mutually agreeable terms and conditions.*

Vendor Preference Certificate:
Blackboard does not meet the requirements within the Vendor Preference Certificate.

ATTACHMENT 3

Business Continuity Brief

Blackboard

Blackboard Managed Hosting℠

Service Brief: Business Continuity

What is Business Continuity Service?

Business Continuity service is a proactive risk management service offered by Blackboard Managed Hosting to ensure that clients' mission-critical Blackboard applications continue to run with a minimal downtime even if clients' systems and infrastructure suffer a catastrophic failure.

Service Description

Blackboard Managed Hosting provides fully redundant and reliable hosting services for Managed Hosting customers to make sure that our network availability guarantee of 99.7% is always met and (more important than the metrics) that our customers' applications are always up and running. Some implementations of redundancies and backups include four levels of power backup at our datacenters, multiple Internet connections from diverse providers, redundant network infrastructure, and three levels of data and content backup.

In addition to these provisions, which are included in the standard Managed Hosting services for every customer, Blackboard Managed Hosting also offers a Business Continuity Service in case of a disaster. Specifically, under this service, Blackboard Managed Hosting will provision standby equipment in a state-of-the-art datacenter that can be turned on within the guaranteed timeframe once the client's primary Blackboard application hosting infrastructure goes down, including Blackboard's own primary Managed Hosting datacenter. In other words, whether the client is hosting the Blackboard applications locally or with the Blackboard Managed Hosting, this service ensures that the Blackboard applications will be up and running within the guaranteed backup recovery times should the customer's primary Blackboard application site goes down due to a catastrophic accident or disaster.

Blackboard Managed Hosting will provide different levels of Business Continuity Service with differentiated guarantees based on Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) as shown in the table below:

	Recovery Point Objective (RPO)	Recovery Time Objective (RTO)	Customization & Configuration
Blackboard hosted client:	12 hours	24 hours	Fully backed up
Locally hosted client:			
Level 3 Service	48 hours	96 hours	Rebuild
Level 2 Service	24 hours	48 hours	Fully backed up
Level 1 Service	12 hours	24 hours	Fully backed up

The Recovery Time Objective (RTO) is the time-measured objective to have the Blackboard Business Continuity Service operation up and running from the point in time that Blackboard is made aware of the client's primary Blackboard applications system failure.

The Recovery Point Objective (RPO) is the objective to minimize the loss of the client's database and file storage content by constantly backing up the client's information no less than the time guaranteed under each service level.

For locally-hosted clients opting for Level 1 and 2 services, Blackboard will also backup any Blackboard applications, hardware and software configurations and customizations (e.g. Building Blocks) in order for the Business Continuity Service units to bring up the operations as close to the pre-disaster setting as possible.

Locally hosted clients will be responsible for ensuring there are no DNS issues in the event of a disaster. Since the backup site will have a separate address than the production site, clients will need to divert users to that new url should a disaster occur.

In order to guarantee success of the Business Continuity, Blackboard will ask clients to provide a point of contact to work closely with Blackboard Managed Hosting. This will be critical in getting the backup site prepared as well as in handling disaster scenarios. Locally-hosted clients will have the means to call or e-mail Managed Hosting to begin recovery procedures in the event of a disaster. For Blackboard-hosted clients, on the other hand, the process will occur automatically since the Managed Hosting team will be immediately aware of any failures. The parameters for determining the failover will be worked out between each client and the Managed Hosting team so as to ensure a smooth and efficient restoration of services.

Service Features & Benefits

Some of the features and benefits of this service are:

- *Recovery Time Objective Guarantee:* At each level of the service offering, the systems and implementation processes are designed in such a way that Blackboard Managed Hosting will turn up the Business Continuity operation site within the timeframe objective, should the client's primary datacenter systems fail.

- *Recovery Point Objective Guarantee:* Client's data and content are backed up in regular intervals within the Recovery Pont Objective, so that data is never lost beyond the time interval guaranteed.

- *Full Backup of Customization & Configuration:* For higher levels of services, Blackboard Managed Hosting will also backup all customization and configuration files, so that the recovery of operations to the pre-existing conditions prior to an event is as smooth and seamless as possible.

- *Peace of Mind:* Blackboard Managed Hosting offers multiple levels of Business Continuity Service for locally-hosted or Blackboard-hosted clients to meet different levels of risk acceptance by clients and to provide a genuine peace of mind.

- *Value:* Blackboard provides Business Continuity Service at a fraction of cost that clients would incur if they were to prepare a disaster recovery environment themselves, providing maximum return for the money invested.

Pricing Reference:

Pricing information is provided upon request in two components – a non-recurring charge and annually recurring charge.

The Non-Recurring Charge includes the cost of set up, Oracle software, hardware and development of a Disaster Recovery Plan/Process with the client as part of the initial setup testing. The Business Continuity Service hardware setup will be designed to support a client's current size of users in case the environment is activated in a disaster recovery situation. Additional charges may be assessed for clients with more complex set of hardware such as Oracle RAC configuration or exceptional storage and bandwidth needs.

The Annually Recurring Charge includes service fees for continual data backup as guaranteed under the service level RPO and network infrastructure costs and dedicated hardware maintenance fees. This charge also includes once-a-year disaster recovery test that Blackboard will conduct in coordination with each client.

In cases of a locally hosted client (vs. Blackboard-hosted clients), clients must work with Managed Hosting to get data backed up within the designated time intervals. The Business Continuity Service will be activated when the client submits a ticket via a telephone call or e-mail to the client-dedicated Blackboard Technical Support Manager to activate the service.

Also for the locally-hosted clients, if and when the Business Continuity Service is activated, Blackboard Managed Hosting will operate the Business Continuity site as the primary site for up to 30 days as standard, giving clients 30 days to restore the original primary site to full operation. If, however, clients exceed 30 days, Blackboard will charge the then-current monthly Managed Hosting fees to maintain the Business Continuity Site as the primary site as long as the client requires. This 30-day production time can be adjusted at the time of purchasing the Business Continuity Service, as required by the client.

In cases of a Blackboard-hosted client, Blackboard will automatically backup all data per the service level RPO and turn up the Business Continuity Service when Blackboard's Network Operations Center deems a network or systems failure that warrants the activation of the service. The service will remain operational until Blackboard restores the original server/network to full operation.