



Ohio Third Frontier Incubation Program

Calendar Year 2014 Request for Proposals (RFP)

- RFP Released – August 27, 2013
- Bidder's Conference – 1:00 p.m. on September 17, 2013
31st Floor Riffe Tower, 77 S High St., Columbus, OH 43215
- Letters of Intent due by 1:00 p.m. on September 20, 2013
- Written Questions through October 13, 2013
- Proposals due by 1:00 p.m. on October 15, 2013
- Review and Award approximately in December 2013



Third Frontier
Innovation Creating Opportunity

RFP Administered by:

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TABLE OF CONTENTS

1	OHIO THIRD FRONTIER STATEMENT OF SOLICITATION	3
1.1	Background	3
1.2	Request for Proposals Issuance	4
1.3	The RFP Process and Awards Process.....	4
2	PROGRAM DESCRIPTION.....	5
2.1	Purpose	5
2.2	Goals and Objectives	5
2.3	Eligibility.....	5
2.3.1	Technology Subject Matter	5
2.3.2	Lead Applicant.....	6
2.3.3	Technology Tenant Client	6
2.4	Funding and Cost Share	7
2.5	Term of Project.....	8
3	GENERAL PROPOSAL REQUIREMENTS.....	8
3.1	General Instructions	8
3.2	Trade Secret Information.....	9
3.3	Order and Content of Proposal Sections	10
3.3.1	Application Information Page	10
3.3.2	Trade Secret Information	10
3.3.3	Abstract	10
3.3.4	Table of Contents	10
3.3.5	Statement of Work.....	10
3.3.6	Experience and Qualifications.....	15
3.3.7	Performance Goals	16
3.3.8	Budget	16
3.3.9	Letters of Commitment.....	18
3.4	Page Limitations.....	18
4	EVALUATION CRITERIA.....	18
5	APPENDICES	20

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1 Ohio Third Frontier Statement of Solicitation

1.1 Background

The Ohio Third Frontier represents an unprecedented and bipartisan commitment to expand Ohio's technological strengths and promote commercialization that leads to economic prosperity throughout Ohio. Designed to support world-class, commercializable research programs, nurture early-stage companies and foster technology development that makes existing industries more productive, the Ohio Third Frontier creates opportunity through innovation. In targeted areas of technology, the multi-year State of Ohio initiative supported with more than \$2 billion is catalyzing the growth of existing and emerging industry clusters throughout the state by:

- Improving the capacity of Ohio's entrepreneurial ecosystem to deliver services and attract capital necessary to create and grow scalable technology-based enterprises;
- Increasing the technical capabilities and business competencies of Ohio value chains within key existing and emerging driver industries and pursue targeted attraction to fill gaps; and
- Cultivating a highly collaborative and innovative environment that encourages Ohio's community of technology seekers and solvers to regularly exchange new knowledge in pursuit of targeted market-driven commercial opportunities.

For more information about Ohio Third Frontier, please see http://development.ohio.gov/bs_thirdfrontier/default.htm.

Consistent with the strategic goals, Ohio Third Frontier investments represent a balanced portfolio of programming that proactively identifies opportunities throughout the Technology Commercialization Framework (Framework). As a result, all Ohio Third Frontier Programs share a common goal — to promote technology-based economic development within Ohio by funding activities that move technology from idea to market. This goal requires the state to design programs, evaluate proposals and projects, leverage resources and provide management oversight within the context of the Framework. It is expected that every proposal seeking Ohio Third Frontier funding will clearly demonstrate its understanding of the Framework and will be able to articulate its scope of work within the Framework's model.

For more information about the guiding principles contained within the Framework, please see <http://development.ohio.gov/files/otf/TechCommFramework-Complete.pdf>.

1.2 Request for Proposals Issuance

This Request for Proposals (RFP) is being issued for Funds to be awarded under Ohio Third Frontier. This RFP will be released by publication on the Ohio Third Frontier website at

http://development.ohio.gov/bs_thirdfrontier/incubationprogram.htm.

The Ohio Third Frontier Commission reserves the right to fund any Proposal in full or in part, to request additional information to assist in the review process, to reject any or all proposals responding to this RFP, and to re-issue the RFP and accept new proposals if the Ohio Third Frontier Commission determines that doing so is in the best interests of the State of Ohio. Issuing this RFP does not bind the State to make an award of Ohio Third Frontier Funds. Any award of Ohio Third Frontier Funds in respect to this RFP will be subject to availability of funds as provided in Ohio Revised Code Section 126.07. This RFP is not a contract or commitment of any kind on behalf of the Ohio Development Services Agency (Development).

Development administers this RFP and reserves the right to adjust the dates for this RFP for whatever reason it deems appropriate. Development's Office of Technology Investments will administer all Funds awarded under this RFP.

1.3 The RFP Process and Awards Process

The RFP process will consist of the following steps:

- Release of RFP
- Bidder's Conference (Optional)
- Letters of Intent
- Questions and Answers (Q&A) and Communications
- Submittal of Proposals

Each of these steps is discussed in Appendix A – RFP Process, Awards Process and Mandatory Compliance.

The Awards Process will consist of the following steps:

- Proposal Review and Evaluation Procedures
- Award Decision
- Award and Agreement Preparation and Execution

Each of these steps is discussed in Appendix A – RFP Process, Awards Process and Mandatory Compliance.

All questions regarding this RFP must be submitted in writing via e-mail to Incubation@development.ohio.gov with a subject line of "Incubation Program Q&A". Lead Applicants, Clients and/or others acting on their behalf are to be aware of all prohibited contact in Section IV of Appendix A – RFP Process, Awards Process and Mandatory Compliance. If a Lead Applicant, Client and/or others acting on their behalf makes prohibited contact, Development in its discretion may subject the Proposal to elimination from the RFP process.

2 Program Description

2.1 Purpose

The Incubation Program is intended to fill gaps in the entrepreneurial ecosystem by significantly increasing the commercialization outcomes of Ohio's early-stage technology companies and reducing the time to achieve meaningful economic impacts in Ohio. The program supports only the top Ohio technology incubators that provide intensive entrepreneurial assistance, resources, access to capital and high-quality incubation facilities. In addition, those incubators must meet a market need for such assistance and resources that is validated by a robust tenant pipeline. By supporting these qualified incubators in geographic and industry areas with significant market need, the Incubation Program aims to facilitate the development of Ohio technology companies while allowing entrepreneurs to concentrate their limited resources on the development of their product/service. The Incubation Program is primarily intended to facilitate efficient graduation rates of incubator technology tenant companies into becoming thriving, self-sustaining, job-creating members of Ohio business communities.

2.2 Goals and Objectives

The overarching goals of the Incubation Program are to:

- Assist Ohio's technology-based companies to move efficiently and effectively through the Commercialization Framework through novel approaches to providing intensive entrepreneurial assistance, access to capital, high-quality incubation facilities and other resources; and
- Facilitate efficient graduation of incubator tenants into becoming successful, self-sustaining, job-creating members of Ohio business communities.

2.3 Eligibility

2.3.1 Technology Subject Matter

Eligible Lead Applicants are encouraged to focus specifically on Technology Tenant Clients within any of the following technology focus areas, clusters or combinations thereof:

Technology Focus Areas:

- Advanced Materials related to advanced polymers, ceramics, composites, carbon fibers and nanotubes and specialty metals and alloys
- Agribusiness and Food Processing
- Aeropropulsion Power Management
- Fuel Cells and Energy Storage
- Medical Technology related to imaging, surgical instruments/equipment, implant devices and regenerative medicine
- Sensing and Automation Technologies
- Situational Awareness and Surveillance Systems
- Software Applications for business and healthcare

- Solar Photovoltaics
- Shale

Clusters:

- Biomedical
- Unmanned Aerial Vehicles (UAVs)
- Information Technology
- Consumer Products

2.3.2 Lead Applicant

A Lead Applicant is the entity that submits a Proposal and will be legally and financially responsible for the administration of any resulting award of Ohio Third Frontier Funds. The Lead Applicant will be responsible for the administration of the Proposal should it be awarded.

The Lead Applicant must have a Principal Place of Business in Ohio. A Principal Place of Business is a facility located in the State of Ohio where the Lead Applicant, who is registered with the Secretary of State to conduct business in Ohio, maintains physical operations managed by a senior representative of the Lead Applicant who is authorized to make decisions and to obligate the Lead Applicant and its resources. This facility must be owned by the Lead Applicant or be subject to a long-term lease.

The Lead Applicant must be an existing Ohio technology incubator with high-quality incubation facilities, a dedicated full-time staff and the ability to demonstrate a track record in providing entrepreneurial assistance. Prior financial support under the Thomas Edison Program is not necessary to submit a Proposal. The Lead Applicant must serve a defined community and one or more industries outlined in Section 2.3.1. The Lead Applicant must demonstrate current and continuing demand for services from that community, as well as tangible community support in the form of cash Cost Share. The Lead Applicant must have active Technology Tenant Clients at the time of Proposal submission.

Lead Applicants that become Grantees must maintain eligibility while the Grant is open. A Grantee that loses eligibility forfeits its award and may be required to repay the State of Ohio the full amount of the monies it has received, plus interest.

2.3.3 Technology Tenant Client

A Technology Tenant Client is an Ohio for-profit technology company in the Incubating or Demonstrating stage of the Commercialization Framework (refer to Section 1.1). A Technology Tenant Client must be a current incubator tenant as evidenced by a lease or other contract, must have staff and operations located at the incubator and must actively be receiving full entrepreneurial services from the incubator. Clients that are in the Imagining stage of the Commercialization Framework (refer to Section 1.1), are located in a designated “starter” space within the incubation facility and/or are receiving limited entrepreneurial services are not considered Technology Tenant Clients.

2.4 Funding and Cost Share

Development anticipates awarding \$3 million to \$8 million in Grants through the Incubation Program. Development anticipates awarding 8 to 14 Grants, with the Lead Applicant being able to select one of two possible funding options at the time of Proposal submission. The award amounts under Option 1: Operating Funds are expected to be up to \$350,000 or up to \$500,000 depending on the number of Technology Tenant Clients at the time of Proposal submission. The award amounts under Option 2: Operating Funds and Technology Tenant Client Awards are expected to be up to \$450,000 or up to \$600,000 depending on the number of Technology Tenant Clients at the time of Proposal Submission. However, \$200,000 of the Grant Funds must be allocated to Technology Tenant Client Awards as described below.

With either funding option, the Lead Applicant's facility-related and other general operating costs are allowed. However, there is a strong preference for direct client services which is reflected in the evaluation criteria.

Option 1: Operating Funds

	25+ Technology Tenant Clients	<25 Technology Tenant Clients
Total Grant Funds	Up to \$500,000	Up to \$350,000

Option 2: Operating Funds and Technology Tenant Client Awards

	25+ Technology Tenant Clients	<25 Technology Tenant Clients
Total Grant Funds	Up to \$600,000	Up to \$450,000
Lead Applicant's operating expenses	Up to \$400,000	Up to \$250,000
Subcontracts to qualified Technology Tenant Clients	\$200,000	\$200,000
Number of Technology Tenant Client awards	2 to 8	2 to 8

Technology Tenant Client Awards*

*Please note that this section only applies to Option 2

The Lead Applicants that select Option 2 must request \$200,000 for Technology Tenant Clients under the Subcontract line item in Appendix C. The selection of Technology Tenant Clients for awards will be at the discretion of the Lead Applicant. The award decisions may be made at any point during the Project Period. The individual Technology Tenant Client awards may not be less than \$25,000 and may not exceed \$100,000.

Subcontract funds are to be used for specific activities needed to meaningfully accelerate a company's growth and achieve defined goals and milestones. Some examples of activities may include product design, prototyping, testing, validation, design for production or market research. The allowable expenses must be incurred no later than one year after the award decision for each selected Technology Tenant Client. The allowable categories for the use of Subcontract funds include Purchased

Services, Supplies and Equipment. If Subcontract funds are used to acquire equipment, the Technology Tenant Client and not the Lead Applicant must retain ownership of the equipment during the Term of Grant. The Technology Tenant Client's personnel costs or paying rent to the incubator are not allowable uses of Grant Funds. The Technology Tenant Client may use the funds for services from the Lead Applicant or an external service provider.

Cost Share

The cash Cost Share commitment must be at least one dollar for every dollar of Ohio Third Frontier Funds requested (i.e., a ratio of 1:1), with the exception of Technology Tenant Client awards which do not require a match. It will be the responsibility of the Lead Applicant to ensure that the 1:1 cash Cost Share requirement is met or exceeded, and that all proposed cash Cost Share and reporting requirements are met. Cash Cost Share proposed by the Lead Applicant must be firmly committed, with no contingencies or conditions, and from known sources.

No portion of Ohio Third Frontier Funds may be used to provide bonuses, incentive compensation or rewards.

For details regarding the Budget, please see Section 3.3.8 and [Appendix C](#).

2.5 Term of Project

The Project is the plan of activity or activities that make up the total scope of work for which an award of Ohio Third Frontier Funds is requested and for which a Proposal is approved. The Project Period during which the active work funded by the Grant will take place shall be no more than 12 months, from January 1, 2014 until December 31, 2014, with the exception of Technology Tenant Client Awards. For an additional three years, reports detailing the overall status of Project activities and the economic impacts in a form requested by the Grantor may be required. The form of the reporting is expected to be on an individual client basis and is expected to match the reporting requirements of the Entrepreneurial Signature Program (ESP). However, the reporting under the Incubation Program and the Entrepreneurial Signature Program will need to be kept separate, avoiding duplication.

3 General Proposal Requirements

3.1 General Instructions

Proposals must be submitted in the following manner:

- **Proposals are to be submitted electronically as a single PDF file to Incubation@development.ohio.gov with subject line "Incubation Program Proposal Submission", with the exception of Appendix D – Technology Tenant Client Five-Year Portfolio, which must be submitted as a separate Microsoft Excel file.**

- It is the Lead Applicant’s responsibility to ensure submission of a complete Proposal based on all requirements of this RFP.
- Proposals are to be submitted on 8.5 x 11-inch paper.
- Margins must not be less than ¾ of an inch on all sides, with the exception of forms found in the Appendices.
- Font must be 11 point or larger with no more than 6 lines per inch.
- All pages must be numbered consecutively using the format “Page [#] of [total number of pages]” (e.g., Page 2 of 25).
- The Proposal title and Lead Applicant name must appear at the bottom of each page.
- Proposals should not include color figures that cannot be understood when photocopied in black and white.
- The first page of the Proposal must be the Application Information Page.
- Do not include a cover or cover letter other than the Application Information Page.

3.2 Trade Secret Information

All Lead Applicants are strongly discouraged from including in a Proposal any information that the Lead Applicant considers to be a “trade secret,” as that term is defined in Section 1333.61(D) of the Ohio Revised Code. All information submitted in response to this RFP is public information unless a statutory exception exists that exempts it from public release under the Ohio Public Records Act in Section 149.43 of the Ohio Revised Code. If any information in the Proposal is to be treated as a trade secret, the Proposal must:

- Identify each and every occurrence of the information within the Proposal with an asterisk before and after each line containing trade secret information and underline the trade secret information itself.
- Check the “This Application Does include information considered a ‘trade secret’” box on the Applicant Information Page.
- Include a page immediately after the Application Information Page that lists each page in the Proposal that includes trade secret information and the number of occurrences of trade secret information on that page.

To determine what qualifies as trade secret information, refer to the definition of “trade secret” in the Ohio Revised Code at 1333.61(D), which is reproduced below for reference:

“Trade Secret” means information, including the whole or any portion or phase of any scientific or technical information, design, process, procedure, formula, pattern, compilation, program, device, method, technique, or improvement, or any business information or plans, financial information, or listing of names, addresses, or telephone

numbers, that satisfies both of the following:

- (1) It derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
- (2) It is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

Development requires non-disclosure agreements from all non-Development persons who may have access to Proposals containing trade secret information, including evaluators.

3.3 Order and Content of Proposal Sections

Unless otherwise noted, the Proposal must address all of the elements listed in this section, and in the order requested.

3.3.1 Application Information Page

The first page of the Proposal must be the completed Appendix B - Application Information Page.

3.3.2 Trade Secret Information

This section of the Proposal must disclose any trade secret information included in the Proposal. This page is required to be included only if there is any information to be treated as a trade secret in the Proposal. Follow the instructions in Section 3.2 of this RFP regarding trade secret information.

3.3.3 Abstract

Prepare an Abstract that summarizes the Lead Applicant's work plan. This section must minimize the use of jargon and technical language and be written so that a non-technical person can understand it. This section will be used in public documents, including press releases, and must be understandable by the general public. **The Abstract must not contain any trade secret information.**

3.3.4 Table of Contents

Prepare a Table of Contents with detail for all levels of headings requested in this RFP. This section should also include a list of Charts, Figures and Tables that appear in the Proposal with a page number for each.

3.3.5 Statement of Work

This section of the Proposal's narrative must contain information that addresses the subject matter delineated below.

3.3.5.1 Entrepreneurial Assistance

Specifically describe the types of entrepreneurial assistance that the Lead Applicant will provide to Technology Tenant Clients. Examples of services delivered may include, but are not limited to, value-added activities in strategic planning, business development, capitalization, market research, access to customers and/or strategic partners, branding and marketing, sales planning, and human resources and organizational development. Indicate the external resources/partnerships that are key to entrepreneurial service delivery.

Please also specifically describe the assistance provided by the Lead Applicant to Technology Tenant Clients related to access to capital. Discuss the Lead Applicant's partnership with named local, regional, statewide and national sources of professional, third party investment capital. List and describe the primary sources of follow-on capital that the Lead Applicant directly made possible. Specify these occurrences by company and professional investment source.

Indicate if there are currently any service gaps and how these are being addressed.

3.3.5.2 Technology Tenant Client Management Plan

Describe the following elements of the Lead Applicant's Technology Tenant Client management plan:

- **Selection criteria.** Clearly describe the criteria used to select Technology Tenant Clients. Explain how the Lead Applicant determines which companies are most likely to meaningfully benefit from incubation and will be able to become thriving, self-sustaining job creators.
- **Application and screening process.** Briefly describe the process.
- **Goal setting.** Describe how goals and milestones are set for Technology Tenant Clients prior to/at the start of the incubation period. Provide a couple of specific examples to illustrate.
- **Progress tracking.** Discuss methods to track and evaluate Technology Tenant Client progress in achieving the milestones and goals set. Clearly describe the frequency, format and structure of touch-points with Technology Tenant Clients.
- **Addressing gaps.** If specific needs/gaps or other progress issues are identified through Technology Tenant Client progress tracking, discuss how these are addressed. Provide a couple of specific examples from past experience to illustrate.
- **Non-performance.** Discuss the course of action taken when the Lead Applicant determines that a Technology Tenant Client is not performing to expectations; for example, has become a lifestyle business, is deemed un-coachable, etc.

- **Graduation:** Describe the graduation criteria/process, and, if applicable, the maximum length of stay permitted.

3.3.5.3 Technology Tenant Client Incubation and Graduation Strategy

Discuss how the internal and external resources and services available to Technology Tenant Clients are coordinated from the time they enter the incubator until graduation to accelerate them through the Commercialization Framework (refer to Section 1.1). Describe how the types of assistance correspond to the stages of commercialization as outlined in the Commercialization Framework. Discuss any differences among the industry areas served by the Lead Applicant. Describe why this approach is effective in leading to efficient graduation of successful companies that become thriving, self-sustaining members of Ohio communities.

Describe the typical sources of capital available to Technology Tenant Clients at different stages of commercialization. Specifically, discuss the grant and other funding mechanisms and funding ranges available to support design, prototyping, testing, validation, and in-depth market research in order to demonstrate viability to investors.

In particular, discuss any novel aspects to the Lead Applicant's incubation and graduation strategy. If there have been recent changes in strategy, please compare and contrast to the previous model.

3.3.5.4 Case Studies of Technology Tenant Client Graduates

Please complete the information requested in Appendix E – Case Studies of Technology Tenant Client Graduates. Provide three examples that best illustrate the Lead Applicant's value-added entrepreneurial services and the management processes from Technology Tenant Client selection to graduation. This is limited to Technology Tenant Clients that have graduated since July 1, 2010 and are still active in Ohio. Should the Lead Applicant not have three examples of Technology Tenant Client graduates within this time period, the Lead Applicant should substitute examples of current Technology Tenant Clients.

3.3.5.5 Technology Tenant Client Five-Year Portfolio

For each company that was a Technology Tenant Client at any point since July 1, 2008 (start of FY 2009), please complete the information requested in Appendix D – Technology Tenant Client Five-Year Portfolio. Should the Lead Applicant not have a five-year operating history, please provide the information corresponding to the Lead Applicant's available operating history.

Please summarize the information from Appendix D – Technology Tenant Client Five-Year Portfolio as follows:

Active in Ohio	
Active in Ohio and incubating	
Active in Ohio and graduated	
Active in Ohio, graduated, and still occupying incubator facilities	
Ceased operations	
Relocated	
Unknown	
TOTAL	
Professional investment (\$)	
Product sales (\$)	
Non-state grants (\$)	
TOTAL (\$)	
Ohio employment at start of incubation	
Ohio employment at graduation	
Current Ohio employment	
Average incubation time for graduates (months)	
Average incubation time for graduates still active in Ohio (months)	
Advanced Materials and Manufacturing (months)	
Biohealth (months)	
Information Technology (months)	
Other (months)	
Average incubation time for current technology tenants (months)	

3.3.5.6 Pipeline of Quality Technology Tenant Client Applicants

Please provide the following information:

- Sources.** Describe the sources of Technology Tenant Client applicants in the community served by the Lead Applicant (region/industry). Provide the percentage of Technology Tenant Client applicants that are expected to come from research institutions. Define the key industry sectors that are the targets for applicant recruitment in

the region. Describe the opportunities and challenges associated with applicant recruitment in these industry sectors.

- **Pipeline.** Discuss how the Lead Applicant will develop an increasing pipeline of quality Technology Tenant Client applicants. Describe the marketing, networking and educational efforts that the Lead Applicant will undertake to grow this pipeline.

Please provide the following information for Calendar Year (CY) 2012.

Number of technology client applications received in CY 2012	Number of new Technology Tenant Clients in CY 2012	Number of Technology Tenant Clients that graduated in CY 2012 and are still active in Ohio

3.3.5.7 Physical Incubation Facilities

Please complete the information in the table below. Please note that “Other client office space” refers to areas designated for clients that are not Technology Tenant Clients (e.g., non-technology companies, companies that have graduated and are no longer Technology Tenant Clients, co-working space clients, Imagining stage companies).

In addition, please provide a floor plan clearly indicating which areas are designated for Third Frontier-supported Technology Tenant Clients vs. other clients, and the corresponding square footage. Please indicate the number of buildings and the square footage of each, and note any areas reserved for graduates.

Technology Tenant Client office space (sq. ft.)	
Other client office space (sq. ft.)	
Shared space (sq. ft.)	
• Staff office space (sq. ft.)	
• Common areas, e.g. conference rooms (sq. ft.)	
• Wet lab (sq. ft.)	
• Manufacturing (sq. ft.)	
• Shared scientific equipment labs (sq. ft.)	
Total (sq. ft.)	
Maximum occupancy (# Tenants)	
Current occupancy (# Technology Tenant Clients)	
Current occupancy (# Other clients)	

3.3.5.8 Strategy for Technology Tenant Client Awards - Applies Only to Option 2

Please explain the process that will be involved in selecting Technology Tenant Clients for funding under Option 2. Describe who will be involved in making the selection decisions and the expertise they bring. Indicate which members of the selection team are part of the Lead Applicant's staff vs. external experts.

Explain the characteristics of companies that would be well-suited for these awards. Provide examples of typical goals and milestones you anticipate. Describe how progress against these goals and milestones will be tracked and measured, and how issues will be identified and resolved. Explain the plan for disbursement of funds to Technology Tenant Clients. For example, please discuss if disbursements are made up-front, are made proportionally as specific milestones are met or are made at the end of a successful project.

3.3.6 Experience and Qualifications

This section of the Proposal's narrative must contain information that addresses the subject matter delineated below.

Organizational Capabilities. Describe the organizational experience and capabilities in providing entrepreneurial services to technology start-ups to meaningfully and efficiently advance them through the stages of the Commercialization Framework (refer to Section 1.1) and successfully graduate them into Ohio communities.

List and describe the strategic partners that would provide services under the Grant, and describe their commitment, expertise and role. Discuss how the Lead Applicant will ensure the quality of the provider's service.

Demonstrated Leadership Assets. Identify the key personnel who will be assigned to lead the work plan and describe their roles and responsibilities. Address how the key personnel will monitor and maintain progress, control quality, resolve problems and obtain advice on key decisions about the technical and business dimensions of the incubator.

Specifically identify all key personnel who will be assigned to lead the delivery of entrepreneurial assistance, and clearly describe their roles and focus areas.

Biographical Sketches. Biographical information is limited to no more than five individuals whom the Lead Applicant considers key to the success of the Incubation Program. Biographical sketches shall be no more than half a page each.

Management Approach. Discuss plans for internal means of communication, coordination of data and information management, evaluation

and assessment of progress, allocation of funds and personnel and other specific issues relevant to the proposed activities.

3.3.7 Performance Goals

Discuss the performance goals during the Project Period related to the proposed work plan, including the impacts of the services and assistance to Technology Tenant Clients and graduates. Describe how the impacts will be tracked, verified and what role the Technology Tenant Client or graduate will play in determining and validating the outcomes. Development will require Lead Applicants to track and report graduates’ outcomes for a minimum of two years.

Please provide the following projections for the Project Period and explain the rationale for these projections.

Total number of Technology Tenant Clients	
Number of technology client applications received	
Number of new Technology Tenant Clients	
Number of Technology Tenant Clients that graduated during the Project Period and are active in Ohio	
New Ohio jobs at Technology Tenant Clients	
New Ohio jobs at Technology Tenant Clients that graduated during the Project Period and are active in Ohio	
Professional investment (\$)	
Product sales (\$)	
Non-state grants (\$)	
Average incubation time for Technology Tenant Clients that graduated during the Project Period and are active in Ohio (months)	
Advanced Materials and Manufacturing (months)	
Biohealth (months)	
Information Technology (months)	
Other (months)	
Average incubation time for Technology Tenant Clients (months)	

3.3.8 Budget

Please see Section 2.4 for additional information.

The Lead Applicant must use the applicable Budget Forms contained in Appendix C – Budget Forms.

Budget Form 1-Lead Applicant Budget is to be used by the Lead Applicant. Indirect costs are not allowed. No Grant Funds may be used for property acquisition costs or physical infrastructure improvements, such as facilities improvement/renovation. No Grant Funds may be used for the acquisition of general or special purpose equipment by the Lead Applicant. Any facility maintenance and operations costs must be specific to the incubator. Although general operations of the Lead Applicant are allowable costs, there is a strong preference for direct client services that is reflected in the evaluation criteria.

Budget Form 2-Cash Cost Share is to report the sources of cash Cost Share by entity. A Letter of Commitment on the cash Cost Share provider's letterhead, signed by an authorized representative, must support each cash Cost Share amount claimed.

Other Ohio Third Frontier or other state funding may not be used as cash Cost Share for this Proposal, and funds awarded under this RFP may not be used as cash Cost Share against other Ohio Third Frontier Projects. The expense of the cash Cost Share must take place during the Project Period. Cash Cost Share must be for allowable costs that are verifiable and auditable, and must be documented within the financial books of the Lead Applicant.

The Lead Applicant is solely responsible to have adequate funds to cover all expenses of the incubator not covered by the Ohio Third Frontier Funds awarded.

Budget Narrative: A detailed Budget Narrative must be included covering a detailed explanation of the costs for (i) the Ohio Third Frontier Funds requested and (ii) cash Cost Share committed. The uses of funds and the scope of activities must be clearly and fully described for each line item. Make sure to be very specific regarding "Other Direct Costs".

Identify each full-time and part-time position supported by Ohio Third Frontier funds, and the percentage of time dedicated to entrepreneurial services to clients.

Include the Lead Applicant's most current financial statements, and briefly discuss future expectations and any major changes expected in the Lead Applicant's financial outlook. In addition, please include the following information:

Total incubator cash income from all sources (state funds, cash cost share, rental income, programming revenues, community cash support, etc.):	
Incubator cash income from all sources of state funds:	
Percentage of incubator cash income from state funds:	

3.3.9 Letters of Commitment

A Commitment Letter must be provided for each cash Cost Share provider identified in Budget Form 2. Commitment letters may not be more than one page and may not include appendices or attachments.

The letters must:

- Be submitted on the letterhead of the cash Cost Share provider;
- Include the name of the Lead Applicant;
- State the specific amount of the Cost Share commitment that matches the Cost Share amount on the corresponding Budget Form 2;
- State the source of the Cost Share;
- If applicable, state any other resources, other than Cost Share, the Cost Share provider is committing to the Lead Applicant;
- Be dated and signed by a representative of the Cost Share provider with the authority to make the Cost Share commitment.

General support letters are not allowed. Any such letters submitted will be removed from the Proposal and not transmitted to the external evaluation team.

3.4 Page Limitations

Any pages beyond the page limits listed below will be eliminated from the Proposal before it is sent for review and evaluation. Except as otherwise noted, appendices or other methods to augment the information presented in the Proposal are not allowed. References to web-based information to supplement the Proposal are not permitted, and such references will not be considered in the evaluation.

- Abstract – 1 page
- Statement of Work – 9 pages, not including Appendices
- Experience and Qualifications – 5 pages, including Biographical Sketches
- Performance Goals – 3 pages
- Budget – Use specified forms
- Budget Narrative – Minimum of 2 and maximum of 4 pages total
- Letters of Commitment – Maximum of 1 page per letter

4 Evaluation Criteria

Only the most meritorious proposals are sought for funding. Proposals will be evaluated based on responsiveness to all the requirements of this RFP and on the Lead Applicant's response to any additional information that may be requested.

Implicit in those requirements and evaluation criteria is the quality of the Proposal and budget.

The following criteria have been designated with the highest relevance to and weighting for the Incubation Program:

- Alignment of the Proposal with the Incubation Program purpose, goals, objectives, eligibility, funding and Cost Share requirements as described in Section 2 of this RFP.
- Quality of the responses to the requirements of this RFP as outlined in the Statement of Work. The specific elements of the Proposal that will be examined include but are not limited to the following:
 - Track record in graduating successful Ohio technology companies;
 - Track record in assisting Technology Tenant Clients with raising third-party professional investment capital;
 - Track record in assisting Technology Tenant Clients with bringing products to market and achieving product sales;
 - Track record in attracting quality Technology Tenant Client applicants;
 - Capabilities in providing high-quality, intensive entrepreneurial services;
 - Capabilities in providing access to third-party professional investment capital;
 - Experience and qualifications of the Lead Applicant;
 - Quality of services and resources available to entrepreneurs;
 - Likelihood of achieving the proposed performance goals;
 - Likelihood of being successful in meaningfully and efficiently advancing and graduating Technology Tenant Clients;
 - Quality of and novel approaches to the incubation and graduation strategy;
 - Budget and Cost Share reasonableness and consistency with the services to be provided;
 - Grant Funds dedicated to direct client services vs. the Lead Applicant's general operations;
 - Technology Tenant Client selection criteria and process;
 - Technology Tenant Client management processes, including goal and milestone setting, progress tracking, gap identification and resolution, and graduation;
 - Pipeline of quality Technology Tenant Client applicants, and the ability to increase this pipeline; and

- Incubator philosophy that is aligned with the relevant community assets or industry clusters, program methodology and capital sources, and results in a clear value proposition for prospective Technology Tenant Clients.
- Compliance with this RFP's administrative requirements.

The evaluation criteria are designed to support the mission and goals of Ohio Third Frontier and its various programs.

5 APPENDICES

- A. RFP Process, Awards Process, and Mandatory Compliance**
- B. Application Information Page**
- C. Budget Forms**
- D. Technology Tenant Client Five-Year Portfolio**
- E. Case Studies of Technology Tenant Client Graduates**