	<p>Maryland Department of Transportation Office of Procurement CATS + Task Order J00B6400003 Application Business Systems Addendum #1</p>
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November 1, 2016

To all bidders of the CATS + Task Order J02B4400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

Summary of October 25, 2016 Pre-Proposal Conference

SEE ATTACHED DOCUMENTS:

Pre-Proposal Conference Sign In Sheet

Pre-Proposal Conference
SOLICITATION NO. J00B6400003
MVA Enterprise Systems Business Process Reengineering (BPR)

October 25, 2016 10:00 a.m. (EST)
Bentley Conference Room

The conference began promptly at 10:00 a.m.

Introductions were made for all in attendance. Firms with certification as a VSBE, SBE or MBE provided that information in their introduction.

Below is the script that was provided at the conference:

Welcome to the Pre-proposal conference for the Request For Proposals for MVA Enterprise Systems Business Process Reengineering (BPR). My name is Nancy Hevey. I am the Procurement Officer for this project.

If you have not already done so, please sign the attendance sheet. If you see someone come in later, please pass the sign in sheet to them. Thank you.



Quality Transportation Services through Information Technology Excellence



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #1

November 1, 2016


In attendance with me is Ms. Kameel Hall -Strategic Project Manager, MVA - Office of Planning and Capital Programs and Dave Devlin, the Procurement Officer.

This TORFP provides BPR services for the Maryland Motor Vehicle Administration. The MVA is only one of the business units of the Maryland Department of Transportation . (MDOT) is an organization comprised of five business units and one Authority. They are: The Secretary's Office, State Highway Administration, Maryland Transit Administration, Motor Vehicle Administration, Maryland Port Administration, Maryland Aviation Administration and the Maryland Transportation Authority. This unique approach provides the state's leadership with the ability to develop a coordinated and balanced approach to transportation. If you are not familiar with our agency, we invite you to visit our website and the home pages of each of our Transportation Business Units (TBUs) to gain insight to the broad encompassing scope of our mission.

- I have a few key points for the procurement related matters of the TORFP I would like to highlight. Keep in mind that these minutes including the questions and answers and the sign in sheets will be posted to all firms who have received the TORFP as soon as possible. Please note that nothing stated at the pre-proposal conference constitutes an amendment to the TORFP document. Only information communicated by the Procurement Officer in writing shall be the official position of the MDOT. MDOT assumes no responsibility for information communicated by any other source.

We ask that all material questions be submitted in writing for formal response and possible amendment to the TORFP.

- **This is a new procurement. There is no incumbent.**

	<p>Maryland Department of Transportation Office of Procurement CATS + Task Order J00B6400003 Application Business Systems Addendum #1</p>
---	--

November 1, 2016

- All questions are due to the TO Procurement Officer no later than **Tuesday, November 1, 2016 by 2:00 p.m. Local Time.**
- The Technical & Financial Proposals are due no later than **Tuesday, November 22, 2016 by 2:00 p.m. Local Time.** Offers received after the stated date and exact time will not be accepted.


There is a 30% MBE Goal on this project and 1% VBE.

The period of performance is Two (2) years base term, with three additional, one-year renewal options. These renewal options are unilateral for the State.

TORFP Overview:

Section 1 – Administrative Information

- Proposals must be submitted electronically as 2 separate attachments in MS Word Format.
- Submit all required attachments under Section 4.3 with your proposal
- PDF documents will be accepted for those documents requiring signatures.
- Email subject lines must have the TORFP # and name(s) of attachments.
- Technical must say Technical in subject line; Financial must say Financial in subject line.
- There are file size limitations. **Please note that the MDOT email system has an 8 MB limit on email transmission.**
- Also, indicate number of emails, example: 1 of 5, 2 of 5, 3 of 5 etc.

	<p>Maryland Department of Transportation Office of Procurement CATS + Task Order J00B6400003 Application Business Systems Addendum #1</p>
---	--

November 1, 2016

Attachment 5 - Personnel Resume Form:

- Must include CATS+ labor categories only
- Work experience must include Start and End dates (mm/yyyy to mm/yyyy).
- All information requested in Attachment 5 must be clear, accurate and complete.
- Information in this attachment should support the required accredited education, experience and the ability to perform the duties for the proposed CATS+ labor category as it relates to the Scope of Work for this project, and meet the minimum qualifications (see Section 2.1.1 & 2.1.2).
- You are required to provide the name/number of your point of contact to set up interviews.





**Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #2**

November 10, 2016

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

Revisions to the original Solicitation

The following changes/additions are listed below; new language has been double underlined and marked in bold (i.e., **word**) and language deleted has been marked with a strikeout (i.e., ~~word~~).

KEY INFORMATION SUMMARY SHEET

This CATS+ TORFP is issued to obtain the services necessary to satisfy the requirements defined in Section 3 - Scope of Work. All CATS+ Master Contractors approved to perform work in the Functional Area under which this TORFP is released shall respond to this TORFP with either a Task Order (TO) Proposal to this TORFP or a Master Contractor Feedback form (See Section 4).

<i>Solicitation Title:</i>	MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR)
<i>Solicitation Number (TORFP #):</i>	J00B6400003
<i>Functional Area:</i>	Functional Area – 11 Business Process Consulting Services
<i>Issue Date:</i>	10/18/2016
<i>Questions Due Date and Time:</i>	11/01/2016 at 12:00 PM Local Time
<i>Closing Date and Time:</i>	11/22/2016 at 2:00 PM Local Time <u>12/6/2016</u> at 2:00 PM Local Time
<i>TO Requesting Agency:</i>	Maryland Department of Transportation (MDOT) Motor Vehicles Administration (MVA)
<i>Send Proposals to:</i>	Dave Devlin ddevlin@mdot.state.md.us <i>E-mail submission is required.</i>
<i>Send Questions to (e-mail only)</i>	ddevlin@mdot.state.md.us



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #2

November 10, 2016

<i>TO Procurement Officer:</i>	Dave Devlin Office Phone Number: 410-865-1230 Office Fax Number: N/A e-mail address: ddevlin@mdot.state.md.us
<i>TO Manager:</i>	Kameel R. Hall Office Phone Number: 410-768-7188 Office Fax Number: N/A e-mail address: khall3@mva.maryland.gov
<i>TO Type:</i>	Time and materials
<i>Period of Performance:</i>	Two (2) years base term, with three additional, one-year renewal options.
<i>MBE Goal:</i>	30 %
<i>VSBE Goal:</i>	1%
<i>Small Business Reserve (SBR):</i>	No
<i>Primary Place of Performance:</i>	Motor Vehicles Administration (MVA) 6601 Ritchie Highway Glen Burnie, 21062





Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems

Addendum #3

November 23, 2016

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

Revisions to the original Solicitation

The following changes/additions are listed below; new language has been double underlined and marked in bold (i.e., **word**) and language deleted has been marked with a strikeout (i.e., ~~word~~).

KEY INFORMATION SUMMARY SHEET

This CATS+ TORFP is issued to obtain the services necessary to satisfy the requirements defined in Section 3 - Scope of Work. All CATS+ Master Contractors approved to perform work in the Functional Area under which this TORFP is released shall respond to this TORFP with either a Task Order (TO) Proposal to this TORFP or a Master Contractor Feedback form (See Section 4).

Solicitation Title:	MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR)
Solicitation Number (TORFP #):	J00B6400003
Functional Area:	Functional Area – 11 Business Process Consulting Services
Issue Date:	10/18/2016
Questions Due Date and Time:	11/01/2016 at 12:00 PM Local Time
Closing Date and Time:	11/ 22 /2016 at 2:00 PM Local Time 12/ 6 /2016 at 2:00 PM Local Time <u>12/29/16</u> at 2:00 PM local Time
TO Requesting Agency:	Maryland Department of Transportation (MDOT) Motor Vehicles Administration (MVA)
Send Proposals to:	Dave Devlin ddevlin@mdot.state.md.us <i>E-mail submission is required.</i>




Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #3

November 23, 2016

<i>Send Questions to (e-mail only)</i>	ddevlin@mdot.state.md.us
<i>TO Procurement Officer:</i>	Dave Devlin Office Phone Number: 410-865-1230 Office Fax Number: N/A e-mail address: ddevlin@mdot.state.md.us
<i>TO Manager:</i>	Kameel R. Hall Office Phone Number: 410-768-7188 Office Fax Number: N/A e-mail address: khall3@mva.maryland.gov
<i>TO Type:</i>	Time and materials
<i>Period of Performance:</i>	Two (2) years base term, with three additional, one-year renewal options.
<i>MBE Goal:</i>	30 %
<i>VSBE Goal:</i>	1%
<i>Small Business Reserve (SBR):</i>	No
<i>Primary Place of Performance:</i>	Motor Vehicles Administration (MVA) 6601 Ritchie Highway Glen Burnie, 21062



	<p>Maryland Department of Transportation Office of Procurement CATS + Task Order J00B6400003 Application Business Systems Addendum #4</p>
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December 1, 2016

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

Questions & Answers:

1. **OFFEROR’S COMPANY MINIMUM QUALIFICATIONS** Unser 2)-iii) – It states ‘The BPR engagement must have been completed within the last three (3) years’. Would MVA consider changing this to ‘within 5 or 7 years’ since these type of engagements are long term and many companies would have has it in the last 5 to 10 years.

RESPONSE: The MVA is willing to consider BPR engagement experience within the last 4 years.

2. Would MVA consider both Prime & Subcontractor qualification in evaluating the company qualification as there is a 31% (30% MBE & 1% VSBE) goal and it is a significant part of the work?

RESPONSE: The MVA would prefer to evaluate the qualifications of the prime only for the company qualifications.

A preference is not an option for minimum quals. It is a pass or fail. We recommend the following:

The experience of any subcontractor that will be used for Key Personnel may be considered for meeting minimum qualifications.

(the prime and the sub are considered a team)

3. Since the agency does not have clear estimated start date, it is hard to hold on to resources (key personnel) forever. Would you consider allowing the awardee to substitute any of the key personnel is if the start date is beyond 2 months after the proposal due date?

December 1, 2016

RESPONSE: Policy for the CATS + master contract substitution of personnel prior to award is posted on DOIT's website. Also, information is contained in Section 3.7.3 of this TORFP.

<http://doit.maryland.gov/contracts/Pages/catsplus-substitution.aspx>

Substitutions of Personnel Under CATS+

Post Award

Sections labeled Substitution of Personnel applies to substitutions after the TO Agreement has been awarded. Once awarded, the Master Contractor/s are required to replace resources named in the TO Proposal, if necessary.

Pre-Award

Prior to Task Order execution or within thirty (30) days after Task Order execution, the Offeror may substitute proposed Key Personnel only under the following circumstances: vacancy occurs due to the sudden termination, resignation, or approved leave of absence due to an Extraordinary Personnel Event, or death of such personnel. To qualify for such substitution, the Offeror must describe to the State's satisfaction the event necessitating substitution and must demonstrate that the originally proposed personnel are actual full-time direct employees with the Offeror (subcontractors, temporary staff or 1099 contractors do not qualify). Proposed substitutions shall be of equal caliber or higher, in the State's sole discretion. Proposed substitutes deemed by the State to be less qualified than the originally proposed individual may be grounds for pre-award disqualification or post-award termination.

An Extraordinary Personnel Event – means Leave under the Family Medical Leave Act; an incapacitating injury or incapacitating illness; or other circumstances that in the sole discretion of the State warrant an extended leave of absence, such as extended jury duty or extended military service.

4. What is the target start date of this engagement? We understand MVA's goal is ASAP and this depends on the number of proposals received, etc. But for example, if we know the estimated start date is February 1st vs. April 1st this could help us to propose the best resources that can be available to start on that approximate date.

RESPONSE: The target start date is mostly determined by the evaluation and review process of the procurement process. The MVA is targeting a tentative start date of early 2017.

5. Does MVA prefer a specific BPR tool(s) to be used to help manage this project?

RESPONSE: MVA is willing to consider all viable BPR tools to accomplish the goals as defined in the solicitation. Document management for MVA is currently being handled with Sharepoint.





Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #4

December 1, 2016

6. Can a subcontractor's experience be used to help meet the Offeror's Company Minimum Qualifications listed in section 2.2.1? This would seem to make sense since the 30% MBE goal means the subcontractor could need to provide two of the four key personnel required.

RESPONSE: The MVA would prefer to evaluate the qualifications of the prime only for the company qualifications. See above

7. Section 2.1.1.2.iii says BPR engagement must have been completed within the last three (3) years. Would MVA consider changing this to "completed within the last five (5) years"?

RESPONSE: The MVA is willing to consider BPR engagement experience within the last 4 years.

8. Same section 2.1.1.2.iii. Would MVA accept an ongoing (not yet completed) BPR engagement that meets all other stated criteria?

RESPONSE: The MVA is willing to accept current BPR engagements of the prime as meeting the stated criteria.

9. If a company is certified as both a MBE and VSBE, can they fulfill both MBE and VSBE requirements on this rfp?

RESPONSE: No. The MBE or VSBE can only satisfied one Minority or Disadvantaged requirement.

10. What percentage of work/time will key personnel have to work onsite, and what percentage of time can they work remotely?

RESPONSE: The MVA expects that the prime will determine the work location however, it would be expected that the key personnel may be required onsite a minimum of 3 days per week.

11. Will MVA extend the due date of this opportunity?

RESPONSE: Yes, The MVA will extend the due date of this solicitation to December 29, 2016.

12. Can 20 years of relevant experience replace the requirement for a Bachelor's Degree for key personnel?

RESPONSE: The MVA prefers a Bachelor's Degree for key personnel.

13. Does the Attachment 5 require signature at the time of submission?



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #4

December 1, 2016

RESPONSE: Refer to page 100, Attachment 5 Instructions, Item D.
Complete and sign the **Personnel Resume Form**

14. Instructions on page 100 for completion of Attachment 5 reference “Attachment 5B”. Where is Attachment 5B? Is this necessary?

RESPONSE: Attachment 5B is considered the Personnel Resume Form. Yes, this is necessary.

15. Should Attachment 5’s (1 through 4) be considered Attachment 5A?

RESPONSE: Attachment 5’s (1 through 4) should be considered “Attachment B” as noted on the instructions page 100, item 1d.

16. Also, on Attachment 5, under “Relevant Work Experience”, instructions say to “use Employment History below for full employment history” (middle of pages 101, 103, 105, and 107). There is no section identified as “Employment History”. Where should this be included?

RESPONSE: Please list your employment history in the rows and columns provided.

17. Again, on Attachment 5, “Relevant Work Experience” for “Personnel Resume Form (1 of 4)” is preceded by the letter “A””; for “2 of 4” it’s preceded by the letter “B)””; “3 of 4” by “C)””; and “4 of 4” by “D)””. Is this deliberate or are these typos?

RESPONSE: The letters are not specific in this solicitation. All of the items are required for Attachment 5.

18. The “Deliverable Description” column of Deliverable 3.8.4.2 states, “...with MVA Departments/Units business process owners (User Groups) identified in 3.6.2.1” and the “Due Date / Frequency” column for Deliverable 3.8.4.2 states, “...for initial BPR meetings with all 13 MVA Departments/Units.” Section 3.6.2.1 includes a list of 10 Departments/Units. Please clarify/address the discrepancy between “13 MVA Departments/Units” in Deliverable 3.8.4.2 and the 10 Departments/Units listed in Section 3.6.2.1.

RESPONSE: There are 10 MVA Departments/Units that will be under evaluation as identified in Section 3.6.2.1

19. The second paragraph within the “Purpose” section of Attachment 14 states, “*In order to be counted for purposes of achieving VSBE participation goals, VSBEs must be verified by the Center for Veterans Enterprise of the United States Department of Veterans Affairs. The listing of verified VSBEs may be found at <http://www.vetbiz.gov>.*” Please clarify whether a VSBE



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #4

December 1, 2016

found using the vetbiz.gov website must be headquartered within the State of Maryland to be eligible to meet VSBE participation goals.

RESPONSE: The correct name is “ U.S. Department of Veterans Affairs” Office of Small & Disadvantaged Business Utilization. The web site is correct. VSBE do not have to be Headquartered within the State of Maryland to participate. Out of State VSBE are eligible and would receive credit for their participation.

20. Please clarify as to whether any work on the awarded Task Order (TO) or future Work Orders (WOs) will/may use Federal funds.

RESPONSE: At this time, it is not clear if federal funds will be used for any of the TO or WO. The current funding for this solicitation does not include federal funds.

21. Item B defines the TO Manager as having, “...the primary responsibility for the management of the work performed under the TO Agreement...” and Item G defines the MDOT Contract Management Office (CMO) as being, “...responsible for management of the TO Agreement after award.” Please confirm that the TO Manager will be located at MVA and not at the MDOT CMO.

RESPONSE: Section 1.2.G should read:

CMO is responsible for contract management issues outside of the day to day management of the TO contract after award.

22. The “Attachment Name” row for “Attachment 2” within the List of Attachments table states, “Minority Business Enterprise Participation (Attachments 1A – 5)”; however, the MDOT MBE Forms included in attachment 2 use an “A, B, C, D, E” method of naming forms. Please clarify the reference to “Attachments 1A – 5”.

RESPONSE – Replace reference of (Attachments 1A – 5) with Attachments A, B, C, D, E

23. Section 4.3 designates all MDOT MBE Forms (A – E) be “...included with the TO Technical Proposal...” Please clarify the following regarding this requirement:

A. MDOT MBE Form D includes two items that are vague and/or undefined:

“If the bidder/offeror fails to return this affidavit within the required time...” and
“Bidders/offerors are highly encouraged to submit Form D prior to the ten (10) day deadline.”

- Please define “Required Time” and “Ten Day Deadline”
Response – Within 10 Days
- Is MDOT MBE Form D required for submission with the TO Technical Proposal?

December 1, 2016

Response –No.

- Please confirm that Attachments D-5 and D-6 are not required for submission with the TO Technical Proposal.

Response – Correct.

B. MDOT MBE Form E – Good Faith Efforts Guidance and Documentation:

- If a bidder/offeror has met MBE participation goals as documented in MDOT MBE Form B, are they required to complete and submit MDOT MBE Form E?

Response - No

- If the answer to the above question is Yes, is it acceptable to not include Part 1 with the submitted forms?

RESPONSE: There will be no use of Federal Funds.

24. For the purposes of work plan development and organization, we recommend the following changes to Requirement/Deliverable alignment for Requirements 3.6.2.1 and 3.6.2.2:

- 3.6.2.1 Project Initiation and Planning – Deliverables 3.8.4.1; 3.8.4.2; 3.8.4.3; and 3.8.4.4
- 3.6.2.2 BPR Solution Recommendation – Deliverables 3.8.4.5 and 3.8.4.6

Please confirm whether MVA accepts this recommendation.

RESPONSE: MVA accepts this recommendation to include the Baseline “AS-IS” as part of the BPR Solution Recommendation

25. The associated deliverables for Requirements 3.6.2.5 and 3.6.3.1 reference Deliverable 3.8.4.9; however, Deliverable 3.8.4.9 does not exist within the Deliverables table in Section 3.8.4. Please clarify and confirm the list of deliverables required for this task order.

RESPONSE: Deliverable 3.8.4.9 has been removed and will not be required.

26. In Section 4.4.1 letter G, Master Contractor and Subcontractor Experience and Capabilities, does requirement 1e, Current Master Contractor team personnel on the engagement, require the Master Contractor to list only personnel who participated on the engagement who are being submitted as proposed personnel for TORFP J00B6400003, or does it require the Master Contractor to list all personnel who participated on the engagement whether or not they are being submitted as proposed personnel for TORFP J00B6400003?

RESPONSE: Please only list those Master Contractors that worked on the engagement and are being submitted as proposed personnel



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #4

December 1, 2016

27. Is this a new requirement or a follow-on to an existing contract? If an existing contract, a few additional questions:

- a. Is it a small-business set-aside contract now?
- b. Can the incumbent contractor bid as a prime contractor?
- c. What is the name of the incumbent firm?

RESPONSE: This is a new contract.

28. The MBE and VCBE goals would seem difficult to achieve given the anticipate four FTE level of effort. Would MVA consider setting the goal as 25% for either MBE or VSBE?

RESPONSE – The MBE Office completed an extensive search for Subcontracting Category and revealed an abundance of MBE and VSBE that are TO capable.

29. Can the veteran-owned business be certified by the US government and not Maryland to qualify toward to goal?

RESPONSE – Yes. To satisfied the VSBE Goal Only.

30. Do you expect or anticipate the four resources will be on-site full time or work some at the vendor's facility?

RESPONSE: The MVA expects that the prime will determine the work location however, it would be expected that the key personnel may be required onsite a minimum of 3 days per week.

31. Minimum qualifications ask for, "*At least three (3) years of demonstrated experience providing BPR consulting to at least one U.S. based commercial or government entity. The entity to which the services were provided by the Master Contractor must have had at least 500 employees serving customers in a revenue generating activity with a minimum of \$500M in annual sales at the time of engagement.*" If the work was with a government entity, what is the size standard other than revenue?

RESPONSE: For the offeror minim qualifications, the MVA expects that the government entity has at least 500 employees.

32. Will the government consider a mix of on-site and off-site resources for the project? Where a resource will be on-site and the off-site resources will be on-site for evaluations, data collection, in-person meetings/presentations but will conduct analysis off-site?

December 1, 2016

RESPONSE: Yes, the MVA will consider a mix of onsite and offsite resources. The MVA expects that the prime will determine the work location however, it would be expected that the key personnel may be required onsite a minimum of 3 days per week.

33. Does the government consider the implementation of BPR as a separate effort then the design effort?

2a. If yes, does the government have a mandated timeline for issuing the implementation RFP?

2b. Would this be the case if the result of the BPR is major changes to the manual workflows / information flow and only minor technology changes?

RESPONSE: Yes, the MVA considers design and recommendation a separate task as implementation. No, the MVA does not have a mandated timeline for issuing the implementation. There is no difference in implementation time based on recommended changes, i.e., major changes or minor changes.

34. Does the government plan to change MVA existing software applications as a result of the BPR work? If yes, can you state which systems are candidate(s) for change?

RESPONSE: The MVA will consider all recommendations for the BPR solution, including existing software applications as appropriate. The TO Contractor will recommend which systems are candidates for change.

35. Does the government require visits to all MVA offices and development of separate BPR recommendation for each office?

RESPONSE: The MVA may require visits to MVA branch offices as appropriate, however, the BPR recommendation may not affect each branch office individually rather it is assumed that there would be a collective solution to include branches, Headquarters, VEIP, Statewide Compliance and Call Centers.

36. Is the government looking for physical facility layout change recommendations as well?

RESPONSE: Yes, physical layout changes may be part of the BPR solution recommendation for the MVA.

37. What technology systems will the contractor be analyzing as part of BPR to identify optimal business processes?





Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Addendum #4

December 1, 2016

RESPONSE: The MVA does not have BPR solutions currently in place. Some of the technology systems may include payments, finance, human resource, etc.

38. Does the government have tentative dates for when implementation must be completed by?

RESPONSE: No, the MVA does not have an implementation date.

39. Will the government dedicate any internal resources to this project? If so what skillsets and how many?

RESPONSE: The MVA will not have any dedicated internal resources. The MVA - Office of Planning and Capital Programs will support this effort.

40. On point 2.1.1. It states that “Only those BPR engagements where the Master Contractors served as the prime are eligible to meet minimum qualifications”

RESPONSE: The MVA would prefer to evaluate the qualifications of the prime only for the company qualifications.

41. A CATS+ master contractor with BPR experience as a subcontractor usually means they have been the subject matter expert. A prime will use a subcontractor to leverage capabilities they may be lacking. So, it would be in the best interest of the agency to have the Subject Matter Expertise which in most cases is the subcontractor not the prime. Would it be possible to reconsider this, and allow BPR experience as a prime or subcontractor?


RESPONSE: The MVA would prefer to evaluate the qualifications of the prime only for the company qualifications.

42. On point 2.1.1. It states that the entity to which the BPR services were provided by the Master Contractor must have had at least 500 employees serving customers in a revenue generating activity with a minimum of \$500M in annual sales at the time of engagement.

Can you please clarify if you are looking for experience only related with commercial companies?

RESPONSE; The MVA will accept experience with government entities as well as commercial companies. The offeror minimum qualifications for government entities can be found in Section 2.

43. Many U.S. Federal and State Government agencies are revenue generating; would you consider a federal working capital fund entities to be revenue generating?

	<p style="text-align: center;">Maryland Department of Transportation Office of Procurement CATS + Task Order J00B6400003 Application Business Systems Addendum #4</p>
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December 1, 2016

RESPONSE: The MVA will accept experience with government entities as well.

44. TORFP states: “An Offeror awarded the TO for this TORFP and/or any of the resources shall not be eligible to compete for any procurements issued as a result of, or other projects managed under this TO.” During the pre-proposal conference, a question was asked about what specific work would be precluded.

QUESTION: Is it correct that the only future CATS+ work with Maryland that the successful contractor would be precluded from bidding on is an RFP for which the contractor developed or provided the statement of work under this TORFP?

RESPONSE: Yes, the awarded TO Contractor will be precluded from bidding on any RFP for which they develop or provide statement of work under this TORFP.

45. TORFP states: “Additionally, the MVA will reserve the option for the TO Contractor to provide consulting services in supporting and/or writing procurement documents, including but not limited to, scopes of work, request for resume (RFRs) and request for proposals (RFPs) for development and implementation of the reengineered “To-Be” BPR processes that have been formally approved by the MVA.”

QUESTION: If the selected contractor desires to bid on a project, would it be allowed to decline to perform the work to develop the statement of work for that project?

RESPONSE: The awarded TO Contractor will be required to complete all items as identified in the scope of work.

46. MBE Goals

QUESTION: Please confirm that MBE Goal of 30% does or does not have sub goals for MBEs African American, Woman Owned, Asian American, Hispanic.

Response – The Goal is 30% and No Sub goals.





**Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems**

Addendum #5

December 7, 2016

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

1) NOTE: AMENDMENT #4 was issued in error.

The Amendment #4, as posted, was a draft document only and not a formal response. All Offerors are advised to DELETE Amendment #4.

2) A formal response to questions will be forthcoming as Amendment #6.

3) The Proposal Due Date is now extended to January 9, 2016 at 2:00 P.M. Local Time.

End of Amendment #5.





Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Enterprise Systems Business Process Reengineering

Addendum #6

December 21, 2016

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

1) The Proposal Due Date is now extended to January 27, 2017 at 2:00 P.M. Local Time.

End of Amendment #6.





**Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Enterprise Systems Business Process Reengineering
Addendum #7**

January 20, 2017

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

1) The Proposal Due Date is now extended to February 16, 2017 at 2:00 P.M. Local Time.

End of Amendment #7.





Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

1. Questions and Answers:

Answers to questions received to date are posted as an attachment to this Amendment.

2. Due date for proposals:

The Due Date for proposals has been extended. See Amendment 7 for this extension.

3. Amended TORFP

The TORFP has been amended by Amendment 8.

DISCARD the original TORFP and REPLACE with the amended TORFP, Amendment 8.

Changes are in the following sections:

Page 2

Page 25 – 2.1.1

Page 34, 35 and 37 – 3.6.2.1, 3.6.2.2, 3.6.2.5 and 3.6.3.1

Page 44 – 3.8.4.2

Page 61

Attachment 5

END OF AMENDMENT 8 - SEE ATTACHED Q & A



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

Questions & Answers:

1. **OFFEROR'S COMPANY MINIMUM QUALIFICATIONS** Section 2)-iii) – It states ‘The BPR engagement must have been completed within the last three (3) years’. Would MVA consider changing this to ‘within 5 or 7 years’ since these type of engagements are long term and many companies would have has it in the last 5 to 10 years.

RESPONSE: See Amended TORFP Document and Amendment 8 that adjusts the Minimum Qualifications.

2. Would MVA consider both Prime & Subcontractor qualification in evaluating the company qualification as there is a 31% (30% MBE & 1% VSBE) goal and it is a significant part of the work?

RESPONSE: The experience of a subcontractor that is providing Key Personnel may be considered for evaluation of the Offeror for the Minimum Qualifications. See Amended TORFP at 2.1.1 per Amendment 8.

3. Since the agency does not have clear estimated start date, it is hard to hold on to resources (key personnel) forever. Would you consider allowing the awardee to substitute any of the key personnel is if the start date is beyond 2 months after the proposal due date?

RESPONSE: The policy for the CATS + master contract substitution of personnel prior to award is posted on DOIT's website. Also, this information is contained in Section 3.7.3 of this TORFP.

<http://doit.maryland.gov/contracts/Pages/catsplus-substitution.aspx>

Substitutions of Personnel Under CATS+

Post Award

Sections labeled Substitution of Personnel applies to substitutions after the TO Agreement has been awarded. Once awarded, the Master Contractor/s are required to replace resources named in the TO Proposal, if necessary.

Pre-Award

Prior to Task Order execution or within thirty (30) days after Task Order execution, the Offeror may substitute proposed Key Personnel only under the following circumstances: vacancy occurs due to the sudden termination, resignation, or approved leave of absence due to an



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

Extraordinary Personnel Event, or death of such personnel. To qualify for such substitution, the Offeror must describe to the State's satisfaction the event necessitating substitution and must demonstrate that the originally proposed personnel are actual full-time direct employees with the Offeror (subcontractors, temporary staff or 1099 contractors do not qualify). Proposed substitutions shall be of equal caliber or higher, in the State's sole discretion. Proposed substitutes deemed by the State to be less qualified than the originally proposed individual may be grounds for pre-award disqualification or post-award termination.

An Extraordinary Personnel Event – means Leave under the Family Medical Leave Act; an incapacitating injury or incapacitating illness; or other circumstances that in the sole discretion of the State warrant an extended leave of absence, such as extended jury duty or extended military service.

4. What is the target start date of this engagement? We understand MVA's goal is ASAP and this depends on the number of proposals received, etc. But for example, if we know the estimated start date is February 1st vs. April 1st this could help us to propose the best resources that can be available to start on that approximate date.

RESPONSE: The target start date is mostly determined by the proposal evaluation process of the procurement process. Based on the current schedule and due date of the proposals, the MVA is targeting a tentative start date of mid-June to early July 2017.

5. Does MVA prefer a specific BPR tool(s) to be used to help manage this project?

RESPONSE: No. MVA is willing to consider all viable BPR tools to accomplish the goals as defined in the solicitation. Document management for MVA is currently being handled with Sharepoint.

6. Can a subcontractor's experience be used to help meet the Offeror's Company Minimum Qualifications listed in section 2.2.1? This would seem to make sense since the 30% MBE goal means the subcontractor could need to provide two of the four key personnel required.

RESPONSE: Please refer to the response to question #2.

7. Section 2.1.1.2.iii says BPR engagement must have been completed within the last three (3) years. Would MVA consider changing this to "completed within the last five (5) years"?

RESPONSE: Please see response to question #1 and see Amendment 8.

8. Same section 2.1.1.2.iii. Would MVA accept an ongoing (not yet completed) BPR engagement that meets all other stated criteria?

RESPONSE: Please see response to question #1 and see Amendment 8.



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

9. If a company is certified as both a MBE and VSBE, can they fulfill both MBE and VSBE requirements on this RFP?

RESPONSE: Yes. But the percentage value cannot be counted twice.

10. What percentage of work/time will key personnel have to work onsite, and what percentage of time can they work remotely?

RESPONSE: The MVA expects that the prime will determine the work location however, the Key Personnel will be required onsite a minimum of 3 days per week.

11. Will MVA extend the due date of this opportunity?

RESPONSE: Yes. The MVA will extend the due date of this solicitation to February 16, 2017 at 2:00 p.m. Local Time.

12. Can 20 years of relevant experience replace the requirement for a Bachelor's Degree for key personnel?

RESPONSE: The MVA will give greater consideration to Offerors whose proposed Key Personnel meet the education requirements. However, experience may be considered in accordance with the CATS + Master Contract RFP, Section 2.9.

13. Does the Attachment 5 require signature at the time of submission?

RESPONSE: Yes, Refer to page 100, Attachment 5 Instructions, Item D. Complete and sign the **Personnel Resume Form**.

14. Instructions on page 100 for completion of Attachment 5 reference "Attachment 5B". Where is Attachment 5B? Is this necessary?

RESPONSE: See Amendment 8 for the revisions to the instructions on page 100. There is no 5B attachment.

15. Should Attachment 5's (1 through 4) be considered Attachment 5A?

RESPONSE: Attachment 5 (1 through 4) should be considered "Attachment 5" as noted in the instructions on page 100, item 1d. See Amendment 8.



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

16. Also, on Attachment 5, under “Relevant Work Experience”, instructions say to “use Employment History below for full employment history” (middle of pages 101, 103, 105, and 107). There is no section identified as “Employment History”. Where should this be included?

RESPONSE: Please list your employment history in the rows and columns provided. See Amendment 8 for clarification of Attachment 5.

17. Again, on Attachment 5, “Relevant Work Experience” for “Personnel Resume Form (1 of 4)” is preceded by the letter “A”); for “2 of 4” it’s preceded by the letter “B”); “3 of 4” by “C”); and “4 of 4” by “D)”. Is this deliberate or are these typos?

RESPONSE: The letters are not specific in this solicitation. All of the items are required for Attachment 5. See response to 16 above.

18. The “Deliverable Description” column of Deliverable 3.8.4.2 states, “...with MVA Departments/Units business process owners (User Groups) identified in 3.6.2.1” and the “Due Date / Frequency” column for Deliverable 3.8.4.2 states, “...for initial BPR meetings with all 13 MVA Departments/Units.” Section 3.6.2.1 includes a list of 10 Departments/Units. Please clarify/address the discrepancy between “13 MVA Departments/Units” in Deliverable 3.8.4.2 and the 10 Departments/Units listed in Section 3.6.2.1.

RESPONSE: See Amendment 8, which clarifies this ambiguity in 3.8.4.2. There are, in fact, 10 MVA Departments/Units that will be under evaluation as identified in Section 3.6.2.1

19. The second paragraph within the “Purpose” section of Attachment 14 states, “*In order to be counted for purposes of achieving VSBE participation goals, VSBEs must be verified by the Center for Veterans Enterprise of the United States Department of Veterans Affairs. The listing of verified VSBEs may be found at <http://www.vetbiz.gov>.*” Please clarify whether a VSBE found using the vetbiz.gov website must be headquartered within the State of Maryland to be eligible to meet VSBE participation goals.

RESPONSE: The correct name is “U.S. Department of Veterans Affairs” Office of Small & Disadvantaged Business Utilization. The web site is correct. VSBE do not have to be Headquartered within the State of Maryland to participate. Out of State VSBE are eligible and would receive credit for their participation, if properly certified as such by the U.S. Department of Veteran Affairs.

20. Please clarify as to whether any work on the awarded Task Order (TO) or future Work Orders (WOs) will/may use Federal funds.



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

RESPONSE: The current funding and current plans for this solicitation do not include federal funds.

21. Item B defines the TO Manager as having, "...the primary responsibility for the management of the work performed under the TO Agreement..." and Item G defines the MDOT Contract Management Office (CMO) as being, "...responsible for management of the TO Agreement after award." Please confirm that the TO Manager will be located at MVA and not at the MDOT CMO.

RESPONSE: Yes. The TO Manager will be located at the MVA and not at the MDOT CMO.

22. The "Attachment Name" row for "Attachment 2" within the List of Attachments table states, "Minority Business Enterprise Participation (Attachments 1A – 5)"; however, the MDOT MBE Forms included in attachment 2 use an "A, B, C, D, E" method of naming forms. Please clarify the reference to "Attachments 1A – 5".

RESPONSE: See Amendment 8 for clarification. The attachments are A, B, C, D, E and not 1A-5.

23. Section 4.3 designates all MDOT MBE Forms (A – E) be "...included with the TO Technical Proposal..." Please clarify the following regarding this requirement:

A. MDOT MBE Form D includes two items that are vague and/or undefined:

"If the bidder/offeror fails to return this affidavit within the required time..." and
"Bidders/offerors are highly encouraged to submit Form D prior to the ten (10) day deadline."

- Please define "Required Time" and "Ten Day Deadline"

RESPONSE: Within 10 Days of the Successful Contractor's receipt of the Intent to Award letter.

- Is MDOT MBE Form D required for submission with the TO Technical Proposal?

RESPONSE: –No.

- Please confirm that Attachments D-5 and D-6 are not required for submission with the TO Technical Proposal.

RESPONSE: – Correct.

B. MDOT MBE Form E – Good Faith Efforts Guidance and Documentation:

- If a bidder/offeror has met MBE participation goals as documented in MDOT MBE Form B, are they required to complete and submit MDOT MBE Form E?

RESPONSE: - No

- If the answer to the above question is Yes, is it acceptable to not include Part 1 with the submitted forms?

RESPONSE: No response required.



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

24. For the purposes of work plan development and organization, we recommend the following changes to Requirement/Deliverable alignment for Requirements 3.6.2.1 and 3.6.2.2:

- 3.6.2.1 Project Initiation and Planning – Deliverables 3.8.4.1; 3.8.4.2; 3.8.4.3; and 3.8.4.4
- 3.6.2.2 BPR Solution Recommendation – Deliverables 3.8.4.5 and 3.8.4.6

Please confirm whether MVA accepts this recommendation.

RESPONSE: MVA accepts this recommendation to include the Baseline “AS-IS” as part of the BPR Solution Recommendation. See Amendment 8.

25. The associated deliverables for Requirements 3.6.2.5 and 3.6.3.1 reference Deliverable 3.8.4.9; however, Deliverable 3.8.4.9 does not exist within the Deliverables table in Section 3.8.4. Please clarify and confirm the list of deliverables required for this task order.

RESPONSE: Deliverable 3.8.4.9 has been removed and will not be required. See Amendment 8.

26. In Section 4.4.1 letter G, Master Contractor and Subcontractor Experience and Capabilities, does requirement 1e, Current Master Contractor team personnel on the engagement, require the Master Contractor to list only personnel who participated on the engagement who are being submitted as proposed personnel for TORFP J00B6400003, or does it require the Master Contractor to list all personnel who participated on the engagement whether or not they are being submitted as proposed personnel for TORFP J00B6400003?

RESPONSE: No. Only list personnel that worked on the engagement and are being submitted as proposed personnel.

27. Is this a new requirement or a follow-on to an existing contract? If an existing contract, a few additional questions:

- a. Is it a small-business set-aside contract now?
- b. Can the incumbent contractor bid as a prime contractor?
- c. What is the name of the incumbent firm?

RESPONSE: This is a new contract.

28. The MBE and VSBE goals would seem difficult to achieve given the anticipate four FTE level of effort. Would MVA consider setting the goal as 25% for either MBE or VSBE?



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

RESPONSE: The MBE Office completed an extensive search for Subcontracting Categories and based its goal on said search results.

29. Can the veteran-owned business be certified by the US government and not Maryland to qualify toward to goal?

RESPONSE: The US Government certifies the Veteran Owned Businesses. Maryland does not. Please refer to the response to question #19.

30. Do you expect or anticipate the four resources will be on-site full time or work some at the vendor's facility?

RESPONSE: Please refer to the response to question # 10.

31. Minimum qualifications ask for, "*At least three (3) years of demonstrated experience providing BPR consulting to at least one U.S. based commercial or government entity. The entity to which the services were provided by the Master Contractor must have had at least 500 employees serving customers in a revenue generating activity with a minimum of \$500M in annual sales at the time of engagement.*" If the work was with a government entity, what is the size standard other than revenue?

RESPONSE: For the offeror minimum qualifications, the MVA requires that the government entity have at least 500 employees.

32. Will the government consider a mix of on-site and off-site resources for the project? Where a resource will be on-site and the off-site resources will be on-site for evaluations, data collection, in-person meetings/presentations but will conduct analysis off-site?

RESPONSE: Please see response to question #10.

33. Does the government consider the implementation of BPR as a separate effort than the design effort?

33 a. If yes, does the government have a mandated timeline for issuing the implementation RFP?

33 b. Would this be the case if the result of the BPR is major changes to the manual workflows / information flow and only minor technology changes?

RESPONSE: Yes, the MVA considers design and recommendation a separate task as implementation. The MVA does not have a mandated timeline for issuing the



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

implementation. There is no difference in implementation time based on recommended changes, i.e., major changes or minor changes.

34. Does the government plan to change MVA existing software applications as a result of the BPR work? If yes, can you state which systems are candidate(s) for change?

RESPONSE: Yes. It is up to the Offerors to recommend which systems are candidate(s) for change. The MVA will consider all recommendations for the BPR solution, including existing software applications, as appropriate.

35. Does the government require visits to all MVA offices and development of separate BPR recommendation for each office?

RESPONSE: The MVA may require visits to MVA branch offices as appropriate; however, the BPR recommendation may not affect each branch office individually. Rather, it is assumed that there would be a comprehensive solution to include branches, Headquarters, VEIP, Statewide Compliance and Call Centers.

36. Is the government looking for physical facility layout change recommendations as well?

RESPONSE: Yes, physical layout changes may be part of the BPR solution recommendation for the MVA. See Section 3.6.2.2.

37. What technology systems will the contractor be analyzing as part of BPR to identify optimal business processes?

RESPONSE: The MVA does not have BPR solutions currently in place. Some of the technology may include those systems to support the Departments listed in Section 3.6.2.1.

38. Does the government have tentative dates for when implementation must be completed by?

RESPONSE: No.

39. Will the government dedicate any internal resources to this project? If so what skillsets and how many?

RESPONSE: The MVA will not have any dedicated internal resources. The MVA - Office of Planning and Capital Programs will support this effort thru task manager guidance.

40. On point 2.1.1. It states that "Only those BPR engagements where the Master Contractors served as the prime are eligible to meet minimum qualifications"



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

RESPONSE: See Amendment 8 for revisions to minimum qualifications.

41. A CATS+ master contractor with BPR experience as a subcontractor usually means they have been the subject matter expert. A prime will use a subcontractor to leverage capabilities they may be lacking. So, it would be in the best interest of the agency to have the Subject Matter Expertise which in most cases is the subcontractor not the prime. Would it be possible to reconsider this, and allow BPR experience as a prime or subcontractor?

RESPONSE: See Amendment 8 for revisions to minimum qualifications.

42. On point 2.1.1. It states that the entity to which the BPR services were provided by the Master Contractor must have had at least 500 employees serving customers in a revenue generating activity with a minimum of \$500M in annual sales at the time of engagement.

Can you please clarify if you are looking for experience only related with commercial companies?

RESPONSE: The MVA will accept experience with government entities as well as commercial companies.

43. Many U.S. Federal and State Government agencies are revenue generating; would you consider a federal working capital fund entities to be revenue generating?

RESPONSE: The MVA will accept experience with government entities as well.

44. TORFP states: "An Offeror awarded the TO for this TORFP and/or any of the resources shall not be eligible to compete for any procurements issued as a result of, or other projects managed under this TO." During the pre-proposal conference, a question was asked about what specific work would be precluded.

QUESTION: Is it correct that the only future CATS+ work with Maryland that the successful contractor would be precluded from bidding on is an RFP for which the contractor developed or provided the statement of work under this TORFP?

RESPONSE: Yes, the awarded TO Contractor will be precluded from bidding on any RFP for which they develop or provide statement of work under this TORFP.

45. TORFP states: "Additionally, the MVA will reserve the option for the TO Contractor to provide consulting services in supporting and/or writing procurement documents, including but not limited to, scopes of work, request for resume (RFRs) and request for proposals (RFPs) for



Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Application Business Systems
Amendment 8

January 27, 2017

development and implementation of the reengineered “To-Be” BPR processes that have been formally approved by the MVA.”

QUESTION: If the selected contractor desires to bid on a project, would it be allowed to decline to perform the work to develop the statement of work for that project?

RESPONSE: The awarded TO Contractor shall complete all requirements of this TORFP.

46. MBE Goals

QUESTION: Please confirm that MBE Goal of 30% does or does not have sub goals for MBEs African American, Woman Owned, Asian American, Hispanic.

RESPONSE: There are no Sub goal requirements.



Consulting and Technical Services+ (CATS+)
Task Order Request for Proposals (TORFP)

**MVA ENTERPRISE SYSTEMS
BUSINESS PROCESS REENGINEERING (BPR)**

CATS+ TORFP # J00B6400003

**AMENDMENT # 8
JANUARY 27, 2017**



Maryland Department of Transportation (MDOT)
Motor Vehicles Administration (MVA)

Issue Date: October 18, 2016

KEY INFORMATION SUMMARY SHEET

This CATS+ TORFP is issued to obtain the services necessary to satisfy the requirements defined in Section 3 - Scope of Work. All CATS+ Master Contractors approved to perform work in the Functional Area under which this TORFP is released shall respond to this TORFP with either a Task Order (TO) Proposal to this TORFP or a Master Contractor Feedback form (See Section 4).

Solicitation Title:	MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR)
Solicitation Number (TORFP #):	J00B6400003
Functional Area:	Functional Area – 11 Business Process Consulting Services
Issue Date:	10/18/2016
Questions Due Date and Time:	11/01/2016 at 12:00 PM Local Time
Closing Date and Time:	11/18/2016 2/16/17 at 2:00 PM Local Time
TO Requesting Agency:	Maryland Department of Transportation (MDOT) Motor Vehicles Administration (MVA)
Send Proposals to:	Dave Devlin ddevlin@mdot.state.md.us <i>E-mail submission is required.</i>
Send Questions to (e-mail only)	ddevlin@mdot.state.md.us
TO Procurement Officer:	Dave Devlin Office Phone Number: 410-865-1230 Office Fax Number: N/A e-mail address: ddevlin@mdot.state.md.us
TO Manager:	Kameel R. Hall Office Phone Number: 410-768-7188 Office Fax Number: N/A e-mail address: khall3@mva.maryland.gov
TO Type:	Time and materials
Period of Performance:	Two (2) years base term, with three additional, one-year renewal options.
MBE Goal:	30 %
VSBE Goal:	1%
Small Business Reserve (SBR):	No
Primary Place of Performance:	Motor Vehicles Administration (MVA) 6601 Ritchie Highway Glen Burnie, 21062

TO Pre-proposal Conference:
Harry Hughes Suite 3

MDOT Headquarters
7201 Corporate Center Drive
Hanover, Maryland 21076

10/25/2016 at 10:00 AM Local Time
See Attachment 6 for directions.

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TABLE OF CONTENTS

TABLE OF CONTENTS	4
SECTION 1 - ADMINISTRATIVE INFORMATION	7
1.1 TORFP SUBJECT TO CATS+ MASTER CONTRACT	7
1.2 ROLES AND RESPONSIBILITIES	7
1.3 TO AGREEMENT	8
1.4 TO PROPOSAL SUBMISSIONS	8
1.5 ORAL PRESENTATIONS/INTERVIEWS	8
1.6 QUESTIONS.....	8
1.7 TO PRE-PROPOSAL CONFERENCE	9
1.8 CONFLICT OF INTEREST	9
1.9 LIMITATION OF LIABILITY	9
1.10 CHANGE ORDERS.....	10
1.11 TRAVEL REIMBURSEMENT.....	10
1.12 MINORITY BUSINESS ENTERPRISE (MBE)	10
1.13 VETERAN OWNED SMALL BUSINESS ENTERPRISE (VSBE)	11
1.14 NON-DISCLOSURE AGREEMENT	11
1.15 LIVING WAGE	12
1.16 IRANIAN NON-INVESTMENT	12
1.17 CONTRACT MANAGEMENT OVERSIGHT ACTIVITIES	12
1.18 MERCURY AND PRODUCTS THAT CONTAIN MERCURY	12
1.19 PURCHASING AND RECYCLING ELECTRONIC PRODUCTS	12
1.20 DEFINITIONS	12
SECTION 2 - COMPANY AND PERSONNEL QUALIFICATIONS	25
2.1 MINIMUM QUALIFICATIONS	25
2.2 PERSONNEL PREFERRED QUALIFICATIONS.....	27
SECTION 3 - SCOPE OF WORK	29
3.1 PURPOSE	29
3.2 REQUESTING AGENCY BACKGROUND	29
3.3 PROJECT BACKGROUND	30
3.4 PROFESSIONAL DEVELOPMENT	33
3.5 REQUIRED POLICIES, GUIDELINES AND METHODOLOGIES	33
3.6 REQUIREMENTS.....	34
3.7 PERFORMANCE AND PERSONNEL.....	38
3.8 DELIVERABLES.....	42
3.9 WORK ORDER PROCESS	47
3.10 INVOICING	48
3.11 RETAINAGE	50
3.12 SOC TYPE II AUDIT	50
3.13 INSURANCE	50

3.14 SECURITY REQUIREMENTS 50
3.15 RIGHT TO AUDIT 51
SECTION 4 - TO PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS..... 53
4.1 REQUIRED RESPONSE 53
4.2 SUBMISSION..... 53
4.3 SUMMARY OF ATTACHMENTS 54
4.4 PROPOSAL FORMAT 54
SECTION 5 - TASK ORDER AWARD PROCESS 59
5.1 OVERVIEW 59
5.2 TO PROPOSAL EVALUATION CRITERIA..... 59
5.3 SELECTION PROCEDURES 59
5.4 COMMENCEMENT OF WORK UNDER A TO AGREEMENT 60
ATTACHMENT 1 PRICE SHEET 62
ATTACHMENT 2 MINORITY BUSINESS ENTERPRISE FORMS..... 65
ATTACHMENT 3 TASK ORDER AGREEMENT..... 96
ATTACHMENT 4 CONFLICT OF INTEREST AFFIDAVIT AND DISCLOSURE 99
ATTACHMENT 5 LABOR CLASSIFICATION PERSONNEL RESUME SUMMARY (INSTRUCTIONS) .100
ATTACHMENT 5 – PERSONNEL RESUME FORM (1 OF 4) 101
ATTACHMENT 5 – PERSONNEL RESUME FORM (2 OF 4) 103
ATTACHMENT 5 – PERSONNEL RESUME FORM (3 OF 4) 105
ATTACHMENT 5 – PERSONNEL RESUME FORM (4 OF 4) 107
ATTACHMENT 6 PRE-PROPOSAL CONFERENCE DIRECTIONS.....109
ATTACHMENT 7 NOTICE TO PROCEED (SAMPLE) 110
ATTACHMENT 8 AGENCY DELIVERABLE PRODUCT ACCEPTANCE FORM..... 111
ATTACHMENT 9 NON-DISCLOSURE AGREEMENT (OFFEROR)..... 112
ATTACHMENT 10 NON-DISCLOSURE AGREEMENT (TO CONTRACTOR)..... 114
ATTACHMENT 11 TO CONTRACTOR SELF-REPORTING CHECKLIST 118
ATTACHMENT 12 LIVING WAGE AFFIDAVIT OF AGREEMENT 120
ATTACHMENT 13 MERCURY AFFIDAVIT 122
ATTACHMENT 14 VETERAN SMALL BUSINESS ENTERPRISE PARTICIPATION (VSBE) FOR STATE OF MARYLAND..... 123
ATTACHMENT 14 VETERAN SMALL BUSINESS ENTERPRISE REPORTING REQUIREMENTS.. 126
ATTACHMENT 14 V-1A OFFEROR ACKNOWLEDGEMENT OF TASK ORDER VSBE REQUIREMENTS 127
ATTACHMENT 14 V-1 VETERAN-OWNED SMALL BUSINESS ENTERPRISE UTILIZATION AFFIDAVIT AND VSBE PARTICIPATION SCHEDULE 128

ATTACHMENT 14 V-1 VETERAN-OWNED SMALL BUSINESS ENTERPRISE UTILIZATION
AFFIDAVIT AND VSBE PARTICIPATION SCHEDULE (CONT'D)..... 129
ATTACHMENT 14 V-2A VSBE SUBCONTRACTOR PROJECT PARTICIPATION STATEMENT 131
ATTACHMENT 14 V-2B VSBE PRIME CONTRACTOR PROJECT PARTICIPATION STATEMENT 132
ATTACHMENT 14 V-3 VSBE PRIME CONTRACTOR UNPAID INVOICE REPORT 133
ATTACHMENT 14 V-4 VSBE SUBCONTRACTOR UNPAID INVOICE REPORT..... 134
ATTACHMENT 15 CERTIFICATION REGARDING INVESTMENTS IN IRAN.....135
ATTACHMENT 16 SAMPLE WORK ORDER.....136
ATTACHMENT 17 CRIMINAL BACKGROUND CHECK AFFIDAVIT137
ATTACHMENT 18 MVA EQUIPMENT LISTING138
ATTACHMENT 19 MVA PRIVACY PROTECTION POLICY.....141

SECTION 1 - ADMINISTRATIVE INFORMATION

1.1 TORFP SUBJECT TO CATS+ MASTER CONTRACT

In addition to the requirements of this TORFP, the Master Contractors are subject to all terms and conditions contained in the CATS+ RFP issued by the Maryland Department of Information Technology (DoIT) and subsequent Master Contract Project Number 060B2490023, including any amendments.

All times specified in this document are local time, defined as Eastern Standard Time or Eastern Daylight Time, whichever is in effect.

1.2 ROLES AND RESPONSIBILITIES

Personnel roles and responsibilities under the TO:

- A. **TO Procurement Officer** – The TO Procurement Officer has the primary responsibility for the management of the TORFP process, for the resolution of TO Agreement scope issues, and for authorizing any changes to the TO Agreement.
- B. **TO Manager** - The TO Manager has the primary responsibility for the management of the work performed under the TO Agreement, administrative functions, including issuing written directions, and for ensuring compliance with the terms and conditions of the CATS+ Master Contract.

The TO Manager will assign tasks to the personnel provided under this TORFP and will track and monitor the work being performed through the monthly accounting of hours deliverable for work types; actual work produced will be reconciled with the hours reported.

- C. **TO Contractor** – The TO Contractor is the CATS+ Master Contractor awarded this TO. The TO Contractor shall provide human resources as necessary to perform the services described in this TORFP Scope of Work.
- D. **TO Contractor Manager** – The TO Contractor Manager will serve as primary point of contact with the TO Manager to regularly discuss progress of tasks, upcoming tasking, historical performance, and resolution of any issues that may arise pertaining to the TO Contractor Personnel. The TO Contractor Manager will serve as liaison between the TO Manager and the senior TO Contractor management.

The TO Contractor will provide invoices as specified under Section 3.10 Invoicing. The TO Contractor is responsible for making payments to the TO Contractor Personnel.

- E. **TO Contractor Personnel** – Any official, employee, agent, Subcontractor, or Subcontractor agents of the TO Contractor who is involved with the TO over the course of the TO period of performance.
- F. **Key Personnel** – A subset of TO Contractor Personnel whose departure during the performance period, will, in the State’s opinion, have a substantial negative impact on TO performance. Key personnel proposed as part of the TO Proposal shall start as of TO

Agreement issuance unless specified otherwise in this TORFP or the Offeror's TO Technical Proposal. Key Personnel may be identified after TO award.

- G. **MDOT Contract Management Office (CMO)** – The CMO is responsible for management of the TO Agreement after award.

1.3 TO AGREEMENT

Based upon an evaluation of TO Proposal responses, a Master Contractor will be selected to conduct the work defined in Section 3 - Scope of Work. A specific TO Agreement, Attachment 3, will then be entered into between the State and the selected Master Contractor, which will bind the selected Master Contractor (TO Contractor) to the contents of its TO Proposal, including the TO Financial Proposal.

1.4 TO PROPOSAL SUBMISSIONS

The TO Procurement Officer will not accept submissions after the date and exact time stated in the Key Information Summary Sheet above. The date and time of an e-mail TORFP submission is determined by the date and time of arrival of all required files in the TO Procurement Officer's e-mail inbox. In the case of a paper TO Proposal submission, Offerors shall take such steps necessary to ensure the delivery of the paper submission by the date and time specified in the Key Information Summary Sheet and as further described in Section 4.

Requests for extension of this date or time will not be granted. Except as provided in COMAR 21.05.03.02F, Proposals received by the TO Procurement Officer after the due date will not be considered.

1.5 ORAL PRESENTATIONS/INTERVIEWS

All Offerors and proposed staff will be required to make an oral presentation to State representatives in the form of oral presentations with interviews of the four Key Personnel conducted during orals. Significant representations made by a Master Contractor during the oral presentation/interviews shall be submitted in writing. All such representations will become part of the Master Contractor's proposal and are binding, if the TO is awarded to the Master Contractor. The TO Procurement Officer will notify Master Contractor of the time and place of oral presentations and interviews.

Interviews, which are a type of oral presentation, will be performed in-person for all Offerors meeting minimum qualifications. All candidates shall be interviewed in substantially the same manner.

In the event that more than ten (10) qualified proposals are received, the TO Procurement Officer may elect to follow a down-select process as more fully described in Section 5.3.

1.6 QUESTIONS

All questions must be submitted via e-mail to the TO Procurement Officer no later than the date and time indicated in the Key Information Summary Sheet. Answers applicable to all Master Contractors will be distributed to all Master Contractors who are known to have received a copy of the TORFP.

Answers can be considered final and binding only when they have been answered in writing by the State.

1.7 TO PRE-PROPOSAL CONFERENCE

A pre-proposal conference will be held at the time, date and location indicated on the Key Information Summary Sheet. Attendance at the pre-proposal conference is not mandatory, but all Master Contractors are encouraged to attend in order to facilitate better preparation of their proposals.

Seating at the pre-proposal conference will be limited to two (2) attendees per company. Attendees should bring a copy of the TORFP and a business card to help facilitate the sign-in process.

The pre-proposal conference will be summarized in writing. As promptly as is feasible subsequent to the pre-proposal conference, the attendance record and pre-proposal conference summary will be distributed via e-mail to all Master Contractors known to have received a copy of this TORFP.

In order to assure adequate seating and other accommodations at the pre-proposal conference, please e-mail the TO Procurement Officer indicating your planned attendance no later than three (3) business days prior to the pre-proposal conference. In addition, if there is a need for sign language interpretation and/or other special accommodations due to a disability, please contact the TO Procurement Officer no later than five (5) business days prior to the pre-proposal conference. The TO Requesting Agency will make reasonable efforts to provide such special accommodation.

1.8 CONFLICT OF INTEREST

The TO Contractor shall provide IT technical and/or consulting services for State agencies or component programs with those agencies, and shall do so impartially and without any conflicts of interest. Each Offeror shall complete and include with its TO Proposal a Conflict of Interest Affidavit and Disclosure in the form included as Attachment 4 of this TORFP. If the TO Procurement Officer makes a determination that facts or circumstances exist that give rise to or could in the future give rise to a conflict of interest within the meaning of COMAR 21.05.08.08A, the TO Procurement Officer may reject an Offeror's TO Proposal under COMAR 21.06.02.03B.

Master Contractors should be aware that the State Ethics Law, Md. Code Ann., General Provisions Article, Title 5, might limit the selected Master Contractor's ability to participate in future related procurements, depending upon specific circumstances.

By submitting a Conflict of Interest Affidavit and Disclosure, the Offeror shall be construed as certifying all personnel and subcontractors are also without a conflict of interest as defined in COMAR 21.05.08.08A.

1.9 LIMITATION OF LIABILITY

The TO Contractor's liability is limited in accordance with Section 27 of the CATS+ Master Contract. TO Contractor's liability under Section 27(c) of the CATS+ Master Contract for this TORFP is limited to the total TO Agreement amount.

1.10 CHANGE ORDERS

If the TO Contractor is required to perform work beyond the scope of Section 3 of this TORFP, or there is a work reduction due to unforeseen scope changes, a TO Change Order is required. The TO Contractor and TO Manager shall negotiate a mutually acceptable price modification based on the TO Contractor's proposed rates in the Master Contract and scope of the work change. No scope of work changes shall be performed until a change order is approved by DoIT and executed by the TO Procurement Officer.

1.11 TRAVEL REIMBURSEMENT

Expenses for travel performed in completing tasks for this TORFP shall not be reimbursed.

1.12 MINORITY BUSINESS ENTERPRISE (MBE)

This TORFP has MBE goals and sub-goals as stated in the Key Information Summary Sheet above.

A Master Contractor that responds to this TORFP shall complete, sign, and submit all required MBE documentation at the time of TO Proposal submission (See Attachment 2 Minority Business Enterprise Forms and Section 4 TO Proposal Format and Submission Requirements). **Failure of the Master Contractor to complete, sign, and submit all required MBE documentation at the time of TO Proposal submission will result in the State's rejection of the Master Contractor's TO Proposal.**

In 2014, Maryland adopted new regulations as part of its Minority Business Enterprise (MBE) program concerning MBE primes. Those new regulations, which became effective June 9, 2014 and are being applied to this task order, provide that when a certified MBE firm participates as a prime contractor on a contract, an agency may count the distinct, clearly defined portion of the work of the contract that the certified MBE firm performs with its own forces toward fulfilling up to fifty-percent (50%) of the MBE participation goal (overall) and up to one hundred percent (100%) of not more than one of the MBE participation subgoals, if any, established for the contract. Please see the attached MBE forms and instructions.

i) MBE PARTICIPATION REPORTS

MVA will monitor both the TO Contractor's efforts to achieve the MBE participation goal and compliance with reporting requirements.

- A) Monthly reporting of MBE participation is required in accordance with the terms and conditions of the CATS+ Master Contract by the 15th day of each month.
- B) The TO Contractor shall provide a completed MBE Prime Contractor Paid/Unpaid MBE Invoice Report (Attachment 2-54A) and, if applicable, MBE Prime Contractor Report (Attachment 2-4B) to the TO Requesting Agency at the same time the invoice copy is sent.
- C) The TO Contractor shall ensure that each MBE subcontractor provides a completed Subcontractor Paid/Unpaid MBE Invoice Report (Attachment 2-65).
- D) Subcontractor reporting shall be sent directly from the subcontractor to the TO Requesting Agency. The TO Contractor shall e-mail all completed forms, copies of invoices and checks paid to the MBE directly to the TO Manager.

1.13 VETERAN OWNED SMALL BUSINESS ENTERPRISE (VSBE)

This TORFP has a VSBE goal as stated in the Key Information Summary Sheet above, representing the percentage of total fees paid for services under this Task Order.

By submitting a response to this solicitation, the Offeror agrees that this percentage of the total dollar amount of the contract will be performed by verified VSBEs.

In 2015, Maryland amended COMAR 21.11.13.05 as part of its Veteran-Owned Small Business Enterprise (VSBE) program concerning VSBE primes. This amendment, which became effective March 6, 2015 and is applicable to this task order, allows an agency to count the distinct, clearly defined portion of work that a certified VSBE performs with its own work force toward meeting up to one-hundred (100%) of the VSBE goal established for a procurement. Please see the attached VSBE forms and instructions.

Questions or concerns regarding the Veteran-Owned Small Business Enterprise (VSBE) subcontractor participation goal of this solicitation must be raised before the due date for submission of TO Proposals.

A Master Contractor that responds to this TORFP shall complete, sign, and submit all required VSBE documentation at the time of TO Proposal submission (See Attachment 14 and Section 4 TO Proposal Format and Submission Requirements). **Failure of the Master Contractor to complete, sign, and submit all required VSBE documentation at the time of TO Proposal submission will result in the State's rejection of the Master Contractor's TO Proposal.**

1.13.1 VSBE PARTICIPATION REPORTS

MVA shall monitor both the TO Contractor's efforts to achieve the VSBE participation goal and compliance with reporting requirements. Monthly reporting of VSBE participation is required by the 15th day of each month. The TO Contractor shall submit required reports as described in Attachment 14.

Subcontractor reporting shall be sent directly from the subcontractor to the TO Requesting Agency. The TO Contractor shall e-mail all completed forms, copies of invoices and checks paid to the VSBE directly to the TO Manager.

1.14 NON-DISCLOSURE AGREEMENT

1.14.1 NON-DISCLOSURE AGREEMENT (OFFEROR)

Certain system documentation may be available for Master Contractors to review at a reading room at MVA's address as listed in the Key Information Summary Sheet. Master Contractors who review such documentation will be required to sign a Non-Disclosure Agreement (Offeror) in the form of Attachment 9. Please contact the TO Procurement Officer to schedule an appointment.

1.14.2 NON-DISCLOSURE AGREEMENT (TO CONTRACTOR)

Certain system documentation may be required by the TO in order to fulfill the requirements of the TO Agreement. The TO Contractor, employees and agents who review such documents will be required to sign a Non-Disclosure Agreement (TO Contractor) in the form of Attachment 10.

1.15 LIVING WAGE

The Master Contractor shall abide by the Living Wage requirements under Title 18, State Finance and Procurement Article, Annotated Code of Maryland and the regulations proposed by the Commissioner of Labor and Industry.

All TO Proposals shall be accompanied by a completed Living Wage Affidavit of Agreement, Attachment 12 of this TORFP.

1.16 IRANIAN NON-INVESTMENT

All TO Proposals shall be accompanied by a completed Certification Regarding Investments in Iran, Attachment 15 of this TORFP.

1.17 CONTRACT MANAGEMENT OVERSIGHT ACTIVITIES

DoIT is responsible for contract management oversight on the CATS+ Master Contract. As part of that oversight, DoIT has implemented a process for self-reporting contract management activities of TOs under CATS+. This process typically applies to active TOs for operations and maintenance services valued at \$1 million or greater, but all CATS+ TOs are subject to review.

Attachment 11 is a sample of the TO Contractor Self-Reporting Checklist. DoIT may send initial checklists out to applicable/selected TO Contractors approximately three months after the award date for a TO. The TO Contractor shall complete and return the checklist as instructed on the form. Subsequently, at six month intervals from the due date on the initial checklist, the TO Contractor shall update and resend the checklist to DoIT.

1.18 MERCURY AND PRODUCTS THAT CONTAIN MERCURY

THIS SECTION IS NOT APPLICABLE TO THIS TORFP.

1.19 PURCHASING AND RECYCLING ELECTRONIC PRODUCTS

THIS SECTION IS NOT APPLICABLE TO THIS TORFP.

1.20 DEFINITIONS

Access	An ability or means to read, write, modify, or communicate data/information or otherwise use any information system resource
Business Day	Monday through Friday (excluding State holidays)
Data Breach	The unauthorized acquisition, use, modification or disclosure of Sensitive Data
End User License Agreement (EULA)	The terms of service governing access to and use of the software services provided pursuant to this Task Order
Handle	(As relates to data) Collect, store, transmit, have access to data
Information System	A discrete set of information resources organized for the

	collection, processing, maintenance, use, sharing, dissemination, or disposition of information
Information Technology (IT)	All electronic information-processing hardware and software, including: (a) maintenance; (b) telecommunications; and (c) associated consulting services
Local Time	Time in the Eastern Time zone as observed by the State of Maryland. Unless otherwise specified, all stated times shall be Local Time, even if not expressly designated as such
Normal State Business Hours	Normal State business hours are 8:00 a.m. – 5:00 p.m. Monday through Friday except State Holidays, which can be found at: www.dbm.maryland.gov – keyword: State Holidays
Notice to Proceed (NTP)	A written notice from the TO Procurement Officer that work on the Task Order, project or Work Order shall begin on a specified date. Additional NTPs may be issued by either the TO Procurement Officer or the TO Manager regarding the start date for any service included within this solicitation with a delayed or non-specified implementation date.
NTP Date	The date specified in an NTP for work on the Task Order, project or Work Order to begin
Offeror	A Master Contractor that submits a proposal in response to this TORFP
Personally Identifiable Information (PII)	Any information about an individual maintained by the State, including (1) any information that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records; and (2) any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information
Protected Health Information (PHI)	Information that relates to the past, present, or future physical or mental health or condition of an individual; the provision of health care to an individual; or the past, present, or future payment for the provision of health care to an individual; and (i) that identifies the individual; or (ii) with respect to which there is a reasonable basis to believe the information can be used to identify the individual.
Security Incident	A violation or imminent threat of violation of computer security policies, Security Measures, acceptable use

	<p>policies, or standard security practices. “Imminent threat of violation” is a situation in which the organization has a factual basis for believing that a specific incident is about to occur.</p>
Security or Security Measures	<p>The technology, policy and procedures that a) protect and b) control access to networks, systems, and data</p>
Sensitive Data	<p>Means PII; PHI; information about an individual that (1) can be used to distinguish or trace an individual’s identity, such as name, social security number, date and place of birth, mother’s maiden name, or biometric records; (2) is linked or linkable to an individual, such as medical, educational, financial, and employment information; or other proprietary or confidential data as defined by the State, including but not limited to “personal information” under Md. Code Ann., Commercial Law § 14-3501(d) and Md. Code Ann., State Gov’t. § 10-1301(c).</p>
Service Level Agreement (SLA)	<p>Measurable levels governing TO Contractor performance and establishing associated liquidated damages for failure to meet those performance standards</p>
SLA Activation Date	<p>The date on which SLA charges commence under this Task Order, which may include, but not be limited to, the date of (a) completion of Transition In, (b) a delivery, or (c) releases of work.</p>
State	<p>The State of Maryland</p>
Subcontractor	<p>An agent, service provider, supplier, or vendor selected by the TO Contractor to provide subcontracted services or products under the direction of the TO Contractor or other Subcontractors, and including any direct or indirect Subcontractors of a Subcontractor. Subcontractors are subject to the same terms and conditions as the TO Contractor.</p>
System Availability	<p>The period of time the System will work as required including non-operational periods associated with reliability, maintenance, and logistics.</p>
System Source Materials	<p>Those materials necessary to wholly reproduce and fully operate the most current version of the System in a manner equivalent to the original System including, but not limited to:</p> <ul style="list-style-type: none"> a) The executable instructions in their high level, human readable form and a version that is in turn interpreted, parsed and or compiled to be executed

	<p>as part of the computing system ("source code"). This includes source code created by the Contractor or Subcontractor(s) and source code that is leveraged or extended by the Contractor for use in the project.</p> <p>b) All associated rules, reports, forms, templates, scripts, data dictionaries and database functionality.</p> <p>c) All associated configuration file details needed to duplicate the run time environment as deployed in the current deployed version of the system.</p> <p>d) All associated design details, flow charts, algorithms, processes, formulas, pseudo-code, procedures, instructions, help files, programmer's notes and other documentation.</p> <p>e) A complete list of third party, open source, or commercial software components and detailed configuration notes for each component necessary to reproduce the system (e.g., operating system, relational database, and rules engine software).</p> <p>f) All associated user instructions and/or training materials for business users and technical staff</p>
Task Order (TO)	The scope of work described in this TORFP
Task Order Agreement	The contract awarded to the successful Offeror pursuant to this Task Order Request for Proposals, the form of which is attached to this TORFP as Attachment 3
TO Proposal	As appropriate, either or both an Offeror's Technical or Financial Proposal to this TORFP
TO Request for Proposals (TORFP)	This Task Order Request for Proposal, including any amendments / addenda thereto
Technical Safeguards	The technology and the policy and procedures for its use that protect Sensitive Data and control access to it
Total Evaluated Price	The Offeror's total proposed price for products/services proposed in response to this solicitation, included in the TO Price Sheet, and used in the financial evaluation of TO Proposals
Veteran-owned Small Business Enterprise (VSBE)	A business that is verified by the Center for Verification and Evaluation (CVE) of the United States Department of Veterans Affairs as a veteran-owned small business. See Code of Maryland Regulations (COMAR) 21.11.13 and

	http://www.vetbiz.gov .
Work Order	A subset of work authorized by the TO Manager performed under the general scope of this TORFP, which is defined in advance of fulfillment, and which may not require a change order. Except as otherwise provided, any reference to the TO shall be deemed to include reference to a Work Order.
Working Day(s)	Same as "Business Day"
Additional acronyms identified below that are commonly referenced by the MVA	
AAD	Administrative Adjudication Division
AAMVA	American Association of Motor Vehicle Administrators
AAMVAnet	American Association of Motor Vehicle Administrators-Network
ACD	AAMVA Code Dictionary
ACF2	Access Control Facility 2
ACH	Automated Clearing House □ A network of financial institutions that facilitate the electronic transfer of funds
ACIS	Automated Compulsory Insurance System
ADA	Americans with Disabilities Act
ADC	Annapolis Data Center
AEP	Alcohol Education Program
AET	All Electronic Tolls
ALJ	Administrative Law Judge
ALPR	Automated License Plate Readers
ARS	Accounts Receivable System
ASD	Alternative Service Delivery (self-service)
ASED	Automobile Safety Enforcement Division (MD State Police at MVA)

AVIL	AAMVA Autonomous Vehicle Information Library
BAC	Blood Alcohol Content
BL&CS	Business Licensing and Consumer Services
BPEVR	AAMVA Business Partner Electronic Vehicle Registration
BSM	Business Systems Management (in OIR)
BTS	Budget Tracking System
CDL	Commercial Driver's License
CDLIS	Commercial Driver's License Information System
CDT	Computerized Dealer Titling
CICS	Customer Information Control System
CIPS	Compulsory Insurance Processing System
CJIS	Criminal Justice Information System
COLD	Computer Output to Laser Disk
COMAR	Code of Maryland Regulations
COPS	Capital Leases
COTS	Commercial Off-the-Shelf
CPMS	Capital Program Management System
CSA	Customer Service Agent
CSC	Customer Service Telephone Center
CSEA	Child Support Enforcement Agency
CSR	Customer Service Representative
CTI	Computer Telephone Integration
CTIPP	Consolidated Transportation Information Processing Program

CTM	Customer Traffic Management (System)
CTP	Consolidated Transportation Program (Capital Program)
CVINA	VIN verification and decoding software
CVISN	Commercial Vehicle Information Systems Network
CVR	Computerized Vehicle Registration
CWS	Comprehensive Work Schedule
DAFRG	Financial Reports – Budget Reports
DARS	Direct Access Records System
DBM	MD Department of Budget & Management
Dealer	Sells vehicles to the customers and performs title and registration transaction using the ERT system or by sending paperwork to MVA branch office
DHMH	Department of Health and Mental Hygiene
DHR	MD Department of Human Resources
DIA	AAMVA Digital Information Access
DIODS	Document Imaging and Optical Disk System
DIP	Driver Improvement Program
DIVS	AAMVA Driver License / Identification Verification System
DIWS	Document Imaging and Workflow System
DLC	Driver License Compact
DLDV	AAMVA Driver License Driver Verification System
DLE	Driver License Examiners
DLLR	MD Department of Labor, Licensing and Regulations
DLPS	Driver License Production System

DLR	Driver License Reciprocity
DLS	Driver License System
DNR	MD Department of Natural Resources
DOB	Date of Birth
DORS	Drivers Outside Request System
DPPA	Driver Privacy Protection Act
DPS	Department of Public Safety
DRATS	Driver Records Automated Traffic System
DSL	Digital Subscriber Line
DUI	Driving Under the Influence
DWI	Driving While Intoxicated
DWS	Driving While Suspended
ECP	Engineering Change Proposal
EDI	Electronic Data Interchange
ED&T	Employee Development and Training
EFT	Electronic Fund Transfer
ELS	Electronic Lien Services
ELT	Electronic Lien and Title System
EPA	Environmental Protection Agency
ERT System	Electronic Registration Titling (ERT) system used by Dealers and Title Services Agents to perform MVA vehicle transaction, issue plates and sticker, and transfer transaction data and money to MVA
ERT Vendor	Electronic Registration Titling (ERT) vendor is provider of the ERT system to the dealership and title service agent. Currently, there are three ERT vendors providing such

	system CVR, DealerTrack, and Title Tec
ETP	Employer Testing Program <input type="checkbox"/> Employer of commercial drivers enrolled in ETP to train and test their own drivers
FMCSA	Federal Motor Carrier Safety Administration
FMIS	Financial Management Information System
FRI	Foreign Registration Investigations
FTA	Failure to Appear
FTP	Failure to Pay
FTP	File Transfer Protocol
GUI	Graphical User Interface
HTF	Highway Trust Fund
I&SS	Investigative and Security Services
ICD	Insurance Compliance Division
IID Vendor	Ignition Interlock Device Vendor
IFTA	International Fuel Tax Agreement
IRP	International Registration Plan
ISDN	Integrated Services Digital Network
IT	Information Technology
ITMP	Information Technology Master Plan
ITPR	Information Technology Project Request
IVR	Interactive Voice Response
JAD	Joint Application Design
JHU-APL	John Hopkins University Applied Physics Lab
JIS	Judicial Information Systems

LEA	Law Enforcement Agency
MAB	Medical Advisory Board
MAIF	Maryland Automobile Insurance Fund
MBE	Minority Business Enterprise
MCAC	Maryland Coordination and Analysis Center
MCE	Maryland Correctional Enterprises
MCO	Manufacturer Certificate of Origin
Melissa Data	A USPS address verification software package used to verify the customer's address in the MVA systems
MDE	Maryland Department of Environment
MDOT	Maryland Department of Transportation
MFR	Managing For Results
MIRP	Maryland International Registration Program
MITDP	Major Information Technology Development Project
MSP	Maryland State Police
MTP	Maryland Transportation Program
MVA Branch Office	Branch office location owned and operated by MVA
MVA Central Operations	Central MVA office at Glen Burnie, Maryland
MVA Core System	Future system of record for MVA Driver Licensing, Vehicle Registration & Titling, Enforcement Programs, Business Licensing, and Revenue Transactions
NADA	National Automobile Dealers Association
NCIC	National Crime Information Center
NDR	National Driver Registry
NHTSA	National Highway Traffic Safety Administration

NIC	Vendor for provide portal services for State of Maryland
NICB	National Insurance Crime Bureau
NMVTIS	National Motor Vehicle Title Information System
NRVC	Non Resident Violators Compact
NTP	Notice to Proceed
OAH	Office of Administrative Hearing
OCR	Optical Character Recognition
ODR	Operational Decision Request
OIR	Office of Information Resources
OSHA	Occupational Safety and Health Act
OTTS	Office of Transportation Technology Services
PBJ	Probation Before Judgment
PCA	Program Cost Account
PDD	Project Development Division
PDPS	Problem Driver Pointer System
PIP	Productivity Improvement Program
POS	Point-of-Sale
PRT	Project Review Team
RBAC	Role Based Access Control
ROI	Return on investment
SAFER	Safety and Fitness Electronic Records system
SAFETEA-LU	Safe Accountable Flexible Transportation Equity Act a Legacy for Users
SAT	System Acceptance Testing Plan

SAVE	Systematic Alien Verification for Entitlements
SDAT	Maryland State Department of Assessments and Taxation
SIP	State Implementation Plan – VEIP program
SME	Subject Matter Expert
SMTP	Simple Mail Transfer Protocol
SNMP	Simple Network Management Protocol
SOA	Service Oriented Architecture
SOW	Statement of Work
SQL	Structured Query Language
SRT	State Report on Transportation
SSN	Social Security Number
SSOLV	Social Security Online Verification
SSR	AAMVA Selective Service Registry interface
TARIS	Titling and Registration Issuance System
TCP/IP	Transmission Control Protocol / Internet Protocol
TIN	Transaction Identification Number
TSA	Title Service Agent <input type="checkbox"/> MVA registered business that will perform subset of MVA transactions at their location or bring in paperwork at MVA branch office location to perform transaction on behalf of customer
TSHRS	Transportation Services Human Resources System
TSO	Transportation Secretary's Office
TSO	Time Sharing Option (IBM mainframe session)
TSP	Technical Services Procurement
URL	Universal Resource Locator

USPVS	AAMVA United States Passport Verification System
VEIP	Vehicle Emission Inspection Program
VIN	Vehicle Identification Number
VIP	Vehicle Inspection Program
VIS	Vehicle Inspection Services
VLS	AAMVA Verification of Lawful Status interface
VMT	Vehicle Miles Travelled
VORS	Vehicle Outside Request System
VR	Vehicle Registration
WAN/LAN	Wide Area Network / Local Area Network

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SECTION 2 - COMPANY AND PERSONNEL QUALIFICATIONS

2.1 MINIMUM QUALIFICATIONS

2.1.1 OFFEROR'S COMPANY MINIMUM QUALIFICATIONS

Only those Master Contractors that fully meet all minimum qualification criteria shall be eligible for TORFP proposal evaluation. The Master Contractor's proposal and references will be used to verify minimum qualifications. Only the Master Contractor's qualifications **and the qualifications of a subcontractor that is providing a Key Personnel** may be used to demonstrate that they meet the company minimum qualifications. In order to be considered for evaluation, the Master Contractor shall meet the following minimum requirements:

- 1) At least three (3) years of demonstrated experience providing BPR consulting to at least one U.S. based commercial or government entity. The entity to which the services were provided by the Master Contractor must have had at least 500 employees serving customers in a revenue generating activity with a minimum of \$500M in annual sales at the time of engagement.
- 2) At a minimum, one of the engagements must meet the following criteria:
 - i) The engagement must have included BPR consulting services of a duration of no less than two (2) years;
 - ii) The Offeror must have provided at least three (3) full-time BPR consulting personnel; and
 - iii) The BPR engagement must have been **at least at 80% completion** ~~completed~~ within the last ~~three (3)~~ **four (4)** years.

Only those BPR engagements where the Master Contractors served as the prime are eligible to meet the minimum qualifications.

Note: Subcontractor experience may **not** be used by Offeror to meet Minimum Qualifications **experience for minimum qualifications must be met by the Offeror/TO Contractor.**

2.1.2 OFFEROR'S PERSONNEL MINIMUM QUALIFICATIONS

Only those Master Contractors supplying proposed Key Personnel that fully meet all minimum qualification criteria shall be eligible for TORFP proposal evaluation.

The Key Personnel proposed under this TORFP must meet all minimum qualifications for the labor category proposed, as identified in the CATS + Master Contract Section 2.10. Resumes shall clearly outline starting dates and ending dates for each applicable experience or skill.

Master Contractors may only propose one resume for each of the **four (4) Key Personnel** in response to this TORFP. All other planned positions shall be described generally in the Staffing Plan, and may not be used as evidence of fulfilling company or personnel minimum qualifications.

1. Business Process Consultant (Senior) (one available as of NTP)

CATS + Master Contract Section 2.10 Minimum Qualifications:

Education: Bachelor's Degree from an accredited college or university in Business, Human Resources Management or a related field.

General Experience: At least eight (8) years of experience in business process reengineering.

Specialized Experience: At least five (5) years of experience in reengineering large scale business processes.

2. Engineer, Information – (one available as of NTP)

CATS + Master Contract Section 2.10 Minimum Qualifications:

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.

General Experience: Must have five (5) years of experience in engineering, systems analysis, design, and programming.

Specialized Experience: At least two (2) years of experience in information systems development, functional and data requirement analysis, systems analysis and design, programming, program design, and documentation preparation.

3. Engineer, Systems Design – (one available as of NTP)

CATS + Master Contract Section 2.10 Minimum Qualifications:

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.

General Experience: Must have six (6) years of experience planning, designing, building, and implementing IT systems. Familiar with Capability Maturity Model compliant structured methodology.

Specialized Experience: At least four (4) years of experience analyzing user requirements and translating them into system designs using various design tools and techniques.

Demonstrated ability to develop and execute system designs, ensure implementation of repeatable processes, and ensure compliance with Capability Maturity Model (CMM) methodology.

4. Planner, Information Technology (Senior) – (one available as of NTP)

CATS + Master Contract Section 2.10 Minimum Qualifications:

Education: A Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Planning or other related scientific or technical discipline.

General Experience: At least 10 years progressive experience as an IT planner - or involved in planning type functions.
Specialized Experience: At least six (6) years of experience in planning, analyses, design, development, implementation and post-implementation of IT projects or systems.

2.2 PERSONNEL PREFERRED QUALIFICATIONS

In addition to the mandatory *Offeror's Personnel Minimum Qualifications*, the following *Preferred Qualifications* are deemed as highly desirable.

An Offeror may be evaluated higher for the Capabilities of Resources evaluation criteria or if it meets or exceeds the preferred qualifications, listed below:

1. At least three (3) years of consulting experience in a state government agency
- OR**
2. At least three (3) years of consulting experience in a revenue generating/collection business

In addition, the following Preferred Qualifications are desirable for the following labor categories:

1. Business Process Consultant (Senior) (one available as of NTP)

TORFP Preferred Qualifications:

- A. At least three (3) years of experience in reengineering large scale business processes in revenue generating businesses with \geq \$500M in annual sales and \geq 500 employees.
- B. One or more of the following professional certifications:
 - i. Six-Sigma Green Belt or Black Belt certification.
 - ii. SME, AME, Shingo Institute, or ASQ accredited Lean Silver or Gold certification.

2. Engineer, Information – (one available as of NTP)

TORFP Preferred Qualifications:

- A. At least three (3) years of direct experience in Information including Requirements Analysis, Design, Development, Integration & Test, Implementation, and Operations & Maintenance for a \geq \$1M Enterprise Resource Planning (ERP), Financial Management (FM), or Human Resources Information System (HRIS) systems project completed on-time and on-budget.
- B. At least three (3) years of experience in an agency-wide BPR project creating source-to-target mapping from multiple legacy systems to an ERP, FM, or HRIS system.
- C. At least three (3) years of experience in an agency-wide BPR project creating conceptual, logical, and physical schemas.

3. Engineer, Systems Design – (one available as of NTP)

TORFP Preferred Qualifications:

- A. At least three (3) years of direct experience in Enterprise Architecture including Requirements Analysis, Design, Development, Integration & Test, Implementation, and Operations & Maintenance for a \geq \$1M ERP, FM, or HRIS systems project completed on-time and on-budget.
- B. At least three (3) years of experience in an agency-wide BPR project transforming manual work processes into automated workflows with new system designs.

4. Planner, Information Technology (Senior) – (one available as of NTP)

TORFP Preferred Qualifications:

- A. At least three (3) years of experience in a \geq \$1M ERP, FM, or HRIS systems planning and implementation (Initiation, Concept Proposal, Planning, Requirements Analysis, Design, Development, Integration & Test, Implementation, and Operations & Maintenance).
- B. Active PMI Project Management Professional (PMP) certification.

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SECTION 3 - SCOPE OF WORK

3.1 PURPOSE

The MVA is issuing this CATS+ TORFP to obtain Functional Area 11 – Business Process Reengineering (BPR) services in accordance with the scope of work described in this Section 3.

As part of the evaluation of the proposal for this TO, Master Contractors shall propose exactly four (4) Key Personnel and shall describe in a Staffing Plan how additional resources shall be acquired to meet the needs of the TO Requesting Agency. All other planned positions shall be described generally in the Staffing Plan, and may not be used as evidence of fulfilling company or personnel minimum qualifications.

This CATS+ TORFP is issued to acquire the services of the following four job roles with 1 of each available at the start date specified in the NTP.

1. **Business Process Consultant (Senior)**
2. **Engineer, Information**
3. **Engineer, Systems Design**
4. **Planner, Information Technology (Senior)**

All resources beyond the initial four will be requested through a Work Order (See Section 3.9).

The MVA intends to award this Task Order to one (1) Master Contractor that proposes a team of resources and a Staffing Plan that can best satisfy the TO requirements. An Offeror awarded the TO for this TORFP and/or any of the resources shall not be eligible to compete for any procurements issued as a result of, or other projects managed under this TO.

3.2 REQUESTING AGENCY BACKGROUND

The MVA is one of the modal agencies in the Maryland Department of Transportation (MDOT) and employs a workforce of 1,700+ serving the mobility needs of customers throughout the State of Maryland. It is responsible for supplying the following motor vehicle services to the citizens of Maryland:

1. Licensing all non-commercial and commercial drivers
2. Registering and titling vehicles
3. Issuing photo identification cards for non-driver residents
4. Conducting driver and motorcycle safety programs
5. Protecting the integrity and security of personal licensing, driver, and vehicle records
6. Administering the mandatory insurance compliance program
7. Inspecting Maryland's school buses
8. Regulating driving schools, motor vehicle dealers, and sales
9. Ensuring air quality through the Vehicle Emission Inspection Program (VEIP)
10. Reducing and preventing motor vehicle related crashes, injuries, and fatalities through education, enforcement, and engineering countermeasures

Currently, the MVA maintains a large physical presence across the State. The Administration serves its customers through a network of customer service offices, including the headquarters in Glen Burnie and 24 field offices; electronic services, including 52 eMVA kiosks and the Internet; a telephone customer service center; a mobile service center that travels throughout the State; 18 motorcycle safety training centers; and 18 Vehicle Emissions Inspection Program (VEIP) stations, including self-serve kiosks. The MVA also operates vehicle registration services at 12 county treasurers' offices, and serves 750 Electronic Registration and Titling (ERT) participants and 130 title service agencies.

Additionally, the Maryland Highway Safety Offices (MHSO) has a local outreach program called the "Regional Traffic Safety Program". This consists of traffic safety coordinators in nine regions that represent Maryland's 23 counties and Baltimore City. They are responsible for educating the public and promoting safe driving behaviors using a data driven approach.

3.3 PROJECT BACKGROUND

The MVA's primary goals are to improve customer service, reduce walk-in transactions, reduce branch office wait times, and promote highway safety. To meet the ever-increasing number of customer transactions, the MVA envisions the increased use of self-service Alternative Service Delivery (ASD) methods for conducting business. ASD removes the need for customers to personally visit a MVA office. A major focus of our efforts is increasing Internet usage for conducting MVA transactions by expanding the options that can be performed on the Internet, and encouraging its use by more MVA customers. Providing additional services via the Internet and other ASD channels reduces the number of branch visits a customer has to make, which ultimately equates to shorter wait times and improved customer satisfaction. Currently, ASD accounts for 55.6% of MVA customer transactions with a goal of 90% by 2035.

MVA's Long Range Plan, titled *Destination 2035*, forecasts how the current business model will be transformed over the next 20 years and how the Administration will serve the evolving needs of its future customers (see <http://www.mva.maryland.gov/resources/docs/MVALongRangePlan.pdf>). These customer needs will be impacted by future external trends in:

1. Technology – expansion of service delivery via the Internet and smartphones
2. Environment – paperless transactions and reduction in costly, inefficient office infrastructure
3. Human Capital – a workforce that is more diverse, technical, and specialty skilled
4. Population – increased population with evolving and secure, products and services possibly including personal, medical, and financial data

Purpose:

The MVA is issuing this staffing TORFP for consulting services to plan, analyze and propose BPR solutions to achieve the vision depicted in *Destination 2035*. These services, focused on the ERP business functions, will include BPR proposals for redesigning business processes to eliminate redundancy, increase productivity, and reduce costs and waste. The BPR initiatives will include planning, analysis and recommendations, e.g. measuring and analyzing the current "As-Is"

baseline and proposing the improved “To-Be” reengineered business processes that optimize MVA investments in business strategy, organization, human capital, physical infrastructure, and technology in a fully integrated approach.

Additionally, the MVA will reserve the option for the TO Contractor to provide consulting services in supporting and/or writing procurement documents, including but not limited to, scopes of work, request for resume (RFRs) and request for proposals (RFPs) for development and implementation of the reengineered “To-Be” BPR processes that have been formally approved by the MVA.

TO Contractor’s BPR activities will include, but are not limited to, the following:

1. Collecting information for existing and future business requirements for the MVA to use in the development of new systems and the reengineering of legacy systems.
2. Analyzing existing work flow processes and defining business requirements and recommending improvements to or reengineering of business work flow processes in order to meet identified business requirements.
3. Coordinating business process improvement initiatives across the ERP functions of the MVA and its interfaces with partner agencies.
4. Analyzing the operational, technical, and financial risks of reengineering efforts.
5. Assisting the MVA with change management planning and the execution of reengineered business processes, including project management of user training and system testing.
6. Documenting the reengineering methodologies used to recommend improvements in business processes and the methods of implementation.
7. Assisting the MVA in developing an implementation schedule based on needs and business processes for technical solutions and IT projects for recommended business process improvements.
8. Delivering BPR Life Cycle documents to include, but not limited to, concept proposals, business strategies, current “As-Is” process maps, and future “To-Be” process maps.
9. Developing a Training Plan and transferring knowledge to MVA employees in order to sustain the BPR transformation.

Organizational Scope:

The MVA business functions identified below will participate in the BPR consulting initiatives provided by the TO Contractor:

Departments/Units at the Headquarters in Glen Burnie:

1. Human Resources
2. Procurement & Contracts
3. Central Operations & Safety Programs (COSP)
4. Departmental Services
5. Financial Services
 - a) Accounting & Financial Systems (AFS)
 - b) Financial Management (FM)
6. Internal Audit

7. Investigations/Internal Affairs
8. Office of Information Resources (OIR)
9. Risk Management Fleet Operations
10. Other areas as requested by the TO Manager

The primary place of performance for the TO Contractor will be the MVA headquarters in Glen Burnie.

Interdependencies:

The MVA operates and maintains critical business interfaces with other State of Maryland and local government agencies. Accordingly, the BPR solutions proposed by the TO Contractor must be interoperable with:

1. Interagency interfaces between other State of Maryland and local government agencies
2. The MVA's customer facing technology and business modernization initiatives
3. Comply with State of Maryland and federal government legislation and regulations

The following is a summary description of some of the major customer facing modernization initiatives that are in-progress or already operational at the MVA:

Alternative Service Delivery (ASD) Systems

Self-service ASD systems include the design and implementation of electronic delivery of MVA services through the Internet, self-serve kiosks, and telephone Interactive Voice Response (IVR) systems. ASD systems have resulted in reduced wait times and increased satisfaction for MVA customers. Kiosks provide customers with the ability to receive real-time registration stickers, cash or credit payment options, and the capability to receive certified and non-certified driving records, as well as the option to order personalized license plates. Providing this advanced functionality is a benefit to the public and enhances the MVA's operational efficiency. Currently, MVA customers complete more than 55% of their service transactions via ASD systems with a future goal of 90% by 2035.

Project Core

Project Core is an enterprise-wide effort to modernize MVA's IT infrastructure, replacing legacy systems, and enhancing MVA's ability to provide customers and the agency with a 360-degree view of their services and needs. The project will address and serve as the base architecture for replacing the existing Titling & Registration Information System (TARIS) and other MVA legacy systems. It will also provide a platform for the development of new applications that will support the transformation from a transaction based to a customer case management business model. Project Core includes five major initiatives: document imaging, insurance compliance, front-end interface, enterprise bus for interfaces, and data quality. In preparation for this radical business transformation, the MVA has created the Enterprise Architecture Governance Board (EAGB), Program Management Office (PMO), Functional Governance Board (FGB), and Quality Management (QM) organizations to successfully manage this vital modernization initiative. Project Core is currently in the vendor procurement phase.

Document Imaging and Workflow System (DIWS)

The original DIWS project replaced more than 170-million paper documents with electronic image storage and retrieval, and has become an integral MVA operating system. DIWS improves workflows with standardization of information, improved reporting, and enhanced auditing capabilities. The original DIWS was created using client-server technology, and the current DIWS II project will upgrade to a web-based application user interface. The change to a web-based system will allow the MVA to:

1. Extend the full capabilities of DIWS to any user with a web browser
2. Expand the internal staff knowledge-base on the underlying technology of DIWS, thereby lowering future development and maintenance risk to the MVA
3. Allow document access from other MVA applications that support hyperlinking

3.4 PROFESSIONAL DEVELOPMENT

Any IT services personnel provided under this TORFP shall maintain any required professional certifications for the duration of the resulting TO. The TO Contractor and their IT services personnel shall be responsible for the expenses to maintain any required professional certifications.

3.5 REQUIRED POLICIES, GUIDELINES AND METHODOLOGIES

The TO Contractor shall comply with all applicable laws, regulations, policies, standards, and guidelines affecting information technology and technology projects, which may be created or changed periodically.

The TO Contractor shall adhere to and remain abreast of current, new, and revised laws, regulations, policies, standards and guidelines affecting security and technology project execution.

The foregoing may include, but are not limited to, the following policies, guidelines and methodologies that can be found at the DoIT site

(<http://doit.maryland.gov/policies/Pages/ContractPolicies.aspx>).

- A. The State of Maryland System Development Life Cycle (SDLC) methodology
- B. The State of Maryland Information Technology Security Policy and Standards
- C. The State of Maryland Information Technology Non-Visual Access Standards
- D. The Maryland Department of Transportation Information Security Plan (revised 03/14/2016)
- E. The TO Contractor shall follow project management methodologies consistent with the Project Management Institute's Project Management Body of Knowledge Guide.
- F. TO Contractor assigned personnel shall follow a consistent methodology for all TO activities.
- G. The State's Information Technology Project Oversight Policies for any work performed under this TORFP for one or more Major IT Development Projects (MITDPs)

3.6 REQUIREMENTS

3.6.1 TO CONTRACTOR RESPONSIBILITIES

The BPR solutions proposed by the TO Contractor must be interoperable with:

1. Interagency interfaces between other State of Maryland and local government agencies
2. The MVA’s customer facing technology and business modernization initiatives, and
3. Shall comply with State of Maryland and federal government legislation and regulations.

The TO Contractor shall provide staffing and resources to fully supply the following services as identified in this Section 3.6 Requirements:

Requirements & Deliverables as described in Sections 3.6.2-3.6.4 and 3.8.4, respectively.

3.6.2 FUNCTIONAL / BUSINESS REQUIREMENTS

The BPR Solution Recommendation will include but not limited to the following key objectives as noted in the Functional/Business Requirements.

ID #	Functional / Business Requirements	Associated Deliverable ID # from Section 3.8.4 below as applicable
3.6.2.1	<p>Project Initiation & Planning – Define and identify the MVA business processes to be reengineered for the following Departments/Units:</p> <ol style="list-style-type: none"> 1. Human Resources 2. Procurement & Contracts 3. Central Operations & Safety Programs (COSP) 4. Departmental Services 5. Financial Services <ol style="list-style-type: none"> a) Accounting & Financial Systems (AFS) b) Financial Management (FM) 6. Internal Audit 7. Investigations/Internal Affairs 8. Office of Information Resources (OIR) 9. Risk Management Fleet Operations 10. Other areas as requested by the TO Manager <p>As part of the initiation activities, the TO Contractor will perform initial Project Vision Sessions with each MVA Department/Unit to determine the appropriate scope of work, and shall be required to submit</p>	3.8.4.1 – 3.8.4.4

ID #	Functional / Business Requirements	Associated Deliverable ID # from Section 3.8.4 below as applicable
	<p>Attachment 16 Work Order with estimated TO Contractor cost to reengineer and design the BPR solution for each of the MVA Department/Units listed above. The Work Order should include resources and rates, total hours based on Level of Effort (LOE), and duration (start and end dates). If departments with similar business processes will be analyzed concurrently, the TO Contractor is responsible for getting approval from the TO Manager.</p>	
3.6.2.2	<p>BPR Solution Recommendation (one per MVA Department/Unit) Measure and analyze baseline “As-Is” Business Process Maps for each MVA Department/Unit identified in 3.6.2.1 to determine what MVA Administrative business processes are “high value processes” to be reengineered.</p> <ul style="list-style-type: none"> I. Key objectives for the BPR include: <ul style="list-style-type: none"> 1. Standardize existing MVA “Business Best Practices” across all Departments/Units 2. Reduce office paper and business forms 3. Reduce manual data entry and processes 4. Improve physical layout/space planning 5. Create more efficient workflows 6. Improve data quality and communications (Closed Loop Feedback) II. Final BPR Recommendation submitted to the TO Manager shall include: <ul style="list-style-type: none"> 1. Redesigned “To-Be” Business Process Map/Process Activity Diagram in one of the following formats , as requested by the TO Manager: <ul style="list-style-type: none"> a. SIPOC (Suppliers, Inputs, Process, Outputs, Customers) analysis b. Use case diagrams c. Process flowcharts d. Swim lane diagrams e. Activity diagrams f. Data flow diagrams (DFD) g. Entity-relationship diagram (ERD) 	3.8.4.5 - 3.8.4.6

ID #	Functional / Business Requirements	Associated Deliverable ID # from Section 3.8.4 below as applicable
	<ul style="list-style-type: none"> h. Business Process Model and Notation (BPMN) 2.0 format 2. Concept Proposal <ul style="list-style-type: none"> a. Projected quantitative and qualitative benefits expected from the redesigned BPR solution, including a cost/benefit Return on Investment (ROI) analysis 3. Gap analysis to detail MVA resources required to perform the proposed reengineered (Recommended “To-Be” Business Case) effort: <ul style="list-style-type: none"> a. Modifications to the Business/Functional Structure <ul style="list-style-type: none"> i. MVA Business Units Organizational structure ii. Business vision/strategy iii. MVA Business operations/processes changes iv. Staffing model with skillsets and training required v. Physical infrastructure – facilities and space planning b. Recommend technical IT hardware & software that will support the desired outcome <ul style="list-style-type: none"> i. System architecture ii. Information architecture iii. System security 	
3.6.2.3	<p>BPR Solution Review - Participate as requested in the BPR Solution review process, including circulating and coordinating with DoIT regarding likely BPR Solution Project candidates prior to finalization of the approved BPR Solution Project list</p>	3.8.4.7
3.6.2.4	<p>BPR Solution Monitoring (Continuous Improvement) – Monitor the post-implementation continuous improvement activities of the redesigned business process:</p> <ul style="list-style-type: none"> 1. Review system and process improvement performance metrics to validate results 	3.8.4.8

ID #	Functional / Business Requirements	Associated Deliverable ID # from Section 3.8.4 below as applicable
	<p>2. Conduct user feedback surveys to determine customer satisfaction and areas for improvement</p> <p>3. Provide additional user training and support, as required, based on user feedback surveys</p> <p>4. Propose additional system and process improvements/enhancements for MVA evaluation</p> <p>TO Contractor shall provide the technical services and support to monitor the implemented BPR Solution for possible improvements or enhancements. All TO Contractor monitoring (continuous improvement) services must comply with the requirements as previously identified.</p>	
3.6.2.5	<p>Knowledge Transfer (Sustainability) – The TO Contractor must prepare a plan that describes how knowledge will be transferred throughout the TO Agreement to the MVA staff, including OIR technical and support staff. The Knowledge Transfer Plan must support active participation and involvement of the MVA’s resources from project initiation through BPR Solution Recommendation. The Knowledge Transfer Plan must also support the development and execution of a Training Plan. The Training Plan will provide guidance on BPR processes and recommended solutions. The linkage between these two plans must ensure that the MVA staff understands decisions reached during the phases of the project, that appropriate training is provided, and that the MVA staff has the skills necessary to support the BPR Solution Recommendation.</p>	3.8.4.8

3.6.3 NON-FUNCTIONAL, NON-TECHNICAL REQUIREMENTS

ID #	Non-Functional, Non-Technical Requirements	Associated Deliverable ID # from Section 3.8.4 below as applicable
3.6.3.1	<p>Communications management including the following:</p> <p>1. Weekly status report from each TO Contractor</p>	3.8.4.1-3.8.4.8

ID #	Non-Functional, Non-Technical Requirements	Associated Deliverable ID # from Section 3.8.4 below as applicable
	<p>resource submitted to the TO Manager, including progress, exceptions, plans, and risks & issues</p> <ol style="list-style-type: none"> 2. Monthly BPR status update meetings with the TO Contractor and the MVA business process owners (user groups) and TO Manager 3. TO Contractor shall store all BPR documents on the primary MVA MS SharePoint 2.0 document management system and TO Contractor proposed secondary document management system (back-up site) 4. Documentation & Knowledge Transfer to occur real-time, not at the close of the project 5. Coordination with other MVA BPR activities, e.g. Project Core modernization 6. BPR Lessons Learned & Best Practices documents 	
3.6.3.2	<p>Business Process Reengineering Life Cycle (BPRLC) documentation that conforms to one of the following methodologies:</p> <ol style="list-style-type: none"> 1. Accenture model 2. Integrated BPR by Muthu, Whitman, and Cheraghi 3. Lean/Six-Sigma 4. McKinsey model 5. Object-Oriented Business Engineering Methodology (OO-BEM) 6. TO Contractor BPR methodology approved by the MVA TO Manager 	3.8.4.1-3.8.4.9

3.7 PERFORMANCE AND PERSONNEL

3.7.1 WORK HOURS

- A. **Business Hours Support:** The TO Contractor’s collective assigned personnel shall support core business hours (8:00 AM to 5:00 PM), Monday through Friday except for State holidays, Service Reduction days, and Furlough days observed by MVA (see <http://dbm.maryland.gov/employees/Pages/StateHolidays2016.aspx>). TO Contractor Personnel may also be required to provide occasional support outside of core business

hours, including evenings, overnight, and weekends, to support specific efforts, emergencies, and mandatory meetings.

- B. Non-Business Hours Support: After hours support may be necessary to respond to emergency situations. Additionally, services may also involve some evening and/or weekend hours performing planned activities in addition to core business hours. Hours would be billed on actual time worked at the rates proposed.
- C. State-Mandated Service Reduction Days: TO Contractor Personnel shall be required to participate in the State-mandated Service Reduction Days as well as State Furlough Days. In this event, the TO Contractor will be notified in writing by the TO Manager of these details.
- D. Minimum and Maximum Hours: Full-time TO Contractor Personnel shall work a minimum of 40 hours per week with starting and ending times as approved by the TO Manager. A flexible work schedule may be used with TO Manager approval, including time to support any efforts outside core business hours. TO Contractor Personnel may also be requested to restrict the number of hours TO Contractor Personnel can work within a given period of time that may result in less than an eight hour day or less than a 40 hour work week.
- E. Vacation Hours: Requests for leave shall be submitted to the TO Manager at least two weeks in advance. The TO Manager reserves the right to request a temporary replacement if leave extends longer than one consecutive week. In cases where there is insufficient coverage, a leave request may be denied.

3.7.2 DIRECTED PERSONNEL REPLACEMENT

- A. The TO Manager may direct the TO Contractor to replace any TO Contractor Personnel who, in the sole discretion of the TO Manager, are perceived as being unqualified, non-productive, unable to fully perform the job duties, disruptive, or known, or reasonably believed, to have committed a major infraction(s) of law or MVA, Contract, or Task Order requirement.
- B. If deemed appropriate in the discretion of the TO Manager, the TO Manager shall give written notice of any personnel performance issues to the TO Contractor, describing the problem and delineating the remediation requirement(s). The TO Contractor shall provide a written Remediation Plan within three (3) days of the date of the notice. If the TO Manager rejects the Remediation Plan, the TO Contractor shall revise and resubmit the plan to the TO Manager within five (5) days of the rejection, or in the timeframe set forth by the TO Manager in writing. Once a Remediation Plan has been accepted in writing by the TO Manager, the TO Contractor shall immediately implement the Remediation Plan.
- C. Should performance issues persist despite the approved Remediation Plan, the TO Manager will give written notice of the continuing performance issues and either request a new Remediation Plan within a specified time limit or direct the removal and replacement of the TO Contractor Personnel whose performance is at issue. A request for a new Remediation Plan will follow the procedure described in Section 3.7.2B.

- D. In circumstances of directed removal, the TO Contractor shall provide a suitable replacement for TO Manager approval within fifteen (15) days of date of the notification of directed removal, or the actual removal, whichever occurs first. However, if the TO Manager determines that the State's best interests require removal of the TO Contractor Personnel with less than fifteen (15) days' notice, the TO Manager can direct removal in shorter timeframe, including immediate removal.
- E. Normally, a directed personnel replacement will occur only after prior notification of problems with requested remediation, as described above. However, the TO Manager reserves the right to direct immediate personnel replacement without utilizing the remediation procedure described above.
- F. Replacement or substitution of TO Contractor Personnel under this section shall be in addition to, and not in lieu of, the State's remedies under the Task Order or which otherwise may be available at law or in equity.

3.7.3 SUBSTITUTION OF PERSONNEL

3.7.3.1 PRIOR TO TASK ORDER EXECUTION

Prior to Task Order Execution or within thirty (30) days after Task Order Execution, the Offeror may substitute proposed Key Personnel only under the following circumstances: vacancy occurs due to the sudden termination, resignation, or approved leave of absence due to an Extraordinary Personnel Event, or death of such personnel. To qualify for such substitution, the Offeror must describe to the State's satisfaction the event necessitating substitution and must demonstrate that the originally proposed personnel are actual full-time direct employees with the Offeror (subcontractors, temporary staff or 1099 contractors do not qualify). Proposed substitutions shall be of equal caliber or higher, in the State's sole discretion. Proposed substitutes deemed by the State to be less qualified than the originally proposed individual may be grounds for pre-award disqualification or post-award termination.

An **Extraordinary Personnel Event** – means Leave under the Family Medical Leave Act; an incapacitating injury or incapacitating illness; or other circumstances that in the sole discretion of the State warrant an extended leave of absence, such as extended jury duty or extended military service.

3.7.3.2 SUBSTITUTION AFTER TASK ORDER EXECUTION

The procedure for substituting personnel after Task Order execution is as follows:

- A) The TO Contractor may not substitute personnel without the prior approval of the TO Manager.
- B) To replace any personnel, the TO Contractor shall submit resumes of the proposed individual specifying the intended approved labor category. Any proposed substitute personnel shall have qualifications equal to or better than those of the replaced personnel.

- C) Proposed substitute individual shall be approved by the TO Manager. The TO Manager shall have the option to interview the proposed substitute personnel and may require that such interviews be in person. After the interview, the TO Manager shall notify the TO Contractor of acceptance or denial of the requested substitution. If no acceptable substitute personnel is proposed within the time frame established by the TO Manager, the TO Agreement may be cancelled.

3.7.4 PREMISES AND OPERATIONAL SECURITY

- A) Prior to commencement of work, TO Contractor Personnel to be assigned to perform work under the resulting Task Order shall be required to submit background check certification to MVA from recognized Law Enforcement Agencies, including the FBI. TO Contractor shall be responsible for ensuring that TO Contractor Personnel background check certifications are renewed annually, and at the sole expense to the TO Contractor. MVA reserves the right to disqualify any TO Contractor employees or subcontractors whose background checks suggest conduct, involvements, and/or associations that MVA determines, in its sole discretion, may be inconsistent with the performance and/or security requirements set forth in this TORFP. MVA reserves the right to perform additional background checks on TO Contractor Personnel.
- B) Further, TO Contractor Personnel may be subject to random security checks during entry and exit of State secured areas. The State reserves the right to require TO Contractor Personnel to be accompanied while on secured premises.
- C) TO Contractor Personnel shall, while on State premises, display their State issued identification cards without exception.
- D) TO Contractor Personnel shall follow the State of Maryland IT Security Policy and Standards throughout the term of the TO Agreement.
- E) The State reserves the right to request that the TO Contractor submit proof of employment authorization for non-United States citizens, prior to commencement of TO Contractor Personnel work under the Task Order.
- F) TO Contractor shall remove any TO Contractor Personnel from working on the resulting TO Agreement where the State of Maryland determines that said TO Contractor Personnel has not adhered to the security requirements specified herein.
- G) The cost of complying with all security requirements specified herein are the sole responsibility and obligation of the TO Contractor and its subcontractors and no such costs shall be passed through to or reimbursed by the State or any of its agencies or units.

TO Contractor shall complete a criminal background check prior to any individual TO Contractor Personnel being assigned work on the project. TO Contractor shall provide a Criminal Background Check Affidavit (Attachment 17) prior to any work commencing on the Task Order.

3.7.5 WORK SPACE, WORKSTATIONS, NETWORK CONNECTIVITY AND SOFTWARE

The MVA will provide the following resources to the TO Contractor in order to complete the requirements and deliverables of this Task Order:

1. Work space at the MVA headquarters in Glen Burnie
2. Work surfaces (desks and chairs)
3. Network shared printers
4. File servers
5. Telephones for key positions, as determined by the MVA
6. State email accounts
7. Parking accommodations

The MVA will not provide physical computer workstations, except for secure MVA workstations as required. Any equipment that the TO Contractor uses at MVA must undergo scanning for security purposes.

3.8 DELIVERABLES

3.8.1 DELIVERABLE SUBMISSION

For every deliverable, the TO Contractor shall request that the TO Manager confirm receipt of that deliverable by sending an e-mail identifying the deliverable name and date of receipt.

For every deliverable the TO Contractor shall submit by e-mail an Agency Deliverable Product Acceptance Form (DPAF), provided as Attachment 8, to the TO Manager in MS Word (2010 or greater).

Unless specified otherwise, written deliverables shall be compatible with Microsoft Office, Microsoft Project and/or Microsoft Visio versions 2010 or later. At the TO Manager's discretion, the TO Manager may request one hard copy of a written deliverable.

A standard deliverable review cycle will be elaborated and agreed-upon between the State and the TO Contractor. This review process is entered into when the TO Contractor completes a deliverable.

For any written deliverable, the TO Manager may request a draft version of the deliverable, to comply with the minimum deliverable quality criteria listed in Section 3.8.3. Drafts of each final deliverable, except status reports, are required at least two weeks in advance of when the final deliverables are due (with the exception of deliverables due at the beginning of the project where this lead time is not possible, or where draft delivery date is explicitly specified). Draft versions of a deliverable shall comply with the minimum deliverable quality criteria listed in Section 3.8.3.

3.8.2 DELIVERABLE ACCEPTANCE

A final deliverable shall satisfy the scope and requirements of this TORFP for that deliverable, including the quality and acceptance criteria for a final deliverable as defined in Section 3.8.4 Deliverable Descriptions/Acceptance Criteria.

The TO Manager shall review a final deliverable to determine compliance with the acceptance criteria as defined for that deliverable. The TO Manager is responsible for coordinating comments and input from various team members and stakeholders. The TO Manager is

responsible for providing clear guidance and direction to the TO Contractor in the event of divergent feedback from various team members.

The TO Manager will issue to the TO Contractor a notice of acceptance or rejection of the deliverable in the DPAF (Attachment 8). Following the return of the DPAF indicating "Accepted" and signed by the TO Manager, the TO Contractor shall submit a proper invoice in accordance with the procedures in Section 3.10 Invoicing.

In the event of rejection of a deliverable, the TO Manager will formally communicate in writing any deliverable deficiencies or non-conformities to the TO Contractor, describing in those deficiencies what shall be corrected prior to acceptance of the deliverable in sufficient detail for the TO Contractor to address the deficiencies. The TO Contractor shall correct deficiencies and resubmit the corrected deliverable for acceptance within the agreed-upon time period for correction.

At the TO Manager's discretion, subsequent project tasks may not continue until deliverable deficiencies are rectified and accepted by the TO Manager or the TO Manager has specifically issued, in writing, a waiver for conditional continuance of project tasks.

3.8.3 MINIMUM DELIVERABLE QUALITY

The TO Contractor shall subject each deliverable to its internal quality-control process prior to submitting the deliverable to the State.

Each deliverable shall meet the following minimum acceptance criteria:

- A) Be presented in a format appropriate for the subject matter and depth of discussion.
- B) Be organized in a manner that presents a logical flow of the deliverable's content.
- C) Represent factual information reasonably expected to have been known at the time of submittal.
- D) In each section of the deliverable, include only information relevant to that section of the deliverable.
- E) Contain content and presentation consistent with industry best practices in terms of deliverable completeness, clarity, and quality.
- F) Meets the acceptance criteria applicable to that deliverable, including any State policies, functional or non-functional requirements, or industry standards.
- G) Contains no structural errors such as poor grammar, misspellings or incorrect punctuation.

A draft written deliverable may contain limited structural errors such as incorrect punctuation, and shall represent a significant level of completeness toward the associated final written deliverable. The draft written deliverable shall otherwise comply with minimum deliverable quality criteria above.

3.8.4 DELIVERABLE DESCRIPTIONS / ACCEPTANCE CRITERIA

The TO Contractor may suggest other subtasks, artifacts, or deliverables to improve the quality and success of the assigned tasks.

ID #	Deliverable Description	Acceptance Criteria	Due Date / Frequency
Per Department/Unit, as issued in a Work Order			
3.8.4.1	Task Order Kickoff Meeting / Business Unit Kickoff Meeting	TO Contractor shall present 1-2 hour duration MS PowerPoint 2010 at the initial TO NTP and then for each subsequent Department/Unit. The Kickoff Meeting will include MVA BPR key process owners for the Departments/Units identified in 3.6.2.1 and the Project Executive Sponsor. Presentation materials used for Oral Presentations may also be used for the Kickoff Meeting, where applicable. The TO Manager shall review and approve the TO Contractor PowerPoint prior to the Kickoff Meeting.	No later than NTP for TO Agreement and each Work Order NTP + 3 business days (BD)
3.8.4.2	Vision Sessions – Initial meetings and interviews to document BPR requirements and deliverables with MVA Departments/Units business process owners (User Groups) identified in 3.6.2.1	TO Contractor shall coordinate and schedule meetings with each Department/Unit key business process owners and the TO Contractor to assess the current environment. The TO Contractor shall document the meetings in MS Office 2010 (Word, Excel, PowerPoint, and Visio) and send the information to the TO Manager for	MVA would like to have a due date of NTP + 5 BD start to NTP + 55 BD end for initial BPR meetings with all 10 MVA Departments/Units. Final due dates will be determined by Integrated Project Schedule (3.8.4.4).

ID #	Deliverable Description	Acceptance Criteria	Due Date / Frequency
		review prior to storing documents on the MVA MS SharePoint 2.0 document management system.	
3.8.4.3	First draft and final versions of the Project Charter	TO Contractor shall utilize DoIT SDLC Project Charter template in Word 2010 and submit draft version to the TO Manager for approval. Final version shall be approved by MVA. TO Contractor shall archive approved Project Charter on MVA MS SharePoint 2.0 document management system.	MVA would like to have a due date of NTP + 15 BD with the final version completed by NTP + 30 BD
3.8.4.4	Integrated Project Schedule for the TO Agreement and BPR milestones for each MVA Department / Unit	Microsoft Project 2010 schedule demonstrating tasks, task estimates, resource assignments, and dependencies for both Agency and TO Contractor Personnel, with tasks no less than 8 hours and no greater than 80 hours.	NTP + 20 BD start Updates: Weekly
3.8.4.5	Baseline "As-Is" Business Process Maps for each MVA Departments/Units business process owners identified in 3.6.2.1	TO Contractor shall create Word, Excel, PowerPoint, or Visio 2010 formats of the Baseline "As-Is" Business Process Maps for each MVA Department/Unit identified in 3.6.2.1 and submit to the respective business process owner and TO Manager for final approval before archiving MVA MS SharePoint 2.0 document management system. Acceptable	No later than NTP + 65 BD end; Due date can be determined by Integrated Project Schedule (3.8.4.4)

ID #	Deliverable Description	Acceptance Criteria	Due Date / Frequency
		<p>techniques include:</p> <ul style="list-style-type: none"> a. SIPOC (Suppliers, Inputs, Process, Outputs, Customers) analysis b. Use case diagrams c. Process flowcharts d. Swim lane diagrams e. Activity diagrams f. Data flow diagrams (DFD) g. Entity-relationship diagram (ERD) <p>Otherwise, TO Contractor shall utilize the existing MVA Baseline “As-Is” Business Process Maps provided by the TO Manager.</p>	
3.8.4.6	BPR Solution Recommendation	<p>TO Contractor shall submit in Adobe Acrobat XI format a BPR Solution Recommendation for each of the MVA Department/Unit identified in 3.6.2.1. The BPR Solution Recommendation shall be submitted to the respective business process owner and TO Manager for review. The BPR Solution Recommendation shall address all of the requirements and objectives detailed in</p>	<p>No later than NTP + 85 BD end; Due date can be determined by Integrated Project Schedule (3.8.4.4)</p>

ID #	Deliverable Description	Acceptance Criteria	Due Date / Frequency
		3.6.2.2.	
3.8.4.7	BPR Solution RFP	If requested by MVA, TO Contractor shall write the technical procurement documents and support the evaluation process for the BPR Solution Recommendations that have been formally approved by the MVA with review by TSO and DoIT. All TO Contractor procurement oversight services must comply with the requirements as previously identified.	NTP + 70 BD start for multiple proposals
3.8.4.8	Knowledge Transfer Plan (Sustainability) and Training Plan	TO Contractor shall provide Knowledge Transfer Plan identified in 3.6.2.5. The final version of the Knowledge Transfer Plan to be approved by the TO Manager. All TO Contractor Knowledge Transfer (Sustainability) services must comply with requirements as previously identified.	NTP + 10 calendar days (CD) start Updates: continuous for document storage on the MVA SharePoint 2.0 document management system and monthly updates for the Knowledge Transfer Plan, including the Training Plan; Due date can be determined by Integrated Project Schedule (3.8.4.4)

3.9 WORK ORDER PROCESS

- A) Additional services and/or resources will be provided via a Work Order process. A Work Order may be issued for time and materials (T&M) or fixed price (FP) pricing. T&M or FP Work Orders will be issued in accordance with pre-approved Labor Categories with the fully loaded rates proposed in Attachment 1.
- B) The TO Manager shall e-mail a Work Order Request (See Attachment 16) to the TO Contractor to provide services or resources that are within the scope of this TORFP. The Work Order Request will include:
 - 1) Scope of work and description of the service or resources needed
 - 2) Performance objectives and/or deliverables, as applicable

- 3) Due date and time for submitting a response to the request
 - 4) Required place(s) where work must be performed
- C) The TO Contractor shall e-mail a response to the TO Manager within the specified time and include at a minimum:
- 1) A response that details the TO Contractor's understanding of the work;
 - 2) A price to complete the Work Order Request using the format provided in Attachment 16;
 - 3) A description of proposed resources required to perform the requested tasks, with CATS+ labor categories listed in accordance with Attachment 1;
 - 4) An explanation of how tasks shall be completed. This description shall include proposed subcontractors and related tasks;
 - 5) State-furnished information, work site, and/or access to equipment, facilities, or personnel; and
 - 6) The proposed personnel resources, including any subcontractor personnel, to complete the task.
- D) For a Work Order, the TO Manager will review the response and will confirm the proposed labor rates are consistent with this TORFP. The TO Manager will review the response and will confirm the proposed prices are acceptable.
- E) The TO Manager may contact the TO Contractor to obtain additional information, clarification or revision to the Work Order, and will provide the Work Order to the TO Procurement Officer for a determination of compliance with the TO and a determination whether a change order is appropriate. Written TO Procurement Officer approval is required before Work Order execution by the State.
- F) Proposed personnel on any type of Work Order shall be approved by the TO Manager. The TO Contractor shall furnish resumes of proposed personnel specifying their intended labor category from the CATS+ Labor Categories proposed in the TO Proposal. The TO Manager shall have the option to interview the proposed personnel. After the interview, the TO Manager shall notify the TO Contractor of acceptance or denial of the personnel.
- G) The TO Manager will issue the NTP after the Work Order is approved and/or any interviews are completed.

3.10 INVOICING

Invoice payments to the TO Contractor shall be governed by the terms and conditions defined in the CATS+ Master Contract.

Proper invoices for payment shall be submitted to the TO Manager for payment approval as described below. Invoices shall be submitted monthly.

3.10.1 INVOICE SUBMISSION PROCEDURE

- A) Proper invoices for payment shall contain the TO Contractor's Federal Tax Identification Number, "MVA" as the recipient, date of invoice, TO Agreement number,

invoiced item description, invoiced item number (e.g., "2.7.4.1."), period of performance covered by the invoice, a total invoice amount, and a TO Contractor point of contact with telephone number.

- B) All invoices submitted for payment shall be accompanied by signed notice(s) of acceptance as described below. Payment of invoices will be withheld if the appropriate signed acceptance form documentation is not submitted.
 - 1) To be considered a proper T&M invoice (for Task Order requirements and for T&M Work Orders issued under this Task Order) the TO Contractor shall include with the signed invoice a signed DPAF for each deliverable being invoiced and signed timesheet as described in 3.10.3. Include for each person covered by the invoice the following, individually listed per person: name, hours worked, hourly labor rate, invoice amount and a copy of each person's timesheet for the period signed by the TO Manager.
- C) The TO Contractor shall e-mail the original of each invoice and signed notice(s) of acceptance to the TO Requesting Agency at e-mail address: MVAAPInvoices@mdot.state.md.us , with a copy to the TO Manager.
- D) Invoices for final payment shall be clearly marked as "FINAL" and submitted when all work requirements have been completed and no further charges are to be incurred under the TO Agreement. In no event shall any invoice be submitted later than 60 calendar days from the TO Agreement termination date.

3.10.2 For the purposes of this Task Order an amount will not be deemed due and payable if:

- A) The amount invoiced is inconsistent with the Task Order Agreement.
- B) The proper invoice has not been received by the party or office specified in the Task Order Agreement.
- C) The invoice or performance under the contract is in dispute or the TO Contractor has failed to otherwise comply with the provisions of the Task Order Agreement
- D) The item or services have not been accepted.
- E) The quantity of items delivered is less than the quantity ordered.
- F) The items or services do not meet the quality requirements of the Task Order
- G) If the Contract provides for progress payments, the proper invoice for the progress payment has not been submitted pursuant to the schedule contained in the agreement
- H) If the Contract provides for withholding a retainage and the invoice is for the retainage, all stipulated conditions for release of the retainage have not been met.
- I) The Contractor has not submitted satisfactory documentation or other evidence reasonably required by the TO Procurement Officer or by the contract concerning performance under the Task Order Agreement and compliance with its provisions.

3.10.3 TIME SHEET SUBMISSION AND ACCEPTANCE

Time sheets shall be submitted to the TO Manager prior to invoicing. The TO Manager shall sign the timesheet to indicate authorization to invoice.

Within three (3) business days after the 15th and last day of the month, the TO Contractor shall submit a semi-monthly timesheet for the preceding half month providing data for all resources provided under the TO.

At a minimum, each semi-monthly timesheet shall show:

- A) Title: "Time Sheet for MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR)"
- B) Issuing company name, address, and telephone number
- C) For each employee /resource:
 - a) Employee / resource name
 - b) For each Period ending date, e.g., "Period Ending: mm/dd/yyyy" (Periods run 1st through 15th and 16th through last day of the month.
 - (1) Tasks completed that week and the associated deliverable names and ID#s
 - (2) Number of hours worked each day
 - (3) Total number of hours worked that Period
 - (4) Weekly variance above or below 40 hours
 - (5) Annual number of hours planned under the TO
 - (6) Annual number of hours worked to date
 - (7) Balance of hours remaining
 - (8) Annual variance to date (Sum of periodic variances)
- D) Signature and date lines for the TO Manager

3.11 RETAINAGE

THIS SECTION IS NOT APPLICABLE TO THIS TORFP.

3.12 SOC TYPE II AUDIT

THIS SECTION IS NOT APPLICABLE TO THIS TORFP.

3.13 INSURANCE

Offeror shall confirm that, as of the date of its proposal, the insurance policies incorporated into its Master Contract are still current and effective at the required levels.

The Offeror shall also confirm that any insurance policies intended to satisfy the requirements of this TORFP are issued by a company that is licensed to do business in the State of Maryland.

3.14 SECURITY REQUIREMENTS

The TO Contractor will be required to follow all security protocols including but not limited to Motor Vehicle Administration, Department of Transportation and State of Maryland.

3.14.1 TO Contractor is expected to comply with the following State and Federal legislation, including but not limited to:

- a. Driver's Privacy Protection Act of 1994 (DPPA)
- b. Health Insurance Portability Accountability Act of 1996 (HIPAA)
- c. The Privacy Act of 1974, 5 U S C § 552 a, Public Law No 93-579,
- d. Federal Information Security Management Act of 2002 (FISMA),
- e. Maryland State Gov't Code such as Ann §§10-1301 – 10-1308 (protection of personal information) and other Maryland law pertaining to security and safeguarding.

3.14.2 At a minimum, the TO Contractor is expected to comply with security requirements and safeguard requirements of the following agencies / entities:

- a. Maryland Department of Transportation (MDOT)
- b. MDOT Office of Transportation Technology Services (OTTS)
- c. MDOT Motor Vehicle Administration Office of Information Resources (MVA/OIR)
- d. Maryland Department of Information Technology (DoIT)
- e. National Institute of Standards and Technology (NIST)
- f. PCI Security Standards including:
 - i. PCI Data Security Standard (DSS)
 - ii. PIN Transaction Security (PTS)
 - iii. Payment Application Data Security Standard (PA-DSS)

3.14.3 TO Contractor shall comply with all applicable State security policies and adhere to all legal, statutory, and regulatory requirements, as determined by Maryland leadership including, but not limited to:

- a. MDOT Incident Reporting Policy or MVA Breach of Security Protocol,
- b. MVA Record Disposition / Destruction Security Controls,
- c. MVA Third Party Data Security Controls.

3.14.4 TO Contractor shall immediately notify the State of Maryland upon learning of any suspected or actual unauthorized use or disclosure of protected data and information that falls under MDOT and MVA Security policies and/or breach of system or data security. TO Contractor shall work with the State of Maryland to mitigate any breach and provide assurances to the State of Maryland on corrective actions to prevent future unauthorized uses or disclosures. If there is a breach of system or data security, TO Contractor shall undertake such additional safeguards or changes as recommended by a subsequent independent security audit at the TO Contractor's expense.

Note to Offerors: If you follow a more stringent standard(s) than those specified in this TORFP, map the standard you follow to NIST to show how you comply with those requirements.

3.15 RIGHT TO AUDIT

- A. The State reserves the right, at its sole discretion and at any time, to perform an audit of the TO Contractor's and/or Subcontractors' performance under the TO Agreement

resulting from this TORFP. An audit is defined as a planned and documented independent activity performed by qualified personnel, including but not limited to State and federal auditors, to determine by investigation, examination, or evaluation of objective evidence from data, statements, records, operations and performance practices (financial or otherwise) the TO Contractor's compliance with the agreement, including but not limited to the adequacy and compliance with established procedures and internal controls over the services being performed for the State.

- B. Upon three (3) business days' notice, the TO Contractor and/or Subcontractors shall provide the State reasonable access to their records during normal business hours to verify conformance to the terms of the TO Agreement. The MVA shall be permitted to conduct these audits with any or all of its own internal resources or by securing the services of a third party accounting/audit firm, solely at the MVA's election. The MVA shall have the right to copy, at its own expense, any record related to the services performed pursuant to this agreement.
- C. TO Contractor and/or Subcontractors shall cooperate with MVA or MVA's designated auditor and shall provide the necessary assistance for MVA or MVA's designated auditor to conduct the audit.

The right to audit shall include subcontractors in which goods or services are subcontracted by TO Contractor and/or Subcontractors and that provide essential support to the services provided to MVA. TO Contractor and/or Subcontractors shall insure MVA has the right to audit with subcontractor(s).

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SECTION 4 - TO PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS

4.1 REQUIRED RESPONSE

Each Master Contractor receiving this CATS+ TORFP shall respond no later than the submission due date and time designated in the Key Information Summary Sheet. Each Master Contractor is required to submit one of two possible responses: 1) a proposal; or 2) a completed Master Contractor Feedback Form. The feedback form helps the State understand for future contract development why Master Contractors did not submit proposals. The form is accessible via the CATS+ Master Contractor login screen and clicking on TORFP Feedback Response Form from the menu.

A TO Proposal shall conform to the requirements of this CATS+ TORFP.

4.2 SUBMISSION

4.2.1 E-MAIL SUBMISSION

The TO Technical Proposal shall be submitted in one or more separate e-mails from the TO Financial Proposal.

MVA can only accept e-mails that are less than or equal to 8 MB. If a submission exceeds this size, split the submission into two or more parts and include the appropriate part number in the subject (e.g., part 1 of 2) after the subject line information above.

The TO Technical Proposal shall be contained in one or more unencrypted e-mails, with two attachments. This e-mail shall include:

- A. Subject line "CATS+ TORFP # J00B6400003 Technical" plus the Master Contractor Name
- B. One attachment labeled "TORFP J00B6400003 Technical - Attachments" containing all Technical Proposal Attachments (see Section 4.3 below), signed and in PDF format.
- C. One attachment labeled "TORFP J00B6400003 Technical - Proposal" in Microsoft Word format (2010 or later).

The TO Financial Proposal shall be contained in one e-mail containing as attachments all submission documents detailed in section 4.4.2, with password protection.

MVA will contact Offerors for the password to open each file. Each file shall be encrypted with the same password. The TO Procurement Officer will only contact those Offerors with TO Proposals that are reasonably susceptible for award. Offerors that are unable to provide a password that opens the TO Financial Proposal documents will be deemed not susceptible for award. Subsequent submissions of financial content will not be allowed. This e-mail shall include:

- A. Subject line "CATS+ TORFP # J00B6400003 Financial" plus the Master Contractor Name

- B. One attachment labeled “TORFP J00B6400003 Financial” containing the TO Financial Proposal contents, signed and in PDF format.

4.2.2 PAPER SUBMISSION

MVA strongly desires TO Proposal submissions in e-mail format. An Offeror wishing to deliver a hard copy (paper) TO Proposal shall contact the TO Procurement Officer for instructions.

4.3 SUMMARY OF ATTACHMENTS

No attachment forms shall be altered. Signatures shall be clearly visible.

The following signed attachments shall be included with the TO Technical Proposal in PDF format (for e-mail delivery). For paper submissions, submit two (2) copies of each with original signatures.

- A. Attachment 2 – MDOT MBE Forms A - E
- B. Attachment 4 – Conflict of Interest Affidavit and Disclosure
- C. Attachment 5 – Personnel Resume Forms (four total, one for each Key Personnel labor category)
- D. Attachment 12 – Living Wage Affidavit of Agreement
- E. Attachment 14 – Veteran-Owned Small Business Enterprise Utilization Affidavit
- F. Attachment 15 - Certification Regarding Investments in Iran
- G. Attachment 19 – MVA Privacy Protection Policy

The following attachments shall be included with the TO Financial Proposal with password protection (if e-mailed):

- A. Attachment 1 Price Sheet – Signed PDF

4.4 PROPOSAL FORMAT

A TO Proposal shall contain the following sections in order:

4.4.1 TO TECHNICAL PROPOSAL

Important: A TO Technical Proposal shall include NO pricing information.

A) Proposed Services

- 1) Executive Summary: A one-page summary describing the Offeror’s understanding of the TORFP scope of work (Section 3) and proposed solution.
- 2) Proposed Solution: A more detailed description of the Offeror’s understanding of the TORFP scope of work, proposed methodology and solution. The proposed solution shall be organized to exactly match the requirements outlined in Section 3. Include a section discussing the Offeror’s BPR approach and any certifications to which may support the Offeror’s expertise in the area of BPR.
- 3) Draft Project or Work Schedule: A Gantt or similar chart containing tasks and estimated time frames for completing the requirements and deliverables in Section 3 - Scope of Work. The final schedule should come later as a deliverable under the

TO after the TO Contractor has had an opportunity to develop realistic estimates. The Project or Work Schedule may include tasks to be performed by the State or third parties.

- 4) Assumptions: A description of any assumptions formed by the Offeror in developing the TO Technical Proposal.
- 5) Tools the Master Contractor owns and proposes for use to meet any requirements in Section 3.

B) Compliance with Offeror’s Company Minimum Qualifications

Offerors will complete the following table to demonstrate compliance with the Offeror’s Company Minimum Requirements in Section 2.1.1.

Reference	Offeror Company Minimum Requirement	Evidence of Compliance
2.1.1.1	At least three (3) years of demonstrated experience providing BPR consulting and technical services to U.S. based commercial or government entity. The entity to which the services were provided by the Master Contractor must have had at least 500 employees serving customers in a revenue generating activity with a minimum of \$500M in annual sales at the time of engagement.	Offeror evidence of compliance here.
2.1.1.2	The engagement in 2.1.1.1 must have included BPR consulting that lasted at least two (2) years.	Offeror evidence of compliance here.
2.1.1.3	The Offeror must have provided at least three (3) full-time BPR consulting personnel for the engagement in 2.1.1.1.	Offeror evidence of compliance here.
2.1.1.4	The BPR engagement in 2.1.1.1 must have been within the last three (3) years.	Offeror evidence of compliance here.

C) Proposed Personnel and TORFP Staffing

Offeror shall propose exactly four (4) Key Personnel in response to this TORFP.

- 1) Complete and provide for each proposed resource Attachment 5 Personnel Resume Form.
 - 2) Provide evidence proposed personnel possess the required certifications in accordance with Section 2.1.2 Offeror's Personnel Minimum Qualifications. Also, provide copies of any current professional licenses and certifications.
 - 3) Provide three (3) references per proposed Key Personnel containing the information listed in Attachment 5.
 - 4) Provide a Staffing Management Plan that demonstrates how the Offeror will provide resources in addition to the personnel requested in this TORFP, and how the TO Contractor Personnel shall be managed. Include:
 - a) Planned team composition by role (**Important! Identify specific names and provide history only for the proposed resources required for evaluation of this TORFP.**)
 - b) Process and proposed lead time for locating and bringing on board resources that meet TO needs
 - c) Supporting descriptions for all labor categories proposed in response to this TORFP
 - d) Description of approach for quickly substituting qualified personnel after start of TO.
 - 5) Provide the names and titles of the Offeror's management staff who will supervise the personnel and quality of services rendered under this TO Agreement.
- D) MBE and VSBE Participation
- Submit completed MBE documents Form A and B.
- Submit completed VSBE documents Attachment 14 V-1 and V-1A
- E) Subcontractors
- Identify all proposed subcontractors, including MBEs, and their roles in the performance of Section 3 - Scope of Work.
- F) Overall Offeror team organizational chart
- Provide an overall team organizational chart with all team resources available to fulfill the TO scope of work.
- G) Master Contractor and Subcontractor Experience and Capabilities
- 1) Provide up to three examples of engagements or contracts the Master Contractor or subcontractor, if applicable, has completed that were similar to Section 3 - Scope of Work. Include contact information for each client organization complete with the following:
 - a) Name of organization.
 - b) Point of contact name, title, e-mail and telephone number (point of contact shall be accessible and knowledgeable regarding experience)

- c) Services provided as they relate to Section 3 - Scope of Work.
 - d) Start and end dates for each example engagement or contract.
 - e) Current Master Contractor team personnel who participated on the engagement.
 - f) If the Master Contractor is no longer providing the services, explain why not.
- 2) State of Maryland Experience: If applicable, the Master Contractor shall submit a list of all contracts it currently holds or has held within the past five years with any entity of the State of Maryland.

For each identified contract, the Master Contractor shall provide the following (if not already provided in sub paragraph 1 above):

- a) Contract or task order name
- b) Name of organization.
- c) Point of contact name, title, e-mail, and telephone number (point of contact shall be accessible and knowledgeable regarding experience)
- d) Start and end dates for each engagement or contract. If the Master Contractor is no longer providing the services, explain why not.
- e) Dollar value of the contract.
- f) Indicate if the contract was terminated before the original expiration date.
- g) Indicate if any renewal options were not exercised.

Note - State of Maryland experience can be included as part of Section 2 above as engagement or contract experience. State of Maryland experience is neither required nor given more weight in proposal evaluations.

H) State Assistance

Provide an estimate of expectation concerning participation by State personnel.

I) Confidentiality

A Master Contractor should give specific attention to the identification of those portions of its proposal that it considers confidential, proprietary commercial information or trade secrets, and provide justification why such materials, upon request, should not be disclosed by the State under the Public Information Act, Title 4, of the General Provisions Article of the Annotated Code of Maryland. Master Contractors are advised that, upon request for this information from a third party, the TO Procurement Officer will be required to make an independent determination regarding whether the information may be disclosed.

Offeror shall furnish a list that identifies each section of the TO Technical Proposal where, in the Offeror's opinion, the Offeror's response should not be disclosed by the State under the Public Information Act.

4.4.2 TO FINANCIAL PROPOSAL

- A) A description of any assumptions on which the Master Contractor's TO Financial Proposal is based (Assumptions shall not constitute conditions, contingencies, or exceptions to the Price Sheet);
- B) Attachment 1- Price Sheet, with all proposed labor categories including all rates fully loaded. Master Contractors shall list all key resources by approved CATS+ labor categories in the price proposal.
- C) To be responsive to this TORFP, the Price Sheet (Attachment 1) shall provide labor rates for all labor categories anticipated for this TORFP. Proposed rates shall not exceed the rates defined in the Master Contract for the Master Contract year(s) in effect at the time of the TO Proposal due date.

Note: Failure to specify a CATS+ labor category in the completed Price Sheet for each proposed resource will make the TO proposal non-responsive to this TORFP.
- D) Prices shall be valid for 120 days.

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SECTION 5 - TASK ORDER AWARD PROCESS

5.1 OVERVIEW

The TO Contractor will be selected from among all eligible Master Contractors within the appropriate Functional Area responding to the CATS+ TORFP. In making the TO Agreement award determination, the TO Requesting Agency will consider all information submitted in accordance with Section 4.

5.2 TO PROPOSAL EVALUATION CRITERIA

The following are technical criteria for evaluating a TO Proposal in descending order of importance. Failure to meet the minimum qualifications shall render a TO Proposal not reasonably susceptible for award:

- A) The overall experience, capability and references for the Master Contractor as described in the Master Contractor's TO Technical Proposal.

Capabilities of Resources

- B) The capability of the proposed resources to perform the required tasks and produce the required deliverables in the TORFP Scope of Work – Section 3. Capability will be determined from each proposed individual's resume, reference checks, oral presentation, and four Key Personnel interviews during orals (See Section 1.5 Oral Presentations/Interviews).

TORFP Understanding

- C) The Master Contractor's overall understanding of the TORFP Scope of Work – Section 3. Level of understanding will be determined by the quality and accuracy of the technical proposal in adherence with Section 4.4.

Staffing Expectations

- D) The ability for the Master Contractor to meet staffing expectations relative to supplying additional personnel for this TORFP meeting qualifications in Section 2.1 and 2.2.

5.3 SELECTION PROCEDURES

- A) TO Proposals will be assessed throughout the evaluation process for compliance with the minimum qualifications listed in Section 2 of this TORFP, and quality of responses to Section 4.4.1 TO Technical Proposal.
- B) For all TO Proposals deemed technically qualified, Oral Presentations and interviews will be performed.
- C) The TO Procurement Officer will notify the Offeror at time of scheduling initial interviews/oral presentations whether subsequent rounds of interviews/oral presentations are required. When used, the down select procedures to be followed by the TO Procurement Officer are as follows:
- a) An initial oral presentation will be performed for all proposals meeting minimum requirements.

- b) A technical ranking will be performed for all proposals based on the initial oral presentation. Proposals will be ranked from highest to lowest for technical merit based on the quality of the proposals submitted and oral presentation results.
 - c) The top ten (10) proposals identified by the technical ranking will be notified of additional interviews/oral presentations. All other Offerors will be notified of non-selection for this TORFP.
- D) For TO Proposals deemed technically qualified, the associated TO Financial Proposal will be opened. All others will be deemed not reasonably susceptible for award and the TO Procurement Officer will notify the Master Contractor it has not been selected to perform the work.
- E) Qualified TO Financial Proposal responses will be reviewed and ranked from lowest to highest price proposed.
- F) The most advantageous TO Proposal considering both the technical and financial submissions shall be selected for TO award. In making this selection, technical merit has greater weight.
- G) All Master Contractors submitting a TO Proposal shall receive written notice from the TO Procurement Officer identifying the awardee.

5.4 COMMENCEMENT OF WORK UNDER A TO AGREEMENT

Commencement of work in response to a TO Agreement shall be initiated only upon:

- a. Issuance of a fully executed TO Agreement,
- b. Non-Disclosure Agreement (TO Contractor),
- c. Purchase Order,
- d. Notice to Proceed authorized by the TO Procurement Officer. See Attachment 7 - Notice to Proceed (sample), and
- e. Successful completion of Attachment 17 - Criminal Background Check Affidavit

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LIST OF ATTACHMENTS

Attachment Label	Attachment Name	Applicable to this TORFP?	Submit with Proposal?* (Submit, Do Not Submit, N/A)
Attachment 1	Price Sheet	Applicable	Submit with TO Financial Proposal with password protection
Attachment 2	Minority Business Enterprise Participation (Attachments 1A—5 A,B, C,D,E)	Applicable	Submit with TO Technical Proposal
Attachment 3	Task Order Agreement (TO Agreement)	Applicable	Do Not Submit with Proposal
Attachment 4	Conflict of Interest Affidavit and Disclosure	Applicable	Submit with TO Technical Proposal
Attachment 5	Labor Classification Personnel Resume Summary	Applicable	Submit with TO Technical Proposal
Attachment 6	Pre-Proposal Conference Directions	Applicable	Do Not Submit with Proposal
Attachment 7	Notice to Proceed (Sample)	Applicable	Do Not Submit with Proposal
Attachment 8	Agency Deliverable Product Acceptance Form (DPAF)	Applicable	Do Not Submit with Proposal
Attachment 9	Non-Disclosure Agreement (Offeror)	Not Applicable	N/A
Attachment 10	Non-Disclosure Agreement (TO Contractor)	Applicable	Do Not Submit with Proposal
Attachment 11	TO Contractor Self-Reporting Checklist	Applicable	Do Not Submit with Proposal
Attachment 12	Living Wage Affidavit of Agreement	Applicable	Submit with TO Technical Proposal
Attachment 13	Mercury Affidavit	Not Applicable	N/A
Attachment 14	Veteran Owned Small Business Enterprise Utilization Affidavit	Applicable	Submit with TO Technical Proposal
Attachment 15	Certification Regarding Investments in Iran	Applicable	Submit with TO Technical Proposal
Attachment 16	Sample Work Order	Applicable	Do Not Submit with Proposal
Attachment 17	Criminal Background Check Affidavit	Applicable	Do Not Submit with Proposal
Attachment 19	MVA Privacy Protection Policy	Applicable	Submit with TO Technical Proposal

*If not specified in submission instructions, any attachment submitted with response shall be in PDF format and signed

ATTACHMENT 1 PRICE SHEET

PRICE SHEET (TIME AND MATERIALS) FOR CATS+ TORFP # J00B6400003

The total class hours (Column B) are not to be construed as “guaranteed” hours; the total number of hours is a not-to-exceed estimate only for purposes of price sheet evaluation.

A year for this task order shall be calculated as one calendar year from NTP. **Labor Rate Maximums:** The maximum labor rate that may be proposed for any CATS+ Labor Category shall not exceed the maximum for the CATS+ Master Contract year in effect on the TO Proposal due date.

Only provide one price for each labor category.

Job Title from TORFP	Hourly Labor Rate (A)	Total Class Hours (B)	Total Proposed CATS+ TORFP Price (C)
Year 1			
<i>Anticipated guaranteed labor categories as of Task Order NTP</i>			
Named Resource -Business Process Consultant (Senior)	\$	2,000	\$
Named Resource-Engineer, Information	\$	2,000	\$
Named Resource Engineer, Systems Design	\$	2,000	\$
Named Resource - Planner, Information Technology (Senior)	\$	2,000	\$
<i>Potential future labor categories that may be utilized in the delivery of a Work Order</i>			
Analyst, Financial	\$	1,000	\$
IT Professional	\$	1,000	\$
Analyst, Systems	\$	1,000	\$
Subject Matter Expert	\$	1,000	\$
Analyst, Research	\$	2,000	\$
Documentation Specialist	\$	2,000	\$
	Evaluated Price Year 1		\$
Year 2			
<i>Anticipated guaranteed labor categories as of Task Order NTP</i>			
Named Resource - Business Process Consultant (Senior)	\$	2,000	\$
Named Resource - Engineer, Information	\$	2,000	\$
Named Resource - Engineer, Systems Design	\$	2,000	\$
Named Resource - Planner, Information Technology (Senior)	\$	2,000	\$
<i>Potential future labor categories that may be utilized in the delivery of a Work Order</i>			
Analyst, Financial	\$	1,000	\$
IT Professional	\$	1,000	\$

Job Title from TORFP	Hourly Labor Rate (A)	Total Class Hours (B)	Total Proposed CATS+ TORFP Price (C)
Analyst, Systems	\$	2,000	\$
Subject Matter Expert	\$	1,000	\$
Analyst, Research	\$	2,000	\$
Documentation Specialist	\$	2,000	\$
Evaluated Price Year 2			\$
Option -Year 3			
<i>Anticipated guaranteed labor categories as of Task Order NTP</i>			
Named Resource - Business Process Consultant (Senior)	\$	2,000	\$
Named Resource - Engineer, Information	\$	2,000	\$
Named Resource - Engineer, Systems Design	\$	2,000	\$
Named Resource - Planner, Information Technology (Senior)	\$	2,000	\$
<i>Potential future labor categories that may be utilized in the delivery of a Work Order</i>			
Analyst, Financial	\$	1,000	\$
IT Professional	\$	1,000	\$
Analyst, Systems	\$	2,000	\$
Subject Matter Expert	\$	1,000	\$
Analyst, Research	\$	2,000	\$
Documentation Specialist	\$	2,000	\$
Evaluated Price Year 3			\$
Option- Year 4			
<i>Anticipated guaranteed labor categories as of Task Order NTP</i>			
Named Resource - Business Process Consultant (Senior)	\$	2,000	\$
Named Resource - Engineer, Information	\$	1,000	\$
Named Resource - Engineer, Systems Design	\$	1,000	\$
Named Resource - Planner, Information Technology (Senior)	\$	2,000	\$
<i>Potential future labor categories that may be utilized in the delivery of a Work Order</i>			
Analyst, Financial	\$	1,000	\$
IT Professional	\$	500	\$
Analyst, Systems	\$	1,000	\$
Subject Matter Expert	\$	1,000	\$
Analyst, Research	\$	1,000	\$
Documentation Specialist	\$	1,000	\$

Job Title from TORFP	Hourly Labor Rate (A)	Total Class Hours (B)	Total Proposed CATS+ TORFP Price (C)
	Evaluated Price Year 4		\$
Option - Year 5			
<i>Anticipated guaranteed labor categories as of Task Order NTP</i>			
Named Resource - Business Process Consultant (Senior)	\$	2,000	\$
Named Resource - Engineer, Information	\$	800	\$
Named Resource - Engineer, Systems Design	\$	800	\$
Named Resource - Planner, Information Technology (Senior)	\$	2,000	\$
<i>Potential future labor categories that may be utilized in the delivery of a Work Order</i>			
Analyst, Financial	\$	800	\$
IT Professional	\$	500	\$
Analyst, Systems	\$	500	\$
Subject Matter Expert	\$	500	\$
Analyst, Research	\$	500	\$
Documentation Specialist	\$	500	\$
	Evaluated Price Year 5		\$
Total Evaluated Price (Years 1 - 5)		\$	

 Authorized Individual Name

 Title

 Signature

 Company Name

 Company Tax ID #

 Date

The Hourly Labor Rate is the actual rate the State will pay for services and shall be recorded in dollars and cents. The Hourly Labor Rate cannot exceed the Master Contract Rate but may be lower. Rates shall be fully loaded, all-inclusive, i.e., include all direct and indirect costs and profits for the Master Contractor to perform under the TO Agreement.

ATTACHMENT 2 MINORITY BUSINESS ENTERPRISE FORMS REQUIREMENTS CATS+ TORFP #J00B5400002

These instructions are meant to accompany the customized reporting forms sent to you by the TO Manager. If, after reading these instructions, you have additional questions or need further clarification, please contact the TO Manager immediately.

1. As the TO Contractor, you have entered into a TO Agreement with the State of Maryland. As such, your company/firm is responsible for successful completion of all deliverables under the contract, including your commitment to making a good faith effort to meet the MBE participation goal(s) established for TORFP. Part of that effort, as outlined in the TORFP, includes submission of monthly reports to the State regarding the previous month's MBE payment activity. Reporting forms D-5 (TO Contractor Paid/Unpaid MBE Invoice Report) and D-6 (Subcontractor Paid/Unpaid MBE Invoice Report) are attached for your use and convenience.
2. The TO Contractor must complete a separate Form D-5 (TO Contractor Paid/Unpaid MBE Invoice Report) for each MBE subcontractor for each month of the contract and submit one copy to each of the locations indicated at the bottom of the form. The report is due no later than the 15th of the month following the month that is being reported. For example, the report for January's activity is due no later than the 15th of February. With the approval of the TO Manager, the report may be submitted electronically. Note: Reports are required to be submitted each month, regardless of whether there was any MBE payment activity for the reporting month.
3. The TO Contractor is responsible for ensuring that each subcontractor receives a copy (e-copy of and/or hard copy) of Form D-6 (Subcontractor Paid/Unpaid MBE Invoice Report). The TO Contractor should make sure that the subcontractor receives all the information necessary to complete the form properly, i.e., all of the information located in the upper right corner of the form. It may be wise to customize Form D-6 (upper right corner of the form) for the subcontractor the same as the Form D-5 was customized by the TO Manager for the benefit of the TO Contractor. This will help to minimize any confusion for those who receive and review the reports.
4. It is the responsibility of the TO Contractor to make sure that all subcontractors submit reports no later than the 15th of each month, regardless of whether there was any MBE payment activity for the reporting month. Actual payment data is verified and entered into the State's financial management tracking system from the subcontractor's D-6 report only. Therefore, if the subcontractor(s) do not submit their D-6 payment reports, the TO Contractor cannot and will not be given credit for subcontractor payments, regardless of the TO Contractor's proper submission of Form D-5. The TO Manager will contact the TO Contractor if reports are not received each month from either the prime contractor or any of the identified subcontractors. The TO Contractor must promptly notify the TO Manager if, during the course of the contract, a new MBE subcontractor is utilized. Failure to comply with the MBE contract provisions and reporting requirements may result in sanctions, as provided by COMAR 21.11.03.13.

MDOT MBE FORM A
STATE-FUNDED CONTRACTS
CERTIFIED MBE UTILIZATION AND FAIR SOLICITATION AFFIDAVIT

PAGE 1 OF 2

This affidavit must be included with the bid/proposal. If the bidder/offeror fails to accurately complete and submit this affidavit as required, the bid shall be deemed not responsive or the proposal not susceptible of being selected for award.

In connection with the bid/proposal submitted in response to Solicitation No. _____, I affirm the following:

1. MBE Participation (PLEASE CHECK ONLY ONE)

I have met the overall certified Minority Business Enterprise (MBE) participation goal of _____ percent (_____ %) and the following subgoals, if applicable:
_____ percent (_____ %) for African American-owned MBE firms
_____ percent (_____ %) for Hispanic American-owned MBE firms
_____ percent (_____ %) for Asian American-owned MBE firms
_____ percent (_____ %) for Women-owned MBE firms

I agree that these percentages of the total dollar amount of the Contract, for the MBE goal and subgoals (if any), will be performed by certified MBE firms as set forth in the MBE Participation Schedule - Part 2 of the MDOT MBE Form B (State-Funded Contracts).

OR

I conclude that I am unable to achieve the MBE participation goal and/or subgoals. I hereby request a waiver, in whole or in part, of the overall goal and/or subgoals. Within 10 business days of receiving notice that our firm is the apparent awardee or as requested by the Procurement Officer, I will submit a written waiver request and all required documentation in accordance with COMAR 21.11.03.11. For a partial waiver request, I agree that certified MBE firms will be used to accomplish the percentages of the total dollar amount of the Contract, for the MBE goal and subgoals (if any), as set forth in the MBE Participation Schedule - Part 2 of the MDOT MBE Form B (State-Funded Contracts).

2. Additional MBE Documentation

I understand that if I am notified that I am the apparent awardee or as requested by the Procurement Officer, I must submit the following documentation within 10 business days of receiving such notice:

- (a) Outreach Efforts Compliance Statement (MDOT MBE Form C - State-Funded Contracts);
- (b) Subcontractor Project Participation Statement (MDOT MBE Form D - State-Funded Contracts);
- (c) If waiver requested, MBE Waiver Request Documentation and Forms (MDOT MBE/DBE Form E – Good Faith Efforts Guidance and Documentation) per COMAR 21.11.03.11; and
- (d) Any other documentation required by the Procurement Officer to ascertain bidder’s responsibility/ offeror’s susceptibility of being selected for award in connection with the certified MBE participation goal and subgoals, if any.

I acknowledge that if I fail to return each completed document (in 2 (a) through (d)) within the required time, the Procurement Officer may determine that I am not responsible and therefore not eligible for contract award or that the proposal is not susceptible of being selected for award.

MDOT MBE FORM A
STATE-FUNDED CONTRACTS
CERTIFIED MBE UTILIZATION AND FAIR SOLICITATION AFFIDAVIT
PAGE 2 OF 2

3. Information Provided to MBE firms

In the solicitation of subcontract quotations or offers, MBE firms were provided not less than the same information and amount of time to respond as were non-MBE firms.

4. Products and Services Provided by MBE firms

I hereby affirm that the MBEs are only providing those products and services for which they are MDOT certified.

I solemnly affirm under the penalties of perjury that the information in this affidavit is true to the best of my knowledge, information and belief.

Company Name

Signature of Representative

Address

Printed Name and Title

City, State and Zip Code

Date

MDOT MBE FORM B

STATE-FUNDED CONTRACTS

PART 1 – INSTRUCTIONS FOR MBE PARTICIPATION SCHEDULE

PAGE 1 OF 3

PARTS 2 AND 3 MUST BE INCLUDED WITH THE BID/PROPOSAL. IF THE BIDDER/OFFEROR FAILS TO ACCURATELY COMPLETE AND SUBMIT PART 2 WITH THE BID/PROPOSAL AS REQUIRED, THE BID SHALL BE DEEMED NOT RESPONSIVE OR THE PROPOSAL SHALL BE DEEMED NOT SUSCEPTIBLE OF BEING SELECTED FOR AWARD.

PLEASE READ BEFORE COMPLETING THIS FORM

1. Please refer to the Maryland Department of Transportation (MDOT) MBE Directory at www.mdot.state.md.us to determine if a firm is certified for the appropriate North American Industry Classification System (“NAICS”) Code **and** the product/services description (specific product that a firm is certified to provide or specific areas of work that a firm is certified to perform). For more general information about NAICS, please visit www.naics.com. Only those specific products and/or services for which a prime or subcontractor is a certified MBE in the MDOT Directory can be used for purposes of achieving the MBE participation goals.
2. In order to be counted for purposes of achieving the MBE participation goals, the MBE firm (whether a prime or subcontractor) must be certified for that specific NAICS Code (“MBE” for State-funded projects designation after NAICS Code). **WARNING:** If the firm’s NAICS Code is in **graduated status**, such services/products **will not be counted** for purposes of achieving the MBE participation goals. Graduated status is clearly identified in the MDOT Directory (such graduated codes are designated with the word graduated after the appropriate NAICS Code).
3. Examining the NAICS Code is the **first step** in determining whether an MBE firm is certified and eligible to receive MBE participation credit for the specific products/services to be supplied or performed under the contract. The **second step** is to determine whether a firm’s Products/Services Description in the MBE Directory includes the products to be supplied and/or services to be performed that are being used to achieve the MBE participation goals. If you have any questions as to whether a firm is certified to perform the specific services or provide specific products, please contact MDOT’s Office of Minority Business Enterprise at 1-800-544-6056 or via email at mbe@mdot.state.md.us.
4. Complete the Part 2 – MBE Participation Schedule for all certified MBE firms (including primes and subcontractors) being used to achieve the MBE participation goal and subgoals, if any.
5. **MBE Prime Self-Performance.** When a certified MBE firm participates as a prime (independently or as part of a joint venture) on a contract, a procurement agency may count the distinct, clearly defined portion of the work of the contract that the certified MBE firm performs with its own forces toward fulfilling up to fifty-percent (50%) of the MBE participation goal (overall) and up to one hundred percent (100%) of not more than one of the MBE participation subgoals, if any, established for the contract. In order to receive credit for self-performance, an MBE prime must be (a) a certified MBE (see 1-3 above) and (b) listed in the Part 2 – MBE Participation Schedule with its certification number, the certification classification under which it will self-perform, and the percentage of the contract that can be counted as MBE self-performance. For the remaining portion of the overall goal and any subgoals, the MBE prime must also list, in the Part 2 – MBE Participation Schedule, other certified MBE firms used to meet those goals or, after making good faith efforts to obtain the participation of additional MBE firms, request a waiver. Note: A dually-certified MBE firm can use its own forces toward fulfilling ONLY ONE of the MBE subgoals for which it can be counted.
6. The Contractor’s subcontractors are considered second-tier subcontractors. Third-tier contracting used to meet an MBE goal is to be considered the exception and not the rule. The following two conditions must be met before MDOT, its Modal Administrations and the Maryland Transportation Authority may approve a third-tier contracting agreement: (a) the bidder/offeror must request in writing approval of each third-tier contract arrangement, and (b) the request must contain specifics as to why a third-tier contracting arrangement should be approved. These documents must be submitted with the bid/proposal in Part 2 of this MBE Participation Schedule.
7. For each MBE firm that is being used as a supplier/wholesaler/regular dealer/broker/manufacturer, please follow these instructions for calculating the **amount of the subcontract for purposes of achieving the MBE participation goals:**
 - A. Is the firm certified as a broker of the products/supplies? If the answer is YES, please continue to Item C. If the answer is NO, please continue to Item B.

- B. Is the firm certified as a supplier, wholesaler, regular dealer, or manufacturer of such products/supplies? If the answer is YES, continue to Item D. If the answer is NO, continue to Item C only if the MBE firm is certified to perform trucking/hauling services under NAICS Codes 484110, 484121, 484122, 484210, 484220 and 484230. If the answer is NO and the firm is not certified under these NAICS Codes, then no MBE participation credit will be given for the supply of these products.

**MDOT MBE FORM B
STATE-FUNDED CONTRACTS
PART 1 – INSTRUCTIONS FOR MBE PARTICIPATION SCHEDULE**

PAGE 2 OF 3

- C. For purposes of achieving the MBE participation goal, you may count only the amount of any reasonable fee that the MBE firm will receive for the provision of such products/supplies - not the total subcontract amount or the value (or a percentage thereof) of such products and/or supplies. For Column 3 of the MBE Participation Schedule, please divide the amount of any reasonable fee that the MBE firm will receive for the provision of such products/services by the total Contract value and insert the percentage in Line 3.1.
- D. Is the firm certified as a manufacturer (refer to the firm's NAICS Code and specific description of products/services) of the products/supplies to be provided? If the answer is NO, please continue to Item E. If the answer is YES, for purposes of achieving the MBE participation goal, you may count the total amount of the subcontract. For Column 3 of the MBE Participation Schedule, please divide the total amount of the subcontract by the total Contract value and insert the percentage in Line 3.1.
- E. Is the firm certified as a supplier, wholesaler and/or regular dealer? If the answer is YES and the MBE firm is furnishing and installing the materials and is certified to perform these services, please divide the total subcontract amount (including full value of supplies) by the total Contract value and insert the percentage in Line 3.1. If the answer is YES and the MBE firm is only being used as a supplier, wholesaler and/or regular dealer or is not certified to install the supplies/materials, for purposes of achieving the MBE participation goal, you may only count sixty percent (60%) of the value of the subcontract for these supplies/products (60% Rule). To apply the 60% Rule, first divide the amount of the subcontract for these supplies/products only (not installation) by the total Contract value. Then, multiply the result by sixty percent (60%) and insert the percentage in Line 3.2.
8. For each MBE firm that is not being used as a supplier/wholesaler/regular dealer/broker/manufacturer, to calculate the amount of the subcontract for purposes of achieving the MBE participation goals, divide the total amount of the subcontract by the total Contract value and insert the percentage in Line 3.1.
- Example:** \$ 2,500 (Total Subcontract Amount) ÷ \$10,000 (Total Contract Value) x 100 = 25%
9. **WARNING:** The percentage of MBE participation, computed using the percentage amounts determined per Column 3 for all of the MBE firms listed in Part 2, MUST at least equal the MBE participation goal and subgoals (if applicable) as set forth in MDOT MBE Form A – State-Funded Contracts for this solicitation. If a bidder/offeror is unable to achieve the MBE participation goal and/or any subgoals (if applicable), then the bidder/offeror must request a waiver in Form A or the bid will be deemed not responsive, or the proposal not susceptible of being selected for award. You may wish to use the attached Goal/Subgoal Worksheet to assist you in calculating the percentages and confirming that you have met the applicable MBE participation goal and subgoals (if any).

**MDOT MBE FORM B
 STATE-FUNDED CONTRACTS
 PART 1 – INSTRUCTIONS FOR MBE PARTICIPATION SCHEDULE**

PAGE 3 OF 3

GOAL/SUBGOAL PARTICIPATION WORKSHEET

1. Complete the Part 2 – MBE Participation Schedule for each MBE being used to meet the MBE goal and any subgoals.
2. After completion of the Part 2 – MBE Participation Schedule, you may use the Goal/Subgoal Worksheet to calculate the total MBE participation commitment for the overall goal and any subgoals.
3. **MBE Overall Goal Participation Boxes:** Calculate the total percentage of MBE participation for each MBE classification by adding the percentages determined per Column 3 of the Part 2 – MBE Participation Schedule. Add the percentages determined in Lines 3.1 and 3.2 for the MBE subcontractor (subs) total. Add the overall participation percentages determined in Line 3.3 for the MBE prime total.
4. **MBE Subgoal Participation Boxes:** Calculate the total percentage of MBE participation for each MBE classification by adding the percentages determined per Column 3 of the Part 2 – MBE Participation Schedule. Add the percentages determined in Lines 3.1 and 3.2 for the MBE subcontractor (subs) total. Add the subgoal participation percentages determined in Line 3.3 for the MBE prime total.
5. The percentage amount for the MBE overall participation in the Total MBE Firm Participation Box F1 should be equal to the sum of the percentage amounts in Boxes A through E of the MBE Overall Goal Participation Column of the Worksheet.
6. The percentage amount for the MBE subgoal participation in the Total MBE Firm Participation Box L should be equal to the sum of the percentage amounts in Boxes A through E of the MBE Subgoal Participation Column of the Worksheet.

GOAL/SUBGOAL WORKSHEET		
MBE Classification	MBE Overall Goal Participation	MBE Subgoal Participation
(A) Total African American Firm Participation (Add percentages determined for African American-Owned Firms per Column 3 of MBE Participation Schedule)	_____ %subs _____ %prime	_____ %subs _____ %prime
(B) Total Hispanic American Firm Participation (Add percentages determined for Hispanic American-Owned Firms per Column 3 of MBE Participation Schedule)	_____ %subs _____ %prime	_____ %subs _____ %prime
(C) Total Asian American Firm Participation (Add percentages listed for Asian American-Owned Firms per Column 3 of MBE Participation Schedule)	_____ %subs _____ %prime	_____ %subs _____ %prime
(D) Total Women-Owned Firm Participation (Add percentages determined for Women-Owned Firms per Column 3 of MBE Participation Schedule)	_____ %subs _____ %prime	_____ %subs _____ %prime
(E) Total for all other MBE Firms (Add percentages for firms listed as Other MBE Classification per Column 3 of the MBE Participation Schedule)	_____ %subs _____ %prime	_____ %subs _____ %prime
Total MBE Firm Participation (Add total percentages determined for all MBE Firms in each column of the Worksheet)	(F1) _____ %	(F2) _____ %

**MDOT MBE FORM B
 STATE-FUNDED CONTRACTS
 PART 2 – MBE PARTICIPATION SCHEDULE**

PAGE ___ OF ___

PARTS 2 AND 3 MUST BE INCLUDED WITH THE BID/PROPOSAL. IF THE BIDDER/OFFEROR FAILS TO ACCURATELY COMPLETE AND SUBMIT PART 2 WITH THE BID/PROPOSAL AS REQUIRED, THE BID SHALL BE DEEMED NOT RESPONSIVE OR THE PROPOSAL SHALL BE DEEMED NOT SUSCEPTIBLE OF BEING SELECTED FOR AWARD.

Prime Contractor	Project Description	SOLICITATION NUMBER

LIST INFORMATION FOR EACH CERTIFIED MBE PRIME OR MBE SUBCONTRACTOR YOU AGREE TO USE TO ACHIEVE THE MBE PARTICIPATION GOAL AND SUBGOALS, IF ANY. NOTE INSTRUCTIONS IN EACH COLUMN.

COLUMN 1	COLUMN 2	COLUMN 3
		Unless the bidder/offeror requested a waiver in MDOT MBE Form A – State Funded Contracts for this solicitation, the cumulative MBE participation for all MBE firms listed herein must equal at least the MBE participation goal <u>and</u> subgoals (if applicable) set forth in Form A.
NAME OF MBE PRIME OR MBE SUBCONTRACTOR AND TIER	CERTIFICATION NO. AND MBE CLASSIFICATION	FOR PURPOSES OF ACHIEVING THE MBE PARTICIPATION GOAL AND SUBGOALS, refer to Sections 5 through 8 in Part 1 - Instructions. State the percentage amount of the products/services in Line 3.1, except for those products or services where the MBE firm is being used as a wholesaler, supplier, or regular dealer. For items of work where the MBE firm is being used as a supplier, wholesaler and/or regular dealer, complete Line 3.2 using the 60% Rule. For items of work where the MBE firm is the prime, complete Line 3.3.
MBE Name: <input type="checkbox"/> Check here if MBE firm is a subcontractor and complete in accordance with Sections 6, 7, & 8 of Part 1 - Instructions. If this box is checked, complete 3.1 or 3.2 in Column C, whichever is appropriate. <input type="checkbox"/> Check here if MBE firm is the prime contractor, including a participant in a joint venture, and self-performance is being counted pursuant to Section 5 of Part 1 - Instructions. If this box is checked, complete 3.3 in Column C. <input type="checkbox"/> Check here if MBE firm is a third-tier contractor (if applicable). Please submit written documents in accordance with Section 6 of Part 1 - Instructions	Certification Number: _____ (If dually certified, check only one box.) <input type="checkbox"/> African American-Owned <input type="checkbox"/> Hispanic American-Owned <input type="checkbox"/> Asian American-Owned <input type="checkbox"/> Women-Owned <input type="checkbox"/> Other MBE Classification _____	3.1. TOTAL PERCENTAGE TO BE PAID TO THE SUBCONTRACTOR (STATE THIS PERCENTAGE AS A PERCENTAGE OF THE TOTAL CONTRACT VALUE- EXCLUDING PRODUCTS/SERVICES FROM SUPPLIERS, WHOLESALERS OR REGULAR DEALERS). _____ % (Percentage for purposes of calculating achievement of MBE Participation goal and subgoals, if any) 3.2 TOTAL PERCENTAGE TO BE PAID TO THE SUBCONTRACTOR FOR ITEMS OF WORK WHERE THE MBE FIRM IS BEING USED AS A SUPPLIER, WHOLESALER AND/OR REGULAR DEALER (STATE THE PERCENTAGE AS A PERCENTAGE OF THE TOTAL CONTRACT VALUE AND THEN APPLY THE 60% RULE PER SECTION 7(E) IN PART 1 - INSTRUCTIONS). _____ % Total percentage of Supplies/Products x 60% (60% Rule) _____ % (Percentage for purposes of calculating achievement of MBE Participation goal and subgoals, if any) 3.3. TOTAL PERCENTAGE TO BE PAID TO MBE PRIME FOR WORK THAT CAN BE COUNTED AS MBE SELF-PERFORMANCE (STATE THIS PERCENTAGE AS A PERCENTAGE OF THE TOTAL CONTRACT VALUE). (a) _____ % Total percentage for self-performed items of work in which MBE is certified) (b) _____ % (Insert 50% of MBE overall goal) (c) _____ % (Insert subgoal for classification checked in Column 2, if applicable) Percentages for purposes of calculating achievement of MBE Participation goals: ➤ For MBE Overall goal – Use lesser of (a) or (b) ➤ For MBE Subgoal – Use lesser of (a) or (c) ➤ If MBE Prime is supplier, wholesaler and/or regular dealer, apply the 60% rule.

Check here if Continuation Sheets are attached.

**MDOT MBE FORM B
 STATE-FUNDED CONTRACTS
 PART 2 – MBE PARTICIPATION SCHEDULE
 CONTINUATION SHEET**

PAGE ___ OF ___

Prime Contractor	Project Description	SECTION 1 SOLICITATION NUMBER

LIST INFORMATION FOR EACH CERTIFIED MBE PRIME OR MBE SUBCONTRACTOR YOU AGREE TO USE TO ACHIEVE THE MBE PARTICIPATION GOAL AND SUBGOALS, IF ANY. NOTE INSTRUCTIONS IN EACH COLUMN.

COLUMN 1	COLUMN 2	COLUMN 3 Unless the bidder/offeror requested a waiver in MDOT MBE Form A – State Funded Contracts for this solicitation, the cumulative MBE participation for all MBE firms listed herein must equal at least the MBE participation goal and subgoals (if applicable) set forth in Form A.
<p>NAME OF MBE PRIME OR MBE SUBCONTRACTOR AND TIER</p>	<p>CERTIFICATION NO. AND MBE CLASSIFICATION</p>	<p>FOR PURPOSES OF ACHIEVING THE MBE PARTICIPATION GOAL AND SUBGOALS, refer to Sections 5 through 8 in Part 1 - Instructions. State the percentage amount of the products/services in Line 3.1, except for those products or services where the MBE firm is being used as a wholesaler, supplier, or regular dealer. For items of work where the MBE firm is being used as a supplier, wholesaler and/or regular dealer, complete Line 3.2 using the 60% Rule. For items of work where the MBE firm is the prime, complete Line 3.3.</p>
<p>MBE Name:</p> <hr/> <p><input type="checkbox"/> Check here if MBE firm is a subcontractor and complete in accordance with Sections 6, 7, & 8 of Part 1 - Instructions. If this box is checked, complete 3.1 or 3.2 in Column C, whichever is appropriate.</p> <p><input type="checkbox"/> Check here if MBE firm is the prime contractor, including a participant in a joint venture, and self-performance is being counted pursuant to Section 5 of Part 1 - Instructions. If this box is checked, complete 3.3 in Column C.</p> <p><input type="checkbox"/> Check here if MBE firm is a third-tier contractor (if applicable). Please submit written documents in accordance with Section 6 of Part 1 - Instructions</p>	<p>Certification Number:</p> <hr/> <p>(If dually certified, check only one box.)</p> <p><input type="checkbox"/> African American-Owned</p> <p><input type="checkbox"/> Hispanic American-Owned</p> <p><input type="checkbox"/> Asian American-Owned</p> <p><input type="checkbox"/> Women-Owned</p> <p><input type="checkbox"/> Other MBE Classification</p> <hr/>	<p>3.1. TOTAL PERCENTAGE TO BE PAID TO THE SUBCONTRACTOR (STATE THIS PERCENTAGE AS A PERCENTAGE OF THE TOTAL CONTRACT VALUE- EXCLUDING PRODUCTS/SERVICES FROM SUPPLIERS, WHOLESALERS OR REGULAR DEALERS).</p> <p>_____ % (Percentage for purposes of calculating achievement of MBE Participation goal and subgoals, if any)</p> <p>3.2 TOTAL PERCENTAGE TO BE PAID TO THE SUBCONTRACTOR FOR ITEMS OF WORK WHERE THE MBE FIRM IS BEING USED AS A SUPPLIER, WHOLESALER AND/OR REGULAR DEALER (STATE THE PERCENTAGE AS A PERCENTAGE OF THE TOTAL CONTRACT VALUE AND THEN APPLY THE 60% RULE PER SECTION 7(E) IN PART 1 - INSTRUCTIONS).</p> <p>_____ % Total percentage of Supplies/Products</p> <p>x 60% (60% Rule)</p> <p>_____ % (Percentage for purposes of calculating achievement of MBE Participation goal and subgoals, if any)</p> <p>3.3. TOTAL PERCENTAGE TO BE PAID TO MBE PRIME FOR WORK THAT CAN BE COUNTED AS MBE SELF-PERFORMANCE (STATE THIS PERCENTAGE AS A PERCENTAGE OF THE TOTAL CONTRACT VALUE)..</p> <p>(a) _____ % Total percentage for self-performed items of work in which MBE is certified)</p> <p>(b) _____ % (Insert 50% of MBE overall goal)</p> <p>(c) _____ % (Insert subgoal for classification checked in Column 2, if applicable)</p> <p>Percentages for purposes of calculating achievement of MBE Participation goals:</p> <p>➔ For MBE Overall goal – Use lesser of (a) or (b)</p> <p>➔ For MBE Subgoal – Use lesser of (a) or (c)</p> <p>➔ If MBE Prime is supplier, wholesaler and/or regular dealer, apply the 60% rule.</p>

Check here if Continuation Sheets are attached.

MDOT MBE FORM B
STATE-FUNDED CONTRACTS
PART 3 – CERTIFICATION FOR MBE PARTICIPATION SCHEDULE
SECTION 2

PARTS 2 AND 3 MUST BE INCLUDED WITH THE BID/PROPOSAL
AS DIRECTED IN THE INVITATION TO BID/ REQUEST FOR PROPOSALS.

I hereby affirm that I have reviewed the Products and Services Description (specific product that a firm is certified to provide or areas of work that a firm is certified to perform) set forth in the MDOT MBE Directory for each of the MBE firms listed in Part 2 of this MBE Form B for purposes of achieving the MBE participation goals and subgoals that were identified in the MBE Form A that I submitted with this solicitation, and that the MBE firms listed are only performing those products/services/areas of work for which they are certified. I also hereby affirm that I have read and understand the form instructions set forth in Part 1 of this MBE Form B.

The undersigned Prime Contractor hereby certifies and agrees that they have fully complied with the State Minority Business Enterprise law, State Finance and Procurement Article §14-308(a)(2), Annotated Code of Maryland which provides that, except as otherwise provided by law, a contractor may not identify a certified minority business enterprise in a bid or proposal and:

- (1) fail to request, receive, or otherwise obtain authorization from the certified minority business enterprise to identify the certified minority business enterprise in its bid or proposal;
- (2) fail to notify the certified minority business enterprise before execution of the contract of its inclusion of the bid or proposal;
- (3) fail to use the certified minority business enterprise in the performance of the contract; or
- (4) pay the certified minority business enterprise solely for the use of its name in the bid or proposal.

I solemnly affirm under the penalties of perjury that the contents of Parts 2 and 3 of MDOT MBE Form B are true to the best of my knowledge, information and belief.

Company Name

Signature of Representative

Address

Printed Name and Title

City, State and Zip Code

Date

MDOT MBE FORM C STATE-FUNDED CONTRACTS OUTREACH EFFORTS COMPLIANCE STATEMENT

In conjunction with the offer/proposal submitted in response to Solicitation No. _____, I state the following:

1. Bidder/Offeror took the following efforts to identify subcontracting opportunities in these specific work categories:

2. Attached to this form are copies of written solicitations (with bidding/proposal instructions) used to solicit certified MBE firms for these subcontract opportunities.

3. Bidder/Offeror made the following attempts to personally contact the solicited MBE firms:

4. Please Check One:

- This project does not involve bonding requirements.
- Bidder/Offeror assisted MBE firms to fulfill or seek waiver of bonding requirements. (DESCRIBE EFFORTS)

5. Please Check One:

- Bidder/Offeror did attend the pre-bid/pre-proposal meeting/conference.
- No pre-bid/pre-proposal meeting/conference was held.
- Bidder/Offeror did not attend the pre-bid/pre-proposal meeting/conference.

Company Name

Signature of Representative

Address

Printed Name and Title

City, State and Zip Code

Date

MDOT MBE FORM D STATE-FUNDED CONTRACTS MBE SUBCONTRACTOR PROJECT PARTICIPATION AFFIDAVIT

IF THE BIDDER/OFFEROR FAILS TO RETURN THIS AFFIDAVIT WITHIN THE REQUIRED TIME, THE PROCUREMENT OFFICER MAY DETERMINE THAT THE BIDDER/OFFEROR IS NOT RESPONSIBLE AND THEREFORE NOT ELIGIBLE FOR CONTRACT AWARD OR THAT THE PROPOSAL IS NOT SUSCEPTIBLE OF BEING SELECTED FOR AWARD. SUBMIT ONE FORM FOR EACH CERTIFIED MBE FIRM LISTED IN THE MBE PARTICIPATION SCHEDULE. BIDDERS/OFFERORS ARE HIGHLY ENCOURAGED TO SUBMIT FORM D PRIOR TO THE TEN (10) DAY DEADLINE.

Provided that _____ (Prime Contractor's Name) is awarded the State contract in conjunction with Solicitation No. _____, such Prime Contractor will enter into a subcontract with _____ (Subcontractor's Name) committing to participation by the MBE firm _____ (MBE Name) with MDOT Certification Number _____ (if subcontractor previously listed is also the MBE firm, please restate name and provide MBE Certification Number) which will receive at least \$ _____ or ____% (Total Subcontract Amount/ Percentage) for performing the following products/services for the Contract:

NAICS CODE	WORK ITEM, SPECIFICATION NUMBER, LINE ITEMS OR WORK CATEGORIES (IF APPLICABLE)	DESCRIPTION OF SPECIFIC PRODUCTS AND/OR SERVICES

I solemnly affirm under the penalties of perjury that the information provided in this MBE Subcontractor Project Participation Affidavit is true to the best of my knowledge, information and belief. I acknowledge that, for purposes of determining the accuracy of the information provided herein, the Procurement Officer may request additional information, including, without limitation, copies of the subcontract agreements and quotes.

PRIME CONTRACTOR	SUBCONTRACTOR (SECOND-TIER)	SUBCONTRACTOR (THIRD-TIER)
Signature of Representative: _____	Signature of Representative: _____	Signature of Representative: _____
Printed Name and title: _____	Printed Name and Title: _____	Printed Name and Title: _____
Firm's Name: _____	Firm's Name: _____	Firm's Name: _____
Federal Identification Number: _____	Federal Identification Number: _____	Federal Identification Number: _____
Address: _____	Address: _____	Address: _____
Telephone: _____	Telephone: _____	Telephone: _____
Date: _____	Date: _____	Date: _____

IF MBE FIRM IS A THIRD-TIER SUBCONTRACTOR, THIS FORM MUST ALSO BE EXECUTED BY THE SECOND-TIER SUBCONTRACTOR THAT HAS THE SUBCONTRACT AGREEMENT WITH THE MBE FIRM.

This form is to be completed monthly by the prime contractor.

Attachment D-5
Maryland Department of Information Technology
Minority Business Enterprise Participation
Prime Contractor Paid/Unpaid MBE Invoice Report

Report #: _____	Contract #: _____
Reporting Period (Month/Year): _____	Contracting Unit: _____
Report is due to the MBE Officer by the 10th of the month following the month the services were provided.	Contract Amount: _____
	MBE Subcontract Amt: _____
	Project Begin Date: _____
	Project End Date: _____
	Services Provided: _____
Note: Please number reports in sequence	

Prime Contractor:		Contact Person:	
Address:			
City:		State:	ZIP:
Phone:	FAX:	Email:	
Subcontractor Name:		Contact Person:	
Phone:	FAX:		
Subcontractor Services Provided:			
List all payments made to MBE subcontractor named above during this reporting period:		List dates and amounts of any outstanding invoices:	
<u>Invoice#</u>	<u>Amount</u>	<u>Invoice #</u>	<u>Amount</u>
1.		1.	
2.		2.	
3.		3.	
4.		4.	
Total Dollars Paid: \$ _____		Total Dollars Unpaid: \$ _____	

**If more than one MBE subcontractor is used for this contract, you must use separate D-5 forms.

****Return one copy (hard or electronic) of this form to the following addresses (electronic copy with signature and date is preferred):**

(TO MANAGER OF APPLICABLE POC NAME, TITLE) (AGENCY NAME) (ADDRESS, ROOM NUMBER) (CITY, STATE ZIP) (EMAIL ADDRESS)	(TO PROCUREMENT OFFICER OR APPLICABLE POC NAME, TITLE) (AGENCY NAME) (ADDRESS, ROOM NUMBER) (CITY, STATE ZIP) (EMAIL ADDRESS)
---	---

This form must be completed
 by MBE subcontractor

ATTACHMENT D-6
Minority Business Enterprise Participation
Subcontractor Paid/Unpaid MBE Invoice Report

Report#: _____	Contract #
Reporting Period (Month/Year): _____	Contracting Unit:
Report is due by the 10th of the month following the month the services were performed.	MBE Subcontract Amount:
	Project Begin Date:
	Project End Date:
	Services Provided:

MBE Subcontractor Name:		
MDOT Certification #:		
Contact Person:	Email:	
Address:		
City: Baltimore	State:	ZIP:
Phone:	FAX:	
Subcontractor Services Provided:		
List all payments received from Prime Contractor during reporting period indicated above.		List dates and amounts of any unpaid invoices over 30 days old.
<u>Invoice Amt</u>	<u>Date</u>	<u>Invoice Amt</u> <u>Date</u>
1.		1.
2.		2.
3.		3.
Total Dollars Paid: \$ _____		Total Dollars Unpaid: \$ _____
Prime Contractor:		Contact Person:

****Return one copy of this form to the following address (electronic copy with signature & date is preferred):**

(TO MANAGER OF APPLICABLE POC NAME, TITLE) (AGENCY NAME) (ADDRESS, ROOM NUMBER) (CITY, STATE ZIP) (EMAIL ADDRESS)	(TO PROCUREMENT OFFICER OR APPLICABLE POC NAME, TITLE) (AGENCY NAME) (ADDRESS, ROOM NUMBER) (CITY, STATE ZIP) (EMAIL ADDRESS)
---	---

Signature: _____ Date: _____

(Required)

ATTACHMENT 2 - MDOT MBE/DBE FORM E GOOD FAITH EFFORTS GUIDANCE AND DOCUMENTATION

Part 1 – Guidance for Demonstrating Good Faith Efforts to Meet MBE/DBE Participation Goals

In order to show that it has made good faith efforts to meet the Minority Business Enterprise (MBE)/Disadvantaged Business Enterprise (DBE) participation goal (including any MBE subgoals) on a contract, the bidder/offeror must either (1) meet the MBE/DBE Goal(s) and document its commitments for participation of MBE/DBE Firms, or (2) when it does not meet the MBE/DBE Goal(s), document its Good Faith Efforts to meet the goal(s).

I. Definitions

MBE/DBE Goal(s) – “MBE/DBE Goal(s)” refers to the MBE participation goal and MBE participation subgoal(s) on a State-funded procurement and the DBE participation goal on a federally-funded procurement.

Good Faith Efforts – The “Good Faith Efforts” requirement means that when requesting a waiver, the bidder/offeror must demonstrate that it took all necessary and reasonable steps to achieve the MBE/DBE Goal(s), which, by their scope, intensity, and appropriateness to the objective, could reasonably be expected to obtain sufficient MBE/DBE participation, even if those steps were not fully successful. Whether a bidder/offeror that requests a waiver made adequate good faith efforts will be determined by considering the quality, quantity, and intensity of the different kinds of efforts that the bidder/offeror has made. The efforts employed by the bidder/offeror should be those that one could reasonably expect a bidder/offeror to take if the bidder/offeror were actively and aggressively trying to obtain DBE participation sufficient to meet the DBE contract goal. Mere *pro forma* efforts are not good faith efforts to meet the DBE contract requirements. The determination concerning the sufficiency of the bidder's/offeror's good faith efforts is a judgment call; meeting quantitative formulas is not required.

Identified Firms – “Identified Firms” means a list of the DBEs identified by the procuring agency during the goal setting process and listed in the federally-funded procurement as available to perform the Identified Items of Work. It also may include additional DBEs identified by the bidder/offeror as available to perform the Identified Items of Work, such as DBEs certified or granted an expansion of services after the procurement was issued. If the procurement does not include a list of Identified Firms or is a State-funded procurement, this term refers to all of the MBE Firms (if State-funded) or DBE Firms (if federally-funded) the bidder/offeror identified as available to perform the Identified Items of Work and should include all appropriately certified firms that are reasonably identifiable.

Identified Items of Work – “Identified Items of Work” means the bid items identified by the procuring agency during the goal setting process and listed in the procurement as possible items of work for performance by MBE/DBE Firms. It also may include additional portions of items of work the bidder/offeror identified for performance by MBE/DBE Firms to increase the likelihood that the MBE/DBE Goal(s) will be achieved. If the procurement does not include a list of Identified Items of Work, this term refers to all of the items of work the bidder/offeror identified as possible items of work for performance by MBE/DBE Firms and should include all reasonably identifiable work opportunities.

MBE/DBE Firms – For State-funded contracts, “MBE/DBE Firms” refers to certified **MBE** Firms. Certified MBE Firms can participate in the State's MBE Program. For federally-funded contracts, “MBE/DBE Firms” refers to certified **DBE** Firms. Certified DBE Firms can participate in the federal DBE Program.

II. Types of Actions MDOT will Consider

The bidder/offeror is responsible for making relevant portions of the work available to MBE/DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available MBE/DBE subcontractors and suppliers, so as to facilitate MBE/DBE participation. The following is a list of types of actions MDOT will consider as part of the bidder's/offeror's Good Faith Efforts when the bidder/offeror fails to meet the MBE/DBE Goal(s). This list is

not intended to be a mandatory checklist, nor is it intended to be exclusive or exhaustive. Other factors or types of efforts may be relevant in appropriate cases.

A. Identify Bid Items as Work for MBE/DBE Firms

1. Identified Items of Work in Procurements

(a) Certain procurements will include a list of bid items identified during the goal setting process as possible work for performance by MBE/DBE Firms. If the procurement provides a list of Identified Items of Work, the bidder/offeror shall make all reasonable efforts to solicit quotes from MBE Firms or DBE Firms, whichever is appropriate, to perform that work.

(b) Bidders/Offerors may, and are encouraged to, select additional items of work to be performed by MBE/DBE Firms to increase the likelihood that the MBEDBE Goal(s) will be achieved.

2. Identified Items of Work by Bidders/Offerors

(a) When the procurement does not include a list of Identified Items of Work, bidders/offerors should reasonably identify sufficient items of work to be performed by MBE/DBE Firms.

(b) Where appropriate, bidders/offerors should break out contract work items into economically feasible units to facilitate MBE/DBE participation, rather than perform these work items with their own forces. The ability or desire of a prime contractor to perform the work of a contract with its own organization does not relieve the bidder/offeror of the responsibility to make Good Faith Efforts.

B. Identify MBE Firms or DBE Firms to Solicit

1. DBE Firms Identified in Procurements

(a) Certain procurements will include a list of the DBE Firms identified during the goal setting process as available to perform the items of work. If the procurement provides a list of Identified DBE Firms, the bidder/offeror shall make all reasonable efforts to solicit those DBE firms.

(b) Bidders/offerors may, and are encouraged to, search the MBE/DBE Directory to identify additional DBEs who may be available to perform the items of work, such as DBEs certified or granted an expansion of services after the solicitation was issued.

2. MBE/DBE Firms Identified by Bidders/Offerors

(a) When the procurement does not include a list of Identified MBE/DBE Firms, bidders/offerors should reasonably identify the MBE Firms or DBE Firms, whichever is appropriate, that are available to perform the Identified Items of Work.

(b) Any MBE/DBE Firms identified as available by the bidder/offeror should be certified in the appropriate program (MBE for State-funded procurements or DBE for federally-funded procurements)

(c) Any MBE/DBE Firms identified as available by the bidder/offeror should be certified to perform the Identified Items of Work.

C. Solicit MBE/DBEs

1. Solicit all Identified Firms for all Identified Items of Work by providing written notice. The bidder/offeror should:

(a) provide the written solicitation at least 10 days prior to bid opening to allow sufficient time for the MBE/DBE Firms to respond;

(b) send the written solicitation by first-class mail, facsimile, or email using contact information in the MBE/DBE Directory, unless the bidder/offeror has a valid basis for using different contact information; and

(c) provide adequate information about the plans, specifications, anticipated time schedule for portions of the work to be performed by the MBE/DBE, and other requirements of the contract to assist MBE/DBE Firms in responding. (This information may be provided by including hard copies in the written solicitation or by electronic means as described in C.3 below.)

2. “All” Identified Firms includes the DBEs listed in the procurement and any MBE/DBE Firms you identify as potentially available to perform the Identified Items of Work, but it does not include MBE/DBE Firms who are no longer certified to perform the work as of the date the bidder/offeror provides written solicitations.

3. “Electronic Means” includes, for example, information provided *via* a website or file transfer protocol (FTP) site containing the plans, specifications, and other requirements of the contract. If an interested MBE/DBE cannot access the information provided by electronic means, the bidder/offeror must make the information available in a manner that is accessible by the interested MBE/DBE.

4. Follow up on initial written solicitations by contacting DBEs to determine if they are interested. The follow up contact may be made:

(a) by telephone using the contact information in the MBE/DBE Directory, unless the bidder/offeror has a valid basis for using different contact information; or

(b) in writing *via* a method that differs from the method used for the initial written solicitation.

5. In addition to the written solicitation set forth in C.1 and the follow up required in C.4, use all other reasonable and available means to solicit the interest of MBE/DBE Firms certified to perform the work of the contract. Examples of other means include:

(a) attending any pre-bid meetings at which MBE/DBE Firms could be informed of contracting and subcontracting opportunities;

(b) if recommended by the procurement, advertising with or effectively using the services of at least two minority focused entities or media, including trade associations, minority/women community organizations, minority/women contractors' groups, and local, state, and federal minority/women business assistance offices listed on the MDOT Office of Minority Business Enterprise website; and

(c) effectively using the services of other organizations, as allowed on a case-by-case basis and authorized in the procurement, to provide assistance in the recruitment and placement of MBE/DBE Firms.

D. Negotiate With Interested MBE/DBE Firms

Bidders/Offerors must negotiate in good faith with interested MBE/DBE Firms.

1. Evidence of negotiation includes, without limitation, the following:

(a) the names, addresses, and telephone numbers of MBE/DBE Firms that were considered;

(b) a description of the information provided regarding the plans and specifications for the work selected for subcontracting and the means used to provide that information; and

(c) evidence as to why additional agreements could not be reached for MBE/DBE Firms to perform the work.

2. A bidder/offeror using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take a firm's price and capabilities as well as contract goals into consideration.

3. The fact that there may be some additional costs involved in finding and using MBE/DBE Firms is not in itself sufficient reason for a bidder's/offeror's failure to meet the contract DBE goal, as long as such costs are reasonable. Factors to take into consideration when determining whether a MBE/DBE Firm's quote is excessive or unreasonable include, without limitation, the following:

(a) the dollar difference between the MBE/DBE subcontractor's quote and the average of the other subcontractors' quotes received by the bidder/offeror;

(b) the percentage difference between the MBE/DBE subcontractor's quote and the average of the other subcontractors' quotes received by the bidder/offeror;

(c) the percentage that the DBE subcontractor's quote represents of the overall contract amount;

(d) the number of MBE/DBE firms that the bidder/offeror solicited for that portion of the work;

(e) whether the work described in the MBE/DBE and Non-MBE/DBE subcontractor quotes (or portions thereof) submitted for review is the same or comparable; and

(f) the number of quotes received by the bidder/offeror for that portion of the work.

4. The above factors are not intended to be mandatory, exclusive, or exhaustive, and other evidence of an excessive or unreasonable price may be relevant.

5. The bidder/offeror may not use its price for self-performing work as a basis for rejecting a MBE/DBE Firm's quote as excessive or unreasonable.

6. The "average of the other subcontractors' quotes received by the" bidder/offeror refers to the average of the quotes received from all subcontractors, except that there should be quotes from at least three subcontractors, and there must be at least one quote from a MBE/DBE and one quote from a Non-MBE/DBE.

7. A bidder/offeror shall not reject a MBE/DBE Firm as unqualified without sound reasons based on a thorough investigation of the firm's capabilities. For each certified MBE/DBE that is rejected as unqualified or that placed a subcontract quotation or offer that the bidder/offeror concludes is not acceptable, the bidder/offeror must provide a written detailed statement listing the reasons for this conclusion. The bidder/offeror also must document the steps taken to verify the capabilities of the MBE/DBE and Non-MBE/DBE Firms quoting similar work.

(a) The factors to take into consideration when assessing the capabilities of a MBE/DBE Firm, include, but are not limited to the following: financial capability, physical capacity to perform, available personnel and equipment, existing workload, experience performing the type of work, conduct and performance in previous contracts, and ability to meet reasonable contract requirements.

(b) The MBE/DBE Firm's standing within its industry, membership in specific groups, organizations, or associations and political or social affiliations (for example union vs. non-union employee status) are not legitimate causes for the rejection or non-solicitation of bids in the efforts to meet the project goal.

E. Assisting Interested MBE/DBE Firms

When appropriate under the circumstances, the decision-maker will consider whether the bidder/offeror:

1. made reasonable efforts to assist interested MBE/DBE Firms in obtaining the bonding, lines of credit, or insurance required by MDOT or the bidder/offeror; and
2. made reasonable efforts to assist interested MBE/DBE Firms in obtaining necessary equipment, supplies, materials, or related assistance or services.

III. Other Considerations

In making a determination of Good Faith Efforts the decision-maker may consider engineering estimates, catalogue prices, general market availability and availability of certified MBE/DBE Firms in the area in which the work is to be performed, other bids or offers and subcontract bids or offers substantiating significant variances between certified MBE/DBE and Non-MBE/DBE costs of participation, and their impact on the overall cost of the contract to the State and any other relevant factors.

The decision-maker may take into account whether a bidder/offeror decided to self-perform subcontract work with its own forces, especially where the self-performed work is Identified Items of Work in the procurement. The decision-maker also may take into account the performance of other bidders/offerors in meeting the contract. For example, when the apparent successful bidder/offeror fails to meet the contract goal, but others meet it, this reasonably raises the question of whether, with additional reasonable efforts, the apparent successful bidder/offeror could have met the goal. If the apparent successful bidder/offeror fails to meet the goal, but meets or exceeds the average MBE/DBE participation obtained by other bidders/offerors, this, when viewed in conjunction with other factors, could be evidence of the apparent successful bidder/offeror having made Good Faith Efforts.

IV. Documenting Good Faith Efforts

At a minimum, a bidder/offeror seeking a waiver of the MBE/DBE Goal(s) or a portion thereof must provide written documentation of its Good Faith Efforts, in accordance with COMAR 21.11.03.11, within 10 business days after receiving notice that it is the apparent awardee. The written documentation shall include the following:

A. Items of Work (Complete Good Faith Efforts Documentation Form E, Part 2)

A detailed statement of the efforts made to select portions of the work proposed to be performed by certified MBE/DBE Firms in order to increase the likelihood of achieving the stated MBE/DBE Goal(s).

B. Outreach/Solicitation/Negotiation

1. The record of the bidder's/offeror's compliance with the outreach efforts prescribed by COMAR 21.11.03.09C (2)(a) through (e) and 49 C.F.R. Part 26, Appendix A. **(Complete Outreach Efforts Compliance Statement)**

2. A detailed statement of the efforts made to contact and negotiate with MBE/DBE Firms including:

- (a) the names, addresses, and telephone numbers of the MBE/DBE Firms who were contacted, with the dates and manner of contacts (letter, fax, email, telephone, etc.) **(Complete Good Faith Efforts Form E, Part 3, and submit letters, fax cover sheets, emails, etc. documenting solicitations)**; and

- (b) a description of the information provided to MBE/DBE Firms regarding the plans, specifications, and anticipated time schedule for portions of the work to be performed and the means used to provide that information.

C. Rejected MBE/DBE Firms (Complete Good Faith Efforts Form E, Part 4)

1. For each MBE/DBE Firm that the bidder/offeror concludes is not acceptable or qualified, a detailed statement of the reasons for the bidder's/offeror's conclusion, including the steps taken to verify the capabilities of the MBE/DBE and Non-MBE/DBE Firms quoting similar work.

2. For each certified MBE/DBE Firm that the bidder/offeror concludes has provided an excessive or unreasonable price, a detailed statement of the reasons for the bidder's/offeror's conclusion, including the quotes received from all MBE/DBE and Non-MBE/DBE firms bidding on the same or comparable work. **(Include copies of all quotes received.)**

3. A list of MBE/DBE Firms contacted but found to be unavailable. This list should be accompanied by a Minority Contractor Unavailability Certificate signed by the MBE/DBE contractor or a statement from the bidder/offeror that the MBE/DBE contractor refused to sign the Minority Contractor Unavailability Certificate.

D. Other Documentation

1. Submit any other documentation requested by the Procurement Officer to ascertain the bidder's/offeror's Good Faith Efforts.

2. Submit any other documentation the bidder/offeror believes will help the Procurement Officer ascertain its Good Faith Efforts.

ATTACHMENT 2 - MDOT MBE/DBE FORM E GOOD FAITH EFFORTS GUIDANCE AND DOCUMENTATION

Part 2 – Certification Regarding Good Faith Efforts and Documentation

PAGE __ OF __

Prime Contractor	Project Description	Solicitation Number

PARTS 3, 4, AND 5 MUST BE INCLUDED WITH THIS CERTIFICATE ALONG WITH ALL DOCUMENTS SUPPORTING YOUR WAIVER REQUEST.

I hereby request a waiver of (1) the Minority Business Enterprise (MBE) participation goal and/or subgoal(s), (2) the Disadvantaged Business Enterprise (DBE) participation goal, or (3) a portion of the pertinent MBE/DBE participation goal and/or MBE subgoal(s) for this procurement.¹ I affirm that I have reviewed the Good Faith Efforts Guidance MBE/DBE Form E. I further affirm under penalties of perjury that the contents of Parts 3, 4, and 5 of MDOT MBE/DBE Form E are true to the best of my knowledge, information and belief.

Company Name Signature of Representative

Address Printed Name and Title

City, State and Zip Code Date

¹ MBE participation goals and subgoals apply to State-funded procurements. DBE participation goals apply to federally-funded procurements. Federally-funded contracts do not have subgoals.

MDOT MBE/DBE FORM E GOOD FAITH EFFORTS GUIDANCE AND DOCUMENTATION

Part 3 – Identified Items of Work Bidder/Offeror Made Available to MBE/dBE Firms

PAGE __ OF __

Prime Contractor	Project Description	Solicitation Number

Identify those items of work that the bidder/offeror made available to MBE/DBE Firms. This includes, where appropriate, those items the bidder/offeror identified and determined to subdivide into economically feasible units to facilitate the MBE/DBE participation. For each item listed, show the anticipated percentage of the total contract amount. It is the bidder's/offeror's responsibility to demonstrate that sufficient work to meet the goal was made available to MBE/DBE Firms, and the total percentage of the items of work identified for MBE/DBE participation equals or exceeds the percentage MBE/DBE goal set for the procurement. Note: If the procurement includes a list of bid items identified during the goal setting process as possible items of work for performance by MBE/DBE Firms, the bidder/offeror should make all of those items of work available to MBE/DBE Firms or explain why that item was not made available. If the bidder/offeror selects additional items of work to make available to MBE/DBE Firms, those additional items should also be included below.

Identified Items of Work	Was this work listed in the procurement?	Does bidder/offeror normally self-perform this work?	Was this work made available to MBE/DBE Firms? If no, explain why?
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Please check if Additional Sheets are attached.

MDOT MBE/DBE FORM E GOOD FAITH EFFORTS GUIDANCE AND DOCUMENTATION

Part 4 – Identified MBE/DBE Firms and Record of Solicitations

PAGE __ OF __

Prime Contractor	Project Description	Solicitation Number

Identify the MBE/DBE Firms solicited to provide quotes for the Identified Items of Work made available for MBE/DBE participation. Include the name of the MBE/DBE Firm solicited, items of work for which bids/quotes were solicited, date and manner of initial and follow-up solicitations, whether the MBE/DBE provided a quote, and whether the MBE/DBE is being used to meet the MBE/DBE participation goal. MBE/DBE Firms used to meet the participation goal must be included on the MBE/DBE Participation Schedule, Form B. Note: If the procurement includes a list of the MBE/DBE Firms identified during the goal setting process as potentially available to perform the items of work, the bidder/offeror should solicit all of those MBE/DBE Firms or explain why a specific MBE/DBE was not solicited. If the bidder/offeror identifies additional MBE/DBE Firms who may be available to perform Identified Items of Work, those additional MBE/DBE Firms should also be included below. Copies of all written solicitations and documentation of follow-up calls to MBE/DBE Firms must be attached to this form. If the bidder/offeror used a Non-MBE/DBE or is self-performing the identified items of work, Part 4 must be completed.

Name of Identified MBE/DBE Firm & MBE Classification	Describe Item of Work Solicited	Initial Solicitation Date & Method	Follow-up Solicitation Date & Method	Details for Follow-up Calls	Quote Rec'd	Quote Used	Reason Quote Rejected
Firm Name: <hr/> MBE Classification (Check only if requesting waiver of MBE subgoal.) <input type="checkbox"/> African American-Owned <input type="checkbox"/> Hispanic American-Owned <input type="checkbox"/> Asian American-Owned <input type="checkbox"/> Women-Owned <input type="checkbox"/> Other MBE Classification		Date: <input type="checkbox"/> Mail <input type="checkbox"/> Facsimile <input type="checkbox"/> Email	Date: <input type="checkbox"/> Phone <input type="checkbox"/> Mail <input type="checkbox"/> Facsimile <input type="checkbox"/> Email	Time of Call: Spoke With: <input type="checkbox"/> Left Message	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Used Other MBE/DBE <input type="checkbox"/> Used Non-MBE/DBE <input type="checkbox"/> Self-performing
Firm Name: <hr/> MBE Classification (Check only if requesting waiver of MBE subgoal.) <input type="checkbox"/> African American-Owned <input type="checkbox"/> Hispanic American-Owned <input type="checkbox"/> Asian American-Owned <input type="checkbox"/> Women-Owned <input type="checkbox"/> Other MBE Classification		Date: <input type="checkbox"/> Mail <input type="checkbox"/> Facsimile <input type="checkbox"/> Email	Date: <input type="checkbox"/> Phone <input type="checkbox"/> Mail <input type="checkbox"/> Facsimile <input type="checkbox"/> Email	Time of Call: Spoke With: <input type="checkbox"/> Left Message	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Used Other MBE/DBE <input type="checkbox"/> Used Non-MBE/DBE <input type="checkbox"/> Self-performing

Please check if Additional Sheets are attached.

MDOT MBE/DBE FORM E GOOD FAITH EFFORTS GUIDANCE AND DOCUMENTATION

Part 5 – Additional Information Regarding Rejected MBE/DBE Quotes

PAGE __ OF __

Prime Contractor	Project Description	Solicitation Number

This form must be completed if Part 3 indicates that a MBE/DBE quote was rejected because the bidder/offeror is using a Non-MBE/DBE or is self-performing the Identified Items of Work. Provide the Identified Items Work, indicate whether the work will be self-performed or performed by a Non-MBE/DBE, and if applicable, state the name of the Non-MBE/DBE. Also include the names of all MBE/DBE and Non-MBE/DBE Firms that provided a quote and the amount of each quote.

Describe Identified Items of Work Not Being Performed by MBE/DBE (Include spec/section number from bid)	Self-performing or Using Non-MBE/DBE (Provide name)	Amount of Non-MBE/DBE Quote	Name of Other Firms who Provided Quotes & Whether MBE/DBE or Non-MBE/DBE	Amount Quoted	Indicate Reason Why MBE/DBE Quote Rejected & Briefly Explain
	<input type="checkbox"/> Self-performing <input type="checkbox"/> Using Non-MBE/DBE	\$ _____	_____ <input type="checkbox"/> MBE/DBE <input type="checkbox"/> Non-MBE/DBE	\$ _____	<input type="checkbox"/> Price <input type="checkbox"/> Capabilities <input type="checkbox"/> Other
	<input type="checkbox"/> Self-performing <input type="checkbox"/> Using Non-MBE/DBE	\$ _____	_____ <input type="checkbox"/> MBE/DBE <input type="checkbox"/> Non- MBE/DBE	\$ _____	<input type="checkbox"/> Price <input type="checkbox"/> Capabilities <input type="checkbox"/> Other
	<input type="checkbox"/> Self-performing <input type="checkbox"/> Using Non-MBE/DBE	\$ _____	_____ <input type="checkbox"/> MBE/DBE <input type="checkbox"/> Non- MBE/DBE	\$ _____	<input type="checkbox"/> Price <input type="checkbox"/> Capabilities <input type="checkbox"/> Other
	<input type="checkbox"/> Self-performing <input type="checkbox"/> Using Non- MBE/DBE	\$ _____	_____ <input type="checkbox"/> MBE/DBE <input type="checkbox"/> Non- MBE/DBE	\$ _____	<input type="checkbox"/> Price <input type="checkbox"/> Capabilities <input type="checkbox"/> Other
	<input type="checkbox"/> Self-performing <input type="checkbox"/> Using Non- MBE/DBE	\$ _____	_____ <input type="checkbox"/> MBE/DBE <input type="checkbox"/> Non- MBE/DBE	\$ _____	<input type="checkbox"/> Price <input type="checkbox"/> Capabilities <input type="checkbox"/> Other
	<input type="checkbox"/> Self-performing <input type="checkbox"/> Using Non- MBE/DBE	\$ _____	_____ <input type="checkbox"/> MBE/DBE <input type="checkbox"/> Non- MBE/DBE	\$ _____	<input type="checkbox"/> Price <input type="checkbox"/> Capabilities <input type="checkbox"/> Other

Please check if Additional Sheets are attached.

ATTACHMENT 3 TASK ORDER AGREEMENT

CATS+ TORFP# J00B6400003 OF MASTER CONTRACT #060B2490023

This Task Order Agreement ("TO Agreement") is made this day of Month, 20XX by and between _____ (TO Contractor) and the STATE OF MARYLAND, Motor Vehicles Administration (MVA).

IN CONSIDERATION of the mutual promises and the covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. Definitions. In this TO Agreement, the following words have the meanings indicated:
 - a) "Agency" means Motor Vehicles Administration, as identified in the CATS+ TORFP # J00B6400003.
 - b) "CATS+ TORFP" means the Task Order Request for Proposals # J00B6400003, dated MONTH DAY, YEAR, including any addenda and amendments.
 - c) "Master Contract" means the CATS+ Master Contract between the Maryland Department of Information Technology and TO Contractor dated April 22, 2013.
 - d) "TO Procurement Officer" means Mr. Dave Devlin, Procurement Officer, MDOT. The Agency may change the TO Procurement Officer at any time by written notice.
 - e) "TO Agreement" means this signed TO Agreement between MVA and TO Contractor.
 - f) "TO Contractor" means the CATS+ Master Contractor awarded this TO Agreement, whose principal business address is _____.
 - g) "TO Manager" means Mrs. Kameel Hall, Strategic Project Manager, Office of Planning and Capital Programs - MVA. The Agency may change the TO Manager at any time by written notice to the TO Contractor.
 - h) "TO Technical Proposal" means the TO Contractor's technical response to the CATS+ TORFP dated date of TO Technical Proposal.
 - i) "TO Financial Proposal" means the TO Contractor's financial response to the CATS+ TORFP dated date of TO Financial Proposal.
 - j) "TO Proposal" collectively refers to the TO Technical Proposal and TO Financial Proposal.
2. Scope of Work
 - 2.1 This TO Agreement incorporates all of the terms and conditions of the Master Contract and shall not in any way amend, conflict with or supersede the Master Contract.
 - 2.2 The TO Contractor shall, in full satisfaction of the specific requirements of this TO Agreement, provide the services set forth in Section 3 of the CATS+ TORFP. These services shall be provided in accordance with the Master Contract, this TO Agreement, and the following Exhibits, which are attached and incorporated herein by reference. If there is any conflict among the Master Contract, this TO Agreement, and these Exhibits, the terms of the Master Contract shall govern. If there is any conflict between this TO Agreement and any of these Exhibits, the following order of precedence shall determine the prevailing provision:
 - a) The TO Agreement,

- b) Exhibit A – CATS+ TORFP
- c) Exhibit B – TO Technical Proposal
- d) Exhibit C – TO Financial Proposal

2.3 The TO Procurement Officer may, at any time, by written order, make changes in the work within the general scope of the TO Agreement. No other order, statement or conduct of the TO Procurement Officer or any other person shall be treated as a change or entitle the TO Contractor to an equitable adjustment under this Section. Except as otherwise provided in this TO Agreement, if any change under this Section causes an increase or decrease in the TO Contractor's cost of, or the time required for, the performance of any part of the work, whether or not changed by the order, an equitable adjustment in the TO Agreement price shall be made and the TO Agreement modified in writing accordingly. The TO Contractor must assert in writing its right to an adjustment under this Section within thirty (30) days of receipt of written change order and shall include a written statement setting forth the nature and cost of such claim. No claim by the TO Contractor shall be allowed if asserted after final payment under this TO Agreement. Failure to agree to an adjustment under this Section shall be a dispute under the Disputes clause of the Master Contract. Nothing in this Section shall excuse the TO Contractor from proceeding with the TO Agreement as changed.

3. Time for Performance

Unless terminated earlier as provided in the Master Contract, the TO Contractor shall provide the services described in the TO Proposal and in accordance with the CATS+ TORFP on receipt of a Notice to Proceed from the TO Manager. The term of this TO Agreement is for a period of two years, with three, one-year renewal options at the State's sole discretion, commencing on the date the TO Agreement is fully executed.

4. Consideration and Payment

- 4.1 The consideration to be paid the TO Contractor shall be done so in accordance with the CATS+ TORFP and shall not exceed \$_____. Any work performed by the TO Contractor in excess of the not-to-exceed ceiling amount of the TO Agreement without the prior written approval of the TO Manager is at the TO Contractor's risk of non-payment.
- 4.2 Payments to the TO Contractor shall be made as outlined Section 3 of the CATS+ TORFP, but no later than thirty (30) days after the Agency's receipt of a proper invoice for services provided by the TO Contractor, acceptance by the Agency of services provided by the TO Contractor, and pursuant to the conditions outlined in Section 4 of this Agreement.
- 4.3 Each invoice for services rendered must include the TO Contractor's Federal Tax Identification Number which is _____. Charges for late payment of invoices other than as prescribed by Title 15, Subtitle 1, of the State Finance and Procurement Article, Annotated Code of Maryland, as from time-to-time amended, are prohibited. Invoices must be submitted to the Agency TO Manager unless otherwise specified herein.
- 4.4 In addition to any other available remedies, if, in the opinion of the TO Procurement Officer, the TO Contractor fails to perform in a satisfactory and timely manner, the TO Procurement Officer may refuse or limit approval of any invoice for payment, and may cause payments to the TO Contractor to be reduced or withheld until such time as the TO Contractor meets performance standards as established by the TO Procurement Officer.

IN WITNESS THEREOF, the parties have executed this TO Agreement as of the date hereinabove set forth.

TO Contractor Name

By: Type or Print TO Contractor POC

Date

Witness: _____

STATE OF MARYLAND, MVA

By: Mike Zimmerman, Director of Procurement

Date

Witness: _____

ATTACHMENT 4 CONFLICT OF INTEREST AFFIDAVIT AND DISCLOSURE

- A) "Conflict of interest" means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the State, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.
- B) "Person" has the meaning stated in COMAR 21.01.02.01B(64) and includes a bidder, offeror, contractor, consultant, or subcontractor or subconsultant at any tier, and also includes an employee or agent of any of them if the employee or agent has or will have the authority to control or supervise all or a portion of the work for which a bid or offer is made.
- C) The bidder or offeror warrants that, except as disclosed in §D, below, there are no relevant facts or circumstances now giving rise or which could, in the future, give rise to a conflict of interest.
- D) The following facts or circumstances give rise or could in the future give rise to a conflict of interest (explain in detail—attach additional sheets if necessary):
- E) The bidder or offeror agrees that if an actual or potential conflict of interest arises after the date of this affidavit, the bidder or offeror shall immediately make a full disclosure in writing to the procurement officer of all relevant facts and circumstances. This disclosure shall include a description of actions which the bidder or offeror has taken and proposes to take to avoid, mitigate, or neutralize the actual or potential conflict of interest. If the contract has been awarded and performance of the contract has begun, the Contractor shall continue performance until notified by the procurement officer of any contrary action to be taken.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

Date: _____ By: _____

(Authorized Representative and Affiant)

ATTACHMENT 5 LABOR CLASSIFICATION PERSONNEL RESUME SUMMARY (INSTRUCTIONS)

- 1) For this TORFP,
 - a) Master Contractors shall comply with all personnel requirements defined under the Master Contract RFP 060B2490023.
 - b) Master Contractors shall propose the resource that best fits the specified CATS+ Labor Category. A Master Contractor may only propose against labor categories in the Master Contractor's CATS+ Master Contract Financial Proposal.
 - c) A Master Contractor's entire TO Technical Proposal will be deemed not susceptible for award if any of the following occurs:
 - i) Failure to follow these instructions.
 - ii) Failure to propose a resource for each job title or labor category identified in the TORFP as a required submission.
 - iii) Failure of any proposed resource to meet minimum requirements as listed in this TORFP and in the CATS+ Master Contract.
 - iv) A resource proposed in response to this TORFP who is not a full time employee is not available as of TO award.
 - d) Complete and sign the **Personnel Resume Form** (Attachment 5B) **at time of submission** for each resource proposed. Alternate resume formats are not allowed.
 - i) The **Personnel Resume Form** provides resumes in a standard format. Additional information may be attached to each Personnel Resume Summary if it aids a full and complete understanding of the individual proposed.

ATTACHMENT 5 – PERSONNEL RESUME FORM (1 OF 4)

CATS+ TORFP # J00B6400003

Instructions: Submit one resume form for each resource proposed. Do not submit other resume formats. Fill out each box as instructed. Failure to follow the instructions on the instructions page and in TORFP may result in the TO Proposal being considered not susceptible for award.

Resource Name:	
Master Contractor:	<insert Master Contractor name> Sub-Contractor (if applicable):
Job Title / Proposed CATS+ Labor Category (As listed in TORFP):	Business Process Consultant (Senior)

Education / Training (start with most recent degree / certificate)

Institution Name / City / State	Degree / Certification	Year Completed	Field Of Study
<add lines as needed>			

Relevant Work Experience*

Describe work experience relevant to the Duties / Responsibilities and Minimum Qualifications described in Section 3 of the TORFP. Start with the most recent experience first; do not include experience not relevant to the scope of this TORFP; use History below for full employment history. Enter dates as MM/YY – MM/YY. Add lines as needed.

Employment History

[Organization] [Title / Role] [Period of Employment / Work (MM/YY – MM/YY)] [Location] [Contact Person (Optional if current employer)] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)
[Organization] [Title / Role] [Period of Employment / Work MM/YY – MM/YY] [Location] [Contact Person] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)

*Fill out each box. Do not enter “see resume” as a response.

References for Proposed Resource (if requested in the TORFP)

List persons the State may contact as employment references. Add lines as needed.

ATTACHMENT 5 – PERSONNEL RESUME FORM (2 of 4)

CATS+ TORFP # J00B6400003

Instructions: Submit one resume form for each resource proposed. Do not submit other resume formats. Fill out each box as instructed. Failure to follow the instructions on the instructions page and in TORFP may result in the TO Proposal being considered not susceptible for award.

Resource Name:	
Master Contractor:	<insert Master Contractor name> Sub-Contractor (if applicable):
Job Title / Proposed CATS+ Labor Category (As listed in TORFP):	Engineer, Information

Education / Training (start with most recent degree / certificate)

Institution Name / City / State	Degree / Certification	Year Completed	Field Of Study
<add lines as needed>			

Relevant Work Experience*

Describe work experience relevant to the Duties / Responsibilities and Minimum Qualifications described in Section 3 of the TORFP. Start with the most recent experience first; do not include experience not relevant to the scope of this TORFP; use History below for full employment history. Enter dates as MM/YY – MM/YY. Add lines as needed.

Employment History

[Organization] [Title / Role] [Period of Employment / Work (MM/YY – MM/YY)] [Location] [Contact Person (Optional if current employer)] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)
[Organization] [Title / Role] [Period of Employment / Work MM/YY – MM/YY] [Location] [Contact Person] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)

*Fill out each box. Do not enter “see resume” as a response.

References for Proposed Resource (if requested in the TORFP)

List persons the State may contact as employment references. Add lines as needed.

Reference Number:	1
Date From:	<mm/yy>
Date To:	<mm/yy>
Organization Name:	<insert organization name>
Contact Name:	<insert contact>
Contact Phone:	<insert phone>
Contact e-mail:	<insert e-mail>
Details:	<insert details>

The information provided on this form for this labor class is true and correct to the best of my knowledge (Signatures must be included):

Master Contractor Representative:

_____	_____
Signature	Date

Proposed Individual:

_____	_____
Signature	Date

*Instruction: Sign **and date** each form **at time of submission**.*

ATTACHMENT 5 – PERSONNEL RESUME FORM (3 OF 4)

CATS+ TORFP # J00B6400003

Instructions: Submit one resume form for each resource proposed. Do not submit other resume formats. Fill out each box as instructed. Failure to follow the instructions on the instructions page and in TORFP may result in the TO Proposal being considered not susceptible for award.

Resource Name:	
Master Contractor:	<insert Master Contractor name> Sub-Contractor (if applicable):
Job Title / Proposed CATS+ Labor Category (As listed in TORFP):	Engineer, Systems Design

Education / Training (start with most recent degree / certificate)

Institution Name / City / State	Degree / Certification	Year Completed	Field Of Study
<add lines as needed>			

Relevant Work Experience*

Describe work experience relevant to the Duties / Responsibilities and Minimum Qualifications described in Section 3 of the TORFP. Start with the most recent experience first; do not include experience not relevant to the scope of this TORFP; use History below for full employment history. Enter dates as MM/YY – MM/YY. Add lines as needed.

Employment History

[Organization] [Title / Role] [Period of Employment / Work (MM/YY – MM/YY)] [Location] [Contact Person (Optional if current employer)] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)
[Organization] [Title / Role] [Period of Employment / Work MM/YY – MM/YY] [Location] [Contact Person] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)

*Fill out each box. Do not enter “see resume” as a response.

References for Proposed Resource (if requested in the TORFP)

ATTACHMENT 5 – PERSONNEL RESUME FORM (4 OF 4)

CATS+ TORFP # J00B6400003

Instructions: Submit one resume form for each resource proposed. Do not submit other resume formats. Fill out each box as instructed. Failure to follow the instructions on the instructions page and in TORFP may result in the TO Proposal being considered not susceptible for award.

Resource Name:	
Master Contractor:	<insert Master Contractor name> Sub-Contractor (if applicable):
Job Title / Proposed CATS+ Labor Category (As listed in TORFP):	Planner, Information Technology (Senior)

Education / Training (start with most recent degree / certificate)

Institution Name / City / State	Degree / Certification	Year Completed	Field Of Study
<add lines as needed>			

Relevant Work Experience*

Describe work experience relevant to the Duties / Responsibilities and Minimum Qualifications described in Section 3 of the TORFP. Start with the most recent experience first; do not include experience not relevant to the scope of this TORFP; use History below for full employment history. Enter dates as MM/YY – MM/YY. Add lines as needed.

Employment History

[Organization] [Title / Role] [Period of Employment / Work (MM/YY – MM/YY)] [Location] [Contact Person (Optional if current employer)] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)
[Organization] [Title / Role] [Period of Employment / Work MM/YY – MM/YY] [Location] [Contact Person] [Technologies Used]	Description of Work (recommended: organize work descriptions to address minimum qualifications and other requirements)

*Fill out each box. Do not enter “see resume” as a response.

References for Proposed Resource (if requested in the TORFP)

List persons the State may contact as employment references. Add lines as needed.

Reference Number:	1
Date From:	<mm/yy>
Date To:	<mm/yy>
Organization Name:	<insert organization name>
Contact Name:	<insert contact>
Contact Phone:	<insert phone>
Contact e-mail:	<insert e-mail>
Details:	<insert details>

The information provided on this form for this labor class is true and correct to the best of my knowledge (Signatures must be included):

Master Contractor Representative:

Signature

Date

Proposed Individual:

Signature

Date

Instruction: Sign and date each form at time of submission.

ATTACHMENT 6 PRE-PROPOSAL CONFERENCE DIRECTIONS

Driving directions for: **MDOT Headquarters**
7201 Corporate Center Drive
Hanover, Maryland 21076

Due to Space Limitations and the potential for a large number of TO Contractors attending, please limit attendance to one (1) person from each prime interested in submitting a proposal.

From the South

From I-97 take MD 100 West to MD 170 North. Take MD 170 North to Stoney Run. Take the ramp that veers to the right. Make a left at the top of the ramp and cross over MD 170. Proceed to the next light this will be the New Ridge Road intersection, turn right Corporate Center Drive begins. MDOT Headquarters is $\frac{3}{4}$ mile on the right side of the road. Visitor parking is to the left.

From the North

From I-95 or BW Parkway take I-195 to MD 170 South to Stoney Run. Turn left at the light. Make a left at the top of the ramp and cross over MD 170. Proceed to the next light this will be the New Ridge Road intersection, turn right Corporate Center Drive begins. MDOT Headquarters is $\frac{3}{4}$ mile on the right side of the road. Visitor parking is to the left.

MARC Train Service

Ride the Marc Penn Line Train from both the South and North and exit at the BWI Marc Train Station. When you exit the train follow directions to the crossover (tracks) and you will find an exit door on the second floor leading to a pedestrian bridge. This pedestrian bridge will carry you (1600 ft.) to MDOT

Light Rail Service

Ride the light rail from the North to the BWI Airport Station. There is shuttle service from the BWI Airport to BWI Marc Train Station. Take the crossover (tracks) and on the second floor there is an exit to the Pedestrian Bridge for MDOT. This pedestrian bridge will carry you (1600 ft.) to MDOT

ATTACHMENT 7 NOTICE TO PROCEED (SAMPLE)

Month Day, Year

TO Contractor Name

TO Contractor Mailing Address

Re: CATS+ Solicitation Number (TORFP #): J00B6400003

Dear TO Contractor Contact:

This letter is your official Notice to Proceed as of Month Day, Year, for the above-referenced Task Order Agreement. Mr. / Ms. _____ of Motor Vehicles Administration (Agency Name) will serve as the TO Manager and your contact person on this Task Order. He / She can be reached at telephone _____.

Enclosed is an original, fully executed Task Order Agreement and purchase order.

Sincerely,

Mr. Dave Devlin, Procurement Officer, MDOT

Task Order Procurement Officer

Enclosures (2)

cc: Kameel R. Hall, TO Manager

Procurement Liaison Office, Department of Information Technology

Project Oversight Office, Department of Information Technology

ATTACHMENT 8 AGENCY DELIVERABLE PRODUCT ACCEPTANCE FORM

Agency Name: MVA

Solicitation Title: MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR)

TO Manager: Kameel R. Hall, 410-768-7188, khall3@mva.maryland.gov

To: TO Contractor Name

The following deliverable, as required by Solicitation Number (TORFP #): J00B6400003 has been received and reviewed in accordance with the TORFP.

Title of deliverable: _____

TORFP Contract Reference Number: Section # _____

Deliverable Reference ID # _____

This deliverable:

Is accepted as delivered.

Is rejected for the reason(s) indicated below.

REASON(S) FOR REJECTING DELIVERABLE:

OTHER COMMENTS:

TO Manager Signature

Date Signed

ATTACHMENT 9 NON-DISCLOSURE AGREEMENT (OFFEROR)

This Non-Disclosure Agreement (the "Agreement") is made this ___ day of _____ 20__, by and between _____ (hereinafter referred to as "the OFFEROR ") and the State of Maryland (hereinafter referred to as "the State").

OFFEROR warrants and represents that it intends to submit a TO Proposal in response to CATS+ TORFP # J00B6400003 for MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR). In order for the OFFEROR to submit a TO Proposal, it will be necessary for the State to provide the OFFEROR with access to certain confidential information including, but not limited, to _____. All such information provided by the State shall be considered Confidential Information regardless of the form, format, or media upon which or in which such information is contained or provided, regardless of whether it is oral, written, electronic, or any other form, and regardless of whether the information is marked as "Confidential Information". As a condition for its receipt and access to the Confidential Information described above, the OFFEROR agrees as follows:

1. OFFEROR will not copy, disclose, publish, release, transfer, disseminate or use for any purpose in any form any Confidential Information received, except in connection with the preparation of its TO Proposal.
2. Each employee or agent of the OFFEROR who receives or has access to the Confidential Information shall execute a copy of this Agreement and the OFFEROR shall provide originals of such executed Agreements to the State. Each employee or agent of the OFFEROR who signs this Agreement shall be subject to the same terms, conditions, requirements and liabilities set forth herein that are applicable to the OFFEROR.
3. OFFEROR shall return the Confidential Information to the State within five business days of the State's Notice of recommended award. If the OFFEROR does not submit a Proposal, the OFFEROR shall return the Confidential Information to Mr. Dave Devlin, Procurement Officer, MDOTMVA on or before the due date for Proposals.
4. OFFEROR acknowledges that the disclosure of the Confidential Information may cause irreparable harm to the State and agrees that the State may obtain an injunction to prevent the disclosure, copying, or other impermissible use of the Confidential Information. The State's rights and remedies hereunder are cumulative and the State expressly reserves any and all rights, remedies, claims and actions that it may have now or in the future to protect the Confidential Information and/or to seek damages for the OFFEROR'S failure to comply with the requirements of this Agreement. The OFFEROR consents to personal jurisdiction in the Maryland State Courts.
5. In the event the State suffers any losses, damages, liabilities, expenses, or costs (including, by way of example only, attorneys' fees and disbursements) that are attributable, in whole or in part to any failure by the OFFEROR or any employee or agent of the OFFEROR to comply with the requirements of this Agreement, OFFEROR and such employees and agents of OFFEROR shall hold harmless and indemnify the State from and against any such losses, damages, liabilities, expenses, and/or costs.
6. This Agreement shall be governed by the laws of the State of Maryland.
7. OFFEROR acknowledges that pursuant to Section 11-205.1 of the State Finance and Procurement Article of the Annotated Code of Maryland, a person may not willfully make a false or fraudulent statement or representation of a material fact in connection with a procurement contract. Persons making such statements are guilty of a felony and on conviction subject to a fine of not more than \$20,000 and/or imprisonment not exceeding 5 years or both. OFFEROR further acknowledges that this Agreement is a statement made in connection with a procurement contract.
8. The individual signing below warrants and represents that they are fully authorized to bind the OFFEROR to the terms and conditions specified in this Agreement. If signed below by an individual employee or agent of the OFFEROR under Section 2 of this Agreement, such individual acknowledges that a failure to comply with the requirements specified in this Agreement may result in personal liability.

OFFEROR: _____ BY: _____

NAME: _____ TITLE: _____

ADDRESS: _____

ATTACHMENT 10 NON-DISCLOSURE AGREEMENT (TO CONTRACTOR)

THIS NON-DISCLOSURE AGREEMENT ("Agreement") is made as of this ___ day of _____, 20___, by and between the State of Maryland ("the State"), acting by and through its Motor Vehicles Administration, MVA, (the "Department or Agency"), and _____ ("TO Contractor"), a corporation with its principal business office located at _____ and its principal office in Maryland located at _____.

RECITALS

WHEREAS, the TO Contractor has been awarded a Task Order Agreement (the "TO Agreement") for MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR) TORFP No. J00B6400003 dated _____, (the "TORFP") issued under the Consulting and Technical Services procurement issued by the Department or Agency, Project Number 060B2490023; and

WHEREAS, in order for the TO Contractor to perform the work required under the TO Agreement, it will be necessary for the State to provide the TO Contractor and the TO Contractor's employees and agents (collectively the "TO Contractor's Personnel") with access to certain confidential information regarding _____ (the "Confidential Information").

NOW, THEREFORE, in consideration of being given access to the Confidential Information in connection with the TORFP and the TO Agreement, and for other good and valuable consideration, the receipt and sufficiency of which the parties acknowledge, the parties do hereby agree as follows:

1. Regardless of the form, format, or media on or in which the Confidential Information is provided and regardless of whether any such Confidential Information is marked as such, Confidential Information means (1) any and all information provided by or made available by the State to the TO Contractor in connection with the TO Agreement and (2) any and all personally identifiable information (PII) (including but not limited to personal information as defined in Md. Ann. Code, State Govt. § 10-1301) and protected health information (PHI) that is provided by a person or entity to the TO Contractor in connection with this TO Agreement. Confidential Information includes, by way of example only, information that the TO Contractor views, takes notes from, copies (if the State agrees in writing to permit copying), possesses or is otherwise provided access to and use of by the State in relation to the TO Agreement.
2. TO Contractor shall not, without the State's prior written consent, copy, disclose, publish, release, transfer, disseminate, use, or allow access for any purpose or in any form, any Confidential Information except for the sole and exclusive purpose of performing under the TO Agreement. TO Contractor shall limit access to the Confidential Information to the TO Contractor's Personnel who have a demonstrable need to know such Confidential Information in order to perform under the TO Agreement and who have agreed in writing to be bound by the disclosure and use limitations pertaining to the Confidential Information. The names of the TO Contractor's Personnel are attached hereto and made a part hereof as Exhibit A. Each individual whose name appears on Exhibit A shall execute a copy of this Agreement and thereby be subject to the terms and conditions of this Agreement to the same extent as the TO Contractor. TO Contractor shall update Exhibit A by adding additional names as needed, from time to time.
3. If the TO Contractor intends to disseminate any portion of the Confidential Information to non-employee agents who are assisting in the TO Contractor's performance of the TORFP or who will otherwise have a role in performing any aspect of the TORFP, the TO Contractor shall first obtain the written consent of the State to any such dissemination. The State may grant, deny, or condition any such consent, as it may deem appropriate in its sole and absolute subjective discretion.
4. TO Contractor hereby agrees to hold the Confidential Information in trust and in strictest confidence, to adopt or establish operating procedures and physical security measures, and to take all other measures necessary to protect the Confidential Information from inadvertent release or disclosure to unauthorized third parties and to prevent all or any portion of the Confidential Information from falling into the public

domain or into the possession of persons not bound to maintain the confidentiality of the Confidential Information.

5. TO Contractor shall promptly advise the State in writing if it learns of any unauthorized use, misappropriation, or disclosure of the Confidential Information by any of the TO Contractor's Personnel or the TO Contractor's former Personnel. TO Contractor shall, at its own expense, cooperate with the State in seeking injunctive or other equitable relief against any such person(s).
6. TO Contractor shall, at its own expense, return to the Department or Agency, all Confidential Information in its care, custody, control or possession upon request of the Department or Agency or on termination of the TO Agreement.
7. A breach of this Agreement by the TO Contractor or by the TO Contractor's Personnel shall constitute a breach of the Master Contract Agreement between the TO Contractor and the State.
8. TO Contractor acknowledges that any failure by the TO Contractor or the TO Contractor's Personnel to abide by the terms and conditions of use of the Confidential Information may cause irreparable harm to the State and that monetary damages may be inadequate to compensate the State for such breach. Accordingly, the TO Contractor agrees that the State may obtain an injunction to prevent the disclosure, copying or improper use of the Confidential Information. The TO Contractor consents to personal jurisdiction in the Maryland State Courts. The State's rights and remedies hereunder are cumulative and the State expressly reserves any and all rights, remedies, claims and actions that it may have now or in the future to protect the Confidential Information and/or to seek damages from the TO Contractor and the TO Contractor's Personnel for a failure to comply with the requirements of this Agreement. In the event the State suffers any losses, damages, liabilities, expenses, or costs (including, by way of example only, attorneys' fees and disbursements) that are attributable, in whole or in part to any failure by the TO Contractor or any of the TO Contractor's Personnel to comply with the requirements of this Agreement, the TO Contractor shall hold harmless and indemnify the State from and against any such losses, damages, liabilities, expenses, and/or costs.
9. TO Contractor and each of the TO Contractor's Personnel who receive or have access to any Confidential Information shall execute a copy of an agreement substantially similar to this Agreement and the TO Contractor shall provide originals of such executed Agreements to the State.
10. The parties further agree that:
 - a) This Agreement shall be governed by the laws of the State of Maryland;
 - b) The rights and obligations of the TO Contractor under this Agreement may not be assigned or delegated, by operation of law or otherwise, without the prior written consent of the State;
 - c) The State makes no representations or warranties as to the accuracy or completeness of any Confidential Information;
 - d) The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement;
 - e) Signatures exchanged by facsimile are effective for all purposes hereunder to the same extent as original signatures; and
 - f) The Recitals are not merely prefatory but are an integral part hereof.

TO Contractor/TO Contractor's Personnel:

MVA:

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

EXHIBIT A – FOR THE NONDISCLOSURE AGREEMENT (TO CONTRACTOR)
TO CONTRACTOR'S EMPLOYEES AND AGENTS WHO WILL BE GIVEN ACCESS TO THE
CONFIDENTIAL INFORMATION

Printed Name and Address
of Employee or Agent

Signature

Date

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

ATTACHMENT 11 TO CONTRACTOR SELF-REPORTING CHECKLIST

The purpose of this checklist is for CATS+ Master Contractors to self-report on adherence to procedures for task orders (TO) awarded under the CATS+ Master Contract. Requirements for TO management can be found in the CATS+ Master Contract RFP and at the TORFP level. The Master Contractor is requested to complete and return this form by the Checklist Due Date below. Master Contractors may attach supporting documentation as needed. Please send the completed checklist and direct any related questions to contractoversight.doit@maryland.gov with the TO number in the subject line.

Master Contractor:	
Master Contractor Contact / Phone:	
Procuring State Agency Name:	
TO Title:	
TO Number:	
TO Type (Fixed Price, T&M, or Both):	
Checklist Issue Date:	
Checklist Due Date:	
Section 1 – Task Orders with Invoices Linked to Deliverables	
A) Was the original TORFP (Task Order Request for Proposals) structured to link invoice payments to distinct deliverables with specific acceptance criteria? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, skip to Section 2.)	
B) Do TO invoices match corresponding deliverable prices shown in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)	
C) Is the deliverable acceptance process being adhered to as defined in the TORFP? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)	
Section 2 – Task Orders with Invoices Linked to Time, Labor Rates and Materials	
A) If the TO involves material costs, are material costs passed to the agency without markup by the Master Contractor? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)	
B) Are labor rates the same or less than the rates proposed in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)	
C) Is the Master Contractor providing timesheets or other appropriate documentation to support invoices? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)	
Section 3 – Substitution of Personnel	
A) Has there been any substitution of personnel? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, skip to Section 4.)	

B) Did the Master Contractor request each personnel substitution in writing? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)
C) Does each accepted substitution possess equivalent or better education, experience and qualifications than incumbent personnel? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)
Was the substitute approved by the agency in writing? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)
Section 4 – MBE Participation
A) What is the MBE goal as a percentage of the TO value? % (If there is no MBE goal, skip to Section 5)
B) Are MBE reports 2-4A, 2-4B, and 2-5 submitted monthly? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)
C) What is the actual MBE percentage to date? (divide the dollar amount paid to date to the MBE by the total amount paid to date on the TO) % (Example - \$3,000 was paid to date to the MBE subcontractor; \$10,000 was paid to date on the TO; the MBE percentage is 30% ($3,000 \div 10,000 = 0.30$))
Is this consistent with the planned MBE percentage at this stage of the project? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)
Has the Master Contractor expressed difficulty with meeting the MBE goal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If yes, explain the circumstances and any planned corrective actions)
Section 5 – TO Change Management
A) Is there a written change management procedure applicable to this TO? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)
B) Does the change management procedure include the following? Yes <input type="checkbox"/> No <input type="checkbox"/> Sections for change description, justification, and sign-off Yes <input type="checkbox"/> No <input type="checkbox"/> Sections for impact on cost, scope, schedule, risk and quality (i.e., the impact of change on satisfying TO requirements) Yes <input type="checkbox"/> No <input type="checkbox"/> A formal group charged with reviewing / approving / declining changes (e.g., change control board, steering committee, or management team)
C) Have any change orders been executed? Yes <input type="checkbox"/> No <input type="checkbox"/> (If yes, explain expected or actual impact on TO cost, scope, schedule, risk and quality)
D) Is the change management procedure being followed? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why)

SUBMIT AS INSTRUCTED IN TORFP.

ATTACHMENT 12 LIVING WAGE AFFIDAVIT OF AGREEMENT

Contract No. _____
Name of Contractor _____
Address _____
City _____ State _____ Zip Code _____

If the Contract is Exempt from the Living Wage Law

The Undersigned, being an authorized representative of the above named Contractor, hereby affirms that the Contract is exempt from Maryland's Living Wage Law for the following reasons: (check all that apply)

- Bidder/Offeror is a nonprofit organization
- Bidder/Offeror is a public service company
- Bidder/Offeror employs 10 or fewer employees and the proposed contract value is less than \$500,000
- Bidder/Offeror employs more than 10 employees and the proposed contract value is less than \$100,000

If the Contract is a Living Wage Contract

A. The Undersigned, being an authorized representative of the above named Contractor, hereby affirms our commitment to comply with Title 18, State Finance and Procurement Article, Annotated Code of Maryland and, if required, to submit all payroll reports to the Commissioner of Labor and Industry with regard to the above stated contract. The Bidder/Offeror agrees to pay covered employees who are subject to living wage at least the living wage rate in effect at the time service is provided for hours spent on State contract activities, and to ensure that its Subcontractors who are not exempt also pay the required living wage rate to their covered employees who are subject to the living wage for hours spent on a State contract for services. The Contractor agrees to comply with, and ensure its Subcontractors comply with, the rate requirements during the initial term of the contract and all subsequent renewal periods, including any increases in the wage rate established by the Commissioner of Labor and Industry, automatically upon the effective date of the revised wage rate.

B. _____ (initial here if applicable) The Bidder/Offeror affirms it has no covered employees for the following reasons (check all that apply):

- All employee(s) proposed to work on the State contract will spend less than one-half of the employee's time during every work week on the State contract;
- All employee(s) proposed to work on the State contract will be 17 years of age or younger during the duration of the State contract; or
- All employee(s) proposed to work on the State contract will work less than 13 consecutive weeks on the State contract.

The Commissioner of Labor and Industry reserves the right to request payroll records and other data that the Commissioner deems sufficient to confirm these affirmations at any time.

Name of Authorized Representative: _____

Signature of Authorized Representative _____

Date: _____ Title: _____

Witness Name (Typed or Printed): _____

Witness Signature and Date: _____

ATTACHMENT 13 MERCURY AFFIDAVIT

THIS ATTACHMENT DOES NOT APPLY TO THIS TORFP.

ATTACHMENT 14 VETERAN SMALL BUSINESS ENTERPRISE PARTICIPATION (VSBE) FOR STATE OF MARYLAND

The VSBE participation goal for this solicitation is 1%.

These instructions provide guidance on the VSBE reporting requirements. If, after reading these instructions, you have additional questions or need further clarification, please contact the TO Manager immediately.

PURPOSE

The TO Contractor shall structure its procedures for the performance of the work required in this TO to attempt to achieve the VSBE participation goal stated in this solicitation. VSBE performance must be in accordance with this TORFP, as authorized by COMAR 21.11.13. The TO Contractor agrees to exercise all good faith efforts to carry out the requirements set forth in Section 1.13 and Attachment 14.

In order to be counted for purposes of achieving VSBE participation goals, VSBEs must be verified by the Center for Veterans Enterprise of the United States Department of Veterans Affairs. The listing of verified VSBEs may be found at <http://www.vetbiz.gov>.

GUIDELINES FOR VSBE SELF-PERFORMANCE

When a certified VSBE firm participates as a prime contractor on a contract, a procurement agency may count the distinct, clearly defined portion of the contract work that the certified VSBE prime performs with its own forces toward fulfilling up to one hundred percent (100%) of the VSBE participation goal. **In order to receive credit for self-performance, a VSBE prime must list its firm in Section 2A of the VSBE Participation Schedule (Attachment 14 Form V-1).**

If a VSBE prime cannot fulfill the overall goal through its own work force, it must identify other certified VSBE subcontractors for the remaining portion of the goal. Those VSBE certified subcontractors should be listed in Section 2B of the VSBE Participation Schedule.

SUMMARY OF REPORTS

A. Must be submitted with offer

- a. Form V-1A Offeror Acknowledgement of Task Order VSBE Requirements
- b. Form V-1 (Parts 1 and 2) Veteran-Owned Small Business Enterprise Utilization Affidavit and VSBE Participation Schedule

B. Must be submitted within 10 working days of notification of apparent award or actual award (whichever is earlier)

- a. Form V-2A VSBE Subcontractor Project Participation Statement
- b. Form V-2B VSBE Prime Contractor Project Participation Statement

C. After Award – must be submitted monthly

- a. Form V-3 VSBE Prime Contractor Unpaid Invoice Report (Submitted monthly)
- b. Form V-4 VSBE Subcontractor Unpaid Invoice Report (Submitted monthly)

SOLICITATION AND TO FORMATION

Offeror shall include with its TO Proposal a completed VSBE Utilization Affidavit and Subcontractor Participation Schedule (Attachment 14 form V-1A and Attachment 14 form V-1) whereby:

1. Offeror acknowledges it: a) intends to meet the VSBE participation goal; or b) requests a full or partial waiver of the VSBE participation goal. If Offeror commits to the full VSBE goal or requests a partial waiver, it shall commit to making a good faith effort to achieve the stated goal.
2. Offeror responds to the expected degree of VSBE participation as stated in the TORFP, by identifying the specific commitment of VSBEs at the time of TO Proposal submission. Offeror shall specify the percentage of TO value associated with each VSBE identified on the VSBE Participation Schedule.

If Offeror fails to submit Attachment 14-V-1A and Attachment 14-V-1 with the TO Proposal as required, the TO Procurement Officer may determine that the offer is non-responsive or that the TO Proposal is not reasonably susceptible to be selected for award.

Within 10 Working Days from notification that it is the apparent awardee, the awardee shall provide the following documentation to the TO Procurement Officer.

1. VSBE Subcontractor Project Participation Statement (Attachment 14 form V-2A);
2. VSBE Prime Contractor Project Participation Statement (Attachment 14 form V-2B)
3. If the apparent awardee believes a full or partial waiver of the overall VSBE goal is necessary, it must submit a fully-documented waiver request that complies with COMAR 21.11.13.07; and
4. Any other documentation required by the TO Procurement Officer to ascertain Offeror's responsibility in connection with the VSBE subcontractor participation goal.

If the apparent awardee fails to return each completed document within the required time, the Procurement Officer may determine that the apparent awardee is not responsible and therefore not eligible for TO award.

TO ADMINISTRATION REQUIREMENTS

The TO Contractor, once awarded the TO shall:

1. Submit monthly to DOIT a report listing any unpaid invoices, over 45 days old, received from any VSBE subcontractor, the amount of each invoice, and the reason payment has not been made (Attachment 14 form V-3).
2. Include in its agreements with any VSBE subcontractors a requirement that those subcontractors submit monthly to DOIT a report that identifies the prime contract and lists all payments received from TO Contractor in the preceding 30 days, as well as any outstanding invoices, and the amount of those invoices (Attachment 14 form V-4).
3. Maintain such records as are necessary to confirm compliance with its VSBE participation obligations. These records shall indicate the identity of VSBE and non-VSBE subcontractors employed on the TO, the type of work performed by each, and the actual dollar value of work performed. Any subcontract agreement documenting work performed by VSBE participants must be retained by the TO Contractor and furnished to the TO Procurement Officer on request.
4. Consent to provide such documentation as reasonably requested and to provide right-of-entry at reasonable times for purposes of the State's representatives verifying compliance with the VSBE participation obligations. TO Contractor shall retain all records concerning VSBE participation and make them available for State inspection for three years after final completion of the TO.

At the option of DOIT, upon completion of the TO and before final payment and/or release of retainage, submit a final report in affidavit form and under penalty of perjury, of all payments made to, or withheld from VSBE subcontractors.

ATTACHMENT 14 VETERAN SMALL BUSINESS ENTERPRISE REPORTING REQUIREMENTS

- 1) As the TO Contractor, you have entered into a TO Agreement with the State of Maryland. As such, your company/firm is responsible for successful completion of all deliverables under the contract, including your commitment to making a good faith effort to meet the VSBE participation goal established for this TORFP. Part of that effort, as outlined in the TORFP, includes submission of monthly reports to the State regarding the previous month's VSBE payment activity. Reporting forms V-3 (VSBE Prime Contractor Unpaid Invoice Report) and V-4 (VSBE Subcontractor Unpaid Invoice Report) are attached for your use and convenience.
- 2) The TO Contractor must complete a separate Form V-3 for each VSBE subcontractor for each month of the contract and submit one copy to each of the locations indicated at the bottom of the form. The report is due no later than the 15th of the month following the month that is being reported. For example, the report for January's activity is due no later than the 15th of February. With the approval of the TO Manager, the report may be submitted electronically. Note: Reports are required to be submitted each month, regardless of whether there was any VSBE payment activity for the reporting month.
- 3) The TO Contractor is responsible for ensuring that each subcontractor receives a copy (e-copy and/or hard copy) of Form V-4. The TO Contractor should make sure that the subcontractor receives all the information necessary to complete the form properly, i.e., all of the information located in the upper right corner of the form. It may be wise to customize Form V- for the subcontractor the same as the Form V-3 to minimize any confusion for those who receive and review the reports.
- 4) It is the responsibility of the TO Contractor to make sure that all subcontractors submit reports no later than the 15th of each month, regardless of whether there was any VSBE payment activity for the reporting month. Actual payment data is verified and entered into the State's financial management tracking system from the subcontractor's V-4 report only. Therefore, if the subcontractor(s) do not submit their V-4 payment reports, the TO Contractor cannot and will not be given credit for subcontractor payments, regardless of the TO Contractor's proper submission of Form V-4. The TO Manager will contact the TO Contractor if reports are not received each month from either the TO Contractor or any of the identified subcontractors.
- 5) The TO Contractor must promptly notify the TO Manager if, during the course of the TO, a new VSBE subcontractor is utilized.

**ATTACHMENT 14 V-1A
OFFEROR ACKNOWLEDGEMENT OF TASK ORDER VSBE REQUIREMENTS**

This document shall be included with the submittal of the Offeror's response to the TORFP when the VSBE goal is greater than 0%. If Offeror fails to complete and submit this form with its response to the TORFP, the TO Procurement Officer shall determine that the Offeror's response to the TORFP is not reasonably susceptible of being selected for award.

In conjunction with the offer submitted in response to TO Number _____, I affirm the following:

1. If I am awarded a TO in response to this TORFP, I commit to making a good faith effort to achieve the VSBE goal established for this TORFP.

I solemnly affirm under the penalties of perjury that the contents of this paper are true to the best of my knowledge, information, and belief.

Offeror Name

Signature of Affiant

Printed Name, Title

Address

Date

**ATTACHMENT 14 V-1 VETERAN-OWNED SMALL BUSINESS ENTERPRISE UTILIZATION
AFFIDAVIT AND VSBE PARTICIPATION SCHEDULE**

This form and Form V-1A **MUST BE** included with the bid or offer for any TORFP with a VSBE goal greater than 0%. If Offeror fails to complete and submit this form (Parts 1 and 2) with the offer, the procurement officer may determine that the offer is non-responsive or that the proposal is not reasonably susceptible of being selected for award.

Part 1 - Affidavit

In conjunction with the bid or proposal submitted in response to TO Number _____, I affirm the following:

1. I acknowledge and intend to meet the overall verified VSBE participation goal of _____%. Therefore, I will not be seeking a waiver.

OR

I conclude that I am unable to achieve the VSBE participation goal. I hereby request a waiver, in whole or in part, of the overall goal. Within 10 business days of receiving notice that our firm is the apparent awardee, I will submit all required waiver documentation in accordance with COMAR 21.11.13.07.

2. I understand that if I am notified that I am the apparent awardee, I must submit the following additional documentation within 10 working days of receiving notice of the apparent award or from the date of conditional award (per COMAR 21.11.13.06), whichever is earlier.

- (a) Subcontractor Project Participation Statement (Attachment 14 Form V-2A)
- (b) Prime Contractor Project Participation Statement (Attachment 14 Form V-2B)
- (c) Any other documentation, including waiver documentation, if applicable, required by the Procurement Officer to ascertain bidder or offeror responsibility in connection with the VSBE participation goal.

I understand that if I fail to return each completed document within the required time, the Procurement Officer may determine that I am not responsible and therefore not eligible for contract award.

3. In the solicitation of subcontract quotations or offers, VSBE subcontractors were provided not less than the same information and amount of time to respond as were non-VSBE subcontractors.

4. Set forth below are the (i) verified VSBEs I intend to use and (ii) the percentage of the total contract amount allocated to each VSBE for this project. I hereby affirm that the VSBE firms are only providing those products and services for which they are verified.

**ATTACHMENT 14 V-1 VETERAN-OWNED SMALL BUSINESS ENTERPRISE UTILIZATION
 AFFIDAVIT AND VSBE PARTICIPATION SCHEDULE (CONT'D)**

Part 2 - VSBE Participation Schedule

Prime Contractor: (Firm Name, Address, Phone)	Project Description:
Project Number:	

List information for each verified VSBE that you agree to use to achieve the VSBE participation goal on this project.

SECTION A: To be completed by VSBE Prime Bidders/Offerors for self-performance ONLY

Name of VSBE Prime Firm	DUNS Number
Percentage of Total Contract Value to be performed using VSBE's own forces and counted toward the VSBE overall participation goal: %	
Description of work to be performed by VSBE Prime's own forces:	

SECTION B: To be completed by all Bidders/Offerors using VSBE Subcontractors

Name of VSBE Subcontractor	DUNS Number
Percentage of Total Contract: % Description of work to be performed:	
Name of VSBE Subcontractor	DUNS Number
Percentage of Total Contract: % Description of work to be performed:	
Name of VSBE Subcontractor	DUNS Number
Percentage of Total Contract: % Description of work to be performed:	
Name of VSBE Subcontractor	DUNS Number
Percentage of Total Contract: %	

Description of work to be performed:

Continue on a separate page, if needed

Total VSBE Participation _____%

I solemnly affirm under the penalties of perjury that the contents of this Affidavit are true to the best of my knowledge, information, and belief.

Bidder/ Offeror Name
(PLEASE PRINT OR TYPE)

Signature of Affiant

Name: _____

Title: _____

Date: _____

SUBMIT AS INSTRUCTED IN TORFP

ATTACHMENT 14 V-2A VSBE SUBCONTRACTOR PROJECT PARTICIPATION STATEMENT

Please complete and submit one form for each verified VSBE subcontractor listed on Attachment V-1 within 10 working days of notification of apparent award.

_____ (prime contractor) has entered into a contract with _____ (subcontractor) to provide services in connection with the solicitation described below.

Prime Contractor Address and Phone	Project Description
Project Number	Total Contract Amount
Name of Veteran-Owned Firm	
Work to be Performed	
Percentage of Total Contract	

The undersigned Prime Contractor and Subcontractor hereby certify and agree that they have fully complied with the State Veteran-Owned Small Business Enterprise law, State Finance and Procurement Article, Title 14, Subtitle 6, Annotated Code of Maryland.

PRIME CONTRACTOR SIGNATURE

SUBCONTRACTOR SIGNATURE

By: _____ By: _____

Name, Title

Name, Title

_____ Date

_____ Date

ATTACHMENT 14 V-2B VSBE PRIME CONTRACTOR PROJECT PARTICIPATION STATEMENT

Please complete and submit this form to certify work that your VSBE firm will perform with its own forces for the purposes of meeting the VSBE participation goal, as listed on the VSBE Participation Schedule (Attachment V-1).

This form must be submitted within 10 working days of notification of apparent award. If the form is not returned within the required time, the Procurement Officer may determine that the Bidder/Offeror is not responsible and therefore not eligible for Contract award.

Provided that _____ (Prime Contractor) is awarded the State contract in conjunction with Solicitation No. _____, such VSBE Prime Contractor intends to perform work with its own forces to be counted toward the VSBE participation goal as described below:

VSBE Prime Contractor Name, Address, and Phone	Project Description
Project Number	Total Contract Amount
Description of Work to be Performed With VSBE's Own Forces:	
Percentage of Total Contract	Value of the Work

By:

 Signature of VSBE Prime Representative

 Printed Name and Title of VSBE Prime Representative

 Date

ATTACHMENT 14 V-3 VSBE PRIME CONTRACTOR UNPAID INVOICE REPORT

In accordance with COMAR 21.11.13.09 and Section 1.13 of the TORFP, TO Contractors of Task Orders with VSBE requirements are required to monthly submit to the TO Manager a report of all unpaid invoices received from VSBE subcontractors that are older than 45 days. Submit one report for each VSBE subcontractor working on the Task Order.

Date: _____

Task Order Title: _____

Task Order Number: _____

Prime Contractor Name: _____

Subcontractor Name: _____

Invoice Number	Invoice Date	Invoice Amount	Reason for Non-Payment

Prime Contractor Signature _____

Date _____

ATTACHMENT 14 V-4 VSBE SUBCONTRACTOR UNPAID INVOICE REPORT

In accordance with COMAR 21.11.13.09 and Section 1.13 of the RFP, subcontractors of Task Orders with VSBE requirements are required to monthly submit to the TO Manager a report of all payments received from the prime contractor within 30 days as well as all outstanding invoices.

Date: _____

Task Order Title: _____

Task Order Number: _____

Subcontractor Name: _____

Prime Contractor Name: _____

Payments:

Invoice Number	Payment Date	Payment Amount	Comments

Outstanding Invoices:

Invoice Number	Invoice Date	Invoice Amount	Comments

Subcontractor Signature _____

Date _____

ATTACHMENT 15 CERTIFICATION REGARDING INVESTMENTS IN IRAN

Authority: State Finance & Procurement, §§17-701 – 17-707, Annotated Code of Maryland [Chapter 447, Laws of 2012.]

List: The Investment Activities in Iran list identifies companies that the Board of Public Works has found to engage in investment activities in Iran; those companies may not participate in procurements with a public body in the State. “Engaging in investment activities in Iran” means:

- A. Providing goods or services of at least \$20 million in the energy sector of Iran; or
- B. For financial institutions, extending credit of at least \$20 million to another person for at least 45 days if the person is on the Investment Activities In Iran list and will use the credit to provide goods or services in the energy of Iran.

The Investment Activities in Iran list is located at: www.bpw.state.md.us

Rule: A company listed on the Investment Activities In Iran list is ineligible to bid on, submit a proposal for, or renew a contract for goods and services with a State Agency or any public body of the State. Also ineligible are any parent, successor, subunit, direct or indirect subsidiary of, or any entity under common ownership or control of, any listed company.

NOTE: This law applies only to new contracts and to contract renewals. The law does not require an Agency to terminate an existing contract with a listed company.

CERTIFICATION REGARDING INVESTMENTS IN IRAN

The undersigned certifies that, in accordance with State Finance & Procurement Article, §17-705:

- (i) it is not identified on the list created by the Board of Public Works as a person engaging in investment activities in Iran as described in §17-702 of State Finance & Procurement; and
- (ii) it is not engaging in investment activities in Iran as described in State Finance & Procurement Article, §17-702.

The undersigned is unable make the above certification regarding its investment activities in Iran due to the following activities:

Name of Authorized Representative: _____

Signature of Authorized Representative: _____

Date: _____ Title: _____

Witness Name (Typed or Printed): _____

Witness Signature and Date: _____

ATTACHMENT 16 SAMPLE WORK ORDER

WORK ORDER		Work Order #	Contract #		
This Work Order is issued under the provisions of the Task Order. The services authorized are within the scope of services set forth in the <i>Purpose</i> of the Work Order.					
Purpose					
Statement of Work					
<u>Requirements</u> (<i>Uniquely number each requirement</i>):					
<u>Deliverable(s), Acceptance Criteria and Due Date(s)</u> (<i>Uniquely number each Deliverable</i>):					
Deliverables are subject to review and approval by MVA prior to payment. (<i>Attach additional sheets if necessary</i>)					
Start Date		End Date			
Cost					
Description for Task / Deliverables		Quantity (if applicable)	Labor Hours (Hrs.)	Labor Rate	Estimate Total
1.				\$	\$
2.				\$	\$
*Include WBS, schedule and response to requirements.		MVA shall pay an amount not to exceed			\$
Contractor			Agency Approval		
(Signature) Contractor Authorized Representative (Date)			(Signature) TO Manager (Date)		
POC	(Print Name)		TO Manager	(Print Name)	
Telephone No.			Telephone No.		
E-mail:			E-mail:		

ATTACHMENT 17 CRIMINAL BACKGROUND CHECK AFFIDAVIT

AUTHORIZED REPRESENTATIVE

I HEREBY AFFIRM THAT:

I am the _____ (Title) _____ and the duly authorized representative of _____ (Master Contractor) _____ and that I possess the legal authority to make this Affidavit on behalf of myself and the business for which I am acting.

I hereby affirm that _____ (Master Contractor) _____ has complied with Section 2.4, Security Requirements of the Department of Information Technology’s Consulting Technical Services Master Contract Number 060B2490023 (CATS+) hereto as Exhibit A.

I hereby affirm that the _____ (Master Contractor) _____ has provided Motor Vehicles Administration with a summary of the security clearance results for all of the candidates that will be working on Task Order MVA ENTERPRISE SYSTEMS BUSINESS PROCESS REENGINEERING (BPR) J00B6400003 and all of these candidates have successfully passed all of the background checks required under Section 2.4.3.2 of the CATS + Master Contract. Master Contractors hereby agrees to provide security clearance results for any additional candidates at least seven (7) days prior to the date the candidate commences work on this Task Order.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

Master Contractor

Typed Name

Signature

Date

Submit prior to commencement of work

ATTACHMENT 18 MVA EQUIPMENT LISTING

System	Locations	Approx. Count	Typical Equipment
1) Driver License System (DLS)	All 24 MVA Locations	450 complete workstations	PC w/monitor Touch screen monitor (separate from pc) Laser printer Receipt printer Hypercom signature pad Camera Cash drawer Barcode scanner Flatbed scanner
2) Titling And Registration Information System (TARIS)	-	-	-
i) workstations	All 24 MVA locations and 12 county	365	PC w/ Monitor
ii) Primary & backup server	24 MVA locations only	66	Primary and backup servers
3) Law Test	Currently at 21 MVA locations (Columbia, Glenmont & Parkville will be added in 2014) Propose for 24	-	-
i) Testing Consoles		171	PC w/touch screen monitor May have Speakers (approx. 16 sets total) May have Headphones (approx.
ii) Examiner System		25 Examiner	PC w/ regular monitor Barcode Scanner Laser
iii) Admin Console		2	PC w/ regular monitor
4) eStore Kiosk	Currently at 23 MVA locations (not Prince Frederick); Four of these are and available 24x7 (Salisbury, Glen Burnie, Baltimore City and Columbia)	50	Per enclosure: PC w/touch screen monitor Laser printer Card reader Bill dispenser Bill acceptor

System	Locations	Approx. Count	Typical Equipment
4) eStore Kiosk (continued)			Coin dispenser Barcode scanner Microphone Speakers Alarm
5) SB715 Kiosk	All 24 MVA locations	24	Per enclosure: PC
6) Customer Traffic Management (CTM)	All 24 MVA locations	Counts vary by MVA location	Equipment varies by location (approx. counts in parents): Media player (42) Counter ticket printer (70) Touch screen monitor (34) Barcode scanner (34) 32"/42"/52" flat screen TV's (66) Speakers (69) Video distribution amplifier (41) Audio amplifier (38) Serial controller/AV mux (138)
7) Office of Administrative Hearing (OAH)	12 MVA locations and OAH HQ in Hunt Valley	16	PC w/monitor Laser printer DIWS scanner (only at Hunt Valley) Foot pedal to
8) Digital Image Workflow System (DIWS) Scan Stations	MVA HQ in Glen Burnie and OAH HQ in Hunt Valley	25	PC w/monitor Scanner
9) Perpetual Inventory Control System (PICS)	Currently at all MVA locations	350	Barcode scanner

System	Locations	Approx. Count	Typical Equipment
10) Skills Test	All MVA locations except Columbia, Glenmont, Parkville, Walnut Hill, Oakland and Prince	150	Panasonic Toughbook laptop
11) Functional Capacity Testing (FCT)	Currently at 10 MVA locations	10	PC w/touch screen monitor
12) Security System	All MVA locations	Counts vary by location	Equipment varies by location (approx. counts in parents): Cameras (852) Camera Power Supplies (22) Video Encoders (88) DVR's (10)
13) Centralized Print Farm	MVA HQ in Glen Burnie	2	Mailer/Stuffer Data Card 9000 (1) Visual
14) Motor Vehicle Digital Signage	All MVA locations except Columbia, Essex, Oakland, Prince Frederick,	20	PC w/42" flat screen TV
15) Networked Computers	All MVA locations, County Offices, VEIP Stations	2,500	PC w/monitor
16) Printers (Local & Networked)	All MVA locations, County Offices, VEIP Stations	1,000	Laser, Okidata Impact, Multi-Function
17) Mobile Devices	MVA HQ in Glen Burnie	20	MS Surface, Blackberry Playbook,
18) Fax Machines	All MVA locations	350	Fax machine
19) Microfilm Machine	All MVA locations	25	Microfilm machine

ATTACHMENT 19 MVA PRIVACY PROTECTION POLICY

STATE OF MARYLAND DEPARTMENT OF TRANSPORTATION MOTOR VEHICLE ADMINISTRATION

In consideration of receiving personal information contained in Motor Vehicle Administration records, I **HEREBY CERTIFY** on behalf of _____, (**Contractor**) as its authorized agent this _____ day of _____, 20___, that

1. **Contractor** understands that federal laws affect access to and use of computer information including, but not limited to, 15 U.S.C.A. § 278g-3 (Computer Security Act of 1987); 23 U.S.C.A. § 401 (National Driver Register Act); 5 U.S.C.A. § 552 (Freedom of Information Act); 5 U.S.C.A. § 552a (Privacy Act of 1974); 18 U.S.C.A. § 1001 (Computer Fraud and Abuse Act of 1986); 17 U.S.C.A. § 109 (Computer Software Rental Amendments Act of 1990); 15 U.S.C.A. § 1681 (Fair Credit Reporting Act); and, 18 U.S.C.A. §§ 2721 et seq. (Driver's Privacy Protection Act of 1994).
2. The Maryland Department of Transportation Office of Information Resources, its client agencies and their customers also adhere to state data processing security policies as set forth in Executive Order 01.01.1983.18 (Privacy and State Data System Security); Md. Code Ann., Crim. Law §8-606 (falsification of public records) and §7-302 (unauthorized access); Md. Code Ann., State Gov't §§ 10-611, 10-616 and 10-626 (Maryland Public Information Act); Md. Code Ann. Transp. II §§ 12-111 to 12-113 (Motor Vehicle Administration Records); and, as published by the Secretary of the Department of Budget and Management from time to time under Md. Code Ann., State Fin. & Proc. § 3-403.
3. _____ (**Contractor name**) and all employees agree to maintain in strictest confidence and not willfully disclose to any person, firm, or corporation information obtained as a result of their access to personal information from Motor Vehicle Records.
4. By signing this agreement, _____ (**Contractor name**) warrants that the signature and all personnel are familiar with all provisions of the federal Driver Privacy Protection Act of 1994, 18 U.S.C.A. §§ 2721 et seq., and with §§ 10-611, 10-616, 10-626 of the State Government Article and §§ 12-111 through 12-113 of the Transportation Article, Annotated Code of Maryland, which limit access to personal information from public records in Maryland. Further, _____ (**Contractor name**) in behalf of itself, its successors and assigns further agrees that all users will abide by the terms of both the federal and state law including, but not limited to, those restricting access to personal

information from Motor Vehicle Administration records only to those persons and for those purposes which are permitted under both laws.

5. ----- **(Contractor name)** agrees to keep a record for five (5) years of all persons to whom information is re-disclosed under this Agreement, and the purpose for which the information is to be used; and, to make that record available to the Motor Vehicle Administration upon request.
6. _____ **Contractor name)** shall be liable for, and shall indemnify, defend, and hold the Motor Vehicle Administration harmless for, any misuse or misappropriation of any personal information in a record obtained from the Administration in connection with this agreement.
7. _____ **(Contractor name)** shall further indemnify the Motor Vehicle Administration for and against any and all losses, damages, judgments, liabilities or similar costs and expenses which arise in whole or part out of acts or omissions by _____ **(Contractor name)** with respect to laws restricting access to and disclosure of vehicle records including, without limitation, reasonable attorneys fees and all other costs of defending against such action or claim.

IN WITNESS WHEREOF, the parties have caused these presents to be executed.

Witness:

CONTRACTOR:

By: _____

Date: _____

Date: _____

Witness:

Maryland Department of Transportation Motor Vehicle Administration:

By: _____

Date: _____

Date: _____

V-HQ-15043-IT



**Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Enterprise Systems Business Process Reengineering
Addendum #9**

February 13, 2017

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

1) The Proposal Due Date is now extended to March 9, 2017 at 2:00 P.M. Local Time.

End of Amendment #9.



**Maryland Department of Transportation
Office of Procurement
CATS + Task Order J00B6400003
Enterprise Systems Business Process Reengineering
Addendum #10**

February 27, 2017

To all bidders of the CATS + Task Order J00B6400003

This Addendum is being issued to amend and clarify certain information contained in the above named TORFP. All information contained herein is binding on all offerors who respond to this TORFP. Specific parts of the TORFP have been amended.

Changes to the scope of work or any response requirement will be published as an amendment and supersede the original published document per COMAR 21.05.02.07.

- 1) The Proposal Due Date is now extended to March 30, 2017 at 2:00 P.M. Local Time.**
- 2) The MBE Goal has been reduced from 30% to 24%.**

End of Amendment #10.