



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

**Web Support Services**

**CATS TORFP PROJECT NUMBER J02P6200018**

**Maryland Department of Transportation  
State Highway Administration**

**ISSUE DATE: April 25, 2006  
OIT-06-SHA-009**

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## KEY INFORMATION SUMMARY SHEET

This Consulting and Technical Services (CATS) Task Order Request for Proposals (TORFP) is issued to obtain the services necessary to satisfy the requirements defined in Section 2 – Scope of Work. All CATS Master Contractors approved to perform work in the functional area under which this TORFP is released are invited to submit a Task Order (TO) Proposal to this TORFP. Those Master Contractors deciding not to submit a TO Proposal are required to submit the reason(s) why per Section 3.1 of the TORFP. 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 Budget and Management (DBM), Office of Information Technology (OIT) and subsequent Master Contract Project Number 05OR5800338, including any amendments.

<b>TORFP NAME:</b>	Web Support Services
<b>FUNCTIONAL AREA:</b>	FA2 – Web and Internet Systems
<b>TORFP ISSUE DATE:</b>	April 25, 2006
<b>Closing Date and Time:</b>	<b>May 30, 2006 at 12:00 PM</b>
<b>TORFP Issuing Office:</b>	Maryland Department of Transportation (MDOT) State Highway Administration (SHA) Office of Information Technology (OIT)
<b>Questions and Proposals are to be sent to:</b>  <b>Questions should be submitted no later than 7 working days prior to TORFP Closing Date!</b>	TO Procurement Officer - Melissa Barnes Email Address: <a href="mailto:oit@sha.state.md.us">oit@sha.state.md.us</a>  MDOT Contracts Manager – Peter Arrey Email Address: <a href="mailto:parrey@mdot.state.md.us">parrey@mdot.state.md.us</a> Telephone Number: (410) 865-1372  MDOT Contracts Administrator – Carl Stein Email Address: <a href="mailto:cstein@mdot.state.md.us">cstein@mdot.state.md.us</a> Telephone Number: (410) 865-1315
<b>TO Procurement Officer:</b>	Melissa Barnes Technical Services Division Chief – OIT Office Phone: (410) 545-8655 Office FAX: (410) 209-5017
<b>TO Manager:</b>	Karl Teitt Office Phone: (410) 545-8691 FAX: (410) 209-5017
<b>Project Number:</b>	<b>J02P6200018</b>
<b>TO Type:</b>	<b>Time and Materials</b>
<b>Period of Performance:</b>	Two years with one 1-year renewal option
<b>MBE Goal:</b>	30%
<b>Primary Place of Performance:</b>	SHA, 707 N. Calvert St., Baltimore, MD 21202
<b>State Furnish Work Site and/or Access to Equipment, Facilities or Personnel:</b>	Office Desk Space and networked PC with email and software applications for on-site staff.
<b>TO Pre-Proposal Conference:</b>	<b>May 8, 2006 at 9:00 AM</b> (See Attachment 6 for directions) MDOT Headquarters, Harry Hughes Conference Room 7201 Corporate Center Dr. Hanover, Md. 21076

# NOTICE TO MASTER CONTRACTORS

All CATS Master Contractors approved to perform work in the functional area under which this TORFP is released are invited to submit a Task Order (TO) Proposal to this TORFP. Those Master Contractors deciding not to submit a TO Proposal are required to submit the reason(s) why per Section 3.1 of the TORFP. If you have chosen not to propose to this TORFP, you must complete and email this notice to the TO Procurement Officer, the MDOT Contracts Manager and the MDOT Contracts Administrator. If you are submitting a TO Proposal, we also ask that you take a few minutes and provide comments and suggestions regarding the enclosed TORFP.

**TORFP Title: Web Support Services**

**TORFP No.: J02P6200018**

1. If you have responded with a "not submitting Task Order Proposal", please indicate the reason(s) below:

- Other commitments preclude our participation at this time.
- The subject of the TORFP is not something we ordinarily provide.
- We are inexperienced in the services required.
- Specifications are unclear, too restrictive, etc. (Explain in REMARKS section.)
- The scope of work is beyond our present capacity.
- Doing business with the State of Maryland is too complicated. (Explain in REMARKS section.)
- We cannot be competitive. (Explain in REMARKS section.)
- Time allotted for completion of a Task Order Proposal is insufficient.
- Start-up time is insufficient.
- Bonding/Insurance requirements are too restrictive. (Explain in REMARKS section.)
- TORFP requirements (other than specifications) are unreasonable or too risky. (Explain in REMARKS section.)
- MBE requirements. (Explain in REMARKS section.)
- Prior State of Maryland contract experience was unprofitable or otherwise unsatisfactory. (Explain in REMARKS section.)
- Payment schedule too slow.
- Other: \_\_\_\_\_.

2. If you have submitted a Task Order Proposal, but wish to offer suggestions or express concerns, please use the Remarks section below.

Remarks:

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Master Contractor

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Phone \_\_\_ - \_\_\_ - \_\_\_ email \_\_\_\_\_

# SECTION 1 - ADMINISTRATIVE INFORMATION

## 1.1 RESPONSIBILITY FOR TORFP AND TO AGREEMENT

The MDOT Contracts Manager and the TO Procurement Officer have 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. See Section 2.14 for information on change orders.

The TO Manager has the primary responsibility for the management of the work performed under the TO Agreement; administration functions, including issuing written directions; ensuring compliance with the terms and conditions of the CATS Master Contract; and, in conjunction with the selected Master Contractor, achieving on budget/on time/on target (e.g., within scope) completion of the Scope of Work.

## 1.2 TO AGREEMENT

Based upon an evaluation of TO Proposal responses, a Master Contractor will be selected to conduct the work defined in Section 2 – 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 price proposal.

## 1.3 TO PROPOSAL SUBMISSIONS

The TO Procurement Officer and the MDOT Contracts Manager will not accept submissions after the stated date and exact time. The time will be local time as determined by SHA OIT's e-mail system time stamp. The TO Proposal is to be submitted via e-mail as two attachments in MS Word format. The "subject" line in the e-mail submission shall state the TORFP # J02P6200018. The first file will be the TO Proposal technical response to this TORFP and titled, "CATS TORFP # J02P6200018 Technical". The second file will be the financial response to this CATS TORFP and titled, "CATS TORFP # J02P6200018 Financial". The proposal documents that must be submitted with a signature, Attachment 2 - MBE Forms D-1 and D-2 and Attachment 4 - Conflict of Interest and Disclosure Affidavit, must be submitted as .PDF files with signatures clearly visible.

## 1.4 MINORITY BUSINESS ENTERPRISE (MBE)

A Master Contractor that responds to this TORFP shall complete, sign, and submit all required MBE documentation (Attachment 2, Forms D-1 and D-2) at the time it submits its TO Proposal. **Failure of the Master Contractor to complete, sign, and submit all required MBE documentation at the time it submits its TO Proposal will result in the State's rejection of the Master Contractor's TO Proposal.**

## 1.5 eMARYLANDMARKETPLACE FEE

COMAR 21.02.03.06 requires that each Master Contractor that wins a TO Agreement under this TORFP pay a fee to support the operation of eMarylandMarketplace. The fee will be due on each TO Agreement that exceeds \$25,000. The applicable fee will be based on TO value, including any options. Contractors shall pay the fee as provided by COMAR 21.02.03.06 and in accordance with guidelines issued by the Maryland Department of General Services. A copy of COMAR 21.02.03.06 and the guidelines issued by the Maryland Department of General Services can be found on the eMarylandMarketplace website at [www.eMarylandMarketplace.com](http://www.eMarylandMarketplace.com).

The rate(s) or price(s) of the proposal/bid shall include the appropriate fee as per the COMAR 21.02.06.03 fee schedule. Fees may not be quoted as a separate add-on price. A total TO Agreement value that is other than an even dollar amount will be rounded to the nearest whole dollar to determine the appropriate fee level. For example, a total TO Agreement value of \$50,000.49 will be rounded to \$50,000 and a Level 1 fee will apply. A total TO Agreement value of \$50,000.50 will be rounded to \$50,001 and a Level 2 fee will apply.

## **1.6 CONFLICT OF INTEREST**

The TO Contractor awarded the TO Agreement shall provide IT consulting services for State agencies or component programs with those agencies, and must do so impartially and without any conflicts of interest. Each Master Contractor shall complete and include a Conflict of Interest Affidavit in the form included as Attachment 4 this TORFP with its TO Proposal. 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 a Master Contractor's TO Proposal under COMAR 21.06.02.03B.

Master Contractors should be aware that the State Ethics Law, State Government Article, §15-508, might limit the selected Master Contractor's ability to participate in future related procurements, depending upon specific circumstances.

## **1.7 NON-DISCLOSURE AGREEMENT**

Certain system documentation may be available for potential Offerors to review at a reading room at SHA, 707 N. Calvert Street, Baltimore, Maryland. Offerors who review such documentation will be required to sign a Non-Disclosure Agreement in the form of Attachment 7. Please contact the TO Procurement Officer of this TORFP to schedule an appointment.

In addition, certain documentation may be required by the TO Contractor awarded the TO Agreement 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, including but not limited to, a Non-Disclosure Agreement in the form of Attachment 8.

## **1.8 LIMITATION OF LIABILITY CEILING**

Pursuant to Section 28(C) of the CATS Master Contract, the limitation of liability per claim under this TORFP shall not exceed three (3) times the total TO Agreement amount established.

## **SECTION 2 – SCOPE OF WORK**

### **2.1 PURPOSE, SHA INFORMATION, AND BACKGROUND**

#### **2.1.1 PURPOSE**

The Maryland Department of Transportation (MDOT) State Highway Administration (SHA) Office of Information Technology (OIT) is issuing this CATS TORFP to obtain a broad range of technical services in support of the development of Internet and Intranet Web pages and to Internet/Intranet security. The project services will consist of individual project assignments. The services provided through this Task Order will be critical to supporting SHA's Business Plan goals to improve efficiencies in our business processes and to provide services and products to our customers that meet or exceed their expectations. The goals of this Task Order are to ensure that the SHA has the appropriate resources, skills and expertise to manage and enhance SHA's web pages and Internet/Intranet infrastructure consistent with SHA's newly developed architecture, blue prints, templates and standards; to provide guidance concerning Internet and application security; and to provide on-going guidance concerning best practices in implementing newer Internet technology.

This Task Order is segmented into eight (8) work types and the SHA intends to award this task order to one Master Contractor that proposes a team of individual resources that can satisfy the various work types. This team of resources may be required to work at both their home Contractor office location as well as SHA Headquarters depending on the project assignments. Therefore only vendors submitting a proposal with a team of resources that can satisfy all eight (8) work types will be accepted for evaluation.

This task order would also allow SHA to expand resources as SHA identifies the need. The request and approval process for these additional future resources would follow the CATS Task Order Change Order Process as identified by DBM.

#### **2.1.2 SHA INFORMATION**

The SHA is responsible for all interstates, U.S. and Maryland numbered routes excluding those in Baltimore City and toll facility maintained highways. The State system includes approximately 6,000 centerline miles, (16,064 lane miles) of highways and 2,400 bridges, connecting all regions of the state.

The SHA Business Plan is available online at:  
<http://www.marylandroads.com/aboutus/shabusinessetnl.pdf>.

#### **2.1.3 BACKGROUND**

The SHA (OIT) recognizes the importance of Web system development and effective content management to an organization that continues to experience higher demands to publish transportation information on the World Wide Web with a smaller workforce. The objective of this TORFP is to acquire a team of qualified resources with the skills and expertise to help manage and enhance SHA's web pages and Internet/Intranet infrastructure consistent with industry best practices and standards. The majority of the work performed will occur with OIT staff at their Headquarters Complex (707 N. Calvert

St., Baltimore, Maryland). Additional activities will occur at the TO Contractor's work site.

## **2.2 PROFESSIONAL DEVELOPMENT**

Technology products continuously change. The TO Contractor must ensure continuing education opportunities for the personnel provided. This education would be associated with the technologies currently utilized by SHA or anticipated to be implemented by SHA in the near future. With SHA prior approval, the time allocated to these continuing education activities for staff deployed to SHA on a full-time basis may be charged to this task order. Actual course costs are the responsibility of the TO Contractor.

## **2.3 TO CONTRACTOR PERSONNEL DUTIES AND RESPONSIBILITIES**

At a minimum, the work to be accomplished by the TO Contractor personnel under this TORFP shall consist of the following:

### Work Type 1: Internet/Intranet Web Page Development

For purposes of estimating, assume that **6000** hours of work will be performed annually on this work type. The TO Contractor shall:

- Develop or assist in the development of Web pages based on the SHA's current standards.
  - i. Conduct Review Sessions
  - ii. Develop Web pages appropriate to requirements
  - iii. Review Web pages with customer and document code

TO Contractor shall attend/participate in a minimum of one (1) review session for each Web page project consisting of the SHA Web Master and the SHA customer requesting the work. Minutes from the review session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the Contractor to the meeting participants within three business days following the review session. Minutes shall be reviewed at the beginning of any subsequent review session to ensure accuracy.

The TO Contractor shall develop the Web pages according to the SHA approved direction resulting from these review sessions and review the completed product with the customer prior to moving them to the production environment.

Once the Web pages are finished, the TO Contractor shall finalize any code documentation and submit to the SHA Web Master.

- Develop or assist in the development of Web applications that include an Oracle Database.
  - i. Conduct Application Review Sessions
  - ii. Develop Web application appropriate to requirements
  - iii. Review Web application with customer and document code

TO Contractor shall attend a minimum of one (1) review session for each Web application project consisting of the SHA Web Master, SHA programmer and the customer. Minutes from the review session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the Contractor to the meeting participants within three business days following the review session. Minutes shall be reviewed at the beginning of any subsequent review session to ensure accuracy.

The TO Contractor shall develop the Web application according to the SHA approved direction resulting from these review sessions and review the completed product with the customer prior to moving the application to the production environment.

Once the Web application is finished, the TO Contractor shall finalize any code documentation and submit to the SHA Web Master.

- Redesign or assist in the redesign of SHA's Intranet
  - i. Conduct Review Sessions
  - ii. Develop Intranet appropriate to requirements
  - iii. Review Intranet Web pages with customer and document code

TO Contractor shall attend a minimum of ten (10) review sessions for the Intranet redesign. Minutes from the review session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the Contractor to the meeting participants within three business days following the review session. Minutes shall be reviewed at the beginning of any subsequent review session to ensure accuracy.

The TO Contractor shall develop the Intranet Web pages according to the SHA approved direction resulting from these review sessions and review the completed product with the customer prior to moving them to the production environment.

Once the Intranet Web pages are finished, the TO Contractor shall finalize any code documentation and submit to the SHA Web Master.

- Develop or assist in the development of an Extranet for SHA.
  - i. Conduct Review Sessions
  - ii. Develop Extranet appropriate to requirements
  - iii. Review Extranet Web pages with customer and document code

TO Contractor shall attend a minimum of ten (10) review sessions for the Extranet design. Minutes from the review session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the Contractor to the meeting participants within three business days following the review session. Minutes shall be reviewed at the beginning of any subsequent review session to ensure accuracy.

The TO Contractor shall develop the Extranet Web pages according to the SHA approved direction resulting from these review sessions and review the completed product with the customer prior to moving them to the production environment. In addition, the TO Contractor shall coordinate with OIT and CSC network engineers to ensure the Extranet Configuration meets all the security requirements and networking requirements.

Once the Extranet Web pages are finished, the TO Contractor shall finalize any code

documentation and submit to the SHA Web Master.

- Develop and Implement WEB Services configuration strategies for SHA's Internet and Intranet
  - i. Conduct Review Sessions
  - ii. Develop WEB Services configuration strategies appropriate to requirements
  - iii. Review WEB Services configuration strategies Web pages with customer and document code

TO Contractor shall attend a minimum of ten (10) review sessions for the WEB Services configuration strategies. Minutes from the review session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the Contractor to the meeting participants within three business days following the review session. Minutes shall be reviewed at the beginning of any subsequent review session to ensure accuracy.

The TO Contractor shall develop the WEB Services configuration strategies according to the SHA approved direction resulting from these review sessions and review the completed product with the customer prior to moving them to the production environment.

Once the WEB Services configuration strategies are finished, the TO Contractor shall finalize any code documentation and submit to the SHA Web Master.

#### Work Type 2: Authentication using Active Directory

For purposes of estimating, assume that **1000** hours of work will be performed annually on this work type. The TO Contractor shall:

- Research, document, recommend and implement authentication procedures for Team Site Content Management System, IIS and current Operating System.
  - i. Research and Document programming and configuration related issues
  - ii. Prepare Programming and Configuration Standard Documentation
  - iii. Prepare Design Document for the Implementation of configurations based on selected standard for Active Directory Authentication with SHA's current environment.
  - iv. Implement configurations based on selected standard for Active Directory Authentication with SHA's current environment.

The TO Contractor shall perform detailed analysis and research additional informational resources and document any programming and configuration related issues that may be associated with Active Directory Authentication with SHA's environment.

Once agreed upon, the TO Contractor shall prepare Programming and Configuration Standards that will be used for authentication.

The TO Contractor shall prepare a Design Document detailing how configurations based on selected standard for Active Directory Authentication with SHA's current environment will be implemented on SHA projects and Web Site.

The TO Contractor shall assist in the implementation of configurations based on selected standard for Active Directory Authentication with SHA's current environment.

Work Type 3: Assist in Interwoven's Team Site (version 6.5 or newer) Content Management Development

For purposes of estimating, assume that **6000** hours of work will be performed annually on this work type. The TO Contractor shall:

- Provide Team Site Architectural Planning and Design
  - i. Define and develop database and application server integration
  - ii. Provide knowledge transfer of best practices
  - iii. Develop architecture documentation
  - iv. Work with customer staff to develop architecture documentation
  - v. Assist in defining optimal Software configuration parameters.
  - vi. Assist in defining Software branching structures, user roles, and user permissions
  - vii. Assist in defining and developing Software workflow and templating approach and architecture
  - viii. Assist in defining database and application server integration
  - ix. Assist in defining deployment strategy and document Change Management Procedures
  - x. Assist with Software Configuration
  - xi. Assist in developing Software workflows and templates
  - xii. Assist with deployment scripts
  - xiii. Provide knowledge transfer and mentoring
  - xiv. Assist in the development of CGI and/or Pearl Scripts

The TO Contractor shall assist SHA staff in defining and developing Team Site implementation strategies for applications using the Team Site functionality. The TO Contractor shall also provide knowledge transfer of Team Site best practices to the SHA Web Master and his designee(s). The TO Contractor shall also assist in the development of architecture documentation.

- Provide Team Site Programming and Implementation
  - i. Assist with developing workflows and templates
  - ii. Assist with database and application server integration to the extent applicable

- iii. Assist with deployment scripts

Work Type 4: Conduct Application security assessments and remediation

For purposes of estimating, assume that **1000** hours of work will be performed annually on this work type. The TO Contractor shall:

- Review various Custom Web Applications for potential security breaches.
  - i. Review application design and code to determine if there is a security module and determine access privilege set up
  - ii. Determine if any Web pages can be accessed without first logging into the application
  - iii. Determine if pages are accessible once logged out of the page
  - iv. Ensure security roles are designed and coded properly
  - v. Ensure code can not be viewed from the front end of the application
  - vi. Ensure session variables are used and not cookies

The TO Contractor shall review custom developed Web application design and code to determine if the state has any security risks as a result of implementing the application. The TO Contractor shall determine if the application was developed using best security coding practices and will evaluate the effectiveness of the code.

- Provide recommendations for remediation.
  - The TO Contractor shall document recommended security remediation resulting from the application review. This document shall identify the potential risks for each security breach found if not remediated.
- Implement approved recommended remediation.
  - The TO Contractor shall implement approved security remediation or oversee the implementation of the approved security remediation to the assigned application.
- Review various Custom DLL's for potential security breaches.
  - i. Conduct code review to ensure no malicious code is being used
  - ii. Ensure code transactions do not introduce security issues

The TO Contractor shall review the custom developed Web application DLL's and code to determine if the state has any security risks as a result of implementing the application DLL's. The TO Contractor shall determine if the application DLL was developed using best security coding practices.

Work Type 5: Research and Recommendations on new Web technology

For purposes of estimating, assume that **2000** hours of work will be performed annually on this work type. The TO Contractor shall:

- Provide recommendations and documented standards and develop configurations for IIS, Operating System, .Net and Java platforms
  - i. Conduct Review Sessions
  - ii. Research and Document programming and configuration related issues

### iii. Preparing Programming and Configuration Standard Documentation

TO Contractor shall attend a minimum of one (1) review session with SHA resources consisting of a Web Master, Web Developer, Network Manager and several SHA programmers. Minutes from the review session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the TO Contractor to the review session participants within three business days following the review session. Minutes shall be reviewed at the beginning of any subsequent review session to ensure accuracy. Scheduling the review session(s) will be completed by the Web Master. A JAD Final Document/Report shall be generated following completion of all review sessions if more than one session is required.

The TO Contractor shall perform detailed analysis of the JAD information, research additional informational resources and document any programming and configuration related issues that may be associated with the development of Web applications used with IIS, OS, .NET and Java platforms.

Once agreed upon, the TO Contractor shall prepare Programming and Configuration Standards based on IIS, OS, .Net and Java platforms that will be used for future SHA projects.

- Review and update existing Web Standards and bundle according to audience
  - i. Review current set of Web Standards and update as appropriate
  - ii. Determine the audiences the Web Standards need to support and package those standards based on the audience

The TO Contractor shall review the current list of eleven (11) Web Standards Documents. The TO Contractor shall identify and implement any changes that are required based on latest technology used at SHA and industry best practices.

Once the Web Standards are updated, the TO Contractor shall determine the specific audiences that will use these standards in conjunction with the SHA Web Master.

Once the specific audiences are identified, the TO Contractor shall bundle the Web Standards for each of the approved groups.

- Assist in the research and implementation of Lightweight Directory Access Protocol (LDAP) and Single Sign On Technologies
  - i. Conduct JAD Sessions
  - ii. Prepare Requirements Definition Document
  - iii. Research and Document Programming related issues
  - iv. Prepare Programming Standard Documentation
  - v. Prepare Design Document for the Implementation of LDAP and/or Single Sign On Technologies
  - vi. Implement LDAP and/or Single Sign On Technologies

TO Contractor shall attend a minimum of one (1) JAD Group with SHA resources consisting of a Web Master, Web Developer, Network Manager and several SHA programmers. Minutes from the JAD session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the TO Contractor to the JAD participants within three business days following the JAD session. Minutes shall be reviewed at the beginning of any subsequent JAD session to ensure accuracy. Scheduling the JAD session(s) will be completed by the Web Master. A JAD Final Document shall be generated following completion of all JAD sessions if more than one session is required.

The TO Contractor shall perform detailed analysis of the JAD information to translate into quantitative requirements. Requirements must be presented in terms understandable by the end users.

The TO Contractor shall identify and document any programming related issues that may be associated with the development of new applications or re-programming existing applications. The TO Contractor shall also identify and document any additional configuration issues that may arise as a result of implementing the use of LDAP and/or Single Sign On Technologies.

The TO Contractor shall prepare LDAP and/or Single Sign On Technology standards that will be used for future SHA projects.

The TO Contractor shall prepare a Design Document detailing how LDAP and/or Single Sign On Technologies will be implemented on SHA projects and Web Site.

The TO Contractor shall assist in the implementation of LDAP and/or Single Sign On Technologies.

- Assist in the research, documentation and implementation of SSL, PKI and Certificates
  - i. Conduct JAD Sessions
  - ii. Prepare Requirements Definition Document
  - iii. Research and Document Programming related issues
  - iv. Prepare Programming Standard Documentation
  - v. Prepare Design Document for the Implementation of SSL, PKI and Certificates
  - vi. Implement SSL, PKI and Certificates

The TO Contractor shall attend a minimum of one (1) JAD Group with SHA resources consisting of a Web Master, Web Developer, Network Manager and several SHA programmers. Minutes from the JAD session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the TO Contractor to the JAD participants within three business days following the JAD session. Minutes shall be reviewed at the beginning of any subsequent JAD session to ensure accuracy. Scheduling the JAD session(s) will be completed by the Web Master. A JAD Final Document shall be generated following completion of all JAD sessions if more than one session is required.

The TO Contractor shall perform detailed analysis of the JAD information to translate into quantitative requirements. Requirements must be presented in terms understandable by the end users.

The TO Contractor shall identify and document any programming related issues that may be associated with the development of new applications or re-programming existing applications. The TO Contractor shall also identify and document any additional configuration issues that may arise as a result of implementing the use of PKI and Certificates.

The TO Contractor shall prepare PKI and Certificate standards that will be used for future SHA projects.

The TO Contractor shall prepare a Design Document detailing how PKI and Certificates will be implemented on SHA projects and Web Site.

The TO Contractor shall assist in the implementation of PKI and Certificates.

- Assist in the research, documentation and implementation of Extensible Markup Language (XML)
  - i. Conduct JAD Sessions
  - ii. Prepare Requirements Definition Document
  - iii. Research and Document Programming related issues
  - iv. Prepare Programming Standard Documentation
  - v. Prepare Design Document for the Implementation of XML
  - vi. Implement Web Services using XML

The TO Contractor shall attend a minimum of one (1) JAD Group with SHA resources consisting of a Web Master, Web Developer and several SHA programmers. Minutes from the JAD session(s), as a vehicle to verify, document, maintain and feed back the results of each session, shall be prepared and distributed by the TO Contractor to the JAD participants within three business days following the JAD session. Minutes shall be reviewed at the beginning of any subsequent JAD session to ensure accuracy. Scheduling the JAD session(s) will be completed by the Web Master. A JAD Final Document shall be generated by the TO Contractor following completion of all JAD sessions if more than one session is required.

The TO Contractor shall perform detailed analysis of the JAD information to translate into quantitative requirements. Requirements must be presented in terms understandable by the end users.

The TO Contractor shall identify and document any programming related issues that may be associated with the development of new applications or re-programming existing applications. The TO Contractor shall also identify and document any additional configuration issues that may arise as a result of implementing the use of XML.

The TO Contractor shall prepare XML Programming standards that will be used for future SHA projects.

The TO Contractor shall prepare a Design Document detailing how XML will be implemented on SHA projects and Web Site.

The TO Contractor shall assist in the implementation of Web Services using XML.

Work Type 6: Provide Web performance analysis and recommendations

For purposes of estimating, assume that **1000** hours of work will be performed annually on this work type. The TO Contractor shall:

- Analyze custom Web applications for optimal performance objectives and impacts to server configurations
  - i. Review current Operating System and IIS Configuration to enhance and monitor server and application performance
  - ii. Determine how and what should be analyzed for performance
  - iii. Research and Implement stress testing software
  - iv. Determine how to analyze stress test results
  - v. Provide recommendations for performance enhancements

The TO Contractor shall review the current server OS and IIS configuration settings for monitoring performance on custom-built Web applications. The TO Contractor shall evaluate the findings and make recommendations as to what the key performance settings should be and implement those configuration settings.

The TO Contractor shall research and recommend what software would be most appropriate for SHA to conduct stress tests against the Web site and applications. The TO Contractor shall implement the selected stress-testing tool procured. The TO Contractor shall then document configuration of this tool against SHA's networking and server configuration environment and how the data needs to be analyzed to obtain the maximum benefit.

The TO Contractor shall also analyze how SHA develops Web pages and Web applications and make recommendations for efficiency and performance gains.

#### Work Type 7: Hardware and Software Maintenance and Upgrades

For purposes of estimating, assume that **1000** hours of work will be performed annually on this work type. The TO Contractor shall:

- i. Update OS and IIS security policies
- ii. Develop and Implement Internet server failover and Load Balancing strategies
- iii. Perform G4/Windows 2003 Server Operation System Upgrades and patches
- iv. Develop and Implement ASP.net Migration strategies for SHA's Internet and Intranet
- v. Develop and Document Server Backup procedures and analyze and implement automation
- vi. Assist with Index Server configuration and research alternative search engine possibilities for increased performance and assist with implementation

#### Work Type 8: Section 508 Analysis and Remediation using RAMP version 1.1 or newer

For purposes of estimating, assume that **1500** hours of work will be performed annually on this work type. The TO Contractor shall:

- i. Conduct Section 508 Assessment and Analysis
- ii. Develop Remediation for non-compliant pages
- iii. Conduct Reassessment/Validation of Remediated pages
- iv. Keep abreast and document changes in Section 508 regulations or best practices.
- v. Provide Knowledge Transfer and Training on new regulations, best practices and software upgrades

As required by SHA, the TO Contractor shall assess newly developed web pages for compliance with Section 508 standards and guidelines based on the 16 point priority 1 check list. The TO Contractor shall then prepare a report on findings and recommendations for remediation. This report must include the following: violations identified by page and the Section 508 paragraph associated with each violation; the method used to assess the web pages; an estimated level of effort to remediate each page and the site as a whole; and a report outlining the remediation plan addressing the Section 508 16 point checklist.

As required by SHA, the TO Contractor shall remediate each page as required using RAMP version 1.1 or newer, and provide a report indicating all changed code as a result of the remediation effort associated with each point.

As required by SHA, the TO Contractor shall reassess each remediated page to ensure that no issues have been overlooked or introduced through code changes; provide a report certifying each page as compliant based on the 16 point priority 1 checklist of the Section 508 standards and guidelines.

The TO Contractor shall keep abreast of the latest changes to the Section 508 regulations and best practices and maintain documentation of those changes. The TO Contractor shall provide knowledge transfer of the latest Section 508 regulations and best practices as well as the provide training on the subject as well as the use of the RAMP software tool upgrades.

## **2.4 WORK HOURS**

- (a) The TO Contractor's personnel assigned to the SHA location will work an eight-hour day (hours to be approved by the TO Manager), Monday through Friday except for State holidays.
- (b) The TO Contractor's personnel working at the TO Contractor's location will be available during normal SHA work hours for coordination of activities.

## **2.5 DELIVERABLES:**

### **(a) Personnel**

The TO Contractor shall be responsible for providing on a continual basis for all assigned tasks, the personnel required in this TORFP within the timeframe required as specified by the TO Manager.

**(b) Weekly Status Report**

At the conclusion of each work week, the TO Contractor shall be responsible for compiling and submitting to the TO Manager a status report that summarizes the following:

- Meetings held: Date, purpose, attendees
- Documents developed: Meeting minutes and other project-related artifacts – indicate draft or final version.
- Work accomplished during the week, including resources assigned and hours expended.
- Planned work efforts for the next reporting period including resources assigned and hours proposed.
- Issues identified

**2.6 REQUIRED POLICIES, GUIDELINES AND METHODOLOGIES**

The TO Contractor shall be required to comply with all applicable laws, regulations, policies, standards and guidelines affecting information technology work, 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 work execution. These may include, but are not limited to:

- A) The State’s System Development Life Cycle (SDLC) methodology at: [www.dbm.maryland.gov](http://www.dbm.maryland.gov) - keyword: SDLC.
- B) The State Information Technology Security Policy and Standards at: [www.dbm.maryland.gov](http://www.dbm.maryland.gov) - keyword: Security Policy.
- C) The State Information Technology Project Oversight at: [www.dbm.maryland.gov](http://www.dbm.maryland.gov) - keyword: IT Project Oversight.
- D) The State of Maryland Enterprise Architecture at [www.dbm.maryland.gov](http://www.dbm.maryland.gov) - keyword: MTAF Guiding Principles.
- E) SHA’s Web Standards, Policies and Guidelines, (Located at SHA’s Reading Room – Call 410-545-8661 for appointment)

**2.7 TO CONTRACTOR PERSONNEL MINIMUM QUALIFICATIONS**

The following minimum qualifications are mandatory. In addition to the qualifications required for the individual labor categories listed in the Master Contract, the TO Contractor’s personnel proposed under Work Type 3 (Assist in Interwoven’s Team Site Content Management Development) must have a minimum of three (3) years working experience with Interwoven’s Team Site and one (1) year experience with Team Site version 6.5. The Contractor’s personnel proposed under Work Type 8 (Section 508 Analysis and Remediation) must have a minimum of three (3) years working experience in analyzing and remediating ADA issues with Web pages and/or Web applications and one (1) year working experience using RAMP.

The TO Contractor shall propose individuals that collectively possess expertise in the following:

- Latest IIS Security patches and threats,
- Evaluating application security,

- Evaluating DLL security,
- Various Web programming languages,
- Analyzing Web applications against performance objectives and server configurations,
- LDAP and Single Sign On Technologies,
- .Net Framework,
- Cascading Style Sheets.
- Extensible Markup Language (XML)
- Perl Programming Language
- Active Directory
- SSL, PKI and Certificates
- JAVA programming
- CGI Programming
- DNS
- Analyzing Web Statistics

## **2.8 TO CONTRACTOR EXPERTISE REQUIRED**

The TO Contractor shall be capable of furnishing all necessary services required to successfully complete all tasks and work requirements and produce high quality deliverables described herein. The TO Contractor shall demonstrate, in its proposal, that it possesses such expertise in-house or has fostered strategic alliances with other firms for providing such services.

## **2.9 PERFORMANCE EVALUATION**

TO Contractor personnel will be evaluated by the TO Manager on a schedule consistent with evaluations of SHA personnel for assignments performed during that period. The established performance evaluation and standards are included as Attachment 9. The TO Contractor personnel must maintain at least an “Exceeds Standards” in each major category of the performance evaluation (i.e., Dependability, Job Knowledge, etc.) and at least a “Meets Standards” in all individual criteria (i.e., Punctuality, Tact, etc.) If prior to a scheduled evaluation the TO Manager has determined there are issues with the performance of TO Contractor personnel, the TO Manager will notify both the TO Contractor and the TO Contractor personnel by email, identifying the issue and the expected action(s) to correct the issue.

## **2.10 NON PERFORMANCE OF PERSONNEL**

In the event that SHA is dissatisfied with the TO Contractor’s personnel for not performing to the standards specified in Section 2.9, the TO Contractor personnel may be removed at the TO Manager’s discretion. Replacement personnel must have qualifications equal to or greater than that of the non-performing person initially proposed and evaluated and accepted in the TO Agreement. The TO Manager will determine the amount of time the TO Contractor has to provide a replacement.

## **2.11 SUBSTITUTION OF PERSONNEL**

The TO Contractor shall propose only staff available at the time of the TO Proposal and that satisfy the personnel qualifications specified in the Master Contract. In addition, the TO Contractor shall abide by the substitution of personnel requirements in the Master Contract.

## **2.12 INVOICING**

Invoices shall be submitted monthly. Invoices will reflect costs for hours worked indicated in the accompanying weekly status reports (Deliverable 2.5b). Upon verification and acceptance of the invoices by the TO Manager, payment will be made to the TO Contractor.

Invoice payments to the TO Contractor shall be governed by the terms and conditions defined in the CATS Master Contract. Invoices for payment shall contain the TO Contractor's Federal Employer Identification Number (FEIN), as well as the information described below, and must be submitted to the TO Manager for payment approval.

### **2.12.1 INVOICE SUBMISSION PROCEDURE**

This procedure consists of the following requirements and steps:

- A) The invoice shall identify MDOT SHA, deliverable description, associated TO Agreement number, date of invoice, period of performance covered by the invoice, and a TO Contractor point of contact with telephone number.
- B) The TO Contractor shall send the original of each invoice and supporting documentation (itemized billing reference for employees, including detail of work hours ) submitted for payment to MDOT SHA at the following address:

Frank Vasilios  
State Highway Administration – MS C-605  
P.O. Box 717  
Baltimore, MD 21202-0717

- C) 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.

## **2.13 MBE**

Monthly reporting of MBE participation is required in accordance with the terms and conditions of the Master Contract. The TO Contractor shall provide a completed MBE Participation form (Attachment 2, Form D-5) to the State Highway Administration, at the same time the invoice copy is sent. The TO Contractor shall ensure that each MBE Subcontractor provides a completed MBE Participation Form (Attachment 2, Form D-6). Subcontractor reporting shall be sent directly from the subcontractor to the State Highway Administration. The State Highway Administration will monitor both the TO Contractor's efforts to achieve the MBE participation goal and compliance with reporting requirements. Contractors shall email completed forms to the State Highway Administration at [SHAMBEreport@SHA.STATE.MD.US](mailto:SHAMBEreport@SHA.STATE.MD.US) and to the SHA Office of Equal Opportunity at [msabree@sha.state.md.us](mailto:msabree@sha.state.md.us). The SHA Office of Equal Opportunity also requires quarterly reporting – see Attachment 2, SHA FORM 14.0-OEO.

## **2.14 CHANGE ORDERS**

If the TO Contractor is required to perform additional work, or there is a work reduction due to unforeseen scope changes, a TO Change Order will be initiated. 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 modifications shall be performed until a change order is approved by DBM and executed by the MDOT Contracts Manager.

## **SECTION 3 - TO PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS**

### **3.1 REQUIRED RESPONSE**

Each Master Contractor receiving this CATS TORFP must respond within the submission 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 Notice to Master Contractors explaining why the Master Contractor will not be submitting a proposal.

### **3.2 FORMAT**

If a Master Contractor elects to submit a TO Proposal, the Master Contractor shall do so in conformance with the requirements of this CATS TORFP. A TO Proposal shall provide the following:

#### **3.2.1 THE TECHNICAL PORTION OF THE TO PROPOSAL SHALL INCLUDE:**

##### **A) Proposed Services**

- 1) Requirements: A detailed discussion of the Master Contractor's understanding of the work and the Master Contractor's capabilities, approach and solution to address the requirements outlined in Section 2.
- 2) Assumptions: A description of any assumptions formed by the Master Contractor in developing the Technical Proposal.

##### **B) Proposed Personnel**

- 1) Identify and provide resumes for all proposed personnel by labor category.
- 2) Certification that all proposed personnel meet the minimum required qualifications in Section 2.7.
- 3) Complete and provide Attachment 5 – Labor Classification Personnel Resume Summary.
- 4) Provide the names and titles of all key management personnel who will be involved with supervising the services rendered under this TO Agreement.

##### **C) MBE Participation**

- 1) Submit completed MBE Documents Attachment 2, Forms D-1 and D-2.

##### **D) Subcontractors**

- 1) Identify all proposed subcontractors, including MBEs, and their full roles in the performance of this TORFP Scope of Work.

##### **E) Master Contractor and Subcontractor Experience and Capabilities**

- 1) Provide three examples of work assignments that the proposed personnel have completed that were similar in scope to the one defined in this TORFP. Each of the three examples must include a reference complete with the following:
  - a) Name of organization.

- b) Name, title, and telephone number of point-of-contact for the reference.
- c) Type, and duration of contract(s) supporting the reference.
- d) The services provided, scope of the contract and performance objectives satisfied as they relate to the scope of this TORFP.
- e) Whether the proposed personnel are still providing these services and, if not, an explanation of why services are no longer provided to the client organization.

F) State Assistance

- 1) Provide an estimate of expectation concerning participation by State personnel.

G) Confidentiality

- 1) 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 10, Subtitle 6, of the State Government Article of the Annotated Code of Maryland. 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.

**3.2.2 THE FINANCIAL RESPONSE OF THE TO PROPOSAL SHALL INCLUDE:**

- A) A description of any assumptions on which the Master Contractor's Financial Proposal is based.
- B) Completed Financial Proposal - Attachment 1 including:

The Contractor should indicate on Attachment 1 the appropriate Labor Category being proposed, and the Fixed Hourly Labor Category Rate. Proposed rates are not to exceed the rates defined in the Master Contract.

## **SECTION 4 - PROCEDURE FOR AWARDING A TO AGREEMENT**

### **4.1 EVALUATION CRITERIA**

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, SHA OIT will consider all information submitted in accordance with Section 3.

### **4.2 TECHNICAL CRITERIA**

The following are technical criteria for evaluating a TO Proposal in descending order of importance:

- Experience of the Master Contractor's proposed personnel performing the duties and responsibilities required in Section 2.3.
- The experience and certifications required in Section 2.7, of the Master Contractor's proposed personnel.
- The Master Contractor's understanding of the work to be accomplished.

### **4.3 SELECTION PROCEDURES**

**4.3.1** Proposed personnel will be assessed for compliance with the minimum qualifications in Section 2.7 of the TORFP. Master Contractors proposing personnel who fail to meet the minimum qualifications will be disqualified and their proposals eliminated from further consideration.

**4.3.2** TO Proposals deemed technically qualified will have their financial proposal considered. All others will receive e-mail notice from the MDOT Contracts Manager or Contract Administrator of not being selected to perform the work.

**4.3.3** The State will require interviews with all personnel proposed by each of the qualified Master Contractors. In order to ensure as timely an evaluation process as possible, the State will begin conducting interviews one week after receipt of proposals. The number of days for interviews will be dependent upon the number of proposals received. The State will notify all Master Contractors by email of specific dates and contact information for scheduling. Master Contractors must ensure that proposed personnel will be available for the interview in order for their technical proposals to be considered for award.

**4.3.4** Qualified TO Proposal financial responses will be reviewed and ranked from lowest to highest price proposed.

**4.3.5** The most advantageous TO Proposal offer considering technical and financial submission shall be selected for the work assignment. In making this selection, technical merit has greater weight than price.

### **4.4 COMMENCEMENT OF WORK UNDER A TO AGREEMENT**

Commencement of work in response to a TO Agreement shall be initiated only upon issuance of a fully executed TO Agreement, Purchase Order and by a Notice to Proceed authorized by the MDOT Contracts Manager.

**ATTACHMENT 1 - PRICE PROPOSAL**

**PRICE PROPOSAL FOR CATS TORFP # J02P6200018  
LABOR CATEGORIES**

<b>Labor Categories</b>	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Hourly Labor Rate</b>	<b>Total Class Hours</b>	<b>Total Proposed CATS TORFP Price</b>
(Insert Proposed Labor Categories for this TORFP)			
<b><i>YEAR 1 - 6,000 hours Web Development</i></b>			
Resource #1	\$		\$
Resource #2	\$		\$
Resource #3	\$		\$
	\$		\$
<b>Total Work Type 1 Price Year 1</b>			\$
<b><i>YEAR 2 - 6,000 hours Web Development</i></b>			
Resource #1	\$		\$
Resource #2	\$		\$
Resource #3	\$		\$
	\$		\$
<b>Total Work Type 1 Price Year 2</b>			\$
<b><i>Option YEAR 3 - 6,000 hours Web Development</i></b>			
Resource #1	\$		\$
Resource #2	\$		\$
Resource #3	\$		\$
	\$		\$
<b>Total Work Type 1 Price Option Year 3</b>			\$
<b><i>Year 1 - 1000 hours Authentication using Active Directory</i></b>			
Resource #1	\$		\$
<b>Total Work Type 2 Price Year 1</b>			\$
<b><i>Year 2 - 1000 hours Authentication using Active Directory</i></b>			
Resource #1	\$		\$
<b>Total Work Type 2 Price Year 2</b>			\$
<b><i>Option Year 3 - 1000 hours Authentication using Active Directory</i></b>			
Resource #1	\$		\$
<b>Total Work Type 2 Price Option Year 3</b>			\$

<i>Year 1 - 6000 hours Team Site 6.5 Content Management Development</i>			
Resource #1	\$		\$
Resource #2	\$		\$
Resource #3	\$		\$
<b>Total Work Type 3 Price Year 1</b>			<b>\$</b>
<i>Year 2 - 6000 hours Team Site 6.5 Content Management Development</i>			
Resource #1	\$		\$
Resource #2	\$		\$
Resource #3	\$		\$
<b>Total Work Type 3 Price Year 2</b>			<b>\$</b>
<i>Option Year 3 - 6000 hours Team Site 6.5 Content Management Development</i>			
Resource #1	\$		\$
Resource #2	\$		\$
Resource #3	\$		\$
<b>Total Work Type 3 Price Option Year 3</b>			<b>\$</b>
<b>Year 1 - 1000 hours Application Security</b>			
Resource #1	\$		\$
<b>Total Work Type 4 Price Year 1</b>			<b>\$</b>
<b>Year 2 - 1000 hours Application Security</b>			
Resource #1	\$		\$
<b>Total Work Type 4 Price Year 2</b>			<b>\$</b>
<b>Option Year 3 - 1000 hours Application Security</b>			
Resource #1	\$		\$
<b>Total Work Type 4 Price Option Year 3</b>			<b>\$</b>
<b>Year 1 - 2000 hours Research and Recommendations on new Web Technology</b>			
Resource #1	\$		\$
<b>Total Work Type 5 Price Year 1</b>			<b>\$</b>
<b>Year 2 - 2000 hours Research and Recommendations on new Web Technology</b>			
Resource #1	\$		\$
<b>Total Work Type 5 Price Year 2</b>			<b>\$</b>
<b>Option Year 3 - 2000 hours Research and Recommendations on new Web Technology</b>			
Resource #1	\$		\$
<b>Total Work Type 5 Price Option Year 3</b>			<b>\$</b>

<b>Year 1 - 1000 hours Web Performance Analysis</b>			
Resource #1	\$		\$
<b>Total Work Type 6 Price Year 1</b>			<b>\$</b>
Year 2 - 1000 hours Web Performance Analysis			
Resource #1	\$		\$
<b>Total Work Type 6 Price Year 2</b>			<b>\$</b>
Option Year 3 - 1000 hours Web Performance Analysis			
Resource #1	\$		\$
<b>Total Work Type 6 Price Option Year 3</b>			<b>\$</b>
<b>Year 1 - 1000 hours Hardware and Software Maintenance and Upgrades</b>			
Resource #1	\$		\$
<b>Total Work Type 7 Price Year 1</b>			<b>\$</b>
Year 2 - 1000 hours Hardware and Software Maintenance and Upgrades			
Resource #1	\$		\$
<b>Total Work Type 7 Price Year 2</b>			<b>\$</b>
Option Year 3 - 1000 hours Hardware and Software Maintenance and Upgrades			
Resource #1	\$		\$
<b>Total Work Type 7 Price Option Year 3</b>			<b>\$</b>
<b>Year 1 - 1500 hours Section 508 Analysis and Remediation</b>			
Resource #1	\$		\$
<b>Total Work Type 8 Price Year 3</b>			<b>\$</b>
Year 2 - 1500 hours Section 508 Analysis and Remediation			
Resource #1	\$		\$
<b>Total Work Type 8 Price Year 2</b>			<b>\$</b>
Option Year 3 - 1500 hours Section 508 Analysis and Remediation			
Resource #1	\$		\$
<b>Total Work Type 8 Price Option Year 3</b>			<b>\$</b>
<b>Others Year 1</b>			
Resource #1	\$		\$
Resource #2	\$		\$
<b>Total Others Price Year 1</b>			<b>\$</b>

Others Year 2			
Resource #1	\$		\$
Resource #2	\$		\$
<b>Total Others Price Year 2</b>			<b>\$</b>
Others Option Year 3			
Resource #1	\$		\$
Resource #2	\$		\$
<b>Total Others Price Option Year 3</b>			<b>\$</b>
<b>Total Task Order Evaluated Price Including Option Years</b>			<b>\$</b>

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**Authorized Individual Name**

---

**Company Name**

---

**Title**

---

**Company Tax ID #**

The Hourly Labor Rate is the actual rate the State will pay for services and must be recorded in dollars and cents. The Hourly Labor Rate cannot exceed the Master Contract Rate, but may be lower. Time for travel will be reimbursed as allowed in Section 2.2.4 of the Master Contract.

SUBMIT THIS WITH THE FINANCIAL RESPONSE

ATTACHMENT 2 – MBE FORMS

**ATTACHMENT 2 - FORM D-1  
CERTIFIED MBE UTILIZATION AND FAIR SOLICITATION  
AFFIDAVIT**

In conjunction with the bid or offer submitted in response to CATS TORFP No. J02P6200018, I affirm the following:

I acknowledge the overall certified Minority Business Enterprise (MBE) participation goal of **30 (thirty)** percent. I commit to make a good faith effort to achieve this goal.

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

The solicitation process was conducted in such a manner so as to not place MBE subcontractors at a competitive disadvantage to non-MBE subcontractors.

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.

\_\_\_\_\_  
Master Contractor Name

\_\_\_\_\_  
Signature of Affiant

\_\_\_\_\_  
Address

\_\_\_\_\_  
Printed Name, Title

\_\_\_\_\_  
Date

**SUBMIT THIS WITH THE TECHNICAL RESPONSE**

**ATTACHMENT 2 - FORM D-2**  
**MBE OUTREACH EFFORTS COMPLIANCE STATEMENT**

In conjunction with the TO Proposal submitted in response to CATS TORFP No. J02P6200018, I state the following:

1. Master Contractor identified opportunities to subcontract in these specific work categories:
2. Attached to this form are copies of written solicitations (with bidding instructions) used to solicit certified MBEs for these subcontract opportunities.
3. Master Contractor made the following attempts to contact personally the solicited MBEs:
4.  Master Contractor assisted MBEs to fulfill or to seek waiver of bonding requirements. (DESCRIBE EFFORTS)
5.  This project does not involve bonding requirements.
6.  Master Contractor did/did not attend the pre-bid conference  
 No pre-bid conference was held.

Master Contractor Name	By:	Authorized Signature
Address		Name, Title
Date		

SUBMIT THIS WITH THE TECHNICAL RESPONSE

## ATTACHMENT 2 - FORM D-3 MBE PARTICIPATION SCHEDULE

Master Contractor (Firm Name, Address, Phone)	Project Description
Project Number: J02P6200018	Total Contract Amount \$
<b>List Information For Each Certified MBE Subcontractor On This Project</b>	
A. Minority Firm Name, Address, Phone	
MBE Classification: _____	
MBE Certification Number	
Work To Be Performed	
Project Commitment Date	Project Completion Date
Agreed Dollar Amount	Percentage Of Total Contract
B. Minority Firm Name, Address, Phone	
MBE Classification: _____	
MBE Certification Number	
Work To Be Performed	
Project Commitment Date	Project Completion Date
Agreed Dollar Amount	Percentage Of Total Contract
C. Minority Firm Name, Address, Phone	
MBE Classification: _____	
MBE Certification Number	
Work To Be Performed	
Project Commitment Date	Project Completion Date
Agreed Dollar Amount	Percentage Of Total Contract
D. Minority Firm Name, Address, Phone	
MBE Classification: _____	
MBE Certification Number	
Work To Be Performed	
Project Commitment Date	Project Completion Date
Agreed Dollar Amount	Percentage Of Total Contract

MBE Firms Total Dollar Amount Overall \$ \_\_\_\_\_  
 MBE Firms Total Percentage Overall \_\_\_\_\_%  
 African American MBE Dollar Amount \$ \_\_\_\_\_  
 African American MBE Percentage \_\_\_\_\_%  
 Women MBE Dollar Amount \$ \_\_\_\_\_

Women MBE Percentage \_\_\_\_\_%  
 List Additional MBE Subcontractors or Provide  
 Any Additional Comments on Separate Paper.

Document Prepared By: (Please print or type)

Name: \_\_\_\_\_ Title: \_\_\_\_\_

SUBMIT AT THE TIME OF BID

**ATTACHMENT 2- FORM D-4**  
**SUBCONTRACTOR PROJECT PARTICIPATION STATEMENT**

SUBMIT ONE FORM FOR EACH CERTIFIED MBE LISTED IN THE MBE PARTICIPATION SCHEDULE

Provided that \_\_\_\_\_ is awarded the State contract in  
**Master Contractor Name**

conjunction with CATS TORFP No. J02P6200018, it and \_\_\_\_\_,  
(Subcontractor Name )

MDOT Certification No. \_\_\_\_\_, intend to enter into a contract by which  
Subcontractor shall:  
(describe work)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- No bonds are required of Subcontractor
- The following amount and type of bonds are required of Subcontractor:

\_\_\_\_\_  
Master Contractor Signature

\_\_\_\_\_  
Subcontractor Signature

By: \_\_\_\_\_  
Name, Title

By: \_\_\_\_\_  
Name, Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

SUBMIT AT THE TIME OF AWARD

# ATTACHMENT 2 - FORMS D-5 AND D-6 MASTER CONTRACTOR REPORTING REQUIREMENTS

## CATS TORFP# J02P6200018

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

- 1. As the Master Contractor, you have entered into a contractual 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 this contract. Part of that effort, as outlined in the RFP, includes submission of monthly reports to the State regarding the previous month's MBE payment activity. Reporting forms D-5 (Master Contractor Paid/Unpaid MBE Invoice Report) and D-6 (Subcontractor Paid/Unpaid MBE Invoice Report) are attached for your use and convenience.**
- 2. The Master Contractor must complete a separate form D-5 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 not later than the 15<sup>th</sup> of the month following the month that is being reported. For example, the report for January's activity is due not later than the 15<sup>th</sup> of February. With the approval of the contract 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 Master Contractor is responsible for ensuring that each subcontractor receives a copy (e-copy and/or hard copy) of form D-6. The Master 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 Contract Manager for the benefit of the Master Contractor. This will help to minimize any confusion for those who receive and review the reports.**
- 4. It is the responsibility of the Master Contractor to make sure that all subcontractors submit reports not later than the 15<sup>th</sup> 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 Master Contractor cannot and will not be given credit for subcontractor payments, regardless of the Master Contractor's proper submission of the form D-5. The contract manager will contact the Master Contractor if reports are not received each month from either the prime contractor or any of the identified subcontractors. The Master Contractor must promptly notify the contract manager if, during the course of the contract, a new MBE subcontractor is utilized. Failure to comply with the MBE reporting requirements and/or failure to make a good faith effort to meet the MBE goal(s) will cause the Master Contractor to have an unfavorable standing with the Department for future contracting opportunities.

SUBMIT AS SPECIFIED IN TORFP

**ATTACHMENT 2 - FORM D-5**  
**MARYLAND DEPARTMENT OF BUDGET AND MANAGEMENT**  
**MINORITY BUSINESS ENTERPRISE PARTICIPATION**  
**MASTER CONTRACTOR PAID/UNPAID MBE INVOICE REPORT**

Report #: <u>  1  </u> Reporting Period (Month/Year): <u>  /  </u> <p style="text-align: center;"><b>Report Due By the 15<sup>th</sup> of the following Month.</b></p>	CATS TORFP # J02P6200018 Contracting Unit _____ Contract Amount _____ MBE Sub Contract Amt. _____ Contract Begin Date _____ Contract End Date _____ Services Provided _____
--	---

Master Contractor:		Contact Person:	
Address:			
City:		State:	ZIP:
Phone:	FAX:		
Subcontractor Name:		Contact Person:	
Phone:	FAX:		
Subcontractor Services Provided:			
<b>List all payments made to MBE subcontractor named above during this reporting period.</b>  1.  2.  3.  4.  <b>Total Dollars Paid: \$</b> _____		<b>List dates/amounts of any unpaid invoices received from subcontractor during this reporting period.</b>  1.  2.  3.  4.  <b>Total Dollars Unpaid: \$</b> _____	

\*\*If more than one MBE subcontractor is used for this contract please use separate forms.

**Return one (1) copy of this form to each of the following addresses:**

Frank Vasilios Office of Information Technology State Highway Administration P.O. BOX 717, MS C-605 Baltimore, MD 21203-0717 Email: <a href="mailto:SHAMBEreport@SHA.STATE.MD.US">SHAMBEreport@SHA.STATE.MD.US</a>	Monica Sabree, Data Analyst Office of Equal Opportunity State Highway Administration 707 N. Calvert Street, MS C-406 Baltimore, MD 21202 Email: <a href="mailto:msabree@sha.state.md.us">msabree@sha.state.md.us</a>
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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**THIS FORM IS TO BE COMPLETED MONTHLY BY THE MASTER CONTRACTOR.**

**ATTACHMENT 2 - FORM D-6**  
**MARYLAND DEPARTMENT OF BUDGET AND MANAGEMENT**  
**MINORITY BUSINESS ENTERPRISE PARTICIPATION**  
**SUBCONTRACTOR PAID/UNPAID MBE INVOICE REPORT**

Report # _____ 1 _____ Month/Year _____ <p align="center"><b>Report Due By the 15<sup>th</sup> of the following Month.</b></p>	CATS TORFP # J02P6200018 Contracting Unit _____ Contract Amount _____ MBE Sub Contract Amt. _____ Contract Begin Date _____ Contract End Date _____ Services Provided _____
--	---

MBE Subcontractor Name:		
MDOT Certification #		
Contact Person		
Address:		
City	State:	ZIP:
Phone:	FAX:	
Subcontractor Services Provided:		
<b>List all payments received from Master Contractor in the preceding 30 days.</b> 1. 2. 3. <b>Total Dollars Paid: \$</b> _____	<b>List dates and amounts of any outstanding invoices.</b> 1. 2. 3. <b>Total Dollars Unpaid: \$</b> _____	
Master Contractor Name:		Contact Person:

**Return one (1) copy of this form to each of the following addresses:**

Frank Vasilios Office of Information Technology State Highway Administration P.O. BOX 717, MS C-605 Baltimore, MD 21203-0717 Email: <a href="mailto:SHAMBEReport@SHA.STATE.MD.US">SHAMBEReport@SHA.STATE.MD.US</a>	Monica Sabree, Data Analyst Office of Equal Opportunity State Highway Administration 707 N. Calvert Street, MS C-406 Baltimore, MD 21202 Email: <a href="mailto:msabree@sha.state.md.us">msabree@sha.state.md.us</a>
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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

THIS FORM IS TO BE COMPLETED MONTHLY BY THE MBE CONTRACTOR.

## Attachment 2 - SHA FORM 14.0-OEO

STATE HIGHWAY ADMINISTRATION OF MARYLAND  
 DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION REPORT  
 QUARTERLY REPORTING PERIOD \_\_\_\_\_

SHA/FAP CONTRACT NUMBER & TOTAL DOLLAR AMOUNT OF CONTRACT	% OF PROJECT COMPLETION	NAME OF DBE/MBE	ITEMS OF WORK & SERVICES PERFORMED	DBE/MBE % OF COMPLETION	SUBMITTED ON THE AAP YES/NO	PROPOSED DOLLAR AMOUNT OF WORK TO BE PERFORMED BY DBE/MBEs	TOTAL DOLLARS PAID THIS PERIOD	TOTAL DOLLARS PAID TO DATE	HAVE ALL PAYMENTS TO THE DBE/MBEs BEEN COMPLETED?	IF DBE/MBE DID NOT ACHIEVE ITS PROPOSED DOLLAR AMOUNT, GIVE REASON WHY

DATE OF SUBMITTAL \_\_\_\_\_ PREPARED BY \_\_\_\_\_ NAME OF FIRM \_\_\_\_\_ TELEPHONE NO. \_\_\_\_\_

SEE INSTRUCTION ON NEXT PAGE  
 SHA FORM 14.0-OEO  
 REVISED 12/99

Attn: Jeannette McCune

## **INSTRUCTION FOR PREPARING THE REPORT**

1. This report is to be sent to the Director of the Office of Equal Opportunity on a quarterly basis.
2. The report covering the period of January through March is to be received by April 15<sup>th</sup>.  
The report covering the period of April through June is to be received by July 15<sup>th</sup>.  
The report covering the period of July through September is to be received by October 15<sup>th</sup>.  
The report covering the period of October through December is to be received by January 15<sup>th</sup>.
3. If you have more than one project, you must fill out one DBE/MBE Participation Report per project.
4. **SHA/FAP CONTRACT NUMBER AND TOTAL DOLLAR AMOUNT OF CONTRACT:** Note the State Highway Administration (SHA) contract number; and , if applicable, not the Federal-Aid Project (FAP) number. Also include the total dollar amount of the contract as submitted on the Affirmative Action Plan. (Schedule for Participation of Disadvantaged Business Enterprises).
5. **% of PROJECT COMPLETION:** Self-explanatory
6. **Name of DBE/MBE:** List each Disadvantaged/Minority firm named in the Affirmative Action Plan, regardless of whether or not the firm participated on or in the project during the quarter; and, if applicable, include any certified Disadvantaged/minority firm participating on or in the project which was not submitted on the Affirmative Action Plan.
7. **ITEMS OF WORK AND SERVICES PERFORMED:** List the items/services for each firm as submitted in the Affirmative Action Plan.
8. **DBE/MBE % OF COMPLETION:** Indicate the total % of completion of work on the project by the DBE/MBE firm.
9. **SUBMITTED ON THE AAP YES/NO:** If the firm was listed on the Affirmative Action Plan, not the appropriate response.
10. **PROPOSED DOLLAR AMOUNT OF WORK TO BE PERFORMED BY DBE/MBEs:** List the proposed dollar amount submitted on the Affirmative Action Plan.
11. **TOTAL DOLLARS PAID THIS PERIOD:** Only report the amount of monies which reflect payments made to the DBE/MBE firms during the quarter based on returned cancelled checks on file at the time the report is being prepared.
12. **TOTAL DOLLARS PAID TO DATE:** Self-explanatory
13. **HAVE ALL PAYMENTS TO THE DBE/MBEs BEEN COMPLETED? YES/NO** If all final payments have been made (including retainage out of the "Proposed Dollar Amount," not the appropriate response. (Note: THIS REPORT WILL CONTINUE TO BE REQUESTED UNTIL A "YES" IS NOTED FOR ALL MINORITY OR DISADVANTAGED FIRMS WHO PARTICIPATED ON A PARTICULAR PROJECT)

14. **IF DBE/MBE DID NOT ACHIEVE ITS PROPOSED DOLLAR AMOUNT, GIVE REASON WHY: (IF APPLICABLE)** If the firm has completed all work on the project and the amount listed in the "Total Dollars Paid To Date" column is less than the amount listed in the "Proposed Dollar Amount of Work" column, provide a reason explaining the difference in dollars.

### ATTACHMENT 3 - Task Order Agreement

CATS TORFP # J02P6200018.  
OF MASTER CONTRACT # 050R5800338

This Task Order Agreement (“TO Agreement”) is made this day day of Month, 200X by and between MASTER CONTRACTOR and the STATE OF MARYLAND, Department of Transportation, State Highway Administration.

IN CONSIDERATION of the mutual premises 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 the State Highway Administration, as identified in the CATS TORFP # J02P6200018.
  - b. “CATS TORFP” means the Task Order Request for Proposals # J02P6200018, dated MONTH DAY, YEAR, including any addenda.
  - c. “Master Contract” means the CATS Master Contract between the Maryland Department of Budget and Management and MASTER CONTRACTOR dated December 19, 2005.
  - d. “TO Procurement Officer” means Melissa Barnes. The Agency may change the TO Procurement Officer at any time by written notice to the TO Contractor.
  - e. “TO Agreement” means this signed TO Agreement between the State Highway Administration and MASTER CONTRACTOR.
  - f. “TO Contractor” means the CATS Master Contractor awarded this TO Agreement, whose principal business address is \_\_\_\_\_ and whose principal office in Maryland is \_\_\_\_\_.
  - g. “TO Manager” means Karl Teitt of the Agency. The Agency may change the TO Manager at any time by written notice to the TO Contractor.
  - h. “TO Proposal - Technical” means the TO Contractor’s technical response to the CATS TORFP dated date of TO Proposal – Technical.
  - i. “TO Proposal – Financial” means the TO Contractor’s financial response to the CATS TORFP dated date of TO Proposal - FINANCIAL.
  - j. “TO Proposal” collectively refers to the TO Proposal – Technical and TO Proposal – Financial.

## 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 supercede 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 2 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 Proposal-Technical
  - d. Exhibit C – TO Proposal-Financial
- 2.3. The TO Procurement Officer, with approval of the MDOT Contracts Manager 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 one year, commencing on the date of Notice to Proceed and terminating on **MONTH DAY, YEAR**.

## 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 **\$total amount of task order**. 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 2 of the CATS TORFP, but no later than thirty (30) days after the Agency's receipt of an 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 **Federal ID number**. 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 Frank Vasilios, State Highway Administration – MS C-605, P.O. Box 717, Baltimore, MD 21202-0717

- 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, STATE HIGHWAY ADMINISTRATION, OFFICE OF INFORMATION  
TECHNOLOGY

\_\_\_\_\_  
By: Melissa S. Barnes, TO Procurement Officer

\_\_\_\_\_  
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)

SUBMIT THIS WITH THE TECHNICAL RESPONSE

## ATTACHMENT 5 - Labor Classification Personnel Resume Summary

### INSTRUCTIONS:

1. Master Contractors must comply with all personnel requirements under the Master Contract RFP 050R5800338.
2. Only labor categories proposed in the Master Contractors Technical proposal may be proposed under the CATS TORFP process.
3. For each person proposed in any of the labor categories, complete one Labor Category Personnel Resume Summary to document how the proposed person meets each of the minimum requirements.

For example: If you propose John Smith who is your subcontractor and you believe he meets the requirements of the Group Facilitator, you will complete the top section of the form by entering John Smith's name and the subcontractor's company name. You will then complete the right side of the Group Facilitator form documenting how the individual meets each of the requirements. Where there is a time requirement such as 3 months experience, you must provide the dates from and to showing an amount of time that equals or exceeds mandatory time requirement.

4. Each form also includes examples of duties to perform. The proposed person must be able to fulfill those duties.
5. For each subject matter expert, the State will identify the particular area of expertise and the Master Contractor shall provide proof the individual has qualifications within that area of expertise.
6. Additional information may be attached to each Labor Category Personnel Resume Summary that may assist a full and complete understanding of the individual being proposed.

**ATTACHMENT 5**  
**LABOR CLASSIFICATION PERSONNEL RESUME SUMMARY**  
**(CONTINUED)**

<b>Proposed Individual's Name/Company:</b>	<b>How does the proposed individual meet each requirement?</b>
<b>LABOR CLASSIFICATION TITLE – (INSERT LABOR CATEGORY NAME)</b>	
Education: (Insert the education description from the CATS RFP from section 2.12 for the applicable labor category.)	
Experience: (Insert the experience description from the CATS RFP from section 2.12 for the applicable labor category.)	
Duties: (Insert the duties description from the CATS RFP from section 2.12 for the applicable labor category.)	

The information provided on this form for this labor class is true and correct to the best of my knowledge:

**Contractor's Contract Administrator:**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Proposed Individual:**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

SUBMIT THIS WITH THE TECHNICAL RESPONSE

## ATTACHMENT 6 – DIRECTIONS TO THE PRE-TO PROPOSAL CONFERENCE

Driving directions for MDOT Headquarters  
7201 Corporate Center Dr.  
Hanover, Md. 21076  
Harry Hughes Conference Room

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

### **Baltimore:**

From 695; Take Baltimore –Washington Parkway (295) south to I-195 towards the BWI airport. Take I-195 to Md. Rte 170 south towards Dorsey. Go to the fifth traffic light and turn left on Stoney Run rd. Take Stoney Run rd. through traffic light to stop sign. Turn left on Old Stoney Run Rd. Take Old Stoney Run Rd. to stop sign at Ridge Rd. and turn right. Take Ridge Rd. to the traffic circle and turn right on Corporate Center Dr. Take Corporate Center Dr. to 7201 on left side of road. Parking is on right side of road.

### **Washington:**

From Baltimore-Washington Parkway (295); Take Baltimore-Washington Parkway North to I-195 and exit towards the BWI Airport (East). Take I-195 towards the BWI Airport to Md. Rte.170. Take Md. Rte. 170 south towards Dorsey. Go to the fifth traffic light and turn left on Stoney Run rd. Take Stoney Run rd. through traffic light to stop sign. Turn left on Old Stoney Run Rd. Take Old Stoney Run Rd. to stop sign at Ridge Rd. and turn right. Take Ridge Rd. to the traffic circle and turn right on Corporate Center Dr. Take Corporate Center Dr. to 7201 on left side of road. Parking is on right side of road.

### **Annapolis:**

From I-97; Take I-97 North to Rte.100 towards Columbia (west). Take Rte. 100 to Rte 170 north towards BWI Airport. Take Rte. 170 to the third traffic light and turn right on Stoney Run Rd. Take Stoney Run rd. through traffic light to stop sign. Turn left on Old Stoney Run Rd. Take Old Stoney Run Rd. to stop sign at Ridge Rd. and turn right. Take Ridge Rd. to the traffic circle and turn right on Corporate Center Dr. Take Corporate Center Dr. to 7201 on left side of road. Parking is on right side of road.

**ATTACHMENT 7- NON-DISCLOSURE AGREEMENT (OFFEROR)**

This Non- Disclosure Agreement (the "Agreement") is made this \_\_\_ day of \_\_\_\_\_ 200\_, 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 #J02P6200018 for Web Support Services. 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 in Section 1.7 of the TORFP, 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 under Section 1.7, 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 the TO Procurement Officer MDOT, SHA, OIT 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: \_\_\_\_\_  
\_\_\_\_\_

**SUBMIT AS REQUIRED IN SECTION 1.7 OF THE TORFP**

## ATTACHMENT 8 - NON-DISCLOSURE AGREEMENT (TO CONTRACTOR)

**THIS NON-DISCLOSURE AGREEMENT** (“Agreement”) is made as of this \_\_\_ day of \_\_\_\_\_, 200\_\_, by and between the State of Maryland (“the State”), acting by and through its State Highway Administration (the “Department”), 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 Web Support Services TORFP No. J02P6200018 dated **release date for TORFP**, (the “TORFP”) issued under the Consulting and Technical Services procurement issued by the Department, Project Number 050R5800338; 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. Confidential Information means any and all information provided by or made available by the State to the TO Contractor in connection with the TO Agreement, 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 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 provided by the State 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, all copies of the Confidential Information in its care, custody, control or possession upon request of the Department 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 TO 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.

**Contractor/Contractor's Personnel:**

**State Highway Administration:**

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**SUBMIT AS REQUIRED IN SECTION 1.7 OF THE TORFP**

**EXHIBIT A**

**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 9 – PERFORMANCE EVALUATION

DEPENDABILITY		Far Exceeds	Exceeds	Meets	Below	Far Below	Raw Score
Lateness, Punctuality		5		3	2	1	+
Compliance with TO Manager’s Requirements for Pre-Approval of Leave		5		3	2	1	+
Total Raw Score							=
Total Raw Score	10			6 - 5	4 - 3		2
<b>Rating for Dependability</b>	Far Exceeds	Exceeds	Meets	Below	Far Below		
INITIATIVE		Far Exceeds	Exceeds	Meets	Below	Far Below	Raw Score
Contribution		5	4	3	2	1	+
Advancement in the field		5	4	3	2	1	+
Total Raw Score							=
Total Raw Score	10 - 9	8 - 7	6 - 5	4 - 3	2		
<b>Rating for Initiative</b>	Far Exceeds	Exceeds	Meets	Below	Far Below		
INTERPERSONAL RELATIONSHIPS		Far Exceeds	Exceeds	Meets	Below	Far Below	Raw Score
Customer Service		5	4	3	2	1	+
Communication		5	4	3	2	1	+
Cooperation				3	2	1	+
Tact				3	2	1	+
Adaptability to Change		5	4	3	2	1	+
Total Raw Score							=
Total Raw Score	21 - 20	19 - 17	16 - 13	12 - 8	7 - 5		
<b>Rating for Interpersonal Relationships</b>	Far Exceeds	Exceeds	Meets	Below	Far Below		
WORK HABITS		Far Exceeds	Exceeds	Meets	Below	Far Below	Raw Score
Meeting Target & Timetables		5	4	3	2	1	+
Communication with TO Manager		5	4	3	2	1	+
Use of Time		5	4	3	2	1	+
Organization of Work Environment		5		3	2	1	+
Total Raw Score							=
Total Raw Score	20 - 18	17 - 14	13 - 10	9 - 6	5 - 4		
<b>Rating for Work Habits</b>	Far Exceeds	Exceeds	Meets	Below	Far Below		

Attachment 9 Continued  
Performance Evaluation

<b>JOB KNOWLEDGE</b>		Far Exceeds	Exceeds	Meets	Below	Far Below	Raw Score
Policies, Procedures, Practices		5	4	3	2	1	+
Organizational Skills		5	4	3	2	1	+
Equipment / Technology		5	4	3	2	1	+
Terminology		5	4	3	2	1	+
Total Raw Score							=
Total Raw Score	20 - 18	17 - 14	13 - 10	9 - 6	5 - 4		
<b>Rating for Job Knowledge</b>	Far Exceeds	Exceeds	Meets	Below	Far Below		
<b>JOB QUALITY</b>		Far Exceeds	Exceeds	Meets	Below	Far Below	Raw Score
Timely Completion of Assignments		5	4	3	2	1	+
Problem Solving		5	4	3	2	1	+
Accuracy		5	4	3	2	1	+
Work Process / Product / Services		5	4	3	2	1	+
Working Under Pressure		5	4	3	2	1	+
Total Raw Score							=
Total Raw Score	25 - 23	22 - 18	17 - 13	12 - 8	7 - 5		
<b>Rating for Job Quality</b>	Far Exceeds	Exceeds	Meets	Below	Far Below		
<b>JOB QUANTITY</b>		Far Exceeds	Exceeds	Meets	Below	Far Below	Raw Score
Volume of Work		5	4	3	2	1	+
Total Raw Score							=
Total Raw Score	5	4	3	2	1		
<b>Rating for Job Quantity</b>	Far Exceeds	Exceeds	Meets	Below	Far Below		

Attachment 9 Continued  
Performance Standards

DEPENDABILITY	Evaluation				
	Far Exceeds Standards	Exceeds Standards	Meets Standards	Below Standards	Far Below Standards
Lateness, Punctuality	No lateness, always punctual		Consistently punctual, an occasional lateness with no impact upon operations	Inconsistent in punctuality, <u>or</u> latenesses have impact upon operations	Frequently not punctual, <u>or</u> latenesses have adverse impact upon operations
Compliance with TO Manager's Requirements for Pre-Approval of Leave	Always complies with TO Manager's requirements for pre-approval of leave		Usually complies with TO Manager's requirements	Inconsistent in compliance with requirements; minor violations of requirements	Frequently does not comply with requirements; several minor violations <u>or</u> a major infraction of requirements

Attachment 9 Continued  
Performance Standards

INITIATIVE	Evaluation				
	Far Exceeds Standards	Exceeds Standards	Meets Standards	Below Standards	Far Below Standards
Contribution	Always participates in problem solving and/or making operational improvements; contributes constructive ideas and suggestions that have major impact	Consistently participates in problem solving and/or making operational improvements; contributes constructive ideas and suggestions that are implemented	Frequently participates in problem solving and/or making operational improvements; contributes ideas and suggestions	Occasionally participates in problem solving and/or making operational improvements; rarely contributes ideas and suggestions	Rarely participates in problem solving and/or making operational improvements; never contributes ideas and suggestions
Advancement in the Field	Has applied concepts learned in training to improve operations of the organization/unit	Anticipates new technology or processes and plans training to improve knowledge and skills	Pursues training to maintain current certifications in technology or processes	Does not pursue training <u>or</u> learning new technology or processes but accepts training if assigned	Declines offers for training <u>or</u> to learn new technology or processes

Attachment 9 Continued  
Performance Standards

<b>INTERPERSONAL RELATIONSHIPS</b>	<b>Evaluation</b>				
	Far Exceeds Standards	Exceeds Standards	Meets Standards	Below Standards	Far Below Standards
Customer Service	Consistently goes beyond the requirements to ensure that customer needs are met; consistently anticipates service needs of customers; consistently provides additional information or aid without request	Frequently goes beyond the requirements to ensure that customer needs are met; frequently anticipates service needs of customers; frequently provides additional information or aid without request	Always courteous and congenial with external and internal customers; provides requested assistance and information to others in a prompt and courteous manner	Marginally courteous; provides requested assistance and information to others in a less than prompt <u>or</u> courteous manner	Occasionally discourteous; occasionally does not provide assistance and information to others in a prompt <u>or</u> courteous manner
Communication	Facilitates clear and effective communication among involved parties; accurately interprets and transmits communications	Communicates clearly and concisely with a high degree of accuracy	Communicates openly; participates in team discussions	Rarely communicates openly; rarely participates in team discussion	Communicates ineffectively and unclearly
Cooperation			Actively cooperates with others to achieve goals of the organization; readily accepts direction from supervisors; supports team leader; develops and maintains cooperative working relationships with team and with others inside and outside the work unit	Reluctantly cooperates with others to achieve goals of the organization; reluctantly accepts direction from supervisors; minimally supports team leader; rarely develops and maintains co-operative working relationships with team <u>or</u> with others inside and outside the work unit	Uncooperative with others to achieve goals of the organization; resistant to direction from supervisors; rarely supports team leader; seldom develops and maintains co-operative working relationships with team <u>or</u> with others inside and outside the work unit

Attachment 9 Continued  
Performance Standards

<b>INTERPERSONAL RELATIONSHIPS (Continued)</b>	<b>Evaluation</b>				
	Far Exceeds Standards	Exceeds Standards	Meets Standards	Below Standards	Far Below Standards
<b>Tact</b>			Consistently polite, respectful of others; considers the viewpoints of others; has a positive effect on people	Marginally polite and respectful; reluctantly considers the viewpoint of others	Rude and disrespectful; infrequently considers viewpoint of others; has a negative effect on people
<b>Adaptability To Change</b>	Presents positive outlook on changes and adjustments to work assignments or procedures; always includes suggestions or solutions as part of constructive criticism; motivation and productivity unaffected by unanticipated changes	Readily accepts change and adjustments to work assignments or procedures; usually makes suggestions or solutions as part of constructive criticism; motivation and productivity minimally affected by unanticipated changes	Accepts changes and adjustments to work assignments or procedures; criticizes constructively; cooperative in dealing with unanticipated changes	Does not easily accept changes and adjustments to work assignments or procedures; criticism not always constructive; not generally cooperative in dealing with unanticipated changes	Resistant to changes and adjustments to work; criticisms are not warranted; uncooperative in dealing with unanticipated changes

Attachment 9 Continued  
Performance Standards

WORK HABITS	Evaluation				
	Far Exceeds Standards	Exceeds Standards	Meets Standards	Below Standards	Far Below Standards
Meeting Targets & Timetables	Performs at levels better than targets; early with timetables and deadlines	Always meets targets, timetables and deadlines; always prompt and prepared for meetings and other scheduled events	Consistently meets targets, timetables and deadlines; consistently prompt and prepared for meetings and other scheduled events	Inconsistent in meeting targets, timetables <u>or</u> deadlines; inconsistent in promptness <u>or</u> preparation for meetings <u>or</u> other scheduled events	Frequently does not meet targets, timetables, <u>or</u> deadlines; frequently lacks promptness <u>or</u> preparation for meetings <u>or</u> other scheduled events
Communication with TO Manager	Anticipates developments or delays making appropriate adjustments; works independently with little or no supervision	Always keeps TO Manager informed of key developments; responds quickly and appropriately to unanticipated delays or developments; works independently with minimal supervision	Consistently keeps TO Manager informed of key developments and/or delays; responds to routine developments appropriately; works with general supervision	Inconsistent in keeping TO Manager informed of delays <u>or</u> developments; some routine developments require supervisory guidance; requires close supervision	Frequently does not keep TO Manager informed of developments <u>or</u> delays; routine developments often require supervisory guidance; requires constant supervision
Use of Time	Completes all regular assigned work plus additional assignments; plans productive activities in advance to fill any idle time	Usually completes additional assigned work and completes all regularly assigned duties; finds productive activities to fill any idle time	Completes all assigned work in time allocated; use of idle time does not interfere with work of others	Inconsistent in completing assigned work in time allocated; seldom completes additional tasks	Frequently does not perform regularly assigned work in time allocated; use of idle time negatively impacts work
Organization of Work Environment	Always maintains clean, organized work environment; always practices, maintains and promotes safe work habits; always properly maintains and cares for equipment		Consistently maintains clean, organized work environment; consistently practices and maintains safe work habits; consistently maintains and cares for equipment properly	Inconsistent in maintaining clean, organized work environment; inconsistent in practicing <u>or</u> maintaining safe work habits; inconsistent in properly maintaining <u>or</u> caring for equipment	Frequently does not maintain clean, organized work environment; frequently does not practice safe work habits; frequently does not properly maintain <u>or</u> care for equipment

Attachment 9 Continued  
Performance Standards

<b>JOB KNOWLEDGE</b>	<b>Evaluation</b>				
	<b>Far Exceeds Standards</b>	<b>Exceeds Standards</b>	<b>Meets Standards</b>	<b>Below Standards</b>	<b>Far Below Standards</b>
<b>Policies/ Procedures/ Practices</b>	Appropriately uses and interprets correct policies, procedures, and practices and frequently makes recommendations to improve them	Appropriately uses and interprets correct policies, procedures, and practices and occasionally makes recommendations to improve them	Appropriately uses correct policies, procedures, and practices	Inconsistently uses correct policies, procedures, and practices	Rarely uses correct policies, procedures, and practices
<b>Organizational Skills</b>	Systematically and innovatively manages activities, information and resources and makes recommendations for improvement	Systematically manages activities, information and resources and makes some recommendations for improvement	Proficiently manages activities, information and resources	Ineffectively manages some activities, information and resources	Rarely manages activities, information and resources
<b>Equipment/ Technology</b>	Develops and uses innovative applications of equipment/technology	Familiar with and appropriately uses equipment/technology	Basic familiarity with equipment/technology	Some understanding of the administration's or unit's equipment/technology	Little or no understanding of the administration's or unit's equipment/technology
<b>Terminology</b>	Appropriately uses and clearly explains terminology of the administration and unit; keeps abreast of new concepts and terminology	Familiar with and appropriately uses terminology of the administration and unit	Basic familiarity with terminology of the administration and unit	Some understanding of the administration's or unit's terminology	Little or no understanding of the administration's or unit's terminology

Attachment 9 Continued  
Performance Standards

JOB QUALITY	Evaluation				
	Far Exceeds Standards	Exceeds Standards	Meets Standards	Below Standards	Far Below Standards
Completion of Assignments	Works independently with broad direction and little or no follow up; self-motivated to complete assignments	Independently completes assignments with minimal direction and follow up	Independently completes assignments with routine supervision	Occasionally unable to complete assignments independently; requires frequent supervision and follow up	Requires direct supervision while performing all aspects of routine assignments
Problem Solving	Anticipates potential problems and acts accordingly; makes an effort to prevent recurring problems	Recognizes and analyzes complex problems and takes appropriate action or recommends effective, creative solutions	Recognizes and analyzes routine problems and takes appropriate action	Occasionally recognizes problems; experiences some difficulty with analysis; requires some assistance to develop workable solutions	Rarely recognizes problems; experiences extreme difficulty with analysis; recommends ineffective solutions or unable to recommend solutions
Accuracy	Work performed at the highest level of accuracy; errors extremely rare, always minor	Work performed at a high level of accuracy; errors usually minor in nature	Work performed at an acceptable level of accuracy	Work performed occasionally at an unacceptable level of accuracy; frequent errors	Work performed with frequent and recurrent errors in routine assignments
Work Process/Product/Services	Develops highest quality work product or demonstrates highest quality of services	Thoroughly researches, analyzes, and prepares high quality work product or provides high quality services	Thoroughly researches and efficiently prepares product at acceptable standards or provides services at acceptable standards	Has difficulty with work process/product/services; occasionally unable to meet an acceptable standard of quality	Rarely meets acceptable standards of quality
Working Under Pressure	Efficiently and effectively performs all assignments regardless of distractions or pressure situations	Frequently handles difficult pressure situations and distractions without affecting performance; reprioritizes workload as needed	Appropriately handles routine pressure situations and distractions of the job while maintaining normal workload	Low tolerance to some pressure situations or distractions which hinder job performance	Rarely able to work under pressure situations or handle distractions

Attachment 9 Continued  
Performance Standards

<b>JOB QUANTITY</b>	Evaluation				
	Far Exceeds Standards	Exceeds Standards	Meets Standards	Below Standards	Far Below Standards
Volume of Work	Always produces more than required	Frequently produces more than required	Produces the required volume of work	Occasionally fails to meet requirements	Rarely meets requirements