RFP # 730-24894-12

Issued Date: OREGON DEPARTMENT OF TRANSPORTATION

REQUEST FOR PROPOSALS

PROPOSAL DUE DATE: November 15, 2012 TIME: 3:30 Pacific Standard Time

RFP TITLE: Oregon DMV Strategic Information System Plan (SISP)
CATEGORY: Personal Services
BUYER/SINGLE POINT OF CONTACT: Bob Siegel, CPPB PHONE (503) 986-5757
E-MAIL: robert.j.siegel@odot.state.or.us FAX: (503) 986-5790

Proposals must be submitted to the following address prior to the due date:
OREGON DEPARTMENT OF TRANSPORTATION
PROCUREMENT OFFICE
455 Airport Road SE, Building K
Salem, OR 97301
Attn: Bob Siegel, CPPB

This solicitation document may be reviewed at the Driver & Motor Vehicle headquarters located at 1905 Lana Avenue NE Salem OR 97314 and is available on ORPIN at:
http://orpin.oregon.gov/open.dll/welcome

Agency will not conduct a pre-offer conference for this RFP.

Electronic Files Linked or Attached to RFP. This RFP document must be viewed electronically to access files, forms, provisions or other documents that are attached electronically (shown as icons) or provided via hyperlinks from the Internet in this RFP. All files, forms, provisions or other documents attached electronically or linked from the Internet are incorporated in this RFP with the same force and effect as though fully set forth in this RFP.
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Section 1.0 SOLICITATION INFORMATION AND REQUIREMENTS

1.1 DEFINITIONS and SUMMARY OVERVIEW

1.1.1 DEFINITIONS
For purposes of this RFP:

“Agency” or “ODOT” means Oregon Department of Transportation.

“Contractor” and “Consultant” may be used interchangeably in this document and have the same meaning.

Days
a) “calendar days” means any day appearing on the calendar, whether a weekday, weekend day, national holiday, State holiday or other day;
   b) “days” means calendar days; and
   c) “business days” means calendar days, excluding Saturdays, Sundays and all State recognized holidays and furlough days.

“DMV” means Driver and Motor Vehicle Services, a division of the Oregon Department of Transportation.

“ETS” means Enterprise Technology Services (Formerly State Data Center, SDC)

“OAR” means Oregon Administrative Rules.

“ORS” means Oregon Revised Statutes.

“Proposers” or “Bidders” - All firms submitting Proposals are referred to as Proposers or Bidders in this document; after negotiations, an awarded Proposer or Bidder will be designated as “Contractor” or “Consultant”.

“RFP” means Request for Proposal.

“Scope of Work” means the general character and range of Services and supplies required, the work’s purpose and objectives, and an overview of the performance outcomes expected by Agency.

“Services” means the services to be performed under the Contract.

“Statement of Work” means the specific provision in the final Contract which sets forth and defines in detail (within the identified Scope of Work) the agreed-upon objectives, expectations, performance standards, Services, deliverables, schedule for delivery and other obligations.
“subcontractor” and “sub consultant” may be used interchangeably in this document and have the same meaning.

1.1.2 SUMMARY OVERVIEW
The Oregon Department of Transportation (ODOT) is seeking one Contractor to provide Personal Services to the DMV for assistance in planning a System Modernization Initiative. Proposers responding to the RFP do so solely at their expense, and Agency is not responsible for any Proposer expenses associated with the RFP.

The Services and associated deliverables are further described in Attachment B Statement of Work.

The Oregon Department of Transportation, Driver and Motor Vehicle Services Division (DMV) seeks a Contractor with the knowledge and expertise to review, analyze and perform a thorough examination and evaluation of DMV’s current computer systems. The examination will include a complete review of existing architectures and future business requirements. The examination will lead to creating a prioritized blueprint for moving forward with a series of system modernization initiatives that would result in more functional and flexible technologies, increased efficiencies, and an overall reduction of operating costs. Contractor shall develop a report detailing system gaps, proposed process improvements and recommendations for proceeding with a systems modernization effort.


DMV consists of five operating sections: Administrator’s Office; Field Services; Customer Services; Processing Services; and Program Services. Information Systems is part of a separate ODOT division (Central Services), but employees are located at DMV headquarters and work closely with the DMV operating sections.

DMV provides a full range of driver and vehicle services within its home office and 60 field offices located throughout the state with a staff of over 800 permanent and Contractor personnel.

Overview of Project and Task:

Overview: The Services requested in this Contract are provided via Tasks and Deliverables. (Refer to Attachment B Statement of Work for detail requirements & deliverables)

The Task and Deliverables defined in Attachment B Statement of Work will meet these objectives:

- Determine a process, methodology, and strategy to upgrade the Enterprise application system with modern technologies, software, and informational systems, and
- Identify needs, which includes required skill sets to meet those needs and to support the recommended process.
Additionally, the Scope of the Services defined in the Statement of Work includes:

- A plan that outlines the strategy, approach, deliverables and technologies to meet the objective.
- A recommendation, developed collaboratively with ODOT representatives, for a system modernization that is designed and structured to deliver all program objectives and long-term goals.
- A peer review and analysis of other state agencies outside of Oregon with similar responsibilities who have undertaken a modernization project.

Overview of Task: The Overview of Task presents an outline of the services to be performed by the Contractor for this project.

Task 1: Awarded Contractor Meeting: Project Setup and Initiation

- Contractor will have initial meeting with DMV Management Team
  1. Introduce the Contractor
  2. Discern the Agency’s vision and goals in undertaking a modernization project
  3. Present Contractor’s processes and methodologies for the services requested

Task 2: Information Gathering: Document Current Systems, Processes and Services

- Obtain stakeholder input on desired outcome
  1. Interview subject matter expert staff in all departments
  2. Review current systems in use within each department for limits and restrictions

Task 3: Review and Access DMV Operations and Architecture Model

- Contractor shall assess:
  1. IT Infrastructure
  2. Business process and methodology
  3. Future business requirements
  4. Assess current applications and methodology

Task 4: Peer Analysis: Identification and Best Practices

- Contractor shall advise and identify similar work completed in other states:
  1. Contractor shall present findings of modernization plans
  2. Contractor shall advise on areas of failure and areas of success.
  3. Contractor shall issue report on modernization outcome and best practices

Task 5: Contractor shall build solutions: Strategic Information Systems Plan

- Contractor shall create documents with multiple solutions and deliver to DMV. The draft documents must contain the following:
• 1. Outline of key business drivers and objectives
• 2. Interpretation and concise statement of understanding of Stakeholder goals and vision.
• 3. Present draft of Solutions, Methodologies and Options to modernize and update the DMV systems

Due Date for Completion: TBD

Offer Period: A Proposer’s Proposal is a firm offer, irrevocable, valid and binding on the Proposer for not less than 180 days following the closing date for this RFP. Agency may request, orally or in writing, that Proposer extend, in writing, the offer period.

Contract Duration: The Contract shall become effective on date of final signature of both parties and is expected to be completed by June 30, 2013. Contingent upon Agency’s need and Contractor’s performance, Agency may amend the Contract for additional time as necessary for project completion.

Contract Not-to-Exceed (NTE) Amount: The anticipated value of the Contract awarded from this RFP, including all amendments, will not exceed $125,000. Contingent upon Agency’s need, Contractor’s performance, and the availability of approved funding, Agency may amend this Contract (within the scope of the project described in this RFP) for additional tasks, project phases and compensation as necessary to complete the project. Proposers are advised that the award and potential dollar amount of the Contract under this RFP are contingent upon approval of funding from the Oregon Legislature for Agency’s use under this RFP as determined by Agency in its sole discretion.

Contract Payment: Payment will be made upon completion and acceptance of each deliverable upon acceptance. The method of compensation will be “Fixed Price”. For further information see RFP Attachment C - Sample Contract, Exhibit B “Billing Rates”.

Disadvantaged Business Enterprise (DBE) Participation Goals: The utilization of federal funds is not anticipated in this Contract and no DBE Participation goals will be assigned. In the event that federal funding becomes available and will be utilized, the Contract may be amended to require DBE participation and compliance with the DBE provisions.

1.1.3 PROCUREMENT AUTHORITY AND METHOD

Procurement Authority. Agency is conducting this RFP according to its authority under OAR 125-246-0170(2)(c).

Procurement Method shall be in accordance to ORS 279B.070, Competitive Proposals for Intermediate Procurements.
See RFP sections 1.4 and 1.5 for Proposal Pass/Fail and other Submittal Requirements. See RFP section 2 for information regarding Proposal Evaluation and Contractor Selection process.

### 1.1.4 ANTICIPATED SOLICITATION SCHEDULE

<table>
<thead>
<tr>
<th>Event</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Questions deadline</td>
<td>See section 1.2.1</td>
</tr>
<tr>
<td>RFP Closing</td>
<td>See Page 1</td>
</tr>
<tr>
<td>Intent to Award Notification</td>
<td>(approx.) 10 Business days after RFP closing</td>
</tr>
<tr>
<td>Negotiations begin</td>
<td>(approx.) 14 Business days after RFP closing</td>
</tr>
<tr>
<td>Contract execution</td>
<td>(approx.) 30 Business days after RFP closing</td>
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### 1.2 QUESTIONS AND CLARIFICATIONS

#### 1.2.1 PROPOSER QUESTIONS

All inquiries, whether relating to the RFP process, administration, deadline or award, or to the intent or technical aspects of the Services must be submitted in writing to the Buyer/Single Point of Contact identified on page 1 of this RFP (mail, fax or email are acceptable). All questions must be received not later than 5 calendar days prior to the Proposal submittal deadline.

Answers to questions Agency receives and that Agency, in its sole discretion, determines are substantive, will be issued as official addenda to this RFP (or as Question and Answer documents - see RFP section 1.2.3) to ensure that all Proposers base their Proposals on identical information. When appropriate, as determined by Agency in its sole discretion, revisions, substitutions, or clarifications of the RFP or attached terms and conditions will be issued as official addenda to this RFP. **Changes or modifications to this RFP shall be binding on Agency only if in the form of written addenda issued by the ODOT Procurement Office.**

#### 1.2.2 ADDENDA

Agency shall advertise addenda only on the “Oregon Procurement Information Network” or (“ORPIN”). ORPIN is the current State of Oregon Automated Procurement System used by the Oregon Department of Transportation. The ORPIN System website is located at: http://orpin.oregon.gov/open.dll/welcome. Anyone who has downloaded or received a copy of this RFP will only be alerted to the existence of any addenda by checking on ORPIN, or with the Buyer. Proposers are responsible for checking the on-line source or with the Buyer for this RFP to determine whether an addendum has been issued, and then must either download the addendum or request a copy. Agency is not responsible for sending addenda to any potential Proposers, whether requested or not.

#### 1.2.3 QUESTION AND ANSWER DOCUMENTS
Agency may post Question and Answer document(s) on ORPIN to respond to inquiries that Agency determines, in its sole discretion, do not effect changes to the RFP. Question and Answer documents provide clarifications and interpretations but do not change RFP requirements.

1.3 PROTESTS
This RFP is being conducted as an Intermediate Procurement. There is no opportunity for solicitation or award protests.

1.4 “PASS/FAIL” PROPOSAL SUBMITTAL CRITERIA
Each Proposal must comply with the following Pass/Fail criteria. Proposals not meeting ALL Pass/Fail criteria will be rejected.

1.4.1 PROPOSAL SUBMITTAL DEADLINE (PASS/FAIL)
Proposals must be received by the submittal deadline (per official clock of Issuing Office) and at the address of the Issuing Office indicated on page 1 of this RFP. Agency will not accept Proposals submitted by facsimile or electronic mail, nor will Agency accept Proposals submitted after the Proposal submittal deadline. Agency is not responsible for and will not accept late or mis-delivered Proposals. Agency will not read offers aloud when opened. Agency will confirm receipt of accepted proposals submitted at completion of closing.

1.4.2 TERMS AND CONDITIONS (PASS/FAIL)
Agency will reject any Proposal that is received conditioned on Agency’s acceptance of any other terms and conditions or rights to negotiate any alternative terms and conditions that are not reasonably related to those expressly authorized for negotiation in the RFP or Addenda thereto. Agency intends to negotiate the statement of work and pricing as indicated in RFP section 2.4.

Unless the RFP or an official addendum has reserved the right to negotiate any terms and conditions contained in the Contract or exhibits thereto, Agency will not negotiate any term or condition after the solicitation deadline, except the statement of work and pricing as indicated in RFP section 2.4. By Proposal submittal, the selected Proposer(s) agree(s) to be bound by the Oregon Department of Transportation Terms and Conditions as set out in RFP Attachment E (Sample Contract), and as they may have been modified or reserved by Agency for negotiation.

Government bodies subject to ORS 190 do not bid or compete on the same basis as private-sector Proposers, however, Agency will initially review Proposals from government bodies according to the same evaluation criteria described in this RFP. Government bodies submitting a Proposal must comply with all applicable Proposal requirements described in this RFP. In addition to any other Proposer selection, Agency may enter into an ORS 190 agreement with any government body for the Services. Alternatively, Agency may cancel this RFP if it would be in the public interest as determined by Agency, and enter into an ORS 190 agreement with a government body.

1.5 “REQUIRED” PROPOSAL SUBMITTAL ITEMS
Proposal Submittal:
Proposals must address in detail evaluation criteria in the order set forth in RFP section 2.2.

1.5.1 COVER SHEET (REQUIRED) PASS/FAIL

The Proposal must include a completed Cover Sheet in the form as set forth in Attachment A of this RFP, signed by a duly authorized representative empowered to bind Proposer (at least one original signature). Any cover letters submitted in addition to the required Cover Sheet will not be forwarded to the evaluation committee.

On the Cover Sheet (or a separate sheet attached to the Cover Sheet), identify the sections of the Proposal, if any, Proposer claims to be exempt from disclosure according to Oregon Public Records Law, ORS 192.410 through 192.505. List sections, paragraphs, pages, etc., and the specific ORS citation(s) that Proposer claims provides for exemption of each listed section (see RFP section 1.8, Public Records).

1.5.2 RESERVED

1.5.3 FORMAT FOR PROPOSAL SUBMITTALS: PAGE LENGTH LIMITATION

Proposals must use 12-point minimum font size for the substantive text (including text in tables) with the following exceptions which must use an 11-point minimum font size: Attachment A – Proposal Coversheet, Attachment C - References and COI Disclosure Form (if required). Proposers may use their discretion for the font size of other materials that do not include substantive text (e.g. graphics, picture or graphics captions, and organizational charts).

Please use removable binder clip to secure Proposal pages on original signature copy. Staples may be used on additional copies.

1.5.4 QUANTITY OF PROPOSALS, ELECTRONIC COPIES, ADDRESS LABEL

Proposer must submit the following items:

a. 5 hard copies of the Proposal with Proposal Cover Sheet (RFP Attachment A) attached;
b. 1 hard copy (not attached to the Proposal) of Subcontractor/Supplier Solicitation and Utilization Form available at: http://www.odot.state.or.us/forms/odot/highway734/2721.pdf. Also fax this form directly to ODOT Office of Civil Rights (Fax 503-986-6382) within 10 business days following Proposal submittal due date. This form is required for all solicitations regardless of funding.
c. ADDRESS LABEL. Proposals will only be accepted at the address indicated on page 1. Include on the address label the following information (emailed and faxed Proposals will not be accepted):
   - RFP# and Title
   - Name of the Procurement Specialist identified on page 1 of the RFP
   - Proposal Due Date and Time

1.5.5 CONFLICT OF INTEREST (COI) DISCLOSURE (REQUIRED)

Proposer must be in compliance with the ODOT COI Guidelines:
• All Proposers must indicate on Attachment A - Proposal Cover Sheet (by checking the appropriate checkbox in the signature certification section) that the Proposer, its subcontractors and all other Associates are in compliance with all COI disclosure guidelines.

• If there are no COI disclosures required for Proposer, its subcontractors or other Associates, per the ODOT Conflict of Interest Guidelines, then submittal of COI Disclosure form(s) is not required.

• If there are any disclosures required per the ODOT Conflict of Interest Guidelines for Proposer (including subcontractors, or any other of the Proposer’s Associates, as defined per the ODOT Conflict of Interest Guidelines), Proposer must submit a signed COI Disclosure Form with the Proposal. The Proposer shall incorporate in each required COI Disclosure Form any COI disclosure information provided by its staff, and attach COI Disclosure Forms from each of its subcontractors and any other Associates that have required disclosures per the ODOT Conflict of Interest Guidelines.

The ODOT Conflict of Interest Guidelines and COI Disclosure Form are available at the following Internet site: http://www.oregon.gov/ODOT/CS/OPO/AE.shtml#Forms (under “Misc. Procurement Related Forms”).

1.5.6 REFERENCES (REQUIRED)
Provide references for the three most recent relevant projects using the form provided in RFP Attachment C. See RFP section 2.2.5.

1.5.7 PRICE INFORMATION (REQUIRED)
Price Proposal - Submit a price proposal that shows a total price for each task and the entire project. (Attachment D) The price proposal must provide a breakdown of all costs including all labor, profit and expenses using total billing rates identified for each category status and shall include:

- The proposed expenses, key personnel, staff assignments (job classifications, names and hours); and
- For each subcontractor, if any, the proposed expenses, staff assignments (job classifications, names and hours).
- Fully loaded hourly billing rate per job classification.

1.6 PROPOSAL MODIFICATIONS
To avoid confusion, alterations and erasures made prior to the submittal of a Proposal must be individually initialed by the person signing the Proposal.

Proposals may be modified after submittal, provided the request is received by ODOT at the address listed in person, via mail, facsimile or email (PDF if email) and marked to the attention of the single point of contact as noted on the RFP prior to the Closing date and time. The request shall be on Proposer’s letterhead, marked “Proposal Modification – RFP # xxxxx” and dated and signed by an authorized representative of Proposer. The modification document must state that the modifications supersede or modify the prior Proposal and must identify the portions of the
prior Proposal to be amended or replaced. Faxed or electronically transmitted (e-mailed) modification requests will be accepted.

1.7 PROPOSAL WITHDRAWALS
Proposals may be withdrawn, provided the request is received by ODOT prior to the Closing date and time at the address listed on the front page of the RFP. The request shall be on Proposer’s letterhead, marked “Proposal Withdrawal – RFP # 730-24894-12 dated and signed by an authorized representative of Proposer. Proposer may also withdraw its Proposal in person prior to the Closing, upon presentation of appropriate identification and evidence of authority satisfactory to the Authorized Agency. Faxed or electronically transmitted (e-mailed) withdrawal requests will be accepted.

1.8 PUBLIC RECORDS
This RFP, and one copy of every Proposal received in response to it, together with copies of all documents pertaining to the award of the Contract(s), shall be kept by the Agency and made a part of Agency’s records. Proposals shall be open to public inspection in accordance with ORS 279B.060(5). If a Proposal contains any information that may be considered exempt from disclosure as a trade secret under either ORS 192.501(2) or ORS 646.461(4), or under other grounds specified in Oregon Public Records Law, ORS 192.410 through 192.505, the Proposer must clearly designate the portions of its Proposal which Proposer claims are exempt from disclosure, along with a justification and citation to the authority relied upon. Identifying the Proposal in whole as trade secret, confidential or otherwise exempt from disclosure is not acceptable. In such circumstances Agency will require Proposer to submit a memorandum citing the statutory justification for each specific area of the Proposal that Proposer claims to be exempt.

If Proposer fails to identify the portions of the Proposal Proposer claims are exempt from disclosure and the authority used to substantiate that claim, Proposer is deemed to waive any future claim for non-disclosure of that information.

Any Proposer that does not comply with these requirements may have its Proposal rejected.

Application of the Oregon Public Records Law or other applicable law shall determine whether any information is actually exempt from disclosure. Agency will not be held liable for any disclosure of information which Proposer considers to be exempt from disclosure if required by a Public Records Order. Notwithstanding any rights under 17 USC 101 et seq., (the United States Copyright Act), when Agency is required to provide copies of the non-exempt portion of the Proposal pursuant to a Public Records Order, Proposer hereby grants a license to Agency to copy those portions of the Proposal that are subject to disclosure.

By submitting a response to this RFP, Proposer grants the State of Oregon a non-exclusive, perpetual, irrevocable, royalty-free, worldwide license for the rights to copy, distribute, display, prepare derivative works and transmit the response for the purpose of conducting this procurement and to fulfill obligations under Oregon Public Records Laws.
1.9 PERFORMANCE EVALUATIONS
Agency may conduct performance evaluation(s) on the selected Contractor(s) during the Contract term. Any completed evaluations will be compiled and maintained by Agency, and become a written record of Contractor's performance. Agency also may maintain as part of that written record information obtained from Contractor during an exit interview following Contract expiration or termination. Upon request, Agency will provide copies of any performance evaluation documentation to the affected Contractor and third parties, unless the requested material is lawfully exempt from disclosure.

Agency may, in its sole discretion, use performance evaluation findings and conclusions in any way deemed necessary by Agency, including, but not limited to, determining eligibility for future contract assignments, and as a criterion of selection for future Agency contracts.

Section 2.0 PROPOSAL EVALUATION & CONTRACTOR SELECTION

2.1 EVALUATION PROCESS

2.1.1 PROPOSAL EVALUATION
Agency will evaluate Proposals in accordance with the procurement method stated in RFP section 1.1.3. Contract award, if any Contracts are awarded, will be to the responsive, responsible Proposer(s) submitting the most advantageous Proposal as determined by Agency.

Proposals must be responsive. To be considered responsive, the Proposal must substantially comply with all requirements of the RFP. Agency, at its discretion, may:

a. Waive any minor informality or non-conformance with the provisions or procedures of the RFP, and seek clarification of any Proposal (see RFP section 2.1.2 below), if required;
b. Reject any Proposal that fails substantially to comply with all prescribed RFP procedures and requirements.

Agency may reject any or all Proposals in whole or in part and may cancel this RFP or procurement at anytime when the rejection or cancellation is in the best interest of Agency as determined by Agency. Agency is not liable to any Proposer for any loss or expense caused by or resulting from the rejection or cancellation of a solicitation, Proposal or award. All timely submitted Proposals will become part of the solicitation file.

Proposals received on time will be reviewed against the Pass/Fail and Required Proposal Submittal items identified in RFP sections 1.4 and 1.5. Proposals meeting those criteria will be forwarded to an evaluation committee that will independently review, score and rank Proposals according to the Scoring Criteria set forth in RFP section 2.2.

The outcome of the Evaluation process may, in Agency’s sole discretion, result in: (a) notice to Proposer(s) of selection or rejection for tentative Contract negotiation (see RFP section 2.4, Negotiations) and possible award;
(b) further steps to gather additional information for evaluation, (e.g. checking references, request for clarification, notice of placement on an interview list); or
(c) cancellation of the RFP and either re-issuance of the RFP in the same or revised form or no further action by Agency with respect to the RFP.

2.1.2 PROPOSAL CLARIFICATIONS
Agency may require any clarification it needs to understand Proposer’s Proposal. Any necessary clarifications or modifications which are in the best interest of Agency may be made before Proposer is awarded a Contract, and some or all of the clarifications or modifications may become part of the final Contract. Clarifications may not be used to rehabilitate a non-responsive Proposal.

2.1.3 COMPETITIVE RANGE
Agency may establish a Competitive Range consisting of the three highest scoring responsive, responsible Proposers based on scores received from evaluation of criteria in RFP section 2.2 and application of scoring per RFP section 1.5. Agency may increase the number of Proposers in the Competitive Range if Agency’s evaluation of Proposals establishes a natural break in the scores of Proposers indicating a number of Proposers greater than the initial Competitive Range are closely competitive, or have a reasonable chance of being determined the most advantageous Proposer. Agency may decrease the number of Proposers in the initial Competitive Range only if the excluded Proposers have no reasonable chance to be the most advantageous Proposer.

If a Competitive Range is established, Agency will provide written notice to all Proposers identifying Proposers in the Competitive Range and describing the next step in the solicitation process.

2.1.4 REFERENCES
Agency will score references as part of the Scored Criteria (see References in section 2.2.) and may use them to obtain additional information and verify information, etc.

2.1.5 PREFERENCES
A. Preference for Oregon Supplies and Services. If Agency receives Proposals identical in price, fitness, availability and quality and chooses to award Contract(s), Agency will award the Contract(s) in accordance with the procedures outlined in OAR 137-046-0300 or DAS rules OAR 125-246-0300.

2.2 SCORING
Scoring will be based on the categories described. Proposer must describe in detail how Proposer meets the requirements that are specified in this RFP as related to the subsections below. Responses must be clear and concise.

2.2.1 PROPOSER UNDERSTANDING OF REQUESTED SERVICES 25 Points
• Demonstrate a clear and concise understanding of the scope of Services being requested in the Attachment B Statement of Work.
• Proposals must contain a written detailed process and method for each task along with estimated time and effort to complete. (Examples: Methodology for obtaining information, Interviews, System Reviews, Etc.)

• Listing of projects and contract services performed within the last five (5) years by type, location, and most comparable to the requested Services outlined in this RFP.

• For a total of three of the most recent projects or contracts (in any combination) listed, include a brief but detailed description of project type, size, location, duration and objectives; a chronological time line describing the tasks performed by Proposer to fulfill the project objectives; and the actual project budget.

• For each of the three projects or contracts (in any combination) above, indicate whether the services were accomplished within Proposers’ original estimated budget and schedule, or needed to be revised. Briefly explain the reason for any revisions.

2.2.2 PROPOSER’S GENERAL QUALIFICATIONS 25 Points

Demonstrate experience, training, knowledge, expertise and qualifications to complete the requested Services.

• Describe Proposer’s management and organizational structure, and how that structure aids the delivery of project services - including chain of command and process for managing projects, including contact person (Project Manager) and their backup for project related issues.

• Describe Proposer’s quality assurance/quality control, management procedures and methods used to control costs.

• Describe qualifications and proficiencies to complete the requested Services.

• Demonstrate ongoing working relationships with agencies and organizations similar to the Oregon DMV.

• Provide a description with explanation of the approach that would be taken to accomplish each task outlined in Attachment B Statement of Work.

• Describe years of service and qualifications of key persons who will be assigned to the project.

2.2.3 PROPOSER’S CAPABILITIES 20 Points

Demonstrate capability to complete the requested Services. Response must include:

• An explanation describing how Proposer can accommodate varying levels of work assigned under the Contract, including any limitations. Describe Proposer’s approach to adjusting schedules when needed, or adjusting Proposer’s level of effort in order to meet a schedule and keep a project within a stated budget.

• An explanation describing how Proposer can accommodate working on the project given its location in the State. Describe Proposer’s branch or satellite offices located within the State and the types of services these locations are capable to perform.

2.2.4 PROJECT TEAM AND QUALIFICATIONS 15 Points

Demonstrate Proposer’s team qualifications and experience relating to the requested Services. Response should address the following:

• Extent of principal involvement.
• List names, titles, responsibilities, and availability of key members who are anticipated to perform Services.
• List of subcontractors, their addresses, and Services proposed to be generally committed to each.
• Qualifications (including any specified licenses or certifications) and relevant individual experience for all key team members likely to perform Services, including subcontractors.
• Short description of Proposer's experience using teams on similar or related projects.
• Project Managers' experience with managing projects and interdisciplinary teams.
• Have a staff member with expertise in multiple Database and Application Development methodologies.
• Have a staff member with the experience to facilitate meetings at the executive level.

2.2.5 REFERENCES FOR RELEVANT EXPERIENCE 25 Points
Provide references for the three (3) most recent, relevant projects that were completed in the last five years. To be relevant, projects listed should include services that are similar in nature, scope, and complexity to the project(s) described in this RFP. Proposers may not selectively pick projects/references. Rather, they must submit references for the most recent projects that are relevant to the services requested in this RFP. Failure to submit the most recent, relevant references will be considered non-responsive and may result in Proposal rejection.

Proposer shall provide to DMV: reference name, project name, key person and key persons contact information. (Attachment C)

2.2.6 CLARITY OF PROPOSAL AND CONFORMITY WITH REQUIREMENTS 15 Points
Proposers do not need to provide a written response to this criterion.

The Proposal must be organized with the list of Scoring Criteria categories in RFP section 2.2. Proposals will be scored by evaluators on Proposal format; ease of finding clear, concise responses that correlate with the order of evaluation criteria in this RFP; and Proposers ability to follow instructions.

2.2.7 PRICE / VALUE 15 Points
Following the scoring and ranking of Proposals, based on the qualifications-based criteria in 2.2.1 through 2.2.6, the sealed price proposals (see RFP section 1.5.7, Price Information) from Proposers in the Competitive Range will be opened and scored as follows:

• Proposer with the lowest price proposal will receive 15 points.
• Proposer with the second lowest price proposal will receive 12 points.
• Proposer with the third lowest price proposal will receive 9 points.
• Proposer with the fourth lowest price proposal will receive 6 points
• Proposer with the fifth lowest price proposal will receive 3 points
• All other Proposers will receive 0 points.

2.2.8 Skills & Research Presentation 50 Points
In addition to the points awarded on the Proposal Binder sections (see Section 2.2.1 through 2.2.6 above), Proposers will be scored on their Price Proposals (see section 2.2.7 above). The 3 highest scoring Proposals, after adding together scores for Proposal Binders and Price Proposals, will establish the Competitive Range. The 3 highest scoring proposers will be invited to provide an in-person Skills and Research Presentation outlining their methodologies, project design, format, and processes. This presentation will also be scored. Scores received from sections 2.2.1 through 2.2.7 will then be added to scores received in Section 2.2.8 and the proposer with the highest combined score would be awarded a contract. Agency reserves the right to increase the number of Proposals in the Competitive Range if Agency evaluation establishes a natural break in the scores indicating that a number of Proposals greater than the initial Competitive Range are closely competitive or have a reasonable chance of being determined the most advantageous. Agency reserves the right to reduce the Competitive Range if there is a natural break in the scores indicating that a number of Proposers fewer than the initial Competitive Range are closely competitive or have a reasonable chance of being determined the most advantageous. To expedite the selection process, Agency reserves the right to invite all Proposers to provide a Skills and Research Presentation before completing the Proposal Binder and Price Proposal scoring if Agency receives 3 or fewer Proposals.

### SUMMARY OF SCORING CRITERIA FOR USE BY PROPOSERS

<table>
<thead>
<tr>
<th></th>
<th>MAXIMUM SCORE</th>
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</thead>
<tbody>
<tr>
<td>Understanding of Requested Services</td>
<td>25</td>
</tr>
<tr>
<td>Proposer's General Qualifications</td>
<td>25</td>
</tr>
<tr>
<td>Proposer's Capabilities</td>
<td>20</td>
</tr>
<tr>
<td>Project Team and Qualifications</td>
<td>15</td>
</tr>
<tr>
<td>References for Relevant Experience</td>
<td>25</td>
</tr>
<tr>
<td>Clarity of Proposal and Conformity with Requirements</td>
<td>15</td>
</tr>
<tr>
<td>Price / Value</td>
<td>15</td>
</tr>
</tbody>
</table>

| Sub-total                 | 140           |

| Skills and Research Presentation | 50            |

| Total Available Score       | 190           |

### 2.3. TOTAL SCORE and AWARD

#### 2.3.1 Total Score - The scores for Proposer ranking and selection for negotiations will be determined as follows:

- **Scored Criteria (RFP section 2.2) =** Total of the Proposal scores from all evaluators for a given Proposer, divided by the number of evaluators.
- **Final Score =** Total Scored Criteria
2.3.2 Award
Unless all Proposals are rejected or the RFP is cancelled, tentative award will go to the responsible Proposer (see section 3.3) with the highest final score as determined under 2.3.1 above.

2.4 NEGOTIATIONS
Agency will negotiate in the best interest of Agency, including SOW, pricing information and any other provision(s) Agency has indicated in the RFP or any Addenda it will negotiate. Agency, at its discretion, may conduct more than one round of discussions or negotiations. If negotiations fail to result in agreement with a Proposer, Agency may terminate negotiations with that Proposer and enter negotiations with another Proposer. If negotiations with any Proposer do not result in Contract award within a reasonable amount of time, Agency may end this solicitation. Agency, in its sole discretion, may proceed with a new solicitation for the same Services or consider any other options available under the applicable rules, laws, and policies. Any oral modification of a Proposal resulting from negotiations must be reduced to writing.

Serial Negotiations. Agency will negotiate with Proposer selected for tentative award. If Agency and Proposer are unable for any reason to reach agreement within a reasonable amount of time, Agency may thereafter negotiate serially with the second ranked Proposer, and if necessary, with the third ranked Proposer, and so on until negotiations result in Contract award or the solicitation is terminated.

Section 3.0 CONTRACT AWARD REQUIREMENTS
THE FOLLOWING CONDITIONS APPLY ONLY TO THE PROPOSER RECEIVING WRITTEN INTENT TO AWARD PURSUANT TO THIS RFP. DO NOT SUBMIT THIS INFORMATION WITH YOUR PROPOSAL. UPON ISSUANCE OF INTENT TO AWARD THE FOLLOWING CONDITIONS APPLY:

3.1 CERTIFICATES OF INSURANCE
Selected Proposer(s) shall provide Certificates of Insurance to Agency for levels of insurance coverage shown in Article VIII – Insurance of the Sample Contract Attachment E prior to Contract execution. Selected Proposers that have current certificates of insurance (with all required coverages and not specific to a particular project) on file with Agency will not be required to resubmit these. Agency may determine that project-specific insurance coverage is required on a case-by-case basis.

3.2 MISCELLANEOUS FORMS
3.2.1 CONFLICT OF INTEREST (COI) DISCLOSURE
If any disclosures (items not disclosed with the Proposal submittal, or that have occurred or been discovered since the Proposal submittal) are required per the ODOT Conflict of Interest Guidelines, the selected Proposer shall complete and submit a signed COI Disclosure Form within 3 business days of receipt of Intent To Award notice. The selected Proposer shall incorporate in each required COI Disclosure Form any COI disclosure information provided by
its staff and attach COI Disclosure Forms from each of its subcontractors (that have required disclosures per the ODOT Conflict of Interest Guidelines), prior to such Firm performing any Services under a Contract.

The ODOT Conflict of Interest Guidelines and COI Disclosure Form are available at the following Internet site: http://www.oregon.gov/ODOT/CS/OPO/AE.shtml#Forms (under “Misc. Procurement Related Forms”)

If, following review of Proposer’s COI Disclosure Form(s), a Proposer selected for tentative award is determined to have a conflict of interest that cannot reasonably be mitigated to Agency’s satisfaction; the tentative award to that Proposer may be withdrawn. At Agency’s discretion, tentative award may then be made to the next Proposer in the Proposal rankings.

3.2.2 LIST of SUBCONTRACTORS

Selected Proposer(s) shall submit a “Subcontractor List” form within 3 business days of receipt of Intent to Award notice. Submit the list electronically in MS Word format, using the form available at: http://www.oregon.gov/ODOT/CS/OPO/AE.shtml#Forms. List subContractors, if any, proposed for use under the Contract.

3.3 CONTRACTOR RESPONSIBILITY

Agency will determine responsibility of a firm prior to award and execution of a contract. Selected Proposer(s) shall submit a signed Responsibility Inquiry form within 3 business days of receipt of Intent to Award notice (see form for additional information regarding Agency’s responsibility review). The form provided below (as an electronic MS Word file) must be signed and may be submitted as hard copy or electronically via fax or email.

The Responsibility Inquiry form is available for download under Forms / Misc. Procurement Related Forms at: http://www.oregon.gov/ODOT/CS/OPO/AE.shtml

Contractor is responsible for any and all contractual matters, including performance of Services and the required deliverables finalized in every WOC, whether Contractor, a subcontractor, or a representative of Contractor, produces them.

3.4 BUSINESS REGISTRY NUMBER/REGISTERED AGENT

If selected for Contract award, Proposer must be duly authorized by the State of Oregon to transact business in the State of Oregon before executing the Contract. The selected Proposer shall submit a current Oregon Secretary of State business registry number (unless operating as your real and true name). See process for obtaining a business registry number. All Corporations and other business entities (domestic and foreign) must have a Registered Agent in Oregon. See requirements and exceptions regarding Registered Agents. For more information, see Oregon Business Guide, How to Start a Business in Oregon and Laws and Rules. The titles in this subsection are available at the following Internet site: http://www.filinginoregon.com/index.htm.

3.5 TAX ID NUMBER

3.6 USE OF RECYCLED PRODUCTS

Contractors shall use recyclable products to the maximum extent economically feasible in the performance of the Contract work set forth in this document. (ORS 279B.060 (2)(f))
ATTACHMENT A
PROPOSAL COVER SHEET RFP 730-
Oregon Department of Transportation

(Legal Name of Firm) Corporation
: a (an) (enter state) Corporation

□ Corporation □ Professional Corporation □ Ltd. Liability Company □ Partnership
□ Limited Partnership □ Ltd. Liability Partnership □ Sole Proprietorship □ Other.

Mailing Address: ________________________________________________________________

Proposer is a “resident Bidder” as defined in ORS 279A.120(1): □ Yes □ No

Type name of primary Contact for this Proposal ____________________________________

Email address ________________________________________________________________

Telephone __________________________ Fax _________________________________

Type name of person(s) authorized to sign Contract: ________________________________

REPRESENTATIONS, ATTESTATIONS, AND CERTIFICATIONS. By signature below,
the undersigned Authorized Representative on behalf of Proposer certifies that:

1. ODOT shall not be liable for: a) any claims or be subject to any defenses asserted by
Proposer based upon, resulting from, or related to, Proposer's failure to comprehend all
requirements of the RFP; or b) any expenses incurred by Proposer in either preparing and
submitting its Proposal, or in participating in the Proposal evaluation/selection or Contract
negotiation process, if any.

2. Neither the Proposer, a major partner, a major subcontractor, nor any principal officer of a
Proposer, major partner or major subcontractor:
a) Is presently debarred, suspended, proposed for debarment, or declared ineligible for the
award of contracts by any federal agency or agency of the State of Oregon, and is not
listed on GSA’s Excluded Parties List System which is available at http://epls.gov.
b) Has, within the last 3-year period, been convicted of or had a civil judgment rendered
against them for commission of fraud or a criminal offense in connection with
obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract
or subcontract; violation of federal or state antitrust statutes relating to the submission
of bids or Proposals; or commission of embezzlement, theft, forgery, bribery,
falsification or destruction of records, making false statements, tax evasion, or
receiving stolen property.
A "principal officer of a Proposer, major partner or major subcontractor," means an
officer, director, owner, or partner and any person having primary management or
supervisory responsibilities within a business entity (e.g., general manager; plant
manager; head of a subsidiary, division, or business segment, and similar positions).

3. Reserved

4. The Proposal shall remain valid for 180 Calendar Days after the Proposal due date unless
this period is extended by mutual agreement.

5. Proposer has available (and can furnish to ODOT upon request) the appropriate financial,
material, equipment, facility and personnel resources and expertise, or ability to obtain the

H:\Bid-Contract\Folders\Bid\24894 System Modernization Strategic Plan - DMV-RFP Version V 2 System Modernization Initiative 010-04-2012. V 17 Final SOW New with Sample Contract (2) (2).doc
resources and expertise, necessary to indicate the capability of the Proposer to meet all contractual responsibilities.

6. Proposer recognizes this is a public document and will be open to public inspection as described in Section 1.8. Any portion(s) of the Proposal that Proposer considers exempt from disclosure under Oregon Public Records Law is/are clearly designated in the Proposal and listed on a separate sheet attached to this Proposal Cover Sheet with justification and citation to the authority relied upon.

7. Proposer does not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation or national origin, nor has Proposer or will Proposer discriminate against a Subcontractor in the awarding of a subcontract because the Subcontractor is a minority, women or emerging small business enterprise certified under ORS 200.55.

8. Proposer has an operating policy supporting equal employment opportunity. If proposing firm has 50 or more people, Proposer also has a formal equal opportunity program.
   - Does proposing firm have 50 or more employees? Yes No
   - Does proposing firm have a formal equal employment opportunity program? Yes No

Affirmative Action: ODOT is an equal-employment-opportunity employer and values diversity in its work force. ODOT requires its Consultants and Contractors to have an operating policy as an equal employment opportunity employer. Firms of 50 people or less do not need to have a formal equal employment opportunity program, but shall have an operating policy supporting equal employment opportunity. Firms of 50 people or more shall also have a formal equal employment opportunity program.

9. The Proposal submitted is in response to the specific language contained in the RFP (including all embedded documents), and Proposer has made no assumptions based upon either (a) verbal or written statements not contained in the RFP, or (b) any previously-issued RFP, if any.

10. Proposer, acting through its authorized representative, has read and understands the RFP instructions, specifications, and terms and conditions contained within the RFP (including all embedded documents) and all Addenda, if any.

11. Proposer agrees to and shall comply with, all requirements, specifications and terms and conditions contained within the RFP (including all embedded documents) and all Addenda, if any.

12. Proposer and Proposer’s employees and agents are not included on the list entitled “Specially Designated Nationals and Blocked Persons” maintained by the Office of Foreign Assets Control of the United States Department of the Treasury and currently found at http://www.treas.gov/offices/enforcement/ofac/isdn/11sdn.pdf.

13. All contents of the Proposal (including any other forms or documentation, if required under this RFP) and this Proposal Cover Sheet are truthful and accurate and have been prepared independently from all other Proposers, and without collusion, fraud, or other dishonesty. Failure to provide information required by the RFP may ultimately result in rejection of the Proposal.

14. The signatory of this Proposal Cover Sheet is a duly authorized representative of the Proposer, has been authorized by Proposer to make all representations, attestations, and
certifications contained in the Proposal document and to execute this Proposal document on behalf of Proposer.

<table>
<thead>
<tr>
<th>Authorized Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

(Print Name and Title)

Note: Any alterations or erasures to the Proposal must be initialed in ink by the undersigned authorized representative.
ATTACHMENT B
STATEMENT OF WORK

1. Scope

1.1. Project Background:

Driver and Motor Vehicle Services (DMV) is a division of the Oregon Department of Transportation (ODOT). The DMV mission is to promote driver safety, protect financial and ownership interests in vehicles, and to collect revenue for Oregon’s roads.

DMV consists of five operating sections: Administrator’s Office; Field Services; Customer Services; Processing Services; and Program Services. Information Systems is part of another ODOT division (Central Services), but employees are located at DMV headquarters and work closely with the DMV operating sections.

DMV interfaces with multiple jurisdictions including federal law enforcement agencies, Department of Homeland Security, Federal Motor Carrier Safety Administration, Social Security Administration, American Association of Motor Vehicle Administrators (AAMVA), cities, counties and other state agencies.

The DMV Information Technology portfolio is a highly complex environment consisting of over 4 million lines of code in over one hundred applications in both mainframe and client server environments. Many of these applications have exceeded their expected lifecycle and are hosted in the mainframe environment at the Enterprise Technology Services (ETS).

DMV wishes to develop a systems modernization plan that leverages existing systems and data elements, while reducing costs and improving service delivery to DMV business partners and the citizens of Oregon.

1.2. Purpose of Work:

The Agency will procure third party expertise and resources to assist in evaluating DMV’s information systems against current and future business needs. This will lead to a prioritized blueprint for moving forward with critical systems modernization initiatives. Deliverables will include prioritized business and technical requirements, environmental/peer analysis, identification of applicable best practices, a comprehensive assessment of the technical components to meet current and future needs, and a strategic vision for moving ahead. Subsequent work may include a tactical plan with an interrelated set of viable, prioritized, and phased initiatives.

1.3. Scope of Work:

The DMV Modernization Blueprint to be provided by the Contractor will include plans and reports for the DMV Management Team, the ODOT Chief Information Officer (CIO) and others as specified.

The Modernization Blueprint will consist of:
• Evaluation of current business needs.
• Evaluation of future business needs.
• Identification of business requirements driving current and future technology needs.
• Review the DMV inventory of current system environments and applications.
• A business process review identifying work process that would benefit from a systems modernization effort.
• A peer analysis of other States’ system modernization initiatives.
• Identification of applicable industry best practices.
• Publication of a strategic plan including business requirements, technical requirements, and a phased approach for moving forward with a viable systems modernization effort.

1.4. Timeline

Starting immediately upon contract execution, and continuing for the duration of the project, but not past June 30, 2013.

1.5 Knowledge Transfer / Mentoring:

Contractor will transfer all discovery, source and supporting documents used in the creation of deliverables to the DMV. Contractor will share all information and sources considered related to system modernization best practices and industry standards used in the creation of deliverables and reports. Knowledge transfer will be in the form of written documentation (electronic files) and briefings.

1.6 Technical Considerations:

Current application hosting and network services are provided by the Oregon Department of Administrative Services, Enterprise Technology Services (ETS). Any proposed system and application hosting environments shall consider ETS services and conform to their standards.

The ODOT Enterprise Technology Group coordinates enterprise network and hosting services between the ETS and DMV.

Microsoft Project 2007 is the project management tool used by the DMV.

1.7 Assumptions:

DMV has a matrixed business structure and Subject Matter Experts will represent multiple business areas. Several informational gathering meetings with varying groups of Subject Matter Experts (SME) will be required to fulfill the Statement of Work’s listed deliverables.

DMV Business and IS staff will make themselves available to respond to Contractor inquiries about the project and serve as Subject Matter Experts.

Contractor shall provide monthly project status updates to the Project Sponsor, Project Manager, and at DMV Management Team meetings.

Updates by Contractor to reports and documents must be completed within seven calendar days of meetings or presentations (delivery) as identified in the deliverables.
Work on the identified tasks and deliverables can be completed in a parallel or sequentially manner.

The delivery order of the identified tasks and deliverables can be different than stated in this SOW but will be defined as part of the first deliverable.

1.8 Constraints:

a) Available funds for this work and the project are limited.

b) Contractor shall provide three working days notice of any meeting requirements.

c) The Contractor awarded the Modernization Roadmap Contract will not be eligible for future tactical implementation contracts resulting from the deliverables of this Contract.

2. Statement of Work

The DMV Project Manager will manage this engagement. The audience for deliverables and reports shall be the Project Manager, DMV Management Team, ODOT CIO and others as specified.

TASK # 1 – PROJECT INITIATION

Contractor and DMV shall agree to project approach and methodology.

Action Required

Contractor shall prepare and present to the DMV Project Manager and DMV Management Team an outline of their approach, process, schedule and methodologies. The presentation must include a detailed project plan with options, which allows for review, discussion, and mutual agreements by the DMV Management Team and Contractor.

Task Requirement(s)

1) The Contractor shall present a project plan and schedule incorporating the approach and methodologies Contractor will use to fulfill project requirements.

2) The Contractor shall present a list of key personnel engaged in the project and a matrix defining their roles for the project.

3) The Contractor shall prepare and present a project charter incorporating project milestones and a roles matrix of the Contractor’s key personnel.

4) The Contractor shall prepare and present a monthly status report including progress on each deliverable, a list of tasks complete, and identification of any issues or risks associated with the project.
Deliverable(s)

1) An in-person presentation of Contractor's approach, process, schedule, methodologies and project plan to the DMV Management Team and DMV Project Manager.

2) An in-person presentation of a project charter incorporating project milestones and a roles matrix to be signed by the Contractor representative and the DMV Management Team or their designate.

3) The Contractor shall update the project charter and project plan as needed to incorporate the discussion, comments and decisions made during the in-person presentation meeting.

4) The Contractor shall request acceptance of the project charter, Contractor's approach, process, schedule, methodologies and project plan from the Project Manager. This shall be in the form of an email.

5) Contractor shall provide monthly project status reports at regularly scheduled DMV User Council Meetings.

TASK #2 - REVIEW AND EVALUATION OF CURRENT AND FUTURE BUSINESS NEEDS

Contractor shall 1) review and evaluate current DMV business requirements, systems, business and work-flow processes and procedures and 2) identify potential future business requirements, systems, business and work-flow process and procedures that could be improved by system modernization. Contractor shall become familiar with DMV business process and IS application systems in order to make recommendations and identify gaps between business needs and services delivered through the existing IS applications systems.

Action Required

1) Interview DMV Business subject matter experts (estimated fifteen to twenty people)


3) Interview DMV Information Systems Management and Staff.


5) Become familiar with DMV business processes and work flow processes.

6) Develop recommendations on business processes, work flow, and data management processes that could be improved by a systems modernization project.

Task Requirement(s)

1) The Contractor shall interview DMV subject matter experts as needed to become familiar with the current status and potential future needs of DMV business processes, work flow processes, and systems.
2) The Contractor shall review documented DMV business, work flow, and systems related Policies and Procedures as needed to become familiar with current and potential future DMV business needs.

3) The Contractor shall facilitate a strategic vision meeting with the DMV Management Team to identify potential future business needs (e.g. vehicle mileage tax), emerging technologies that may impact business processes and other strategic organizational issues that should be considered in a modernization effort.

4) The Contractor shall write a business needs report, based on information gathered during this Task. The report must address the following items:

- Current business needs in general.
- Potential future business needs in general.
- Current and future business needs driving current and potential future technology requirements.
- Recommendations of what business processes and work flow processes could be improved by a systems modernization project and provide the most benefit to the DMV and its customers.
- A listing of identified issues and concerns related to the sustainability and longevity of existing business processes and the supporting applications systems.

Deliverable(s)

1) Presentation of the completed business needs report as defined in Task Requirement # 4 for this Task # 2 to the Project Manager, the DMV Management Team and the ODOT CIO.

2) The Contractor shall make an in-person presentation of the report at a regularly scheduled DMV User Council meeting. The Contractor shall answer any questions raised during the in-person presentation.

3) The Contractor shall update the report as needed to incorporate the discussion, comments and decisions made during the in-person presentation meeting.

4) The Contractor shall prepare and deliver the report to the Project Manager for review and acceptance.

TASK #3 - REVIEW INVENTORY OF CURRENT SYSTEM APPLICATIONS AND ENVIRONMENTS RESULTING IN CREATION OF A GAP ANALYSIS DOCUMENT.

Contractor shall review the inventory of current systems applications and environments to become familiar with the current technology environments, data elements, data structures, data management and application environments utilized by the DMV and its external partners so that a gap analysis of DMV systems current state and future required state can be documented.
Action Required

1) Contractor shall interview DMV, ODOT and ETS Information Systems staff as necessary to identify current system methodologies, applications, technology platforms, data structures and development environments used by DMV.

2) Contractor shall interview DMV, ODOT, ETS and other partner Information Systems staff as necessary to identify connectivity protocols used to share information with critical business partners (e.g. Law Enforcement Data System).

Task Requirement(s)

1) The Contractor shall interview staff and review documents to become familiar with current applications, technology platforms, development environments, data structures, data management and connectivity protocols used by the DMV.

2) Using information gained in Tasks 2 and 3, the Contractor shall develop a gap analysis document identifying the major differences between business needs and the services provided by existing automated systems while highlighting areas that would provide a significant return on investment if addressed by a modernization effort.

3) The Contractor shall present the completed document to the Project Manager, DMV Management Team, and ODOT CIO.

Deliverable(s)

1) A completed Gap Analysis document including the items listed in Tasks 2 and 3 presented to the DMV Project Manager, DMV Management Team, and ODOT CIO.

2) An in-person meeting with the Project Manager, DMV Management Team, DMV IS Managers and ODOT CIO to review the Gap Analysis document.

3) Revisions to the Gap Analysis document as needed based on the outcome of the in-person walk-through.

TASK # 4 – PEER ANALYSIS AND IDENTIFICATION OF BEST PRACTICES

Contractor shall review the work done by other state agencies outside of Oregon that is comparable to DMV and identifies best practices and project success criteria. Contractor shall review the previous modernization effort undertaken by the DMV in the early 1990s to identify potential pitfalls and lessons learned applicable to a new modernization effort.

Action Required

1) Contractor, with DMV agreement, shall identify no less than three states and no more than five states where agencies with similar business responsibilities to DMV have undertaken a systems modernization project.

2) Contractor shall analyze the modernization efforts of the identified states, and document the best practices and success criteria.
3) Contractor shall review “Reengineering Reexamined, A review of recent management practices at the Oregon Department of Transportation and the Driver and Motor Vehicles Services Branch” and other documents related to the division’s previous modernization effort.

4) Contractor shall interview DMV staff familiar with the previous modernization effort to identify potential pitfalls and lessons learned applicable to a new modernization effort.

**Task Requirement(s)**

1) The Contractor shall meet with the Project Manager and DMV Management Team to agree on which states and businesses to analyze.

2) The Contractor shall contact the states and businesses agreed to buy DMV for the purpose of analyzing their systems modernization efforts and documenting their best practices.

3) The Contractor shall write a report of their analysis of the identified states and businesses modernization efforts, which must:
   a) Include a general overview of each state’s systems modernization effort analyzed including the size, scope, budget and duration of the systems modernization efforts.
   b) Identify the success criteria used by the states and businesses analyzed in their system modernization efforts.
   c) Identify the best practices utilized by the states and businesses analyzed in their systems modernization efforts.
   d) Identify work process changes incorporated by the analyzed states as part of their systems modernization efforts.
   e) Identify resources committed to the systems modernization efforts by the states analyzed.
   f) Identify resources committed to the systems modernization efforts by the vendors providing support to the states analyzed.
   g) Identify changes made as part of system modernization efforts in systems environments, data structures, technology platforms and systems methodologies by the states analyzed.
   h) Identify potential future business or technology forecast or strategies that influenced their modernization plan.
   i) Include a discussion of how the system modernization efforts analyzed might compare to the DMV requirements for systems modernization in Oregon and how the Oregon DMV might benefit from a similar effort.
   j) Include a report to analyze issues that led to the failure and any lessons learned if a state or business system modernization effort identified for analysis was deemed a failure.
   k) Identify potential future business or technology forecasts or strategies that influenced the analyzed modernization plan.
   l) Include a brief analysis of the previous DMV modernization effort based on the review of applicable documents and discussions with staff. This analysis will include lessons learned from the previous effort and potential pitfalls to avoid.
4) The Contractor shall present the completed document to the Project Manager, the DMV Management Team and the ODOT CIO.

**Deliverable(s)**

1) The Contractor shall write an Analysis report as defined in Task # 4, Tasks Requirements sections 1, 2, and 3

2) The Contractor shall make an in-person presentation of the report at a regularly scheduled DMV User Council meeting. The Contractor shall answer any questions raised during the in-person presentation.

3) The Contractor shall update the report as needed to incorporate the discussion, comments and decisions made during the in-person presentation meeting.

**TASK # 5 – PUBLICATION OF STRATEGIC PLAN FOR DMV MODERNIZATION EFFORT**

Contractor shall use their expertise and knowledge gained from Task # 1 through 4 to create a Strategic Plan for moving DMV forward with a reasonable systems modernization effort in a phased approach.

**Action Required**

Contractor shall conduct follow-up interviews with DMV Management Team and subject matter experts to incorporate Contractor’s expertise, and knowledge gained from Task 1-4 into a Strategic Plan. The Strategic Plan must include business and technical recommendations for moving DMV forward with a reasonable systems modernization effort in a phased approach.

**Task Requirement(s)**

1) The Contractor shall meet with the Project Manager and DMV Management Team to agree on criteria for, and format of, the Strategic Plan.

2) The Contractor shall conduct follow-up interviews with DMV Management Team and subject matter experts as needed to complete the Strategic Plan.

3) The Contractor shall write the Strategic Plan document in the agreed upon format. The Strategic Plan must include business and technical recommendations for moving DMV forward with a reasonable systems modernization effort in a phased approach.

4) The Contractor shall make an in-person presentation of the Strategic Plan at a regularly scheduled DMV User Council meeting. The Contractor shall answer any questions raised during the in-person presentation.

**Deliverable(s)**

1) The Contractor shall write a Strategic Plan incorporating Contractor’s expertise, and knowledge gained from Task #’s 1-4 into a strategic plan. The Strategic Plan must include business and technical recommendations for moving DMV forward with a reasonable systems
modernization effort in a phased approach. The Strategic Plan must include, but is not limited to the following:

- An assessment of the strengths, weaknesses, opportunities, and threats of undertaking the modernization effort.
- A recommendation of prioritized phases for a strategic DMV modernization effort.
- An estimation of the time requirements to successfully complete each recommended phase.
- An estimation of the staffing requirements (in-house and contracted) to successfully complete each recommended phase.
- A cost estimation to successfully implement each of the recommended phases.
- A cost benefits analysis of completing a modernization effort that includes ongoing maintenance costs.
- Other items the Contractor deems relevant to the successful implementation of a DMV modernization effort.

2) The Contractor shall make an in-person presentation of the Strategic Plan at a regularly scheduled DMV User Council meeting. The Contractor shall answer any questions raised during the in-person presentation.

3) The Contractor shall update the Strategic Plan as needed to incorporate the discussion, comments and decisions made during the in-person presentation meeting.

4) The Contractor shall provide three printed copies of the final Strategic Plan document and one electronic version in Microsoft Word 2010 format.

3. **Contractor Responsibilities**

Contractor shall adhere to ODOT confidentiality, database and application system security standards. Contractor shall adhere to ODOT policies regarding personal use of state resources.

4. **Status Reports**

Contractor shall provide monthly status reports in a format to be agreed upon before starting work. The reports must contain, at a minimum, the following:

- A summary of the work performed in the previous month, and an update on the completion for each task.
- A listing of the Contractor time expended in the previous monthly itemized by the task and by the contract employee who performed the work.
- A listing of the Contractor time expended to date itemized by the task and by the contract employee who performed the work.
- A signature area for the Project Manager to sign to acknowledge receipt of the report.
- All hours invoiced from the Contractor must include a Monthly Status Report copy showing completion of specific tasks, and bearing the Project Manager’s signature acknowledging that report.

5. **Agency Responsibilities:**

5.1 Inputs to Contractor:
The DMV Project Manager will provide the Contractor with electronic and/or hardcopy versions of all pertinent documents as needed. The Project Manager will make available to Contractor the verbal input of project staff and managers as needed.

5.2 Facilities & Support
Contractor will not be expected to work on-site, except for interviews and meetings. Work space may be designated upon request.

6. DELIVERABLE REVIEW, COMMENT and ACCEPTANCE OVERVIEW
- Contractor shall coordinate with Agency staff as necessary and shall revise draft deliverables to incorporate Agency draft review comments.
- Contractor shall incorporate comments within 7 calendar days from receipt by Agency and return the revised deliverables to Agency staff, unless a different timeframe is specified for specific tasks or otherwise agreed to in writing by Agency.

7. FORMAT REQUIREMENTS
- Contractor shall submit draft and final deliverables in electronic format via email (and hard copy if requested).
- Contractor shall also submit any graphic files accompanying reports separately in .jpg or .tif formats unless specified differently by Agency.
- Each draft and final text-based or spreadsheet-based deliverable shall be provided in MS Office file formats (i.e., MS Word, Excel, etc.) and must be fully compatible with version used by Agency.
- Additional format requirements may be listed with specific tasks/deliverables throughout the SOW or in the Contract.

8. CORRECTIVE WORK
Contractor shall complete all services, including Deliverables, as required in the SOW to Agency’s satisfaction. If Agency, in its sole discretion, determines that the services or associated Deliverables, or both, are unacceptable, Agency shall notify Contractor in writing of the deficiency. Within 7 calendar days (unless a different timeframe is agreed to by the Parties) of receipt of the deficiency notification Contractor shall respond to Agency outlining how the deficiency shall be corrected. Contractor shall correct any deficiencies in the services and Deliverables to Agency’s satisfaction without further compensation. If resolution is not achieved, Agency may withhold other payments until deficiencies have been corrected to the standard of care for such Services or deliverables. Agency shall not unreasonably withhold payment.
## ATTACHMENT C

### References

**RFP# 730-24894-12:**  
**Name of Proposing Firm:**

Provide at least 3 References for relevant projects identified in Section 2.2.1 completed by proposing firm.

<table>
<thead>
<tr>
<th>Project Title:</th>
<th>Proposing Firm’s PM:</th>
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<td>Location:</td>
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**Brief Project Description and Proposing Firm’s Role:**

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**Client’s Budget for the Project (if applicable):**

**Contractor Services Contract/WOC Amount (including as amended):**

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Attachment D
PRICE PROPOSAL
DMV Strategic Information System Plan (SISP)
Request for Proposal
RFP # 730-24894-12

Price Proposal Instructions:

Proposers must use this Attachment D to submit their price proposals for this RFP # 730-24894-12. Attachment D will be scored according to RFP section 2.3.

1. Proposer to complete section A of Price Proposal form in its entirety.

2. Proposer to insert “Fixed Price” for each Deliverable section B

3. Proposer to insert Total Price in section C

4. Proposer shall list Billing Rates per hour for requested services in the event of a unanticipated amendment outside of Scope of Work for additional task in section D. (Listing of position, title, and per hour rate)

5. Proposer shall list estimated cost breakdown (section E) of labor, travel, Sub-Contractors, hours (prime and sub) which are included in the “Total Proposal Price”

6. Attachment D may be mailed with the balance in proposal in one envelop to the ODOT single point of contact.
ATTACHMENT D
Price Proposal
DMV SYSTEM MODERNIZATION INITIATIVE
PRICE PROPOSAL RFP # 730-24894-12

Date:

Section A: Bidder Information

Name: Key Person:
Address: Phone #:
City, State, Zip Code: Fax #:
Email:

Section B

Task / Deliverable # 1 $
Task / Deliverable # 2 $
Task / Deliverable # 3 $
Task / Deliverable # 4 $
Task / Deliverable # 5 $

Section C

Total Proposal Price$

Section D (Non-Scored)
Title / Per Hour Billing Rates

Key Person / Project Manager:$
Senior Manager: $
Additional Staff (to be inserted):$

Section E: Cost Breakdown:
ATTACHMENT E

SAMPLE CONTRACT

H:\Bid-Contract\Folders\