REQUEST FOR PROPOSALS FOR

FIXED ROUTE INTELLIGENT TRANSPORTATION SYSTEM

ISSUING OFFICE

PENNSYLVANIA DEPARTMENT OF TRANSPORTATION

BUREAU OF OFFICE SERVICES
COMMONWEALTH KEYSTONE BUILDING
400 NORTH STREET, 5th FLOOR
HARRISBURG, PENNSYLVANIA 17120-0041

RFP NUMBER

3516R02

DATE OF ISSUANCE

May 15, 2017
REQUEST FOR PROPOSALS FOR
RFP3516R02 – “Fixed Route Intelligent Transportation System”

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APPENDIX J  PENNDOT ENTERPRISE IT STANDARDS
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All Appendices marked with an asterisk (*) require a response from the Offeror.
**CALENDAR OF EVENTS**

The State will make every effort to adhere to the following schedule:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline to submit Questions via email to: <a href="mailto:PDRFPQuestions@pa.gov">PDRFPQuestions@pa.gov</a></td>
<td>Potential Offerors</td>
<td>Tuesday May 30, 2017</td>
</tr>
<tr>
<td>Pre-proposal Conference—<strong>Attendance Optional</strong></td>
<td>Issuing Office/Potential Offerors</td>
<td>Tuesday June 6, 2017</td>
</tr>
<tr>
<td>Pennsylvania Department of Transportation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>400 North Street, 5th Floor, Bid Room</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harrisburg, PA 17120</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Answers to Potential Offeror questions posted to the DGS website at <a href="http://www.emarketplace.state.pa.us/Search.aspx">http://www.emarketplace.state.pa.us/Search.aspx</a> no later than this date.</td>
<td>Issuing Office</td>
<td>Tuesday June 13, 2017</td>
</tr>
<tr>
<td>Please monitor website for all communications regarding the RFP.</td>
<td>Potential Offerors</td>
<td>Regularly until Proposal Due Date</td>
</tr>
<tr>
<td>Sealed proposal must be received by the Issuing Office at</td>
<td>Offerors</td>
<td>No later than 12:00 PM on Tuesday July 25, 2017</td>
</tr>
<tr>
<td>Pennsylvania Department of Transportation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bureau of Office Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ATTN: Terri Martini, Issuing Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>400 North Street, 5th Floor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harrisburg, PA 17120</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Due to increased security requirements in the State’s mail processing operations, all incoming mail to the Keystone Building is routed, scanned and sorted at an off-site location prior to delivery. This includes overnight deliveries. Be aware when submitting proposal documents via overnight delivery services, there is no guarantee that the proposal documents will be received in the Issuing Office when required. Proposals which are received late will be rejected regardless of the reason for late arrival. Offerors are advised to allow extra time to ensure timely delivery. Receipts for all hand delivered packages must be obtained and signed by the Issuing Officer or his designee to verify date and time of delivery.*
PART I

GENERAL INFORMATION

I-1. **Purpose.** This request for proposals (RFP) provides to those interested in submitting proposals for the subject procurement (“Offerors”) sufficient information to enable them to prepare and submit proposals for the Pennsylvania Department of Transportation’s consideration on behalf of the Commonwealth of Pennsylvania (“Commonwealth”) to satisfy a need for a “Fixed Route Intelligent Transportation System” (“Project”). This RFP contains instructions governing the requested proposals, including the requirements for the information and material to be included; a description of the service to be provided; requirements which Offerors must meet to be eligible for consideration; general evaluation criteria; and other requirements specific to this RFP.

I-2. **Issuing Office.** The Department of Transportation (“Issuing Office”) has issued this RFP on behalf of the State. The sole point of contact in the State for this RFP shall be the Issuing Officer, Terri Martini, at 400 North Street, 5th Floor, Harrisburg, PA 17120, and at PDRFPQuestions@pa.gov for this RFP. Please refer all inquiries to the Issuing Officer.

I-3. **Overview of Project.** The State has thirty-five (35) fixed route transit agencies. Thirty-three (33) of these agencies are included in the project scope and are seeking innovative and efficient solutions for a system that will enhance operational efficiency and levels of service, improve customer service and safety, and reduce operation, management and maintenance costs of fleet vehicles.

The primary objective of this RFP is to select an Offeror to provide services to design, implement, support and maintain a statewide Fixed Route Intelligent Transportation System (FRITS). The solution will employ a system engineering process to ensure that appropriate technologies are procured and integrated into the system and to identify impacts on operations and on-going needs of the transit agencies. This statewide fixed route system will be deployed to thirty-three (33) transit agencies within five (5) years. The maintenance and support of the system will extend an additional five (5) years.

A. **Project Agencies.** The FRITS will be deployed at a total of 33 transit agencies. A listing of these agencies together with the number of fixed route buses and Fiscal Year 2014-2015 annual ridership is set forth in Table 1. List of Transit Agencies. Additional information on each agency can be found in the 2014-2015 Pennsylvania Public Transportation Annual Performance Report (http://www.penndot.gov/Doing-Business/Transit/InformationandReports/Documents/FY1415AnnualReportFinal.pdf).
Table 1. List of Transit Agencies

<table>
<thead>
<tr>
<th>No</th>
<th>Agency</th>
<th>County(ies)</th>
<th>Buses</th>
<th>Ridership</th>
<th>Contractor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>AMTRAN</td>
<td>Blair</td>
<td>24</td>
<td>585,457</td>
<td>No</td>
</tr>
<tr>
<td>02</td>
<td>ATA</td>
<td>Cameron, Clearfield, Elk, Jefferson, McKean, Potter</td>
<td>40</td>
<td>426,776</td>
<td>No</td>
</tr>
<tr>
<td>03</td>
<td>BCTA</td>
<td>Beaver</td>
<td>23</td>
<td>925,927</td>
<td>No</td>
</tr>
<tr>
<td>04</td>
<td>BMC (LATS)</td>
<td>Northumberland</td>
<td>3</td>
<td>29,205</td>
<td>Yes</td>
</tr>
<tr>
<td>05</td>
<td>BTA</td>
<td>Butler</td>
<td>6</td>
<td>200,293</td>
<td>No</td>
</tr>
<tr>
<td>06</td>
<td>CamTran</td>
<td>Cambria</td>
<td>49</td>
<td>1,197,414</td>
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</tr>
<tr>
<td>07</td>
<td>Carbon Co.</td>
<td>Carbon</td>
<td>1</td>
<td>7,418</td>
<td>Yes</td>
</tr>
<tr>
<td>08</td>
<td>CAT (Capital Area Transit)</td>
<td>Dauphin, Cumberland</td>
<td>78</td>
<td>2,592,850</td>
<td>Yes</td>
</tr>
<tr>
<td>09</td>
<td>CATA (Centre Area)</td>
<td>Centre</td>
<td>71</td>
<td>7,379,790</td>
<td>Yes</td>
</tr>
<tr>
<td>10</td>
<td>CATA (Crawford)</td>
<td>Crawford, Venango</td>
<td>12</td>
<td>296,886</td>
<td>No</td>
</tr>
<tr>
<td>11</td>
<td>COLTS (Lackawanna)</td>
<td>Lackawanna</td>
<td>35</td>
<td>1,132,246</td>
<td>Yes</td>
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<tr>
<td>12</td>
<td>COLT/LT (Lebanon)</td>
<td>Lebanon</td>
<td>18</td>
<td>337,124</td>
<td>No</td>
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<tr>
<td>13</td>
<td>DuFAST</td>
<td>Clearfield</td>
<td>6</td>
<td>57,696</td>
<td>No</td>
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<tr>
<td>14</td>
<td>EMTA (Endless Mtns)</td>
<td>Bradford</td>
<td>16</td>
<td>150,488</td>
<td>No</td>
</tr>
<tr>
<td>15</td>
<td>EMTA (Erie)</td>
<td>Erie</td>
<td>74</td>
<td>3,355,186</td>
<td>No</td>
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<tr>
<td>16</td>
<td>FACT</td>
<td>Fayette</td>
<td>12</td>
<td>194,122</td>
<td>Yes</td>
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<tr>
<td>17</td>
<td>Freedom Transit</td>
<td>Washington</td>
<td>11</td>
<td>90,493</td>
<td>Yes</td>
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<tr>
<td>18</td>
<td>HPT</td>
<td>Luzerne</td>
<td>14</td>
<td>221,088</td>
<td>Yes</td>
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<tr>
<td>19</td>
<td>IndiGO</td>
<td>Indiana</td>
<td>16</td>
<td>437,387</td>
<td>No</td>
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<tr>
<td>20</td>
<td>LANta</td>
<td>Lehigh</td>
<td>83</td>
<td>5,055,306</td>
<td>Yes</td>
</tr>
<tr>
<td>21</td>
<td>LCTA</td>
<td>Luzerne</td>
<td>38</td>
<td>1,209,901</td>
<td>No</td>
</tr>
<tr>
<td>22</td>
<td>MCRCOG (SVSS)</td>
<td>Mercer</td>
<td>5</td>
<td>92,268</td>
<td>No</td>
</tr>
<tr>
<td>23</td>
<td>MCTA</td>
<td>Monroe</td>
<td>15</td>
<td>243,101</td>
<td>No</td>
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<tr>
<td>24</td>
<td>Mid County Transit</td>
<td>Armstrong</td>
<td>6</td>
<td>45,180</td>
<td>No</td>
</tr>
<tr>
<td>25</td>
<td>MMVTA</td>
<td>Washington</td>
<td>28</td>
<td>327,724</td>
<td>Yes</td>
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<tr>
<td>26</td>
<td>NCATA</td>
<td>Lawrence</td>
<td>34</td>
<td>593,430</td>
<td>Yes</td>
</tr>
<tr>
<td>27</td>
<td>PART</td>
<td>Montgomery</td>
<td>9</td>
<td>258,140</td>
<td>Yes</td>
</tr>
<tr>
<td>28</td>
<td>RVT</td>
<td>Lycoming</td>
<td>35</td>
<td>1,306,118</td>
<td>No</td>
</tr>
<tr>
<td>29</td>
<td>SCTA</td>
<td>Berks, Lancaster</td>
<td>99</td>
<td>5,051,356</td>
<td>Yes</td>
</tr>
<tr>
<td>30</td>
<td>STS</td>
<td>Schuylkill</td>
<td>12</td>
<td>208,500</td>
<td>No</td>
</tr>
<tr>
<td>31</td>
<td>TAWC</td>
<td>Warren</td>
<td>5</td>
<td>65,888</td>
<td>No</td>
</tr>
<tr>
<td>32</td>
<td>WCTA</td>
<td>Westmoreland</td>
<td>41</td>
<td>541,413</td>
<td>Yes</td>
</tr>
<tr>
<td>33</td>
<td>YATA</td>
<td>York, Adams</td>
<td>59</td>
<td>1,680,293</td>
<td>No</td>
</tr>
</tbody>
</table>

The 2-digit number assigned to each agency, in Table 1. List of Transit Agencies, is used for the purpose of uniquely numbering project deliverables.

Some agencies contract out all or part of their service and/or vehicle maintenance. For these agencies, the Offeror will need to work with both the agency and the
agency’s current contractor(s). The “Contractor(s)” column in Table 1. List of Transit Agencies indicates if the agency uses one or more contractors to deliver service or perform vehicle maintenance.

As a result of ongoing regionalization efforts and the consolidations that result, the Offeror should plan for the following scenarios:

- Scenario 1: Two agencies consolidate after both implemented the FRITS. In this case, the two FRITS implementations will need to be consolidated into a single system.
- Scenario 2: Two agencies consolidate after only one has implemented the FRITS. In this case, it is likely that the FRITS implementation for the second agency would be moved up in the statewide implementation order to coincide with the consolidation. The second agency would likely become part of the first agency’s FRITS.

The Offeror should have processes in place that ensure the consolidation processes listed above can proceed in an efficient and timely fashion.

B. Technologies Overview. The statewide FRITS represents a collection of technologies which are used by transit agencies to manage their fixed route services and vehicles.

<table>
<thead>
<tr>
<th>Functional Component</th>
<th>Key Function(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Aided Dispatch / Automatic Vehicle Location (CAD / AVL)</td>
<td>• Capture and store real time bus data (e.g. location, speed, direction, arrival and departure times) Facilitate dispatcher functions.</td>
</tr>
</tbody>
</table>
C. **Current Statewide Inventory of FRITS Technologies.** An inventory of current FRITS technologies is shown in Appendix N - Statewide FRITS Inventory Detail and Components, Hardware and Software Summaries. The results from the inventory are presented in four tables:

1. **Statewide FRITS Inventory Detail.**
   Presents a detailed list of the FRITS technologies currently in use at each agency.

2. **Statewide FRITS Component Summary.**
   Shows the number of project agencies who are using each FRITS component.
3. FRITS Hardware Summary (Make and Model).
Summarizes FRITS hardware in use around the State by make and model.

4. FRITS Software Summary (Vendor and Product).
Summarizes FRITS software in use around the State by vendor and product.

The inventory data includes some technologies which are outside the scope of this project. These technologies were included in order to facilitate systems integration considerations.

I-4. Objectives.

A. General. The Pennsylvania Department of Transportation (PennDOT) is soliciting proposals from qualified Offerors to implement a FRITS across the State. A FRITS is a collection of technologies used by transit agencies and their subcontractors to manage their fixed route services and vehicles. It is used by PennDOT to ensure accurate data collection and reporting and to assess agency performance. The central component of the FRITS is Computer Aided Dispatch and Automatic Vehicle Location (CAD/AVL). The term “FRITS” as used in this document and all supporting documents refers to the collection of fixed route technologies which will be deployed statewide as a part of this project. It does not refer to or include the fixed route technologies currently in use throughout the State. A definition of terms may be found in Appendix D – Glossary of Terms.

B. Specific. The specific objectives include the following:
1. Establish baseline FRITS capabilities for Pennsylvania transit systems.
2. Provide real time bus information to consumers in a consistent format across the State.
3. Allow flexible fare payment options.
4. Achieve a more seamless, integrated statewide transit system.
5. Control costs by simplifying procurement and leveraging the economies of scale.
6. Produce consistent and reliable data for use at the state and local level.
7. Encourage innovation through open data.

I-5. Type of Contract. It is proposed that if the Issuing Office enters into a contract as a result of this RFP, it will be a Deliverable Based, Fixed Price contract containing the IT Contract Terms and Conditions set forth in Part VI. The Issuing Office, in its sole discretion, may undertake negotiations with Offerors whose proposals, in the judgment of the Issuing Office, show them to be qualified, responsible and capable of performing the Project.

I-6. Rejection of Proposals. The Issuing Office reserves the right, in its sole and complete discretion, to reject any proposal received as a result of this RFP.
I-7. **Incurring Costs.** The Issuing Office is not liable for any costs the Offeror incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

I-8. **Pre-proposal Conference.** The Issuing Office will hold a Pre-proposal conference as specified in the Calendar of Events. The purpose of this conference is to provide opportunity for clarification of the RFP. Offerors must forward all questions to the Issuing Office in accordance with Part I, Section I-9 to ensure adequate time for analysis before the Issuing Office provides an answer. Offerors may also ask questions at the conference. In view of the limited facilities available for the conference, Offerors should limit their representation to two (2) individuals per Offeror. The Pre-proposal conference is for information only. Any answers furnished during the conference will not be official until they have been verified, in writing, by the Issuing Office. All questions and written answers will be posted on the Department of General Services’ (DGS) website as an addendum to, and shall become part of, this RFP. Attendance at the Pre-proposal Conference is optional.

I-9. **Questions & Answers.** If an Offeror has any questions regarding this RFP, the Offeror must submit the questions by email (with the subject line “RFP 3516R02 Question”) to the Issuing Officer, named in Part I, Section I-2 of the RFP. If the Offeror has questions, they must be submitted via email no later than the date indicated on the Calendar of Events. The Offeror shall not attempt to contact the Issuing Officer by any other means. The Issuing Officer shall post the answers to the questions on the DGS website by the date stated on the Calendar of Events. An Offeror who submits a question after the deadline date for receipt of questions indicated on the Calendar of Events assumes the risk that its proposal will not be responsive or competitive because the State is not able to respond before the proposal receipt date or in sufficient time for the Offeror to prepare a responsive or competitive proposal. When submitted after the deadline date for receipt of questions indicated on the Calendar of Events, the Issuing Officer may respond to questions of an administrative nature by directing the questioning Offeror to specific provisions in the RFP. To the extent that the Issuing Office decides to respond to a non-administrative question after the deadline date for receipt of questions indicated on the Calendar of Events, the answer must be provided to all Offerors through an addendum.

All questions and responses as posted on the DGS website are considered as an addendum to, and part of, this RFP in accordance with RFP Part I, Section I-10. Each Offeror shall be responsible to monitor the DGS website for new or revised RFP information. The Issuing Office shall not be bound by any verbal information nor shall it be bound by any written information that is not either contained within the RFP or formally issued as an addendum by the Issuing Office. The Issuing Office does not consider questions to be a protest of the specifications or of the solicitation. The required protest process for State procurements with PennDOT can be found in Part I, Section I-26 to this RFP.

I-10. **Addenda to the RFP.** If the Issuing Office deems it necessary to revise any part of this RFP before the proposal response date, it will post an addendum to the DGS website at
http://www.emarketplace.state.pa.us/Search.aspx. It is the Offeror’s responsibility to periodically check the website for any new information or addenda to the RFP. Answers to the questions asked during the Questions & Answers period also will be posted to the website as an addendum to the RFP.

I-11. **Response Date.** To be considered for selection, hard copies of proposals must arrive at the Issuing Office on or before the time and date specified in the RFP Calendar of Events. The Issuing Office will **not** accept proposals via email or facsimile transmission. Offerors who send proposals by mail or other delivery service should allow sufficient delivery time to ensure timely receipt of their proposals. If, due to inclement weather, natural disaster, or any other cause, the State office location to which proposals are to be returned is closed on the proposal response date, the deadline for submission will be automatically extended until the next State business day on which the office is open, unless the Issuing Office otherwise notifies Offerors. The hour for submission of proposals shall remain the same. The Issuing Office will reject, unopened, any late proposals.

I-12. **Proposal Requirements.**

A. **Proposal Submission.** To be considered, Offerors must submit a complete response to this RFP to the Issuing Office, using the format provided in **Part I - 12B**, providing **ten (10)** paper copies [one (1) of the ten (10) marked “ORIGINAL”] of the Technical Submittal; two (2) paper copies of the Cost Submittal; and two (2) paper copies of the Disadvantaged Business Enterprise (DBE) Submittal. In addition to the paper copies of the proposal, Offerors shall submit two **complete and exact** copies of the entire proposal (Technical, Cost, and Disadvantaged Business Enterprise submittals, along with all requested documents) on Flash drive in Microsoft Office or Microsoft Office-compatible format. The electronic copies must be a mirror image of the paper copies and any spreadsheets must be in Microsoft Excel. The Offerors may not lock or protect any cells or tabs. The Flash drive should clearly identify the Offeror and include the name and version number of the virus scanning software that was used to scan the Flash drive before it was submitted. The Offeror shall make no other distribution of its proposal to any other Offeror or State official or State consultant. Each proposal page should be numbered for ease of reference. **An official authorized to bind the Offeror to its provisions must sign the proposal.** If the official signs the **Appendix A -- Proposal Cover Sheet** to this RFP and the Proposal Cover Sheet is attached to the Offeror’s proposal, the requirement will be met. For this RFP, the proposal must remain valid for 180 days or until a contract is fully executed. If the Issuing Office selects the Offeror’s proposal for award, the contents of the selected Offeror’s proposal will become, except to the extent the contents are changed through Best and Final Offers or negotiations, contractual obligations.

Each Offeror submitting a proposal specifically waives any right to withdraw or modify it, except that the Offeror may withdraw its proposal by written notice received at the Issuing Office’s address for proposal delivery prior to the exact hour and date specified for proposal receipt. **An Offeror or its authorized representative**
may withdraw its proposal in person prior to the exact hour and date set for proposal receipt, provided the withdrawing person provides appropriate identification and signs a receipt for the proposal. An Offeror may modify its submitted proposal prior to the exact hour and date set for proposal receipt only by submitting a new sealed proposal or sealed modification which complies with the RFP requirements.

B. Proposal Format: Offerors must submit their proposals in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all proposal requirements. Offerors should provide any other information thought to be relevant, but not applicable to the enumerated categories, as an appendix to the Proposal labeled as “Additional Relevant Information. This appendix shall be limited to three pages in length. All cost data relating to this proposal and all DBE cost data must be kept separate from and not included in the Technical Submittal. Offerors should not reiterate technical information in the cost submittal. Each Proposal shall consist of the following three (3) separately sealed submittals:

1. Technical Submittal in response to Part III – Technical Submittal:
   Read, complete, sign and include the following appendices as appendices of your Technical Submittal: Appendix A - Proposal Cover Sheet; Appendix E – Key Personnel Experience by Position; Appendix F – Legacy Equipment Interface Capabilities; Appendix G – Pre-Defined Vendor Reports; Appendix I – Functional Specifications Compliance Matrix; Appendix L – PennDOT Offeror Technology List; Appendix O – Vendor Enhancements History; Appendix P – Domestic Workforce Utilization Certification; Appendix Q – Trade Secret Confidential Proprietary Information Notice Form; Appendix R – Disadvantaged Business Enterprise Requirements; Appendix T – Lobbying Certification Form; Appendix U – Disclosure of Lobbying Activities; Appendix Y – Iran Free Procurement Certification Form; and, Appendix Z – Federal Transit Administration Third Party Contract Provisions.

2. Cost Submittal, in response to RFP Part IV Cost Submittal and Appendix B – Cost Submittal, and properly qualified to carry out the obligations of the RFP and to complete the Project as specified; and


The Issuing Office reserves the right to request additional information which, in the Issuing Office’s opinion, is necessary to assure that the Offeror’s competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Issuing Office may make investigations as deemed necessary to determine the ability of the Offeror to perform the Project, and the Offeror shall furnish to the Issuing Office all requested information and data. The Issuing Office reserves the
right to reject any proposal if the evidence submitted by, or investigation thereof, indicates that the Offeror fails to satisfy the Issuing Office that it is properly qualified to carry out the obligations of the RFP and to complete the Project.

I-13. Economy of Preparation. Offerors should prepare proposals simply and economically, providing a straightforward, concise description of the Offeror’s ability to meet the requirements of the RFP. Duplex printing is acceptable and suggested.

I-14. Alternate Proposals. The Issuing Office has identified the basic approach to meeting its requirements, allowing Offerors to be creative and propose their best solution to meeting these requirements. The Issuing Office will not accept alternate proposals.

I-15. Discussions for Clarification. Offerors may be required to make an oral or written clarification of their proposals to the Issuing Office to ensure thorough mutual understanding and Offeror responsiveness to the solicitation requirements. The Issuing Office will initiate requests for clarification. Clarifications may occur at any stage of the evaluation and selection process prior to contract execution.

I-16. Prime Contractor Responsibilities. The selected Offeror must perform the largest percentage of work as compared to its subcontractors and suppliers. Nevertheless, the contract will require the selected Offeror to assume responsibility for all services offered in its proposal whether it produces them itself or by subcontract. Further, the Issuing Office will consider the selected Offeror to be the sole point of contact with regard to all contractual matters.

I-17. Proposal Contents.

A. Confidential Information. The State is not requesting, and does not require, confidential proprietary information or trade secrets to be included as part of Offerors’ submissions in order to evaluate proposals submitted in response to this RFP. Accordingly, except as provided herein, Offerors should not label proposal submissions as confidential or proprietary or trade secret protected. Any Offeror who determines that it must divulge such information as part of its proposal must submit the signed written statement described in subsection C. below and must provide a redacted version of its proposal, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.

B. Commonwealth Use. All material submitted with the proposal shall be considered the property of the State of Pennsylvania and may be returned only at the Issuing Office’s option. The State has the right to use any or all ideas not protected by intellectual property rights that are presented in any proposal regardless of whether the proposal becomes part of a contract. Notwithstanding any Offeror copyright designations contained on proposals, the State shall have the right to make copies and distribute proposals internally and to comply with public record or other disclosure requirements under the provisions of any State or United States statute or regulation, or rule or order of any court of competent jurisdiction.
C. **Public Disclosure.** After the award of a contract pursuant to this RFP, all proposal submissions are subject to disclosure in response to a request for public records made under the Pennsylvania Right-to-Know-Law, 65 P.S. § 67.101, et seq. If a proposal submission contains confidential proprietary information or trade secrets, a signed written statement to this effect must be provided with the submission in accordance with 65 P.S. § 67.707(b) for the information to be considered exempt under 65 P.S. § 67.708(b)(11) from public records requests. Refer to **Appendix Q - Trade Secret Confidential Proprietary Information Notice Form** that may be utilized as the signed written statement, if applicable. If financial capability information is submitted in response to **Part III - Technical Submittal, Section III-5 Financial Capability** of this RFP, such financial capability information is exempt from public records disclosure under 65 P.S. § 67.708(b) (26).

I-18. **Best and Final Offers.**

A. While not required, the Issuing Office reserves the right to conduct discussions with Offerors for the purpose of obtaining “Best and Final Offers.” To make this assessment, the Issuing Office may do one or more of the following, in any combination or order:

1. Schedule oral presentations;
2. Request revised proposals;
3. Conduct a reverse online auction; and
4. Enter into pre-selection negotiations.

B. The following Offerors will **not** be invited by the Issuing Office to submit a Best and Final Offer:

1. Those Offerors, which the Issuing Office has determined to be not responsible or whose proposals the Issuing Office has determined to be non-responsive.

2. Those Offerors, which the Issuing Office has determined in accordance with **Part II, Section II-5**, from the submitted and gathered financial and other information, do not possess the financial capability, experience or qualifications to assure good faith performance of the contract.

3. Those Offerors whose score for their technical submittal of the proposal is less than 70% of the total amount of technical points allotted to the technical criterion.

The issuing office may further limit participation in this process to those remaining responsible Offerors which the Issuing Office, within its discretion, determines to be within the top competitive range of responsive proposals.
C. The Evaluation Criteria found in **Part II, Section II-4**, shall also be used to evaluate the Best and Final offers.

D. Price reductions offered through any reverse online auction shall have no effect upon the Offeror’s Technical Submittal. The percentage of commitment for Disadvantaged Business Enterprise must remain the same.

E. Any reduction to commitments to DBE must be proportional to the reduction in the total price offered through any BAFO process or contract negotiations unless approved by PennDOT’s Bureau of Equal Opportunity.

I-19. **News Releases.** Offerors shall not issue news releases, Internet postings, advertisements or any other public communications pertaining to this Project without prior written approval of the Issuing Office, and then only in coordination with the Issuing Office.

I-20. **Restriction of Contact.** From the issue date of this RFP until the Issuing Office selects a proposal for award, the Issuing Officer is the sole point of contact concerning this RFP. Any violation of this condition may be cause for the Issuing Office to reject the offending Offeror’s proposal. If the Issuing Office later discovers that the Offeror has engaged in any violations of this condition, the Issuing Office may reject the offending Offeror’s proposal or rescind its contract award. Offerors must agree not to distribute any part of their proposals beyond the Issuing Office. An Offeror who shares information contained in its proposal with other State personnel and/or competing Offeror personnel may be disqualified.

I-21. **Issuing Office Participation.** Offerors shall provide all services, supplies, facilities, and other support necessary to complete the identified work, except as otherwise provided in this **Part I, Section I-21**.

I-22. **Term of Contract.** The term of the contract will commence on the Effective Date and will end sixty (60) months after the Effective Date. A sample of the contract is contained in **Appendix C - Sample Contract**. The Issuing Office will affix the Effective Date after the contract has been fully executed by the selected Offeror and by the State and all approvals required by State contracting procedures have been obtained. The selected Offeror shall not start the performance of any work prior to the Effective Date of the contract and the State shall not be liable to pay the selected Offeror for any service or work performed or expenses incurred before the Effective Date of the contract.

The State’s Contracting Officer may renew this contract incrementally or in one step by mutual agreement of the State and the selected Offeror, for a period of up to sixty (60) months by written notification provided to the selected Offeror by the State’s Contracting Officer. Renewal of this contract may require review and approval as required by State contracting procedures. Any renewal will be under the same terms and conditions.

The fixed and scaled monthly maintenance costs supplied in the **Task 5 Maintenance and Support Worksheet (Appendix B - Cost Submittal)** under the contract may be negotiated for an increase up to a maximum of three percent (3%) during each renewal
Upon receipt of the monthly maintenance costs for the renewal, the State’s Contracting Officer will provide a determination as to the acceptance or rejection of the monthly maintenance costs for the renewal period by issuing written notification to the selected Offeror. After negotiations have concluded, the State’s Contracting Officer will issue a final determination letter to the selected Offeror.

The State reserves the right, upon notice to selected Offeror, to extend the term of the Contract for up to three (3) months at the current pricing with the same terms and conditions. This may be utilized to prevent a lapse in Contract coverage.

I-23. Offeror’s Representations and Authorizations. By submitting its proposal, each Offeror understands, represents, and acknowledges that:

A. All of the Offeror’s information and representations in the proposal are material and important, and the Issuing Office may rely upon the contents of the proposal in awarding the contract(s). The State shall treat any misstatement, omission or misrepresentation as fraudulent concealment of the true facts relating to the Proposal submission, punishable pursuant to 18 Pa. C.S. § 4904.

B. The Offeror has arrived at the price(s) and amounts in its proposal independently and without consultation, communication, or agreement with any other Offeror or potential Offeror.

C. The Offeror has not disclosed the price(s), the amount of the proposal, nor the approximate price(s) or amount(s) of its proposal to any other firm or person who is an Offeror or potential Offeror for this RFP, and the Offeror shall not disclose any of these items on or before the proposal submission deadline specified in the Calendar of Events of this RFP.

D. The Offeror has not attempted, nor will it attempt, to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.

E. The Offeror has submitted its proposal and all content in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.

F. Offeror, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as the Offeror has disclosed in its proposal.

G. To the best of the knowledge of the person signing the proposal for the Offeror, and except as the Offeror has otherwise disclosed in its proposal, the Offeror has no outstanding, delinquent obligations to the State including, but not limited to, any state
tax liability not being contested on appeal or other obligation of the Offeror that is owed to the State.

H. The Offeror is not currently under suspension or debarment by the State, any other state or the federal government, and if the Offeror cannot so certify, then it shall submit along with its proposal a written explanation of why it cannot make such certification.

I. The Offeror has not made, under separate contract with the Issuing Office, any recommendations to the Issuing Office concerning the need for the services described in its proposal or the specifications for the services described in the proposal.

J. Each Offeror, by submitting its proposal, authorizes State agencies to release to the State information concerning the Offeror's Pennsylvania taxes, unemployment compensation and workers’ compensation liabilities.

K. Until the selected Offeror receives a fully executed and approved written contract from the Issuing Office, there is no legal and valid contract, in law or in equity, and the Offeror shall not begin to perform.

L. The Offeror is not currently engaged, and will not during the duration of the contract engage, in a boycott of a person or an entity based in or doing business with a jurisdiction which the State is not prohibited by Congressional statute from engaging in trade or commerce.


A. Contract Negotiations. The Issuing Office will notify all Offerors in writing of the Offeror selected for contract negotiations after the Issuing Office has determined, taking into consideration all of the evaluation factors, the proposal that is the most advantageous to the Issuing Office.

B. Award. Offerors whose proposals are not selected will be notified when contract negotiations have been successfully completed and the Issuing Office has received the final negotiated contract signed by the selected Offeror.

I-25. Debriefing Conferences. Upon notification of award, Offerors whose proposals were not selected will be given the opportunity to be debriefed. The Issuing Office will schedule the debriefing at a mutually agreeable time. The debriefing will not compare the Offeror with other Offerors, other than the position of the Offeror’s proposal in relation to all other Offeror proposals. An Offeror’s exercise of the opportunity to be debriefed does not constitute nor toll the time for filing a protest (See Part I-26 of this RFP).

I-26. RFP Protest Procedure. Any protest arising from the award or non-award of a Contract by PennDOT as a result of this RFP must be filed in writing with the Secretary of the
Department of Transportation and follow the procedures set forth in Section 1711.1 of the procurement Code, 62 PA. CS. § 1711.1.

A protest by a party not submitting a proposal must be filed within seven (7) days after the protesting party knew or should have known of the facts giving rise to the protest, but no later than the proposal submission deadline specified in the Calendar of Events of the RFP. Offerors may file a protest within seven (7) days after the protesting Offeror knew or should have known of the facts giving rise to the protest, but in no event, may an Offeror file a protest later than seven (7) days after the notice of award of the contract is posted on the DGS website. The date of filing is the date of receipt of the protest. A protest must be filed in writing with the Issuing Office. To be timely, the protest must be received by 4:00 p.m. on the seventh day.

I-27. Use of Electronic Versions of this RFP. This RFP is being made available by electronic means. If an Offeror electronically accepts the RFP, the Offeror acknowledges and accepts full responsibility to ensure that no changes are made to the RFP. In the event of a conflict between a version of the RFP in the Offeror’s possession and the Issuing Office’s version of the RFP, the Issuing Office’s version shall govern.

I-28. Information Technology Policies. This RFP is subject to the Information Technology Policies (ITPs) {formerly known as Information Technology Bulletins} issued by the Office of Administration, Office for Information Technology (OA-OIT). ITPs may be found at http://www.oa.pa.gov/Policies/Pages/itp.aspx.

All proposals must be submitted on the basis that all ITPs are applicable to this procurement. It is the responsibility of the Offeror to read and be familiar with the ITPs. Notwithstanding the foregoing, if the Offeror believes that any ITP is not applicable to this procurement, it must list all such ITPs in its technical response, and explain why it believes the ITP is not applicable. The Issuing Office may, in its sole discretion, accept or reject any request that an ITP not be considered to be applicable to the procurement. The Offeror’s failure to list an ITP will result in its waiving its right to do so later, unless the Issuing Office, in its sole discretion, determines that it would be in the best interest of the State to waive the pertinent ITP.

I-29. Federal Regulatory Requirements. Federal Transit Administration (FTA) Funds are anticipated and will be made available to support continuation of this procurement. This funding will assist with engineering and design, implementation of hardware and software, and the maintenance and support for FRITS for fixed route transit agencies across the State.

In addition to the following requirements, refer to Appendix Z – Federal Transit Administration Third Party Contract Provisions for further information.

A. Federal DBE Nondiscrimination Assurance. The Contractor shall not discriminate on the basis of race, color, national origin or sex in the performance of this Agreement. The Contractor shall carry out applicable requirements of Title 49 Code of Federal Regulations Part 26 in the award and administration of United States
Department of Transportation-assisted contracts. Failure by the Contractor to carry out these requirements is a material breach of this Agreement, which may result in either the termination of this Agreement or such other remedy as the Department deems appropriate including, but not limited to, withholding progress payments; assessing sanctions; liquidated damages; and/or disqualifying Contractor from future bidding as non-responsible. If the Contractor is providing services or supplies for the Department pursuant to this Agreement, it must include this assurance in each subcontract that it signs with a subcontractor. Refer to Appendix S – Federal Nondiscrimination and Equal Employment Opportunity Clauses for further information.

B. DBE Involvement. The State of Pennsylvania is committed to providing opportunities for Disadvantaged Business Enterprises to compete for work. To support this commitment, there is a DBE contract goal of nine percent (9%) of the total contract dollar amount set for this RFP.

Only those organizations certified by Pennsylvania DBE Unified Certification Program (PA UCP) before the response date of this RFP qualify as Disadvantaged Business Enterprises. The contractor must comply with all terms of the DBE requirement as stated in Appendix R - Disadvantaged Business Enterprise Requirements.

The only source to be used for verification of current eligibility of a DBE is the PA UCP webpage: www.paucp.com

C. Lobbying Certification and Disclosure of Lobbying Activities. This Project will be funded, in part, with federal monies. Public Law 101-121, Section 319, prohibits federal funds from being expended by the recipient or by any lower tier sub-recipients of a federal contract, grant, loan, or a cooperative agreement to pay any person for influencing, or attempting to influence a federal agency or Congress in connection with the awarding of any federal contract, the making of any federal grant or loan, or entering into any cooperative agreement. All parties who submit proposals in response to this RFP must sign Appendix T – “Lobbying Certification Form” and, if applicable, complete Appendix U – “Disclosure of Lobbying Activities.”

The only source to be used for verification of current eligibility of a DBE is the PA UCP webpage: www.paucp.com

D. Buy America. The contractor agrees to comply with 49 U.S.C. 5323(j) and 49 C.F.R. part 661, which provide that Federal funds may not be obligated unless all steel, iron, and manufactured products used in FTA funded projects are produced in the United States, unless a waiver has been granted by FTA or the product is subject to a general waiver. General waivers are listed in 49 C.F.R. § 661.7.

All parties who submit proposals in response to this RFP must submit the Buy America Certification, found in Appendix Z – Federal Transit Administration
Third Party Contract Provisions. Proposals that are not accompanied by a completed Buy America certification will be rejected as nonresponsive.
PART II

CRITERIA FOR SELECTION

II-1. Mandatory Responsiveness Requirements. To be eligible for selection, a proposal must:

A. Be timely received from an Offeror (see Part I, Section I-11); and

B. Be properly signed by the Offeror (see Part I, Section I-12A).

II-2. Technical Nonconforming Proposals. The two (2) Mandatory Responsiveness Requirements set forth in Part II-1 above (A-B) are the only RFP requirements that the State will consider to be non-waivable. The Issuing Office reserves the right, in its sole discretion, to (1) waive any other technical or immaterial nonconformities in an Offeror’s proposal, (2) allow the Offeror to cure the nonconformity, or (3) consider the nonconformity in the scoring of the Offeror’s proposal.

II-3. Evaluation. The Issuing Office has selected a committee of qualified personnel to review and evaluate timely submitted proposals. Independent of the committee, the Bureau of Equal Opportunity will evaluate the Disadvantage Business Enterprise Participation Submittal and provide the Issuing Office with a rating for this component of each proposal. The Issuing Office will notify in writing of its selection for negotiation the responsible Offeror whose proposal is determined to be the most advantageous to the State as determined by the Issuing Office after taking into consideration all of the evaluation factors.

II-4. Evaluation Criteria. The following criteria will be used in evaluating each proposal:

A. Technical: The Issuing Office has established the weight for the Technical criterion for this RFP as 70% of the total points. Evaluation will be based upon the following in order of importance: Compliance with Functional Specifications; Soundness of Approach; Offeror Qualifications; Personnel Qualifications; and, Understanding the Problem. The final Technical scores are determined by giving the maximum number of technical points available to the proposal with the highest raw technical score. The remaining proposals are rated by applying the Technical Scoring Formula set forth at the following webpage: http://www.dgs.pa.gov/Businesses/Materials%20and%20Services%20Procurement/Procurement-Resources/Pages/default.aspx.

B. Cost: The Issuing Office has established the weight for the Cost criterion for this RFP as 30% of the total points. The cost criterion is rated by giving the proposal with the lowest total cost the maximum number of Cost points available. The remaining proposals are rated by applying the Cost Formula set forth at the following webpage: http://www.dgs.pa.gov/Businesses/Materials%20and%20Services%20Procurement/Procurement-Resources/Pages/default.aspx.
C. **DBE Involvement.** Provide detailed information describing the Pennsylvania DBE Unified Certification Program (PA UCP) certified DBE. Include the business name of the DBE with the address, contact person, phone number, the Pennsylvania DBE Unified Certification Program (PA UCP) certification number, and a detailed narrative of the services to be provided, and the percent of the proposal’s total cost to be contractually allocated to the DBE. No cost information can be displayed in the technical proposal.

If no DBE is qualified, available, or willing to participate, the contractor must provide detailed, verifiable information describing the good faith effort made to locate a DBE. If the good faith effort is determined to be unacceptable, the proposal may be disqualified or other action taken as defined in **Appendix R - Disadvantaged Business Enterprise Requirements.**

D. **Domestic Workforce Utilization Certification:** Any points received for the Domestic Workforce Utilization criterion are bonus points in addition to the total points for this RFP. The maximum amount of bonus points available for this criterion is 3% of the total points for this RFP.

To the extent permitted by the laws and treaties of the United States, each proposal will be scored for its commitment to use domestic workforce in the fulfillment of the contract. Maximum consideration will be given to those Offerors who will perform the contracted direct labor exclusively within the geographical boundaries of the United States or within the geographical boundaries of a country that is a party to the World Trade Organization Government Procurement Agreement. Those who propose to perform a portion of the direct labor outside of the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement will receive a correspondingly smaller score for this criterion. See the following webpage for the Domestic Workforce Utilization Formula:


See **Appendix P - Domestic Workforce Utilization Certification** which must be completed, correctly signed and dated, and submitted as an appendix to the Technical Submittal.

E. **Iran Free Procurement Certification and Disclosure.** Prior to entering a contract worth at least $1,000,000 or more with a State entity, an Offeror must: a) certify it is not on the current list of persons engaged in investment activities in Iran created by the Pennsylvania Department of General Services (“DGS”) pursuant to Section 3503 of the Procurement Code and is eligible to contract with the State under Sections 3501-3506 of the Procurement Code; or b) demonstrate it has received an exception from the certification requirement for that solicitation or contract pursuant to Section 3503(e). All Offerors must complete and return the Iran Free Procurement
Certification form, *(Appendix Y -- Iran Free Procurement Certification Form)*, which is attached hereto and made part of this RFP. The completed and signed Iran Free Procurement Certification form must be submitted as part of the Technical Submittal.

See the following webpage for current Iran Free Procurement list:

http://www.dgs.pa.gov/Documents/Procurement%20Forms/ProposedIranFreeProcurementList.pdf

**II-5. Offeror Responsibility.** To be responsible, an Offeror must submit a responsive proposal and possess the capability to fully perform the contract requirements in all respects and the integrity and reliability to assure good faith performance of the contract.

In order for an Offeror to be considered responsible for this RFP and therefore eligible for selection for best and final offers or selection for contract negotiations:

A. The total score for the technical submittal of the Offeror’s proposal must be greater than or equal to 70% of the available technical points; and

B. The Offeror’s financial information must demonstrate that the Offeror possesses the financial capability to assure good faith performance of the contract. The Issuing Office will review the Offeror’s previous three financial statements, any additional information received from the Offeror, and any other publicly-available financial information concerning the Offeror, and assess each Offeror’s financial capacity based on calculating and analyzing various financial ratios, and comparison with industry standards and trends.

An Offeror which fails to demonstrate sufficient financial capability to assure good faith performance of the contract as specified herein may be considered by the Issuing Office, in its sole discretion, for Best and Final Offers or contract negotiation contingent upon such Offeror providing contract performance security for the first contract year cost proposed by the Offeror in a form acceptable to the Issuing Office. Based on the financial condition of the Offeror, the Issuing Office may require a certified or bank (cashier’s) check, letter of credit, or a performance bond conditioned upon the faithful performance of the contract by the Offeror. The required performance security must be issued or executed by a bank or surety company authorized to do business in the State. The cost of the required performance security will be the sole responsibility of the Offeror and cannot increase the Offeror’s cost proposal or the contract cost to the State.

Further, the Issuing Office will award a contract only to an Offeror determined to be responsible in accordance with the most current version of State Management Directive 215.9, Contractor Responsibility Program.
II-6. **Final Ranking and Award.**

A. After any best and final offer process conducted, the Issuing Office will combine the evaluation committee’s final technical scores, the final cost scores, and (when applicable) the domestic workforce utilization scores, in accordance with the relative weights assigned to these areas as set forth in this Part.

B. The Issuing Office will rank responsible Offerors according to the total overall score assigned to each, in descending order.

C. The Issuing Office must select for contract negotiations the Offeror with the highest overall score.

D. The Issuing Office has the discretion to reject all proposals or cancel the request for proposals, at any time prior to the time a contract is fully executed, when it is in the best interests of the State. The reasons for the rejection or cancellation shall be made part of the contract file.
PART III

TECHNICAL SUBMITTAL

The primary objective of this RFP is to select an Offeror to provide services to design, implement, support, and maintain a statewide FRITS. The system will ultimately be deployed to thirty-three (33) of the State’s thirty-five (35) fixed route transit agencies (see Part I-3, Table 1. List of Transit Agencies). The State’s two largest fixed route systems (Southeastern Pennsylvania Transportation Authority (SEPTA) and the Port Authority of Allegheny County (PAAC)) are not included in any of the project tasks, except for Task 6, Statewide Analysis and Reporting System and Data Warehouse.

Regionalization initiatives are taking place across the state and will continue into the foreseeable future. By the time of project completion, the number of independent project agencies may be less than thirty-three (33); however, the fixed route service offerings and the number of fixed route vehicles in service are not expected to change substantially.

Interested Offerors are encouraged to partner with other firms to assemble a project team with exceptional qualifications in the areas of:

- Fixed route technologies
- Software development and data warehousing
- Project management

The qualifications of the project team will be considered in the scoring of the RFP.

The technical submittal should adhere to the section specific limits where specified. Appendices, required to be submitted by the Offeror as part of the technical proposal, are excluded from the page limit.

Project Requirements are detailed throughout Part III and throughout Section III-9. Tasks and Deliverables. One (1) specific requirement includes:

- **Timeline.** With the exception of maintenance and support, all project tasks must be completed within five (5) years of the Notice To Proceed.

III-1. Requirements.

**A. Disaster Recovery.** Disaster recovery plans and drills are detailed in Section III-9 Tasks and Deliverables at Task 2 Risk Management, Task 2b Disaster Recovery Plan, and Task 5h Disaster Recovery Drills.
B. Emergency Preparedness.

To support continuity of operations during an emergency, including a pandemic, the state needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the state have planned for such an emergency and put contingencies in place to provide needed goods and services.

III-1. Describe how you anticipate such a crisis will impact your operations.

IV-1. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness.

a. Employee training (describe your organization’s training plan, and how frequently your plan will be shared with employees)

b. Identified essential business functions and key employees (within your organization) necessary to carry them out

c. Contingency plans for:
   i. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness.
   
   ii. How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.

   d. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc.

   e. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.

Offeror Response

III-2. Statement of the Project. (2 pages maximum)
The Offeror should state in succinct terms its understanding of the project as presented in this RFP, especially the topics included in Section III-6, and highlight the considerations most important to project success.

Offeror Response

   A. Company Overview. (1 page maximum)
This section should introduce the Offeror. List the number of employees, the primary business location(s), the primary markets served and how long the Offeror has been in business. Also, clearly identify the products, services and expertise the Offeror brings to this project.

B. Prior Experience. (3 pages maximum)
Include experience in the design, implementation, support and maintenance of technical IT transportation projects. Experience on large multi-agency FRITS implementation is of particular interest so long as it is not more than five (5) years old. Experience shown should be work done by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to must be identified and the name of the customer shown, including the name, address, and telephone number of the responsible official of the customer, company, or agency who may be contacted. A minimum of three (3) customer references should be provided.

C. Personnel.

1. Project Team Summary.
The Offeror should complete the project team summary Appendix E -Key Personnel Experience by Position. For project roles for which the Offeror or subcontractor currently has no staff, the Offeror should include the staff member name in the table and delineate each entry as “TBD.” For example, if six (6) trainers are needed for the project and the Offeror currently only has three (3), all six (6) positions should be listed. However, three (3) should be designated as “TBD” in the staff member name column.

2. Staffing Planning (1 page maximum).
If the Offeror’s project team is not currently fully staffed for this project, a description of the staffing approach that will be used to close this gap should be included. The description should include the manner in which qualified individuals will be identified and trained. The Offeror should also provide a schedule which details how long, following a Notice to Proceed (NTP), it will take to close the gap.

3. Letters of Commitment. (2 pages maximum per contractor).
The Offeror and each subcontractor must submit a Letter of Commitment for all personnel listed as part of the project team. The letter should state their intention to work on the FRITS project (if the contract is awarded to the Offeror) and be signed by each staff member identified as part of the project team.

4. Project Team Resumes. (1 page per team member).
The Offeror should also provide a brief resume for each team member focusing on their experience in the project role(s) they will be filling. The resumes should include staff educational qualifications and any relevant licenses or certifications they hold. For the project manager include experience they have in managing large projects and in managing multiple implementations simultaneously.
**Offeror Response**

D. **Subcontractors.** Provide a subcontracting plan for all subcontractors, including small diverse business and small business subcontractors, who will be assigned to the Project. The selected Offeror is prohibited from subcontracting or outsourcing any part of this Project without the express written approval from PennDOT and the state. Upon award of the contract resulting from this RFP, subcontractors included in the proposal submission are deemed approved.

1. **Subcontractor Overview. (1 page per subcontractor).**
   Similar to Part III-3. Qualifications. A-C, this section should introduce each subcontractor. List the primary business location(s), the primary markets served and how long the subcontractor has been in business. Also, clearly identify the products, services and expertise the subcontractor brings to this project. Briefly identify prior project experience the Offeror has with the subcontractor. List the number of employees by job category, description of services, percentage of time dedicated to the project, and resumes if appropriate.

2. **Subcontracting Plan. (2 pages maximum).**
   The Offeror should identify its experience in the area of subcontractor oversight. Include a description of the processes which will be used to monitor and control subcontractor performance. Define the approach which will be used to address shortcomings in subcontractor performance including the potential need to replace a subcontractor. Describe how the approach will minimize impacts to the project schedule, budget, and quality of deliverables.

**Offeror Response**

III-4. **Training. (1 page maximum)**
   On-site training of agency staff and agency contractor staff will be addressed by the Offeror as part of Task 1d, Agency Implementation Plan Template and Task 3g, Training of Section III-9 Tasks and Deliverables. As a part of the technical response, describe the general approach which has been used on prior ITS projects the Offeror has completed.

**Offeror Response**

III-5. **Financial Capability.**
   Describe your company's financial stability and economic capability to perform the contract requirements. Provide your company’s financial statements (audited, if available) for the past three (3) fiscal years. Financial statements must include the company’s Balance Sheet and Income Statement or Profit/Loss Statements. Include a Dun & Bradstreet comprehensive report, if available. If your company is a publicly traded company, please provide a link to your financial records on your company website in lieu of providing hardcopies. The state reserves the right to request additional information it deems necessary to evaluate an Offeror’s financial capability.

In this section of the response, the Offeror will address specific topics in relation to the tasks listed in Section III-9 Tasks and Deliverables.

A. General Approach. (5 pages maximum).

This section should clearly delineate the high-level approach for carrying out the ten (10) tasks listed in Section III-9 Tasks and Deliverables. The approach should include, but not be limited to, the following elements:

1. Agency Implementation Time / Simultaneous Implementations.

   Based on previous experience, the Offeror should estimate an average agency implementation time together with a range of agency implementation times for the thirty-three (33) project agencies (Part I-3, Table 1. List of Transit Agencies). The implementation time should represent the time from the agency kick-off meeting to the delivery of the agency close out report and should not include the agency assessment (see Task 1a, Agency Assessments of Section III-9 Tasks and Deliverables) or agency follow-up (see Task 3i, Agency Follow-up of Section III-9 Tasks and Deliverables). Based on the estimate of the average implementation time, the Offeror should also identify the number of agency implementations that will need to be occurring at the same time in order to ensure that the thirty-three (33) agencies implementations and the other project tasks are completed within five (5) years of NTP. The Offeror should provide an average and range for the number of simultaneous implementations.


   As described earlier, the Offeror should anticipate the need to consolidate the FRITS for two agencies into one and also the need to implement an agency into an existing FRITS implementation for another agency. The Offeror should discuss the methods they will develop to allow these processes to be executed in an efficient and timely fashion.

3. Project Team Assignments.

   The Offeror should describe how the project team will be organized to successfully complete the required implementations (Task 3, Agency Implementations) and address the other project tasks. For example, the Offeror should discuss whether a number of discrete implementation teams will be structured where each team focuses on a specific agency until it is completed and then moves on to the next agency, or if team members will be tasked with specific functions across multiple active implementations.

4. Hosting.

   The Offeror should describe its recommended hosting model for the FRITS and provide a rationale for the recommendation. Potential hosting models include cloud hosted and agency hosted. If the hosting model varies for different FRITS components, the Offeror should define the preferred hosting model for each.
B. Project Schedule and Schedule Adherence. (5 page maximum)

This section should lay out a high-level project schedule which includes all the major tasks in Section III-9 Tasks and Deliverables. A critical requirement of this project is that all implementation related tasks are completed within five (5) years. The high-level project schedule requested here should be presented in both tabular form and in the form of a Gantt chart. It is intended to illustrate the Offeror’s approach to the project without getting into any of the specifics of the project agencies. Consequently, thirty-three (33) agency implementations should be included in the schedule but the specific identity of each agency is not expected. Task 1 of Section III-9 Tasks and Deliverables requires the selected Offeror to develop a detailed statewide implementation plan. In contrast to the high-level schedule requested here, the statewide implementation plan will include a specific order for each of the agency implementations and present some key milestones in each agency implementation project.

PennDOT anticipates that the Offeror will actively manage the project to ensure the project stays on schedule and that corrective actions are implemented to bring the project back on schedule in the event of any slippage. This section should include a discussion of the strategies the Offeror will use to ensure the project stays on schedule. The Offeror should expect that each transit agency will have a unique set of challenges and circumstances. The Offeror should also expect that the order of agency implementations will change throughout the course of the project due in part to circumstances beyond the Offeror’s control.

C. Statewide Implementation Plan. (2 pages maximum)

The Offeror should describe some of the strategies which will be used in developing the statewide implementation plan (Task 1, Implementation Planning of Section III-9 Tasks and Deliverables) in order to achieve the following objectives:

1. All thirty-three (33) project agencies will be successfully implemented in no more than 5 years.

2. Implementation activities will minimize disruption to operations at the project agencies.

3. Unexpected circumstances such as changes in implementation order or the failure of an agency to complete required tasks on time can be accommodated without impacting the project schedule.
D. Exit Criteria. (1 page maximum)
In order for each agency implementation of FRITS to be deemed successful, it needs to meet a set of Exit Criteria. In Task 1d, Agency Implementation Plan Template of Section III-9 Tasks and Deliverables, the Offeror will develop a list of exit criteria for agency implementation based in part on prior experience. As a part of the technical submittal, the Offeror should provide some preliminary ideas for exit criteria in addition to those listed.

Offeror Response

E. Maintenance and Support. (3 pages maximum)
The Offeror should briefly describe its approach to maintenance and support. The description should indicate how well the support they provide to their current customers aligns with the requirements listed in Task 4, Maintenance and Support Tools and Task 5, Maintenance and Support of Section III-9 Tasks and Deliverables. The Offeror should specifically address the following support tools described in, and discuss the degree to which its current support tools meet PennDOT’s needs:

1. Ticket Tracking System.
2. Support Website.
3. Training Videos.
4. User Forums.

If the Offeror already has one or more of these support tools it should be reflected in the Task 4, Maintenance and Support Tools costs requested in Appendix B – Cost Submittal.

Offeror Response

F. Flexible Fare Payments. (3 pages maximum)
The Offeror should briefly discuss its approach to providing the flexible fare payment options outlined in Appendix I – Functional Specifications Compliance Matrix. The Offeror should touch upon the number of separate devices which are required, the integration with fare box technologies (specifically GenFare and Scheidt and Bachmann fareboxes) and the manner in which the data collected via the flexible fare payment device(s) will be integrated with data from other components of the FRITS.

Offeror Response

G. Legacy Equipment. (2 pages maximum).
While a goal of the project is to deploy a common set of technologies statewide, it is also important to maximize the value derived from the technologies which agencies have already purchased and deployed. The extent to which the project agencies are
currently using fixed route technologies varies. A statewide inventory of fixed route technologies currently in use is provided in Appendix N – Statewide FRITS Inventory Detail and Components, Hardware and Software Summaries. As each agency is implemented, the CAD/AVL and tightly coupled technologies will be replaced since CAD/AVL represents the central component of the new statewide FRITS. Components peripheral and relatively independent of the CAD/AVL, however, will remain in place unless there is sufficient justification for replacement. The Offeror will describe in general terms how legacy equipment will be evaluated for potential reuse. The data from the statewide inventory of current fixed route technologies in use throughout the state was used to produce a list of legacy hardware and software products to consider for potential reuse during the statewide FRITS implementation. Not all software and hardware components collected in the inventory were included in the list. For example, CAD/AVL systems and technologies tightly coupled to CAD/AVL systems were not included for reuse consideration since CAD/AVL is the central component of the statewide FRITS. Appendix F – Legacy Equipment Interface Capabilities presents a matrix of hardware and software products currently in use in the state. The Offeror must include this matrix as part of its technical proposal. In accordance with the instructions provided with the compliance matrix, the Offeror should indicate the degree to which its system can integrate with the product. Additionally, the Offeror should provide a recommendation in regards to whether each hardware and software product listed should be reused. The recommendations for reuse should be based the following considerations:

1. Potential cost savings associated with reusing the legacy equipment.

2. Ability of the Offeror’s system to interface with the legacy equipment.

**Offeror Response**

H. Pre-FRITS Acquisition of New Vehicles. (1 page maximum)

Once an agency has implemented the statewide FRITS, all new fixed route technologies deployed to both new and existing vehicles will conform to the statewide FRITS. In the interest of expeditiously propagating the selected FRITS technologies statewide, PennDOT would like to explore the possibility of deploying a subset of the FRITS components to new vehicles acquired by agencies which have not yet implemented the system and thereby minimize continued deployment of technologies which deviate from the statewide FRITS. The Offeror will develop new vehicle FRITS specifications as part of Task 8, Installation and Maintenance Specifications of Section III-9 Tasks and Deliverables. One of the specifications will address new vehicles acquired before the agency implements the FRITS and the other specification will address vehicles acquired after the agency has implemented FRITS. As a part of its technical response, the Offeror should include some high-level thoughts on how new vehicles acquired prior to an agency’s FRITS implementation should be equipped.

**Offeror Response**
I. Statewide Analysis and Reporting System. (2 pages maximum)
PennDOT anticipates that the components of the statewide FRITS will largely be off-the-shelf products since there are many proven products on the market. However, PennDOT is also looking to have a centralized software application which will facilitate statewide reporting and analysis. This tool will compile FRITS data statewide into a data warehouse and allow PennDOT to conduct cross agency comparisons and aggregate data across agencies. Consequently, this project includes a significant custom software development effort. The development of the Statewide Analysis and Reporting System is addressed in Task 6, Statewide Analysis and Reporting System and Data Warehouse of Section III-9 Tasks and Deliverables and some preliminary specifications for the system are provided in Appendix M - Statewide Analysis and Reporting Specifications. The Offeror should present some preliminary thoughts on this system and how it will be designed to achieve PennDOT’s objectives. The Offeror’s response should illustrate that the Offeror has good ideas on how this system should be implemented and has the skill to put it in place. The Offeror should also specifically touch upon the objective of including SEPTA and PAAC fixed route data in the system even though they will not implement the FRITS.

Offeror Response

J. System Enhancements. (3 pages maximum)
PennDOT expects that the Offeror and subcontractor(s) will continue to enhance its system to take advantage of advances in technology and ensure its products continue to represent the state of the art in FRITS technology. As part of the annual support and maintenance the project agencies will be entitled to all software enhancements associated with system components. In addition, as described in Task 7, System Enhancements of Section III-9 Tasks and Deliverables, PennDOT and the transit agencies may periodically request specific enhancements to the system. In this section the Offeror must address the following items:

1. Commitment to System Improvements.
The Offeror should briefly describe the level of commitment the Offeror and subcontractors have to enhancing the system. Where possible, the Offeror should provide quantitative measures which support the stated levels of commitment to product development and enhancements (e.g. annual funds directed to research and development).

2. Recent System Enhancements.
The Offeror should use the table in Appendix O – Vendor Enhancements History to list the significant enhancements the Offeror and subcontractors have made to the system over the past 3 years.

3. Statewide Rollout Methodology.
PennDOT expects that system enhancements will be rolled out to agencies in a timely fashion so that agencies can benefit from advances in the system. PennDOT also wants to minimize the number of products and product versions in use across the state at any one time. The Offeror should describe its proposed methodology for rolling out system enhancements statewide and describe how it addresses PennDOT’s objectives. In addition, the Offeror should address how its methodology would differ for each FRITS component.

4. Enhancement Requests from PennDOT.
As described in Task 7 of Section III-9 Tasks and Deliverables, PennDOT desires to ensure that: (1) the software components of the FRITS in use in Pennsylvania are the same as the software components the Offeror and subcontractors deploy elsewhere, (2) the Offeror and subcontractors make every effort to accommodate enhancement requests assuming they are not at odds with their vision for their products and (3) that PennDOT will not be expected to pay for all system enhancements it requests. It is assumed that the Offeror and subcontractors will be continually investing in product development as well. In this section of the proposal, the Offeror should describe how they will address PennDOT’s objectives in the area of enhancement requests. Include a description of the costing strategy that the Offeror will apply to PennDOT requested enhancements, which takes into account the fact that many of the enhancements would add value to the Offeror’s product.

Offeror Response

K. Turnover Plan. (3 pages maximum)
PennDOT firmly believes there are numerous far reaching benefits which will result from the implementation of a statewide FRITS. However, relying on a single Offeror and set of products statewide poses some long-term risks to both PennDOT and the project agencies. Should it become necessary to switch to another Offeror, subcontractor and / or FRITS component such as CAD/AVL, PennDOT needs assurance that there are processes in place which will enable a smooth turnover and seamless process. PennDOT expects the Offeror to be an active partner in developing these processes (see Task 2a, Turnover Plan of Section III-9 Tasks and Deliverables). In this section of the response, the Offeror should demonstrate they have a solid approach to addressing this task and are committed to working with PennDOT to mitigate the risks associated with a potential turnover and identify strategies to reduce the dependence of PennDOT on the Offeror and specific technologies. The Offeror should ensure that all agreements between the Offeror and firms they are teaming with are transferrable to another Offeror.

Offeror Response

L. Economies of Scale. (2 pages maximum)
One of the project goals set forth in Part I-4.B. Objectives was concerned with reducing statewide FRITS costs through the economies of scale. In this section, the
Offeror should describe how it will leverage the scale of this statewide project in order to offer lower costs to PennDOT during the implementation phase and beyond.

**Offeror Response**

**M. Project Management. (3 pages maximum)**
Project management expectations for this project are detailed in Task 10 of Section III-9 Tasks and Deliverables. This section should discuss the Offeror’s approach to project management. In particular, the Offeror should identify the key project risks and discuss the strategies which will be used to mitigate them. The selected Offeror must comply with PennDOT’s project management methodologies, practices and processes. Refer to PennDOT IT Project Management Methodologies located in Appendix K - IT Project Management Handbook. In addition, this section should discuss the quality assurance processes which will be used to ensure that agency implementations are successful and that the level of agency support meets or exceeds the Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) (see Appendix H – Key Performance Indicators and Service Level Agreements).

**Offeror Response**

**N. Alternate Approaches. (3 pages maximum)**
This RFP includes a variety of preferences and expectations in regards to project approach which are directly stated or implied. The Offeror should identify any alternate approaches to the project which they believe would better meet the overall objectives of the project; make project implementation more efficient and effective; or otherwise add value to the project. Regardless of the ideas the Offeror may provide in this section, the remainder of the response should address the tasks and expectations as represented in this document.

**Offeror Response**

**O. Specification Compliance.**
Appendix I – Functional Specifications Compliance Matrix presents a specification compliance matrix which lists each of the functional specifications for the system organized by FRITS component. The Offeror should complete the specification compliance matrix which documents the extent to which the Offeror’s current (i.e. Off-the-Shelf) solution meets the needs of PennDOT and the project agencies. This matrix must be completed in accordance with the instructions provided. Since it is recognized that the Statewide Analysis and Reporting System represents new development, the high-level specifications for this system are not included in the compliance matrix.

**Offeror Response**

**P. Pre-Defined Vendor Reports.**
The Offeror should identify all the pre-defined reports generated by the system by completing the pre-defined reports table in Appendix G – Pre-Defined Vendor
**Reports** and providing an example of each report. The Offeror should also list the filters users can set for each report. For reports that are more than two (2) pages long, the Offeror should only supply the first two (2) pages.

**Offeror Response**

### III-7. Reports and Project Control.

The Offeror is required to conduct and document meetings with PennDOT and the transit agencies and to produce a variety of reports at specific junctures in the project. These meetings and reports are referenced throughout this section and more specifically in **Section III-9 Tasks and Deliverables**.

**Offeror Response**


The Offeror will identify which, if any, of the terms and conditions (contained in **Part IV – Cost Submittal**) it would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror’s failure to make a submission under this paragraph will result in its waiving its right to do so later; however, the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office’s sole discretion, would be in the best interest of the state. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions.

The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for **Part VI – IT Contract Terms and Conditions**. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror’s, or any other, online guides or online terms and conditions contained in any proposal. Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, based on the terms and conditions set out in **Part VI**. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in **Part VI or to other provisions of the RFP as specifically identified above**.

### III-9. Tasks and Deliverables

This section describes the tasks and deliverables associated with this project. The Offeror should review this information carefully when preparing both the technical proposal and the cost proposal. The scope of work is divided into the following ten (10) tasks each of which has an associated set of deliverables:

- Task 1 – Implementation Planning.
- Task 2 – Risk Management.
- Task 3 – Agency Implementations.
- Task 4 – Maintenance and Support Tools.
Task 5 – Maintenance and Support.
Task 6 – Statewide Analysis and Reporting System and Data Warehouse.
Task 7 – System Enhancements.
Task 8 – Installation and Maintenance Specifications.
Task 9 – Other Technical Support.
Task 10 – Project Management.

At the end of each task, there is a table containing all of the required deliverables with corresponding due dates. As required in Part VI of this RFP, the Offeror must submit a total cost for each task in this section. For invoicing purposes, only the total task cost is broken down per deliverable using the “Task Payment Percentage.” The percentage is the amount of the total task costs that are paid to the Offeror after PennDOT has approved the corresponding deliverable. For example, the Offeror must submit Deliverable No. 1-b (“Quick Start” Implementation Plan) eight (8) weeks from the NTP. After PennDOT’s approval of the Deliverable 1-b, the Offeror will be paid 20% of the total costs submitted in Part IV, Section IV-1 for Task 1, Implementation Planning.

Task 1 - Implementation Planning.
In this task, the Offeror will complete numerous planning tasks as outlined below.

Task 1a – Agency Assessments.
The Offeror will conduct on-site visits for each of the project agencies. The assessment should include a thorough review of the agency’s fixed route service with specific attention paid to unique or unusual aspects of the service which may complicate or jeopardize successful implementation of the FRITS. These assessments are important tools for developing both the statewide and “quick start” implementation plans and for ensuring the Offeror is able to maintain the schedules laid out in these plans.

The first five (5) agency assessments to be conducted will be based on the list of candidate agencies PennDOT provides to the Offeror at the kickoff meeting and will be used to develop the “quick start” implementation plan. The Offeror shall conduct the first preliminary assessment and deliver an agency assessment report, the contents of which is detailed below, before conducting the assessments of the remaining four (4) candidate agencies, so that the assessment process and the structure of the agency assessment report can be evaluated and refined as needed.

Once the first five (5) agency assessments are complete and the “quick start” implementation plan has been developed, the Offeror will continue conducting agency assessments for the remaining project agencies in order to develop the statewide implementation plan.

Each agency assessment report will include the following elements:

i. Overview of the agency’s fixed route service.

ii. A listing of the FRITS components which are proposed for implementation at the agency.
PennDOT anticipates that most components will be included for all agencies. However, some may not provide enough benefit to justify the costs (e.g., scheduling software, vehicle health monitoring and transit planning software). The Offeror should include its rationale for the decisions to include or exclude FRITS components for the agency.

iii. **A completed copy of the Appendix B – Cost Submittal, B-2. Task 3 Worksheet.** This worksheet uses agreed upon costs specified in the contract together with the components which the Offeror is recommending for the agency to determine the cost for the agency implementation.

iv. **Recommendations Reuse of Legacy Equipment.**
The Offeror should list the agency’s current fixed route technologies including the age(s) of each component. The inventory of statewide fixed route technologies (see **Appendix F – Legacy Equipment Interface Capabilities**) should be used as a starting point; however, it may be updated as needed. Using this information, the Offeror should make recommendations as to which technologies will be replaced on existing vehicles and which technologies will be left in place when the FRITS is implemented at the agency. At a minimum, the CAD/AVL system and components tightly coupled to CAD/AVL should be implemented. The Offeror should include their rationale for recommending to replace or reuse legacy equipment.

v. **Recommendation for Equipping New Vehicles.**
When a new bus is added to the fleet for an agency that has already implemented the FRITS, the vehicle will be equipped with the same components agreed to as part of the implementation. However, when a new vehicle is added to the fleet for an agency that has not yet implemented the FRITS, some subset of the FRITS components will be deployed. As a part of the agency assessment report, the Offeror should identify the components recommended for deployment on new vehicles during the period leading up to the implementation of the FRITS at the agency. The Offeror may also recommend that its wiring harness be installed on new vehicles in preparation for the agency’s eventual implementation of the FRITS. The Offeror will prepare a generalized installation specification for pre-implementation new vehicle acquisitions in **Task 8b, Installation Specifications for Pre-Implementation New Vehicle Acquisitions.** The recommendations here should address agency specific modifications to the general specification and will be presented as an addendum to the specification as part of the agency close out report (**Task 1d, Agency Implementation Plan Template** and **Task 3h, Implementation Close Out Report**).

vi. **Unique or Unusual Service Elements.**
The Offeror should identify any atypical aspects of the agency’s service area, riders or operational practices which may impact the FRITS implementation.
vii. **Evaluation of Key Agency / Contractor Staff.**

The Offeror should evaluate agency staff and agency contractor staff who will have specific responsibilities during implementation and / or in operating the system, with particular attention to:

a. Agency Project Manager.
b. Dispatchers.
c. Drivers.
d. Vehicle Maintenance Staff.
e. Other Staff.

In evaluating staff, the Offeror should identify any deficiencies in the skills needed to successfully implement, operate and fully utilize the FRITS. The Offeror should also identify risks associated with a lack of redundancy in staff skills.

The Offeror should determine the extent to which an agency’s vehicle maintenance staff, if they have any, will be able to configure, troubleshoot, maintain, repair and replace FRITS components. While the Offeror is ultimately responsible for resolving issues with the FRITS for each agency, many agencies will be able to perform routine maintenance and component replacement tasks themselves with little or no support from the Offeror. The agency assessment report should summarize the agency’s capabilities in these areas.

viii. **Other Agency Commitments.**

The Offeror should assess any significant commitments the agency has planned over the next five (5) years including, but not limited to, major projects, labor union contract negotiations and rebids for contracted services. This information should be taken into account in assessing viable time periods for FRITS implementation at the agency.

ix. **Implementation Risks.**

During the agency assessment, the Offeror should pay particular attention to potential risks for achieving a timely and otherwise successful implementation at the agency. These risks should be clearly identified in the agency assessment report.

x. **Risk Mitigation.**

The Offeror should define strategies for eliminating or mitigating any implementation risks which are identified. These recommendations could include specific operational changes at the agency and / or scheduling the agency later in the overall statewide rollout.

The agency assessment reports for the first five (5) agency assessments must be included as part of the “Quick Start” Implementation Plan. The remaining agency assessment reports will be submitted as part of the statewide implementation plan.
**Task 1b – “Quick Start” Implementation Plan.**
Once the assessments have been completed for the five (5) agencies, the Offeror will put together the “quick start” implementation plan which lays out a high-level schedule for the three (3) preliminary agencies proposed for implementation. The “quick start” implementation plan is intended to serve the same purpose as the statewide implementation plan on a much smaller scale. It will include the following elements:

i. **The three (3) agencies recommended for “quick start” implementations.**
   Provide the rationale behind selecting the three (3) agencies.

ii. **The order in which the three (3) agencies will be implemented.**
   It is assumed that the agencies will have staggered start dates for their implementations but that the implementations will overlap. The Offeror is welcome to propose a different implementation strategy for the agencies. Provide the rationale for the proposed order of implementation.

iii. **A high-level implementation schedule.**
   The schedule presented in the “quick start” implementation plan should include a few high-level milestones for each of the three (3) selected agencies. Specifically:
   a. Agency Implementation Plan.

The “quick start” implementation plan is expected to be brief and to the point. The key purpose of this plan is to get implementation activities started as early in the project as possible.

**Task 1c - Statewide Implementation Plan.**
The Offeror will develop a statewide implementation plan for deploying the FRITS to the project agencies. In developing the plan, it is expected that the Offeror will meet with the PennDOT project team in order to fully understand PennDOT’s priorities and expectations. As with the “quick start” implementation plan, the statewide plan will not address the detailed steps involved in each agency implementation; these details will be reserved for the agency implementation plan (see **Task 1d, Agency Implementation Plan Template**). The statewide implementation plan should include the following elements:

i. **The statewide schedule for implementing the project agencies.**
   This schedule should be presented in both tabular form and as a Gantt chart. The factors which should be considered in developing the implementation order include:
   a. Agency needs.
   b. Age of existing technology.
   c. State policy priorities (e.g. regionalization).
   d. Other agency commitments.
e. Reduce project risks.

f. Increase implementation efficiencies.

g. Reduce the time required to implement statewide.

h. Minimize the impacts of changes in implementation order on overall schedule.

Some of these considerations have opposing effects and tradeoffs will be necessary in developing a practical and effective implementation order. The plan should provide the rationale for the proposed order of implementations.

ii. **The high-level schedule for each agency implementation.**

While the statewide implementation plan is intended to be relatively high level it should include dates for some key milestones / deliverables. These include:

a. Agency Assessment Update.

b. Agency Implementation Plan.


Details for these milestones and deliverables are provided in **Task 1d, Agency Implementation Plan Template**.

iii. **Strategies and processes to ensure adherence to the overall project schedule.**

The importance of adhering to the project schedule cannot be overstated. In order to ensure the overall project schedule is not adversely affected by project delays, it is critical that the selected Offeror adequately plan for potential project delays and develop effective processes for keeping the project on schedule and/or returned to schedule should slippage occur. The statewide implementation plan should clearly define the strategies and processes which will be used for this purpose. Specifically, the Offeror should clearly address how the impacts of adjusting the implementation order will be mitigated and how the Offeror will respond to any schedule slippage to ensure that adherence to overall project schedule is maintained.

iv. **Agency Assessment Reports.**

As indicated in **Task 1a, Agency Assessments**, the agency assessment reports should be included as an appendix to the statewide implementation plan.

**Task 1d – Agency Implementation Plan Template.**

The Offeror will develop an agency implementation plan template to ensure that agency implementations are efficient and meet both PennDOT and agency requirements and expectations. This template will serve as the basis for each agency specific implementation plan. The plan, and therefore the plan template, should address all the key tasks of an agency implementation. The plan should include, but not limited to, the following elements:
i. **Agency Assessment.**
A copy of the agency assessment should be included in each agency implementation plan.

ii. **Agency Assessment Update.**
As part of the development of the statewide implementation plan, the Offeror will conduct an assessment of each agency. However, over the time which elapses between the initial agency assessment and the agency implementation, circumstances may change. Consequently, before each scheduled implementation, the Offeror should reassess the agency and update the agency assessment report which was included in the statewide implementation plan. These assessment updates would occur about two (2) months before each scheduled implementation. In the event that significant issues are identified, there is sufficient time to address them before the implementation or, if necessary, the statewide implementation order can be adjusted without impacting the overall project schedule. The Offeror will decide whether the assessment update should be performed onsite or whether it can be handled through a teleconference with the agency. Agency assessment updates are not required for the “quick start” implementations, since there should not be a large gap in time between the agency assessment and initiation of implementation activities for these agencies.

iii. **Implementation Scope and Cost.**
As part of each agency assessment, the Offeror identified the specific FRITS components which will be implemented at each agency. This list along with associated costs should be presented in a tabular format. The costs for components funded as a part of this project and the costs for optional components the agency has elected to include should be broken out separately. The costs presented should be consistent with the costs submitted in the Appendix B -- Cost Submittal and ultimately included in the contract. This document should define the format for the scope and cost listing which will be included in each agency specific implementation plan.

iv. **Approach.**
The Offeror will include a section in the plan which describes the overall approach to implementing the system. While the approach for each implementation will vary, the template should describe, in general terms, strategies which will be utilized to minimize the impact on agency operations. The Offeror should also differentiate between the approach taken for agencies that currently have a FRITS and those who currently have no substantial fixed route technology. In the event that the agency being implemented will merge with an existing FRITS agency, as may happen from time to the time, the approach should reflect any special considerations this may necessitate.
v. **Data Collection and System Configuration.**
   The implementation plan template should describe all data collection and system configuration requirements. It should clearly define which tasks will be performed by the Offeror and which tasks will be performed by the agency or agency contractor. PennDOT anticipates that the Offeror will migrate data from the agency’s current system, if it has one, to the new system. Many agencies do not have the technical expertise and/or capacity to do these tasks.

vi. **Preservation of Historic Data.**
   If an agency has any legacy data which cannot be migrated to the FRITS, the Offeror will need to work with the agency to devise a strategy that ensures the agency will continue to have access to this data. The agency implementation plan should address these needs should they exist for an agency.

vii. **Beta Deployment.**
    The Offeror will fully deploy the FRITS on a small number of agency vehicles to gain acceptance from the agency prior to rolling the system out to the entire fleet. The number and types of vehicles which are to be included in the beta deployment will be determined in consultation with the agency. A description of the high-level process(es) for conducting the beta deployment should be detailed in the agency implementation plan template. The Offeror will develop a functional specification checklist which is based on the specifications in **Appendix I - Functional Specifications Compliance Matrix.** The Offeror will also develop a data conversion checklist aimed at validating the processes used to migrate and convert data from an agency’s legacy system to the FRITS. The agency will sign off on the functional specification checklist and, if applicable, the data conversion checklist once they are satisfied the beta deployment has been successfully completed. The beta deployment checklists should be included as an appendix to the agency implementation plan template.

viii. **Training.**
    The Offeror is expected to provide onsite training to the agency staff who will have system operational and maintenance responsibilities. The Offeror should include training for the executive staff, managers, fiscal staff, dispatchers, schedulers and drivers. The Offeror should also include training for vehicle maintenance staff who will be responsible for configuring, troubleshooting, maintaining, repairing and replacing FRITS components. Training should also cover the various support options available to the agency staff including the support website, support ticket tracking system, the user forums and the annual Pennsylvania user’s conference (**Task 5, Maintenance and Support**). The list of role-specific training which will be provided should be included in the agency implementation plan template. A list of the topics to be covered in each training session should also be included.
Offeror should also address the method by which skills redundancy will be created through training so the agency is not at risk if a staff member leaves.

ix. **Agency Stakeholder Communications.**
To help ensure implementation success, the agency should communicate appropriate information to its stakeholders in regards to its FRITS implementation project. The communications should be primarily aimed at keeping stakeholders aware of the relevant milestones in the agency implementation schedule and setting appropriate expectations. Accordingly, the Offeror should include a task in the agency implementation plan for the agency to develop a stakeholder communications plan.

x. **Exit Criteria.**
Based on its prior experience implementing FRITS technologies, the Offeror will develop a list of objective and measurable criteria which will be used to determine when an agency implementation has been successfully completed and the agency can be moved from implementation status to support status. Exit criteria should include, but not be limited to, the following:

a. **Correct operation of all key system functions.**
As with the beta deployment, once an agency implementation is complete, the Offeror will provide the agency with a functional specification checklist to use in verifying the system is compliant with the agreed upon specifications. The functional specification checklist should be the same checklist which was used at the completion of the beta deployment and should be based on the specifications in **Appendix I - Functional Specifications Compliance Matrix.**

b. **Conversion of Legacy Data.**
Once agency implementation is complete, agencies who migrated to the FRITS from a legacy system will be provided with a data conversion checklist to verify that the Offeror’s data conversion and migration procedures were successful. This checklist should be the same template used at the completion of the beta deployment.

c. **Documented Staff proficiency with the System.**
The Offeror should use role-specific assessment methods to confirm that staff have achieved the required level of competence in completing the responsibilities associated with their role(s). Staff proficiency can be assessed using written exams, oral exams or authentic assessments where the staff demonstrate they can perform their FRITS related responsibilities. This set of exit criteria will ensure that staff training achieved its key objectives and that the agency is fully capable of using the FRITS without onsite support from the Offeror.

d. **APC Validation.**
The Offeror should establish criteria to demonstrate the data collected from the APCs are of sufficient quality. The criteria should meet or exceed the requirements for NTD reporting so that manual counts are not required.

e. Percentage of Drivers Logging into the System.
   The Offeror should establish a percentage of driver log-ins which can be used as part of the exit criteria. If the percentage of drivers logging into the system is below this value it is an indication that additional training may be required.

At the completion of each agency implementation, the Offeror will submit a close out report to PennDOT. As part of the implementation plan template, the Offeror should define the elements which will be included in the report and provide an outline for the report. The report should include, but not be limited to, the following elements:

   a. Documentation that the exit criteria have been met including the agency executed beta deployment checklists, staff proficiency test results, APC validation test results, driver login percentages by day and the agency executed close out checklists.
   b. A comparison of the milestone dates achieved with the milestone dates provided in the statewide implementation plan.
   c. In the event of missed dates, reasons for the schedule overrun and corrective actions which will be implemented to bring the overall project back on schedule.
   d. A list of the lessons learned during the implementation process. The report should also describe how these lessons will be used to strengthen the statewide implementation plan, the agency implementation plan template and the exit criteria for the agency implementations yet to come.
   e. Agency specific addenda to the implementation specifications the Offeror developed in Task 8. These addenda should define which elements of the installation specifications apply to the agency. These addenda together with the installation specifications should provide a bus manufacturer, or any third party, with the information necessary to acquire the FRITS equipment required for new vehicles and successfully install and configure it.

xii. Agency Follow-Up.
Approximately six (6) months after implementation, the Offeror will return to the agency to evaluate the agency’s use of the system and provide follow up training as needed. The agency implementation template should detail the proposed content of these visits. It should also provide an outline for the agency follow up report which will be submitted to PennDOT after the follow up is completed. The follow up report should include the following elements:
a. Findings and observations.
b. Follow up training provided.
c. Recommendations to improve agency use of the system.
d. The results of a re-evaluation of the exit criteria.
e. Proposed changes to the Agency Implementation Plan Template based on lessons learned during the agency follow-up.

xiii. Implementation Schedule.
Since this document is simply a template, it will not include a schedule with actual dates. However, the document should include a boilerplate schedule which identifies all milestones and provides expected timeframes to achieve the milestones relative to the agency kickoff meeting.

The elements listed above are not intended to be comprehensive. The Offeror should add additional elements to the implementation plan template which they deem necessary.

Task 1 Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-a-xx</td>
<td>Agency Assessment Report (one for each of the project agencies).</td>
<td>The 1st report is due three (3) weeks from NTP. The remaining reports are due one (1) week after the agency visit.</td>
<td>0</td>
</tr>
<tr>
<td>1-b</td>
<td>“Quick Start” Implementation Plan.</td>
<td>Eight (8) weeks from NTP.</td>
<td>20</td>
</tr>
<tr>
<td>1-c</td>
<td>Draft Baseline Statewide Implementation Plan.</td>
<td>Six (6) months from NTP.</td>
<td>0</td>
</tr>
<tr>
<td>1-c</td>
<td>Final Baseline Statewide Implementation Plan.</td>
<td>One (1) week after feedback is provided on the draft plan.</td>
<td>50</td>
</tr>
<tr>
<td>1-d</td>
<td>Draft Agency Implementation Plan Template.</td>
<td>Four (4) weeks from NTP.</td>
<td>0</td>
</tr>
<tr>
<td>1-d</td>
<td>Final Agency Implementation Plan Template.</td>
<td>One (1) week after feedback is provided.</td>
<td>30</td>
</tr>
</tbody>
</table>

The “xx” in the deliverable numbers represents the two digit agency number in Table 1. Transit Agencies found in Part I, Section I-3 Overview of Project.
**Task 2 – Risk Management.**
General project risk management activities are addressed as part of **Task 10, Project Management.** This task and associated subtasks address some very specific project risks associated with (1) the potential need to turn the plan over to another vendor, subcontractor and / or FRITS component and (2) disaster recovery. Over the first four (4) months of the project, the Offeror will create a Turnover Plan and a Disaster Recovery Plan (DRP) to address these risks. The Offeror should plan on holding risk management meetings with PennDOT every other week to discuss the objectives of these documents and to review progress and address questions during their development. The risk management meetings should be staggered with the project status meetings which will also occur at a frequency of once every two weeks (see **Task 10, Project Management**).

**Task 2a – Turnover Plan.**
In the event it becomes necessary to turn the plan over to another vendor, subcontractor and / or FRITS component at some point in the future, the Offeror must ensure that documented processes are in place so that the turnover proceeds smoothly and does not adversely affect transit operations in the State. The nature of the impacts of the turnover to another vendor, or another subcontractor the Offeror is teaming with, will be dependent on the specific products and services they are providing for the project. The plan should identify scenarios of concern to PennDOT and include turnover processes which could be used for each. It should include scenarios where the Offeror or subcontractor leaves the project and is unable to provide transitionary support such as might be the case if the firm went out of business. The plan should also include scenarios where the exiting Offeror or subcontractor will continue providing support through the turnover period.

The turnover plan should include, but not be limited to, the following elements:

i. **Turnover to a New Vendor.**
The Offeror should define the FRITS components and services that would be impacted by a turnover to a new vendor. To minimize the impact of an Offeror turnover, all agreements between the Offeror and subcontractors should be transferrable to another vendor.

ii. **Turnover of Hosting Infrastructure.**
In order to facilitate the turnover to another vendor, the hosting infrastructure should be readily transferrable to PennDOT or another vendor. The vendor should address the possibility of PennDOT owning the hosting infrastructure or alternatively having the option to take ownership, if needed. The vendor should also ensure that Pennsylvania agencies use dedicated servers and are not intermingled with customers out of state to simplify infrastructure turnover, if necessary.

iii. **Turnover of Support.**
The Offeror should develop processes by which the support site, ticket tracking system, training videos and user forums can be turned over to PennDOT or another
vendor. The Offeror should also define how help desk support would be provided through a turnover to another vendor.

iv. **Turnover to a New Subcontractor.**  
For each subcontractor on the team, the Offeror should define the FRITS components and services that would be impacted by a turnover to a new subcontractor.

v. **Support of Software and Proprietary Hardware throughout Turnover.**  
In the event the contractor responsible for a critical FRITS component leaves the project and is unable to assist in the statewide transition to a new firm / replacement product, it will be necessary for the remaining project team or PennDOT to continue to support the component during the transition. The turnover plan needs to fully address these needs.

vi. **Software Escrow.**  
To facilitate continuity of support for FRITS components, certain component source code and documentation should be maintained in a software escrow account. The Offeror should define which component software should be maintained in an escrow account in order to ensure continuity of support through all turnover scenarios. The turnover plan should address how often the deposits should be made, the systems documentation which should be included with the source code, the verification processes which the escrow provider will perform and the events which would trigger release of the source code.

vii. **Software Escrow Agreement.**  
For each software component which is maintained in escrow as part of the turnover plan, there needs to be an escrow agreement. Minimally, the escrow agreement shall:

a. Contain a provision under which the Offeror and escrow agent shall indemnify and hold harmless the Commonwealth of Pennsylvania and PennDOT at all times;
   i) Be interpreted in accordance with and fully comply with Pennsylvania law;
   ii) Provide adequate protections to permit the Commonwealth to access the escrowed source code under all circumstances, during regular business hours; and, fully comply with the Commonwealth of Pennsylvania’s contracting procedures and protocol, which includes but is not limited to standard contract provisions, such as the Contractor Responsibility Provisions; Contractor Integrity Provisions; State Nondiscrimination/Sexual Harassment Clause; offset provision; Provisions Concerning the Americans with Disabilities Act; and the Right-to-Know Law Provisions.

b. The escrow agreement shall not:
   i.) Require PennDOT to indemnify any party;
   ii.) Require PennDOT to agree to pay any attorneys’ fees, late fees, interest or
similar charges; or
iii.) Conflict with applicable Commonwealth of Pennsylvania laws and policies.

The escrow agreement will be provided as a required appendix in the Turnover Plan.

viii. Testing.
The Offeror should devise test strategies which can be used to periodically verify the effectiveness of the turnover plan.

Task 2b – Disaster Recovery Plan.
The Offeror will develop a disaster recovery plan specific to the statewide Pennsylvania FRITS implementation. The Disaster Recovery Plan (DRP) should include, but not necessarily be limited to, the following elements:

i. Critical System Functions and Maximum Tolerable Downtime (MTD).
The DRP should identify all critical system functions and the associated MTD for each.

ii. Disaster Scenarios.
The DRP should identify all potential disaster scenarios ranging from those that impact a single agency to those that impact the entire state. For each scenario, the Offeror should identify the critical system functions which are impacted and the scope of the impact.

iii. Recovery Time Objectives. (RTO)
For each scenario, the DRP should identify the Recovery Time Objectives (RTO) based on the critical system functions which are impacted and their associated MTD.

The DRP should include a detailed recovery procedure for each scenario which achieves the associated RTO. The procedure should identify all actions which will be taken by the Offeror, transit agencies and PennDOT.

v. Contingency Procedures.
For each scenario, the DRP should detail contingency procedures the agency can follow in order to maintain a basic level of operational service during recovery.

vi. Communications.
The DRP should describe the manner in which significant disruptions in service will be communicated to PennDOT and the affected agencies. The plan should describe both initial notifications and ongoing communications which will occur as restoration and recovery procedures are underway.
vii. **Testing.**

The DRP should detail specific drills that will be conducted to test the recovery and contingency procedures and ensure they are effective. For each drill, the DRP should define the drill frequency and detail the steps that need to be completed by the Offeror, transit agencies and PennDOT.

**Task 2c – Risk Management Meetings.**

The Offeror should hold risk management meetings with PennDOT every other week to discuss the objectives of these documents and to review progress and address questions during their development. The risk management meetings should be staggered with the project status meetings which will also occur at a frequency of once every two weeks (see **Task 10, Project Management**). The Offeror will produce meeting agendas one (1) business day prior to the meeting and meeting minutes two (2) days after the meeting.

### Task 2 Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
</tr>
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<tbody>
<tr>
<td>2-a</td>
<td>Draft Turnover Plan.</td>
<td>Four (4) months from NTP.</td>
<td>0</td>
</tr>
<tr>
<td>2-a</td>
<td>Final Turnover Plan.</td>
<td>One (1) week after feedback is provided.</td>
<td>60</td>
</tr>
<tr>
<td>2-b</td>
<td>Draft Disaster Recovery Plan.</td>
<td>Four (4) months from NTP.</td>
<td>0</td>
</tr>
<tr>
<td>2-b</td>
<td>Final Disaster Recovery Plan.</td>
<td>One (1) week after feedback is provided.</td>
<td>40</td>
</tr>
<tr>
<td>2-c-xx</td>
<td>Risk Management Meeting Agenda.</td>
<td>One (1) business day before the scheduled meeting.</td>
<td>0</td>
</tr>
<tr>
<td>2-c-xx</td>
<td>Risk Management Meeting Minutes.</td>
<td>Two (2) business days after the meeting.</td>
<td>0</td>
</tr>
</tbody>
</table>

The “xx” in the deliverable numbers represents a sequential number for the risk management meetings. For example, the agenda for the third risk management meeting would have a deliverable number of “2-1-03”.

**Task 3 Agency Implementations.**

This task and associated subtasks address the activities which the Offeror will perform as part of an agency implementation. **Task 3, Agency Implementations,** will be repeated for each of the project agencies.
Task 3a – Agency Reassessment.
As described in Task 1d, Agency Implementation Plan Template, approximately two (2) months prior to each agency implementation, the Offeror should perform a reassessment to determine if circumstances have changed at the agency since the initial agency assessment. For implementations which occur within the first two (2) years of the initial assessment the agency reassessment can occur remotely via email and / or teleconference. However, as the gap between the initial assessment and the implementation increases beyond two years or if significant operational changes have occurred at the agency, the Offeror may wish to conduct onsite visits for some agency reassessments to ensure all significant risks are identified. Following the agency reassessment, the Offeror should update the agency assessment report for the agency which was included in the statewide implementation plan. As previously mentioned, agency reassessments are not required for the “quick start” agencies.

Task 3b – Agency Implementation Plan.
The Offeror will develop an agency specific implementation plan using the agency implementation plan template created in Task 1d, Agency Implementation Plan Template. The plan should include a detailed schedule for the agency implementation which is presented in both tabular form and in the form of a Gantt chart. For “quick start” agencies, the dates for the agency closeout report and the agency follow up report should be the same as those in the “quick start” implementation plan (Task 1b, “Quick Start Implementation Plan”). For the remaining agencies, the dates for the agency closeout report and the agency follow up report should be the same as those in the “quick start” implementation plan (Task 1c, Statewide Implementation Plan).

Task 3c – Agency Kickoff Meeting.
The Offeror will conduct a kick-off meeting for the agency implementation. During this meeting, the Offeror will review the agency implementation plan and walk through the process from start to finish emphasizing the responsibilities each agency and Offeror staff member will have.

Task 3d – Data Collection and System Configuration.
The Offeror will ensure that data collection and system configuration tasks for the agency proceed in conformance with the schedule in the agency implementation plan.

Task 3e – Beta Deployment.
The Offeror will deploy the system on a small subset of the agency’s fixed route vehicles in accordance with the agency implementation plan. Once the beta deployment is complete, the Offeror will ask the agency to review the beta deployment checklists and provide signoff.

Task 3f – Fleet-wide Deployment.
Once the agency has signed off on the beta deployment checklists, the Offeror will proceed with the fleet wide deployment in accordance with the agency implementation plan.
**Task 3g – Training.**
The Offeror will provide role specific training and conduct staff proficiency testing in accordance with the agency implementation plan.

**Task 3h – Implementation Close Out Report.**
Upon successful completion of the exit criteria, the Offeror will prepare a close out report in accordance with the agency implementation plan.

**Task 3i – Agency Follow Up.**
The Offeror will conduct an agency follow up and produce an agency follow up report in accordance with the agency implementation plan.

### Task 3 Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-a</td>
<td>Agency Reassessments.</td>
<td>Two (2) months prior to agency implementation.</td>
<td>0</td>
</tr>
<tr>
<td>3-b-xx</td>
<td>Agency Implementation Plan (one for each of the project agencies).</td>
<td>As per the “quick start” implementation plan or the statewide implementation plan.</td>
<td>10</td>
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<tr>
<td>3-c-xx</td>
<td>Agency Kickoff Meeting: Agenda and Kickoff Meeting Minutes (one for each of the project agencies).</td>
<td>Agenda: One (1) week prior to the agency kickoff meeting Minutes: Two (2) business days after the agency kickoff meeting.</td>
<td>0</td>
</tr>
<tr>
<td>3-d</td>
<td>Data collection and system configuration.</td>
<td>Prior to agency implementation.</td>
<td>0</td>
</tr>
<tr>
<td>3-e-xx</td>
<td>Beta Deployment: Agency Executed Checklists (one for each of the project agencies).</td>
<td>As per the agency implementation plan.</td>
<td>20</td>
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<tr>
<td>3-f</td>
<td>Fleet-wide deployment.</td>
<td>As per the agency implementation plan.</td>
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</tr>
<tr>
<td>3-g</td>
<td>Training.</td>
<td>As per the agency implementation plan.</td>
<td>0</td>
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Table 3 Deliverables – Continued

<table>
<thead>
<tr>
<th>3-h-xx</th>
<th>Implementation Closeout Report (one for each of the project agencies)</th>
<th>As per the agency implementation plan.</th>
<th>50</th>
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</thead>
<tbody>
<tr>
<td>3-i-xx</td>
<td>Agency Follow Up Report (one for each of the project agencies)</td>
<td>As per the agency implementation plan</td>
<td>20</td>
</tr>
</tbody>
</table>

The “xx” in the deliverable numbers represents the two-digit agency number in Table 1. List of Transit Agencies found in Part I, Section I-3 Overview of Project. For example, if FACT were selected as one of the preliminary project agencies, the deliverable number for its implementation plan would be “3-b-16”.

Task 4 – Maintenance and Support Tools.
This task addresses tools used to provide maintenance and support services to the agencies that have implemented the FRITS. These tools should be put in place early in the project and used to meet maintenance and support objectives throughout the project and beyond. Activities which are part of this task include establishing a support website, implementing a ticket tracking system, developing training videos for the system, establishing user forums and developing system user guides. The costs associated with this task could vary substantially depending upon the tools the Offeror already has in place to support existing clients.

Task 4a – Support Website.  
The Offeror will provide a secure support website which will serve as a clearing house for support related materials and services. PennDOT staff, PennDOT contractors, agency staff and agency contractors who need access to the site will be provided with a user name and password.

Task 4b – Ticket Tracking System.  
The Offeror will provide an electronic ticket tracking system that can be used to log and track support requests (i.e. support tickets) electronically. The information captured in the system serves as an important knowledgebase and is owned by PennDOT. The data which the system will capture during ticket logging, ticket processing and ticket closeout is defined below.

i. Data elements to capture during ticket logging include:
   
a. Submitter’s name and organization.
b. Date and time the support request was submitted.
c. A title / short description of the support request.
d. A full description of the support request.
e. The priority of the support request.

ii. Data elements to capture when a support ticket is being addressed include:
a. Periodic progress updates from the support team.
b. Communications between the submitter and the support team.
c. Ticket status changes.
d. Changes in the ticket prioritization along with a justification for the change.

iii. The system will capture the following information when the ticket is resolved:

a. Resolution date and time.
b. Description of the resolution.

iv. Additional functions and characteristics of the support ticket tracking system are listed below:

a. The system will be accessible via the support website.
b. The system will include tickets submitted by phone.
c. The system will track Offeror identified issues with the system.
d. The system will provide the submitter with the opportunity to verify a ticket has been resolved before it is closed out.
e. The system will allow PennDOT and PennDOT contractors to query the system by ticket status, submitting agency, submittal date, date closed and ticket priority.
f. The system will allow agencies to query the system by the same set of filters as PennDOT with the exception that they should only be able to see support tickets for their agency.
g. The ticket tracking system will send the submitter a brief satisfaction survey after each ticket is closed. The survey will ask the submitter if they were satisfied with the support they received on the ticket. It will also allow the submitter to provide open ended feedback on the support they received.
h. The system will allow PennDOT to generate a report which summarizes SLA performance over a user defined period.
i. The system will allow PennDOT to generate a report which provides a detailed list of tickets which were outside the SLAs for a user defined period.

v. The system will allow PennDOT to generate a report which summarizes satisfaction survey results over a user defined period.

vi. The system will allow PennDOT to generate a report which shows a detailed list of surveys for users who indicated they were dissatisfied with the support they received.

vii. To facilitate the transfer of the ticketing system to PennDOT or another Offeror in the event of project turnover (Task 3a, Agency Reassessment), the system should either keep Pennsylvania tickets segregated from other Offeror customers or, at a minimum, provide for a rapid process of extracting Pennsylvania tickets into a separate copy of the ticket tracking system.
Task 4c – Feature Request Tracking System.
The Offeror will provide a system for capturing and tracking feature requests. If the ticket tracking system described in Task 4b, Ticket Tracking System is capable of also capturing, tracking and reporting feature requests that is sufficient.

i. Regardless of whether feature requests are tracked in a standalone system or as part of the ticket tracking system the following functionality is required:

   a. PennDOT staff, PennDOT contractors, agency staff and agency contractors will be able to submit feature requests via the support site.
   b. PennDOT staff and PennDOT contractors will be able to query all feature requests submitted and will be able to filter feature requests by agency, submitter, date submitted, feature category and feature status.
   c. Project agencies and agency contractors will be able to query feature requests submitted by their organization and will be able to filter feature requests by submitter, date submitted, feature category and feature status.
   d. The tracking system will allow a user to print a list of filtered feature requests or export them to Microsoft Excel.
   e. The tracking system will track the status of each feature request. When a feature is first submitted, it should be assigned a status of “logged”.
   f. The tracking system should allow for the association of feature requests with the product version in which they will be addressed.

i. The tracking system should capture the following information when a feature request is submitted:

   a. Submitter’s name and organization.
   b. Date and time the feature request was submitted.
   c. A category for the feature request.
   d. A title / short description of the feature request.
   e. A full description of the feature request.

Task 4d – System Training Videos.
Electronic versions of the training provided as a part of agency implementations should be made available on the support site. The videos should span the training provided during implementation (Task 4h and Task 5g) addressing both operational topics and system maintenance. They may be based on actual training sessions, but should be edited to ensure they are of a good quality. They should also be broken into specific topics typically no longer than 10-15 minutes in length and logically organized so that agency staff can quickly identify a topic of interest.

Prior to preparing these videos, the Offeror should submit a list of the training videos to PennDOT for review and approval. Over the course of the three (3) preliminary implementations the training videos should be assembled. It is assumed that the training videos will be of higher quality once the Offeror has implemented a few agencies. Before preparing the full list of training videos, the Offeror will produce three beta videos.
for PennDOT review. Upon approval of the three (3) beta videos, the Offeror will complete the remainder of the system training videos.

**Task 4e – User Forums.**
The Offeror will establish user forums to facilitate communication between project agencies on FRITS topics.

i. Some expectations for the forums are listed below:

   a. The forums will be available on the support website
   b. Forums will be created for each role (e.g. maintenance)
   c. The forums will be searchable

**Task 4f – System User’s Guide.**
The Offeror will generate a system user’s guide which addresses all system components and functions.

i. Some expectations for the user’s guide are listed below:

   a. The user’s guide will be available on the support website.
   b. The user’s guide will be clearly organized and current.

The Offeror will ensure separate versions of the user’s guide are available on the support website for each version of the system which is in use at one or more agencies in the state.

**Task 4 Deliverables**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
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<th>Task Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-a</td>
<td>Support Website.</td>
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<td>15</td>
</tr>
<tr>
<td>4-b</td>
<td>Ticket Tracking System.</td>
<td>Three (3) months after NTP.</td>
<td>15</td>
</tr>
<tr>
<td>4-c</td>
<td>Feature Request Tracking System.</td>
<td>Three (3) months after NTP.</td>
<td>15</td>
</tr>
<tr>
<td>4-d</td>
<td>Proposed List of System Training Videos.</td>
<td>One (1) week after the final report for the 2nd preliminary agency implementation is complete.</td>
<td>0</td>
</tr>
<tr>
<td>4-d</td>
<td>Final List of System Training Videos.</td>
<td>One (1) week after feedback is provided on the proposed list.</td>
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</tr>
</tbody>
</table>
Table 4 Deliverables – Continued

<table>
<thead>
<tr>
<th>4-d</th>
<th>3 Beta Training Videos.</th>
<th>Two (2) weeks after the final report for the 3rd preliminary agency implementation is complete.</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-d</td>
<td>Full Set of System Training Videos.</td>
<td>One (1) month after beta training videos are reviewed and approved.</td>
<td>20</td>
</tr>
<tr>
<td>4-e</td>
<td>Proposed List of User Forums.</td>
<td>One (1) month after NTP.</td>
<td>0</td>
</tr>
<tr>
<td>4-e</td>
<td>Final List of User Forums.</td>
<td>One (1) week after feedback provided.</td>
<td>0</td>
</tr>
<tr>
<td>4-e</td>
<td>Implementation of User Forums.</td>
<td>Three (3) months after NTP.</td>
<td>5</td>
</tr>
<tr>
<td>4-f</td>
<td>Draft System User’s Guide.</td>
<td>Three (3) months after NTP.</td>
<td>0</td>
</tr>
<tr>
<td>4-f</td>
<td>Final System User’s Guide.</td>
<td>One (1) week after feedback provided.</td>
<td>20</td>
</tr>
</tbody>
</table>

**Task 5 – Maintenance and Support.**
This task and associated subtasks will address ongoing maintenance and support of the FRITS and other recurring tasks. Over the course of the statewide implementation, maintenance and support needs will increase as the number of project agencies using the FRITS increases.

**Task 5a – Technical Support.**
The Offeror will provide staffed technical support 24 hours a day, 365 days a year to Pennsylvania transit agencies for any issues with the performance of the FRITS. Some agencies will be able to perform much of the maintenance and troubleshooting on their own, but the Offeror is ultimately responsible for providing support to those agencies that require it. Support requests can be submitted by PennDOT staff, PennDOT contractors, transit agency staff and agency contractors. The Offeror will respond to support requests and resolve support requests in accordance with the SLAs defined in Appendix H - Key Performance Indicators and Service Level Agreements through a combination of remote and on-site support. The Offeror will be responsible for ensuring all support requests, including those submitted by phone, and are logged in the ticket tracking system. The Offeror is also responsible for ensuring all system issues requiring resolution which the Offeror identifies are logged and tracked in the ticket tracking system regardless of whether anyone else submits it. Responsibilities for ticket escalation should be clearly defined and fail safes should be put in place to ensure escalation occurs in a timely fashion. The Offeror should provide impacted agencies with periodic updates on status and projected resolution time so that the agency can act accordingly. The
frequency with which agencies will be updated depends on the priority of the issue. See Table 3. below for sample frequencies.

**Table 3. Sample Status Update Frequencies**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Frequency of Status Update Communication with Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical</td>
<td>Hourly</td>
</tr>
<tr>
<td>High</td>
<td>Every 4 hours</td>
</tr>
<tr>
<td>Medium</td>
<td>Weekly</td>
</tr>
<tr>
<td>Low</td>
<td>Every two weeks</td>
</tr>
</tbody>
</table>

Once a month beginning after the first project agency has been fully implemented, the Offeror will prepare a report summary of the support provided over the prior month.

i. The report should include the following elements:
   a. A summary of tickets submitted by agency.
   b. A summary of tickets by priority.
   c. A summary of aging tickets in the system.
   d. A summary of maintenance related KPI and SLA performance over the past month.

**Task 5b – System Upgrades.**

As upgrades to the software components become available, the Offeror will develop a rollout plan which will define the schedule for providing training on the upgrades and deploying the upgrades to each project agency. PennDOT expects the Offeror will make every effort to ensure software upgrades are backward compatible with existing hardware so as to minimize the need to upgrade hardware which is in service on a vehicle. In the event software upgrades are incompatible with some system hardware, the Offeror should address this with PennDOT well ahead of time in order to establish the preferred approach. The Offeror will be responsible for updating the specifications in **Task 8, Installation and Maintenance Specifications** to reflect changes in hardware requirements and will also be responsible for providing support to the agency, as needed, with the installation of hardware upgrades on existing vehicles.

The Offeror will be expected to implement both software and hardware upgrades statewide in a timely fashion to minimize the length of time agencies are using different versions of the system.

**Task 5c – Updates to the System User’s Guide.**

One week prior to rolling out each system upgrade to any agencies, the Offeror will update the User’s Guide available from the support site. The support site should maintain multiple versions of the User’s Guide corresponding to the different versions of the FRITS in use by the project agencies at any given time.
**Task 5d – Training Videos for System Enhancements.**

With each system release, the Offeror should create brief training videos which address the major enhancements in the release. The Offeror should also update existing training videos as needed based on system changes. As with the User’s Guide, the Offeror should maintain multiple versions of the training videos corresponding to the different versions of the FRITS in use by project agencies.

While in general, training videos related to system enhancements will be included as part of this subtask, if the videos are designed to document PennDOT funded enhancements the development of associated training videos will fall under **Task 7, System Enhancements.**

From time to time additional support videos may be requested by PennDOT to address specific topics of interest. This type of request will be addressed under **Task 9** and, consequently, the Offeror should not include these costs as part of this task.

**Task 5e - Escrow of Source Code and Technical System Documentation.**

In accordance with **Task 2a, Turnover Plan,** the Offeror will ensure source code and technical documentation associated with critical system software is deposited to an escrow account and verified by the escrow services provider before the system is deployed to the first preliminary agency. The software components which will require source code escrow will be established in **Task 2a, vii. Software Escrow Agreement,** but will at a minimum include the CAD/AVL software. Escrow verification should include an inventory check to ensure all required files have been deposited including deployment instructions. In addition, escrow verification should also include a binary check to ensure the deposit corresponds to the current production version.

For all planned releases of critical system software, escrow deposits and verification should occur prior to deployment at any project agencies. Escrow deposits should also occur for each unplanned release, but verification of these releases is not required. Deposit of the source code and documentation for unplanned releases should occur as soon as possible but if the release is required to correct a critical system issue it does not need to occur before agency deployment.

**Task 5f – Managing Feature Requests.**

In **Task 4c, Feature Request Tracking System,** the Offeror will prepare a feature request tracking system for requested system enhancements. Prior to the submittal of the quarterly project report (**Task 10, Project Management**), the Offeror will review all feature requests submitted in the prior quarter. As part of the review, the Offeror should ensure the feature is named and categorized appropriately. The Offeror should also ensure the description for the feature is clear and concise. The Offeror should adjust the feature request to correct any deficiencies and reach out to the submitter to clarify as needed.

i. Once the feature request has been reviewed, the status should be changed as follows:
a. If the feature request is redundant with a request already in the tracking system, the status should be changed to “Closed – Duplicate”.
b. If the feature request can be reasonably accommodated with current system functionality the status should be changed to “Closed – Existing Functionality”.
c. Otherwise the status should be changed to “Open”.

**Task 5g – Pennsylvania Users’ Conference.**
Annually, the Offeror will host a one (1) day users’ conference in Pennsylvania focused on agencies in the state. This conference would be in addition to any broader user’s conference the Offeror may already host.

i. The Pennsylvania users’ conference should focus on the following topics:

   a. Common problems and shortcomings agencies are encountering.
   b. Best practices in use around the state.
   c. Potential future FRITS enhancements based on common needs and emerging technologies.
   d. Concerns with the implementation process and maintenance and support.

The Offeror may want to work with the Pennsylvania Public Transportation Association (PPTA) to determine if the user’s conference could be aligned with one of their three (3) annual conferences.

**Task 5h – Disaster Recovery Drills.**
The Offeror will conduct periodic disaster recovery drills to verify that the recovery and contingency procedures described in the DRP are effective.

i. Prior to each scheduled drill, the Offeror will provide PennDOT with a brief plan for the drill which includes:

   a. The purpose of the drill.
   b. The scheduled date(s) for the drill.
   c. The agency(ies) involved in the drill.
   d. The target outcomes of the drill.

ii. Following each drill, the Offeror will provide a summary report for the drill. The summary report will include the following elements:

   a. A comparison of actual outcomes to the target outcomes.
   b. The root cause(s) for any missed targets.
   c. A list of corrective actions which will be taken in the event one or more targets.
   d. A schedule for repeating the drill in the event one or more targets were missed.
**Task 5i – After Action Reviews (AAR).**
Within two (2) weeks after the occurrence of each significant disruption of service, the Offeror will conduct an AAR in an attempt to identify and correct the root cause. Once the AAR is complete, the Offeror will prepare a corrective action plan, summarizing the findings and identifying any corrective actions which will be implemented as a result.

The AAR should include at least one representative from PennDOT. The corrective actions will be reviewed and approved by PennDOT.

**Task 5j – Updating Installation and Maintenance Specifications.**
As the recommended components change, the Offeror will update the installation and maintenance specification on the support site. The installation specifications should only include the currently recommended FRITS components for new vehicles and not any older component even if they are still currently in use on vehicles around the state. The maintenance specifications, however, should be comprehensive and address not only the current component recommendations for new vehicles, but also all components in use around the state, with the exception of legacy equipment.

**Task 5k – Monthly Maintenance Report.**
The Offeror should prepare a monthly report which summarizes the maintenance activities and deliverables which were provided over the course of the month. The report should also list any deliverables which are delinquent. The Monthly Maintenance Report will only be approved by PennDOT once all required deliverables which were due by the end of the month have been received and approved.

**Task 5l – Merge Two Agency FRITS Systems.**
From time to time, agencies which have already implemented FRITS may consolidate. In these cases, the Offeror will be expected to merge the FRITS systems for the two agencies together. This would include the CAD / AVL system, passenger information system, scheduling system, vehicle health monitoring and transit planning as applicable.

### Task 5 Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Deliverable Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-a</td>
<td>Technical Support.</td>
<td>On-going.</td>
<td>0</td>
</tr>
<tr>
<td>5-b-xxx-yy.y</td>
<td>System Upgrades: Rollout Plan.</td>
<td>One (1) month prior to the rollout of the upgrade to the first project agency.</td>
<td>0</td>
</tr>
<tr>
<td>5-c-xxx-yy.y</td>
<td>Updated System User’s Guide.</td>
<td>One (1) week prior to the rollout of the upgrade to the first project agency.</td>
<td>0</td>
</tr>
</tbody>
</table>
### Table 5 Deliverables -- Continued

| 5-d-xxx-yy.y | Training Videos for System Enhancements. | One (1) week prior to the rollout of the upgrade to the first project agency. | 0 |
| 5-e-xxx-yy.y | Escrow of Source Code & Technical System. | One (1) week prior to the rollout of the upgrade to the first project agency. | 0 |
| 5-f | Managing Feature Requests. | Quarterly. | 0 |
| 5-g-xxx | Pennsylvania Users Conference: Agenda and Registration Instructions. | One (1) month prior to the users’ conference. | 0 |
| 5-h-xxx | Disaster Recovery Drill Plan & Summary Plan. | As per the test schedule defined in the DRP. | 0 |
| 5-i-xxx | After Action Review: Summary Report | Two (2) weeks after the triggering event | 0 |
| 5-j-xxx | Updated Maintenance Specifications & Updated New Installation Vehicle Specifications (pre-and post-implementation vehicle acquisitions) | Prior to deploying any FRITS components not addressed in the current specifications | 0 |
| 5-k-xxx | Monthly Maintenance Report (One for each month of the project) | Before the 15th of each month beginning the month after the first project agency is fully implemented. | 100 |

The first five (5) deliverables in – **Task 5 Deliverables** are specific to a system upgrade. The “xxx” in these deliverable numbers designates the system component and the “yy.y” represents the component version. For example, “5-c-CAD-02.3” would correspond to the updated system documentation of the 2.3 version of the CAD / AVL system. For the remaining **Task 5** deliverables, the “xxx” is a sequential number. For example, “5-i-003” would correspond to the third AAR summary report.

**Task 6 – Statewide Analysis and Reporting System and Data Warehouse.**

The Offeror will create a data warehouse to store data from each of the agency FRITS databases. In addition, a process needs to be put in place by which periodic data uploads from SEPTA and PAAC, the two agencies outside the scope of the FRITS implementation, can be merged into the data warehouse so that the FRITS data is truly statewide in scope. The Offeror will also create a web based application (i.e. the Statewide Analysis and Reporting System) which provides access to the data in the data warehouse and allows PennDOT to compare agency performance, aggregate data from
multiple agencies and produce statewide reports. This task addresses the design, development, testing and deployment of these components.

The state will own both the database schema and the application source code for this system. Data ownership will be shared by PennDOT and the transit agencies. Each agency will have ownership of the data associated with their system. PennDOT will have ownership of all the data statewide. The Offeror will not have permission to use the data without the written consent of both PennDOT and the associated agency (ies). **Task 6, Statewide Analysis and Reporting System and Data Warehouse** should begin six (6) months after NTP and be completed within twelve (12) months.

**Task 6a – Work Plan.**
The Offeror will develop a work plan for **Task 6**. The work plan should include the following elements:

i. A description of all the activities which will be performed as part of **Task 6**, including **Tasks 6b** through **Task 6m**.
ii. A list of roles and responsibilities.
iii. A detailed schedule for completing the work. The schedule should be presented in tabular form and also in the form of a Gantt chart.

**Task 6b – Kickoff Meeting.**
The Offeror will conduct a kick-off meeting with the PennDOT project team. This meeting should be held at PennDOT’s office and the Offeror and / or the appropriate subcontractor will be present for the meeting. The primary purpose of the meeting will be to review the work plan.

**Task 6c – Hosting Alternatives.**
The Offeror will develop a list of hosting alternatives for the statewide analysis and reporting system and the data warehouse and define the pros and cons of each. Elements of comparison should include cost, reliability, performance and the ease with which the system could be turned over to another Offeror where necessary. The Offeror will review the alternatives with PennDOT to determine the preferred hosting option.

**Task 6d – Requirements Gathering.**
The Offeror will work with the PennDOT project team to develop the requirements for the system and data warehouse through a series of requirements gathering sessions. The specification provided in **Appendix M – Statewide Analysis and Reporting Specifications** will be used as a starting point. In developing the requirements, it is imperative that the Offeror develop a clear understanding of the data elements PennDOT needs for reporting and analysis.

**Task 6e – Functional Design.**
The Offeror will prepare a functional design document which includes the following elements:
i. **Requirements.**
The document should clearly define the requirements gathered in **Task 6d, Requirements Gathering.**

ii. **Data Warehouse Update Strategy.**
The Offeror will provide a high-level overview of the processes which will be used to keep the data warehouse up to date. The Offeror will describe the process by which the data will be collected from the individual agency systems including the frequency with which the data in the data warehouse will be updated.

iii. **Wireframes.**
The Offeror will produce a set of wireframes for system screens and reports which illustrate the user interface and work flow of the system.

**Task 6f – Technical Design.**
The Offeror will prepare a technical design document which includes the following elements:

i. An entity relationship diagram for the statewide data warehouse.

ii. The technologies which will be used in developing the system.

iii. The manner in which source code will be controlled.

iv. Any third party tools the system requires and other system dependencies.

**Task 6g – System Development and Unit Testing.**
The Offeror will build the statewide analysis and reporting system and associated data warehouse in accordance with the approved design documents and perform unit testing.

**Task 6h – System Integration Testing.**
The Offeror will conduct end-to-end system testing in an environment which mirrors the production environment which will be used to host the system. Any bugs identified during system testing should be resolved before moving on to user acceptance testing.

**Task 6i – User Acceptance Testing.**
The Offeror will deploy the statewide analysis and reporting system in a test environment where PennDOT and transit agency project teams can test the system. The Offeror will develop test scripts written to ensure all the functional requirements have been met. The Offeror will compile the testing results, address the issues which were identified and ask PennDOT project team to confirm that the issues have been addressed.

**Task 6j – System Deployment.**
The Offeror will deploy the statewide analysis and reporting system to the production environment.
**Task 6k – User’s Guide and Data Dictionary.**
The Offeror will develop a user’s guide for the statewide analysis and reporting system.

i. The Offeror will include a data dictionary as an appendix to the user’s guide which details each of the data elements in the data warehouse. The data dictionary should include the following information for each table:

   a. Table name.
   b. Description of each table.
   c. Schema for each table.

ii. The data dictionary should include the following information for each field:

   a. Field name.
   b. Field data type.
   c. Description of the data in the field.
   d. Table which contains the field.
   e. For coded fields, a list of allowable values and definition for each value.

**Task 6l – System Documentation.**
The Offeror will prepare technical documentation which describes the processes for maintaining, enhancing and deploying the statewide analysis and reporting system.

**Task 6 Deliverables**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-a</td>
<td>Draft Work Plan.</td>
<td>Six (6) months after NTP.</td>
<td>0</td>
</tr>
<tr>
<td>6-a</td>
<td>Final Work Plan.</td>
<td>One (1) week after feedback provided.</td>
<td>0</td>
</tr>
<tr>
<td>6-b</td>
<td>Kickoff Meeting: Agenda &amp; Minutes.</td>
<td>Agenda: One (1) week before the meeting.</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Minutes: Two (2) business days after the meeting.</td>
<td></td>
</tr>
<tr>
<td>6-c</td>
<td>Hosting Alternatives Document.</td>
<td>As per the work plan.</td>
<td>10</td>
</tr>
<tr>
<td>6-d xxx</td>
<td>Requirements Gathering: Agenda &amp; Minutes.</td>
<td>Agenda: One (1) business day before the meeting.</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Minutes: Two (2) business days after the meeting.</td>
<td></td>
</tr>
</tbody>
</table>
Task 6 Deliverables --Continued

<table>
<thead>
<tr>
<th></th>
<th>Deliverable Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-e</td>
<td>Functional Design Document: Draft.</td>
<td>As per the work plan. 0</td>
</tr>
<tr>
<td>6-e</td>
<td>Functional Design Document: Final.</td>
<td>As per the work plan. 10</td>
</tr>
<tr>
<td>6-f</td>
<td>Technical Design Document: Draft.</td>
<td>As per the work plan. 0</td>
</tr>
<tr>
<td>6-f</td>
<td>Technical Design Document: Final.</td>
<td>As per the work plan. 10</td>
</tr>
<tr>
<td>6-g</td>
<td>System Development and Unit Testing.</td>
<td>As per the work plan. 0</td>
</tr>
<tr>
<td>6-h</td>
<td>System Integration Testing.</td>
<td>As per work plan. 0</td>
</tr>
<tr>
<td>6-i</td>
<td>User Acceptance Testing. Systemwide Testing; development of test scripts; and, compilation of test results.</td>
<td>As per work plan. 0</td>
</tr>
<tr>
<td>6-i</td>
<td>System Deployment: Sign Off from PennDOT FRITS Project Manager on the deployed system.</td>
<td>As per work plan. 0</td>
</tr>
<tr>
<td>6-j</td>
<td>System Deployment: Sign off from PennDOT FRITS Program Manager on the deployed system.</td>
<td>As per the work plan. 0</td>
</tr>
<tr>
<td>6-k</td>
<td>User’s Guide and Data Dictionary: Draft.</td>
<td>As per the work plan. 0</td>
</tr>
<tr>
<td>6-k</td>
<td>User’s Guide and Data Dictionary: Final.</td>
<td>As per the work plan. 10</td>
</tr>
<tr>
<td>6-l</td>
<td>System Documentation.</td>
<td>As per the work plan. 10</td>
</tr>
</tbody>
</table>

The “xxx” in the 6-d deliverables number is a sequential number. For example, the agenda for the second requirements meeting would numbered “6-d-002”.

Task 7 – System Enhancements.
From time to time PennDOT and the transit agencies will submit requests for system enhancements to the Offeror via the Feature Request Tracking System (see Task 4c). It is PennDOT’s expectation that any system enhancements made to the system will be made to the Offeror’s core products and not result in a separate branch / customized version for PennDOT. Costs for this work will be negotiated through the use of workorders on an as needed basis. Feature requests can be divided into four (4) categories:

i. Features which the Offeror believes will enhance its product and which they will address as part of their ongoing enhancement of their own product. As was covered in Task 5 (Maintenance and Support), the Offeror is expected to continue to
enhance its system to keep it at the state of the art. PennDOT will not be assessed a fee for these enhancements.

ii. Features not in line with the Offeror’s vision for its product.

iii. Features the Offeror agrees will be beneficial to the product and to customers beyond PennDOT and the project agencies, but which are not a priority for the Offeror.

iv. Features that are not likely to benefit the Offeror’s customers beyond Pennsylvania, of which the Offeror can accommodate in their core product.

This task and associated subtasks will address how the Offeror will capture, maintain, prioritize and address enhancements requested by PennDOT and the transit agencies.

Cost for this work will be negotiated through the use of Work Orders on an as needed basis.

**Task 7a – Release Planning.**

During the quarterly project meeting (see Task 10h, Quarterly Meetings), the open feature requests will be reviewed and the need to structure a release will be assessed by the Department. If it is determined that a release is needed, the Offeror will schedule release planning meetings in order to prioritize the open feature requests and determine which will be included in the release. It is understood that some feature requests may conflict with the Offeror’s vision for their product(s). For this reason, the Offeror may not be able to accommodate all feature requests. Once the scope of the release has been established, the Offeror will provide PennDOT with a release plan which includes a list of each feature request which will be included in the release together with the budget and schedule for the release. The release schedule should include dates for each of the following milestones:

i. Delivery of the draft requirements to PennDOT.

ii. PennDOT’s comments on the draft requirements provided to the Offeror.

iii. Delivery of the final requirements to PennDOT.

iv. Delivery of test scripts and start of User Acceptance Testing (UAT).

v. UAT results provided to the Offeror.

vi. Offeror compilation of UAT results delivered to PennDOT.

vii. Offeror resolution of issues identified during UAT.

viii. Retesting complete by users.

ix. Statewide rollout schedule.

**Task 7b – Requirements.**

Once PennDOT has approved the release plan, the Offeror will develop a set of detailed requirements for each feature request included in the plan. The requirements will be submitted to PennDOT in accordance with the schedule presented in the release plan.

**Task 7c – User Acceptance Testing.**

When the Offeror has addressed the work defined in the approved requirements document and has performed regression testing on the system, test scripts will be written
to ensure all the functional requirements have been met and the system will be deployed to a test environment for UAT and test data, where necessary, will be preloaded into that environment by the Offeror. The Offeror will set up a meeting to review the new features with the designated testers and provide them with the test scripts. The Offeror will work with the designated testers to ensure testing is proceeding according to schedule. Upon completion of testing, the Offeror will summarize the UAT findings and address the issues.

Once the defects identified have been corrected, the Offeror will conduct a meeting with the designated testers to walk through each item and demonstrate it has been resolved.

**Task 7d – Training.**
Prior to implementation of a new release, the Offeror will offer training to the transit agencies. Training videos should also be recorded and made available on the support site.

**Task 7e – Escrow Deposit and Validation.**
The Offeror will deposit the new version of the source code and updated documentation to the escrow account and have it verified by the escrow service provider. Additional details on the establishment and validation of an escrow account are contained in **Task 2 Risk Management, Section vi. Software Escrow, Section vii. Software Escrow Agreement,** and in **Task 5 Maintainence and Support, Section 5e Escrow of Source Code and Technical System Documentation.**

**Task 7f – Implementation.**
The Offeror will implement the new version of the system across the state in accordance with the schedule in the release plan.

**Task 7g – Release Summary.**
The Offeror will prepare a report summarizing the release. The report is intended to be a brief summary of the release and should include:

i. Comparison of the milestone dates in the release plan to actual milestone dates.
ii. Any problems encountered during the release along with corrective actions which will be taken to prevent them from occurring in the future releases.

**Task 7 Deliverables**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
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<tr>
<td>7-a-1-xxx-yy-y</td>
<td>Release Planning: Draft.</td>
<td>4 weeks from the quarterly project meeting.</td>
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### Task 7 Deliverables – Continued

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<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7-a-2-xxx-yy.y</td>
<td>Release Planning: Final.</td>
<td>1 week after comments received on the draft plan.</td>
<td>10</td>
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<tr>
<td>7-b-1-xxx-yy.y</td>
<td>Requirements: Draft Requirements Document.</td>
<td>As per the release plan.</td>
<td>0</td>
</tr>
<tr>
<td>7-b-2-xxx-yy.y</td>
<td>Requirements: Final Requirements Document.</td>
<td>As per the release plan.</td>
<td>20</td>
</tr>
<tr>
<td>7x-yy.y</td>
<td>User Acceptance Testing: Test Scripts.</td>
<td>As per the release plan.</td>
<td>0</td>
</tr>
<tr>
<td>7-d</td>
<td>Training.</td>
<td>Prior to implementation of a new release.</td>
<td>0</td>
</tr>
<tr>
<td>7-e-xxx-yy.y</td>
<td>Escrow Deposit and Validation: Documentation that the updated source code and system documentation has been deposited to the escrow account and validated.</td>
<td>As per the release plan prior to implementation.</td>
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<tr>
<td>7-f</td>
<td>Implementation.</td>
<td>As per release plan.</td>
<td>0</td>
</tr>
<tr>
<td>7-g-xxx-yy.y</td>
<td>Release Summary: Release Summary Report.</td>
<td>As per the release plan.</td>
<td>10</td>
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</table>

The “xxx” in the deliverable number corresponds to the FRITS component and the “yy.y” corresponds to the component version. For example, “7-b-CAD-04.1” would correspond to the final requirements document for version 4.1 of the CAD/AVL component.

### Task 8 – Installation and Maintenance Specifications.

The Offeror will develop installation specifications for deploying the FRITS on new vehicles and maintenance specifications for maintaining, configuring and replacing equipment deployed on the fleet. The latest version of these specifications will be available on the support site. The Offeror will update these specifications as the recommended products included in the FRITS change over time due to advances in technology or products being discontinued.

In general, agencies will use the installation specifications during vehicle procurements. These will be provided to the bus manufacturer, or another third party, who will then acquire the required hardware and software products and install them on the vehicles.

The maintenance specifications will be used by the agencies’ in-house maintenance staff and/or maintenance contractors.
Task 8a – Installation Specifications for Post-Implementation New Vehicles Acquisitions.
The Offeror will prepare specifications which provide detailed instructions on deploying the FRITS components on new vehicles which are acquired after an agency has implemented the FRITS. Since these specifications will be used statewide, they should cover all FRITS technologies even though some technologies will not be deployed at all agencies. To address this, the Offeror will prepare an agency specific addendum to this generic installation specification and include it as part of the agency closeout report (Task 1d, Agency Implementation Plan Template). For each component of the system, the specification should include the following:

i. Component manufacturer with contact information.
ii. Component model number.
iii. Installation instructions.
iv. Configuration instructions.
v. Testing instructions.

Task 8b – Installation Specifications for Pre-Implementation New Vehicle Acquisitions.
The Offeror will prepare a specification which provides detailed instructions on deploying the FRITS components on new vehicles which are acquired before an agency has implemented the FRITS. The intention is to begin deploying FRITS technologies as soon as possible and to minimize continued investment in non-FRITS technologies. The installation specification for pre-implementation new vehicle installations should be similar in structure to the specification for post-implementation new vehicle installations. Since this is intended to be a generalized statewide specification, it should address all components recommended for pre-implementation new vehicle installations at some agencies. Any agency specific deviations from this specification will be addressed in an addendum to this specification which the Offeror will include in each agency’s closeout report (Task 1d, Agency Implementation Plan Template).

Task 8c – Maintenance Specifications.
The Offeror will prepare a detailed set of maintenance specifications which describe configuration, troubleshooting, repair and replacement of FRITS technologies. As with the installation specifications, these specifications will be maintained on the support website and should be updated whenever the recommended set of products changes (Task 5j, Updating Installation and Maintenance Specifications)

Task 8 Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>8-a</td>
<td>Installation Specifications for Post-Implementation Vehicles: Draft system installation specifications for new vehicles which are acquired after the agency has implemented FRITS.</td>
<td>Three (3) months after NTP.</td>
<td>0</td>
</tr>
</tbody>
</table>
Task 8 Deliverables – Continued

| 8-b | Installation Specifications for Pre-Implementation Vehicles: Draft system installation specifications for new vehicles which are acquired before the agency has implemented FRITS. | Three (3) months after NTP. | 0 |
| 8-b | Installation Specifications for Pre-Implementation Vehicles: Final system installation specifications for new vehicles which are acquired before the agency has implemented FRITS. | One (1) week after feedback is provided. | 20 |
| 8-c | Maintenance Specifications: Draft. | Three (3) months after NTP. | 0 |
| 8-c | Maintenance specifications: Final. | 1 week after feedback is provided. | 50 |

Task 9 – Other Technical Support.
From time to time, PennDOT may ask the Offeror to perform tasks that fall outside the scope of the listed tasks. In such event, the Offeror will work with PennDOT to clearly define the scope of the requested work. The Offeror will then prepare a work order which defines the scope, schedule, deliverables and cost for the work. Costs for this work will be negotiated through the use of workorders on an as needed basis.

Task 9 Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-a-xxx</td>
<td>Draft work order.</td>
<td>As agreed upon between the Offeror and PennDOT.</td>
<td>0</td>
</tr>
<tr>
<td>9-b-xxx</td>
<td>Final work order.</td>
<td>One (1) week after feedback on the draft work order is provided.</td>
<td>0</td>
</tr>
<tr>
<td>9-c-xxx-y</td>
<td>Work order deliverables.</td>
<td>As per the approved work order.</td>
<td>100</td>
</tr>
</tbody>
</table>

The “xxx” in the deliverable number is a sequential number. For example, the final work order for the second Task 9 assignment given to the Offeror would be “9-b-001”. The “yy” in the 9-c deliverables corresponds to the two-digit deliverable number assigned to the deliverable in the approved work order. For example, the second deliverable associated with the first Task 9 assignment would be numbered “9-c-001-02”.

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Task 10 – Project Management.
This task addresses some specific project management tasks the Offeror is expected to perform.

Task 10a – Project Management Plan.
The Offeror will create a project management plan and keep it current throughout the project. The project management plan should define how the project will be executed, monitored and controlled and should include the following elements:

i. Roles and Responsibilities.
The project management plan should identify the roles and responsibilities of the project team.

ii. Project Schedule.
A comprehensive project schedule should be developed that conforms to PennDOT’s expectations. The schedule should address all aspects of the project and should incorporate the implementation schedule defined as part of Task 1, Implementation Planning.

iii. Communications Plan.
The project management plan should discuss how the Offeror will communicate with PennDOT and other project stakeholders.

The project management plan should identify known risks and the strategies that will be used to address or mitigate them. This section should also discuss the approach for identifying, monitoring and managing new risks which emerge throughout the project. This risk management plan should address the specific risks addressed in Task 3, Agency Implementations.

The project management plan should address the processes which will be used to ensure the project deliverables meet quality expectations.

Task 10b – Meeting Agendas.
The Offeror shall ensure that a formal agenda is prepared for each scheduled meeting and that the agenda is made available to all meeting participants at least one business day prior to the meeting. For kick-off meetings (see Tasks 3d, 6b and 10f) and quarterly project meetings (see Task 10h) the agenda should be made available at least a week prior to the meeting. The Offeror will also be responsible for ensuring that meetings stay on topic and are completed within their allotted timeframe.

Task 10c – Meeting Minutes.
The Offeror will be responsible for taking minutes for all project meetings and distributing the minutes to all attendees and other interested parties within two (2) business days of the meeting.

Task 10d – Action Items.
In a large project like this there are many project meetings and other types of project communications between project participants. These communications often result in
commitments from one or more participants to complete actions required to advance some aspect of the project. Without proper tracking, the project team can lose sight of these commitments. As such, the Offeror will create and maintain a list of action items which cuts across the entire project. The list should include the following information for each action item:

i. The date it was created.
ii. The meeting in which it originated.
iii. A description of the required action.
iv. The purpose for completing the action.
v. The person(s) responsible for completing the action.
vi. The due date for the action.
vii. The status of the action.
viii. Notes documenting progress in completing the action or roadblocks encountered.

The current list of project action items should be maintained on the project collaboration site (see Task 10e, Project Collaboration Site).

Task 10e – Project Collaboration Site.
The Offeror will set up a secure site which can be used to share project documents with PennDOT and the transit agencies. All project documentation including project deliverables should be maintained on this site. Transit agency project team members including agency contractors should only be able to access documents relative to their agency implementation project. The PennDOT project team including PennDOT contractors should be able to access documents pertaining to the overall project and to each agency implementation project.

Task 10f – Project Kickoff Meeting.
The Offeror will coordinate a project kick-off meeting within two weeks of the NTP. The meeting will be held at PennDOT offices in the Keystone Building, located at 400 North St, Harrisburg, PA 17120.

Task 10g – Status Meetings.
The Offeror will conduct status meetings every other week with members of the PennDOT project team. These meetings should focus on the following items:

i. Concerns or risks associated with current and upcoming agency implementations.
ii. The status of other project tasks which are currently underway.
iii. Significant support issues that are yet to be resolved.
iv. System outages that occurred since the last status meeting.
v. Potential changes to the statewide implementation schedule that need to be addressed prior to the next quarterly meeting.
Task 10h – Quarterly Meetings.
The Offeror will conduct quarterly project meetings with the PennDOT project team. Every other quarter, the Offeror should be onsite at PennDOT’s offices for these meetings. The meetings should focus on higher level project concerns. Prior to each quarterly project meeting, the Offeror will provide PennDOT with a quarterly project report. The report should address activities associated with agency implementations, maintenance and support and other project tasks which occurred over the past quarter and are planned for the upcoming quarter. Specific topics to be addressed include:

i. Project Management
   a. Updates to the project management plan.
   b. Project team staffing issues.
   c. SLA and KPI performance over the past quarter.

ii. Implementations
   a. Status of the statewide implementation schedule.
   b. Actions which will be taken to get the project back on schedule over the next quarter if the overall project is behind schedule.
   c. Suggested changes to the statewide implementation plan.
   d. Suggested refinements to the agency implementation plan template based on lessons learned over the past quarter.
   e. Risks associated with implementations planned over the next quarter along with recommended strategies for mitigating the risks.

iii. Maintenance and Support
   a. Maintenance and support activities over the past quarter.
   b. User support satisfaction survey results over the past quarter.
   c. System outages and other critical tickets over the past quarter.

iv. System Updates
   a. Status of upcoming releases.
   b. A detailed list of open feature requests.

v. Other Project Tasks
   a. Other project activities conducted over the past quarter and activities planned for the upcoming quarter.

Based on the outcomes of these meetings, the Offeror may need to make updates to the agency implementation plan template (see Task 1d, Agency Implementation Plan Template), the statewide implementation plan (see Task 1c, Statewide Implementation Plan) and/or the project management plan (see Task 10a, Project Management Plan). Based on the review of open feature requests, the Offeror may be asked to develop a release plan (see Task 7a, Release Planning).

During the first six months of the project, the Offeror will conduct monthly project meetings with the PennDOT project team and will provide monthly project reports in lieu of the quarterly project meetings and reports to ensure the project is moving in the right direction. The first monthly project meeting will be held one month after the kick-off
meeting. The sixth monthly project meeting will be held onsite in PennDOT’s offices. After the sixth monthly project meeting, the meetings will move to a quarterly schedule unless significant project issues dictate maintaining the monthly schedule for a longer period of time.

**Task 10 Deliverables**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Due Date</th>
<th>Task Payment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-a</td>
<td>Project Management Plan: Draft.</td>
<td>One (1) month from NTP.</td>
<td>0</td>
</tr>
<tr>
<td>10-a</td>
<td>Project Management Plan: Final.</td>
<td>One (1) week after feedback is provided.</td>
<td>50</td>
</tr>
<tr>
<td>10-b-xxx</td>
<td>Meeting Agendas: Kickoff, Bi-weekly, quarterly, and all other meetings.</td>
<td>One (1) business day before the scheduled meeting.</td>
<td>0</td>
</tr>
<tr>
<td>10-c-xxx</td>
<td>Meeting Minutes: Kickoff, Bi-weekly, quarterly, and all other meetings.</td>
<td>Two (2) business days after the scheduled meeting.</td>
<td>0</td>
</tr>
<tr>
<td>10-d</td>
<td>Tracking Action Items.</td>
<td>Continuous.</td>
<td>0</td>
</tr>
<tr>
<td>10-e</td>
<td>Project Collaboration Site.</td>
<td>Continuous.</td>
<td>0</td>
</tr>
<tr>
<td>10-f</td>
<td>Project Kickoff Meeting.</td>
<td>Within two (2) weeks of the NTP.</td>
<td>0</td>
</tr>
<tr>
<td>10-g</td>
<td>Status Meetings.</td>
<td>Every other week.</td>
<td>0</td>
</tr>
<tr>
<td>10-h-xxx</td>
<td>Quarterly Meetings: Project Report.</td>
<td>One (1) week after the end of the quarter.</td>
<td>50</td>
</tr>
</tbody>
</table>

The “xxx” in the deliverable number is a sequential number. For example, the agenda for the first biweekly status meeting should be numbered “10-b-001”. Deliverable payments for Task 10-h will be divided up by the number of quarters for the life of the project (10 years x 4 quarters/year = 40 Quarterly Project Reports).
PART IV

COST SUBMITTAL

IV-1. Cost Submittal. The information requested in this Part IV shall constitute the Cost Submittal. The Cost Submittal shall be placed in a separate sealed envelope within the sealed proposal, separated from the technical submittal. The total proposed cost should be broken down into the components set forth in Appendix B – Cost Submittal. The percentage of commitment to DBE should not be stated in the Cost Submittal. Offerors should not include any assumptions in their cost submittals. If the Offeror includes assumptions in its cost submittal, the Issuing Office may reject the proposal. Offerors should direct in writing to the Issuing Office pursuant to Part I, Section 1-9 of this RFP any questions about whether a cost or other component is included or applies. All Offerors will then have the benefit of the Issuing Office’s written answer so that all proposals are submitted on the same basis.

The Issuing Office will reimburse the selected Offeror for work satisfactorily performed, after execution of a written contract and purchase order, and the start of the contract term, in accordance with contract requirements, and only after the Issuing Office has issued a notice to proceed.

Costs quoted in Appendix B -- Cost Submittal shall be based on estimated quantities. Estimated quantities listed in Appendix B -- Cost Submittal, are based on historical data and are not guaranteed to be a minimum or maximum of activity under the contract. Estimated quantities may be changed based on the need of the program. PennDOT reserves the right to request a change in quantities for any tasks as identified in Appendix B -- Cost Submittal.

A. Tasks 1, 2, 3, 4, 5, 6, 8 and 10 – Deliverables

Offerors shall provide a Unit Cost for each Task as shown in Appendix B Cost Submittal. Distribution of a percentage of the Unit Cost will occur based upon receipt and acceptance of the respective deliverable. Additional detailed tasks and deliverables, such as meeting agendas and minutes, for each of the eight (8) major tasks, are contained in Part III of the RFP. These administrative and project management tasks are pre-requisites to the deliverables identified in Appendix B -- Cost Submittal.

1. Tasks 3, Agency Implementations and Task 5, Maintenance and Support include Cost Submittal Worksheets and instructions for completing the respective Tasks Cost Line Items on Appendix B -- Cost Submittal. The completed worksheets must be attached to the Offeror’s Cost Submittal.

2. Tasks 7, System Enhancements and Task 9, Other Technical Support are work order-driven tasks to be negotiated on an as needed basis. Complete the Itemized Cost Positions Worksheet to compute blended hourly rates for Appendix B -- Cost Submittal.

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Offerors will need to provide a Blended Hourly Rate, as identified on the “Itemized Costs” of Appendix B -- Cost Submittal. Offerors should note that the Blended Hourly Rate must show the maximum Blended Hourly Rate that will be used for the prime firm and all subcontractors.

B. **Blended Hourly Rate.** A Blended Hourly Rate is required for **Tasks 7, System Enhancements** and **Task 9, Other Technical Support.** The Blended Hourly Rate must be all inclusive including, but not limited to, direct labor rate, profit, other direct costs, overhead, and travel and subsistence as described below. This will be the maximum Blended Hourly Rate the selected Offeror agrees to provide key personnel, as described and provided in **Part III, Section III-3,** of this RFP, for additional work for each year of the contract.

1. Direct Labor Rate per hour.
2. Profit percentage (%) – the profit percentage may not exceed 10%.
3. Other Direct Costs – includes costs that are not 100% attributable to the service being completed, but are generally associated with the recurring management or support of the service.
4. General Overhead Costs – includes salaries, equipment and other costs related to headquarters management external to the service, but in support of the activity being completed.
5. Travel and Subsistence. Itemize transportation, lodging and meals per diem costs separately. Travel and subsistence costs must conform with the requirements of the most current version of the State Management Directive 230.10, *Travel and Subsistence Allowances.* The Issuing Office may accept higher rates normally paid by an Offeror, if those rates were approved by the Offeror’s officials and published prior to submitting this proposal to the Issuing Office.

C. **Work Order Requirements.**

The Selected Offeror will be required to perform work in **Task 7, System Enhancements** and **Task 9, Other Technical Support** through the use of Work Orders negotiated by PennDOT’s Project Manager and the Selected Offeror throughout the term of the Contract. PennDOT’s Project Manager will initiate a Work Order by following the steps outlined in **Appendix V -- Work Order Requirements.**

Each Work Order shall be consecutively numbered and identify the name of each individual that will perform the work required to complete the scope of work outlined on the Work Order. The Blended Hourly Rate may be negotiated for each Work Order but will not exceed the maximum Blended Hourly Rate as provided on the Selected Offeror’s **Appendix B -- Cost Submittal,** which will be incorporated and made part of this Contract.
The work to be completed through a Work Order may be deliverable based and/or establish payment benchmarks. All Work Orders containing a Scope of Work that is accepted by PennDOT, shall contain specific deliverable(s). Work Orders shall clearly define each deliverable and payment terms to be made upon completion and acceptance by PennDOT for the defined deliverable (refer to invoice information below). Benchmarks will be identified during negotiation when a single Work Order provides for more than one (1) clearly defined benchmark. Each identified benchmark within a Work Order will be considered a separate deliverable with payment made upon completion and acceptance by PennDOT of the identified benchmark.

Appendix W – Work Order Authorization is required to be signed by the selected Offeror and PennDOT’s Project Manager.

Upon acceptance by the selected Offeror and PennDOT’s Project Manager, a fully executed Purchase Order will be issued as the NTP. NO WORK CAN BE AUTHORIZED BEFORE A FULLY EXECUTED PURCHASE ORDER IS ISSUED BY PENNDOT AND RECEIVED BY THE SELECTED OFFEROR.

The cost of each Work Order will draw down from the maximum contract amount.

Work specified in Work Orders may be done concurrently.

D. Confirmation of Services and Invoicing.
The selected Offeror must submit a signed Appendix X – OS-501 Confirmation of Service to PennDOT’s Project Manager to confirm that services have been rendered. All supporting invoice documentation should be submitted with the OS-501. This shall be done monthly.

1. The selected Offeror must submit to PennDOT all products produced and postage incurred within 30 days following the end of the month in which the cards and postage were processed on the OS-501.

2. The selected Offeror must show any credits owed to PennDOT on the OS-501. PennDOT’s Project Manager will review for accuracy and determine if the OS-501 is approved or if it requires revisions. PennDOT’s Project Manager will sign the OS-501 as acceptance of the service and will forward to PennDOT’s Receiver for entry of Goods Receipts (GRs). The Receiver will sign the OS-501 upon completion of the GR entries.

3. Once the OS-501 contains all three (3) signatures (i.e., selected Offeror, Project Manager, and Receiver), the selected Offeror will receive a copy for their records. Failure to follow these procedures will result in a delay of payment.

More information regarding invoice requirements may be found at:

http://www.budget.pa.gov/Pages/search.aspx?searchBox=procurement%20information%20for%20vendors
PART V

DISADVANTAGED BUSINESS ENTERPRISE

V-1. **Disadvantaged Business Enterprise.** Because this contract involves the use of Federal highway, transit or aviation funds originating from the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the Federal Aviation Administration (FAA) or the National Highway Transportation Safety Administration (NHTSA), then the requirements of the Federal Disadvantaged Business Enterprise program set forth in Title 49 Code of Federal Regulations Part 26 must be followed.

The DBE requirements and forms to be executed by the Offeror are contained in Appendix R – Disadvantaged Business Enterprise Requirements.
PART VI

IT CONTRACT TERMS AND CONDITIONS

Part VI -- IT Contract Terms and Conditions can be found at: