REQUEST FOR PROPOSALS FOR

Strategic Enterprise Technology Plan and
Enterprise Technical Architecture & Standards
Planning Services

ISSUING OFFICE

Pennsylvania Turnpike Commission
Information Technology Department

RFP NUMBER

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GENERAL INFORMATION FOR CONTRACTORS

I-1 Purpose and Scope. This request for proposals (RFP) provides interested contractors with sufficient information to enable them to prepare and submit proposals for consideration by the Pennsylvania Turnpike Commission (Commission) for full-service strategic technology planning and technology architecture development consulting services. This RFP also contains instructions governing the proposals to be submitted and the material to be included therein; a description of the service to be provided; requirements which must be met to be eligible for consideration; general evaluation criteria; and other requirements to be met by each proposal.

I-2 Issuing Office. The issuing office for this Request for Proposal (RFP) is the Pennsylvania Turnpike Commission, Information Technology department (PTC/IT). The issuing office is the sole point of contact in the Commission for this RFP.

The Information Technology (IT) department is responsible for the planning and support of the Commission’s enterprise technology solutions including Mainframe, Local Area Network, Wide Area Network, Desktop Technology, Network Infrastructure and Telecommunications initiatives. It is also responsible for various other Commission computer services and business systems such as Intelligent Transportation Systems (ITS), Electronic Toll Collection (ETC), Financial & Material Management Systems, Geographical Information Systems (GIS), Enterprise Security and Enterprise Business Continuity. In addition, the IT department is responsible for IT funding, policy and acquisition strategies. As part of IT acquisition strategies, the department supports and manages a number of vendor services contracts.

The IT Project Manager designated for this effort is:

Mr. Timothy Delp
Director of Technical Operations
Information Technology Department
Central Administration Building, 2nd Floor
700 South Eisenhower Blvd.
Middletown, PA 17057
Phone: (717) 986-9655
Email: tdelp@paturnpike.com

All questions pertaining to this project must be directed to Mr. Delp.

Alternate IT Project Management and Contact will be:

Mr. Jeffrey Mesaric
Chief Information Officer
Information Technology Department
(717) 986-9644
Email: jmesaric@paturnpike.com
I-3  **PTC Overview.** The Pennsylvania Turnpike is a key transportation route within the state of Pennsylvania and a vital link in the network of the eastern United States. The Turnpike is currently 531 miles in length with 59 fare collection facilities, 21 maintenance facilities, 5 tunnels, 8 State Police barracks, 21 service plazas and two traveler information centers and we handle a traffic volume of approximately 475,000 vehicles per day, 13% of which are commercial vehicles. The Commission currently employs approximately 2,200 people, 80% of whom are bargaining unit members, and has approximate annual revenues of $370 million dollars.

I-4  **Problem Statement.** The Mission and Vision of the Pennsylvania Turnpike Commission is to operate and manage a safe, reliable, cost effective and valued toll road system that offers free-flowing and enjoyable travel and service to our customers and to be considered by them as a premier transportation value. Data and information are the fundamental building blocks that enable our organization to achieve our strategic goals and initiatives in support of carrying out that mission and vision. Consequently, information technology is critically important in the capture, attainment, management, use and communication of that data and information both within the organization and externally to our customers.

The Commission, as an enterprise, has undergone tremendous growth and rapid changes in the area of enterprise information technology over the past four or five years. This period of growth and change resulted in the Commission acquiring and implementing a wide array of diverse technologies across the enterprise, by multiple entities within the organization, with no overall clear IT or business direction or focus. It was accomplished without the guidance and benefit of a Strategic Enterprise Technology Plan (SETP) or a clearly defined Enterprise Technology Architecture & Standards (ETAS) approach and with no one controlling individual or organization whose focused responsibility was for all enterprise information technology matters. As a result of this, the Commission recently undertook an initial project to identify the Commission’s current inventory of enterprise technology assets and to fully document those assets and assess/outline the current state of those assets at the Commission. The results of that project provided the Commission and the IT department with some comprehensive and valuable information about its current complement and state of technology assets including the following:

- To accomplish the comprehensive collection of data and information pertaining to all of the Commission’s enterprise technology assets, information had to be collected from over 30 different individuals across the organization and included nearly 80 different individual data sources
- It was determined that the IT department manages and supports over 2,000 different hardware asset categories representing more than 59,400 pieces of hardware
- It was determined that IT department manages and supports over 470 different software asset categories representing more than 27,500 software licenses.
- The IT department currently operates 132 servers that are positioned well based on age but need to be assessed, prior to additional purchases, for utilization and potential consolidation
• It was determined that several critical production file servers and over 300 desktop workstations are over 6 years old (past the typical 3 year lifespan) and still running the Microsoft NT4 operating system that will not be supported by Microsoft past December of 2003
• It was determined that the Commission’s mainframe-based financial and materials management integrated application system is over 15 years old and is well beyond typical lifespan.
• It was determined that multiple versions of purchased desktop software (e.g. MS Office 97, 2000, XP), used in a production capacity, exist across the enterprise and need to be addressed in an effort to consolidate and standardize on software vendors and versions to reduce costs and support requirements
• It was determined that although over 30 million dollars have been spent over the past 3 years on Wide Area Network and Microwave communication system technologies there are expressed concerns as to whether current bandwidth capabilities will be able to support the Commissions needs going forward
• It was determined that the IT department has often inherited responsibility for technology assets and systems implemented by other PTC departments that they are then asked to support even though they may be unprepared based upon skill level or resources
• It was determined that there is no global set of IT standards in place across the enterprise
• It was determined that there is no one individual or organization responsible for overall IT security

As a result of these findings, the Commission is seeking to proceed with the next phase of this very important project which is to solicit potential solutions and support services from a qualified Technology Planning contractor to perform the tasks necessary to develop and implement a Strategic Enterprise Technology Plan (SETP) and accompanying Enterprise Technical Architecture & Standards (ETAS) document for the Commission.

The intent of the development of these two documents is to provide the Commission, and the Information Technology department, with established guidelines for next generation systems and information technology assets that will align themselves to and integrate with our mission, business direction and business needs. Employed in concert with other important management controls such as portfolio-based capital planning, technology asset management and technology investment control practices, these guiding documents will help the Commission to focus their capital investments and technology projects into alignment with the desired technical architecture and business goals of the organization. They will also help to ensure that technology systems and services at the Commission achieve a high degree of reliability, availability, security, performance and interoperability.

The Commission desires that both documents be developed in a hard-copy format, as well as, be accessible in parts and in whole to all internal Commission departments and users as a web-based thin client application accessible via the Commission’s intranet web presence.

A detailed work statement is provided in Part II – Work Statement.
I-5  **Project Goals.** The project goals are:

- To develop a Strategic Enterprise Technology Plan (SETP) that will provide the Commission’s Executive management, technology decision makers and the Information Technology department with an enterprise-wide framework approach to the utilization and effective management of information technology in support of, and alignment with, the Commission’s business goals and objectives.

- To create a top-down enterprise level strategic technology plan that will help the Commission as it organizationally transitions from an existing functional silo model to a process oriented environment that crosses multiple departments with a single goal of providing efficient and effective services to our customers.

- To identify, document and assess both short and long term business initiatives and requirements of IT and other Commission departments, at executive levels, and to successfully map those initiatives and requirements to Information Technology assets.

- To develop a companion Enterprise Technical Architecture & Standards (ETAS) document that will document both our current and our target technical architectures and provide vision and guidelines for next generation systems and technology assets that will align themselves to and integrate with our mission, business direction and business goals.

- To develop a technical architecture that emphasizes integration, interoperability, modularity and scalability while successfully focusing on lowering the costs of information technology through reduced support costs and economies of scale.

- To develop and document clearly defined standards, policies, procedures and management processes that will drive future technology purchases and implementations across the enterprise.

I-6  **Prime Contractor Responsibilities.** The selected contractor will be required to assume responsibility for all services offered in its proposal whether or not it produces them. Further, the Commission will consider the selected contractor to be the sole point of contact with regard to contractual matters.

I-7  **Subcontracting.** Any use of subcontractors by a contractor must be identified in the quote. During the project period use of any subcontractors by the selected contractor, that were not previously identified in the quote, must be approved in writing by the Commission prior to any work being done.

I-8  **Minimum Contractor Background Checks.** The contractor must, at its expense, arrange for a background check for each of its employees, as well as the employees of any of its subcontractors, who will have access to Commission IT facilities, either through on-site access or through remote access. Background checks are to be conducted via the Request for Criminal Record Check form and procedure found at [http://www.psp.state.pa.us/psp/lib/sp4-164.pdf](http://www.psp.state.pa.us/psp/lib/sp4-164.pdf). The background check must be conducted prior to initial access and on an annual basis thereafter.
Before the Commission will permit access to the contractor, the contractor must provide written confirmation that the background checks have been conducted. If, at any time, it is discovered that a contractor employee has a criminal record that includes a felony or misdemeanor involving terroristic behavior, violence, use of a lethal weapon, or breach of trust/fiduciary responsibility or which raises concerns about building, system or personal security or is otherwise job-related, the contractor shall not assign that employee to any Commission facilities, shall remove any access privileges already given to the employee and shall not permit that employee remote access unless the agency consents to the access, in writing, prior to the access. The agency may withhold its consent in its complete discretion. Failure of the contractor to comply with the terms of this paragraph may result in default of the contractor under its contract.

I-9 SERB Participation. Prime Contractors are encouraged to utilize SERB vendor participation in their proposed solution. The Commission, however, will not be applying any additional advantage to contractors, who submit proposals, who are either qualified SERB vendors or who utilize a SERB vendor as a subcontractor for this particular RFP.

I-10 Resources. The Commission will provide a work area within the designated work location for the selected contractor resource(s) along with access to a Commission standard personal computer system(s) and Commission standard desktop software. The contractor will be responsible for providing any other needed equipment, desktop software, supplies, clerical assistance and/or administrative support.

The work location and location for project coordination will be:

PA Turnpike Commission
Central Administration Building, 2nd Floor
700 South Eisenhower Blvd.
Middletown, PA 17057

I-11 Commission Participation. Unless specifically noted in this section, contractors must provide all services to complete the identified work.

I-12 Policies, Procedures and IT Code of Professional Ethics. The contractor awarded this contract will be responsible for adhering to all applicable Commission Policies and Procedures including, but not limited to, the Commission’s policies on Electronic Communications Acceptable Use and Sexual Harassment and Sexual Discrimination. Contractor staff will also be responsible for adhering to the IT Department’s Code of Professional Ethics. These policies and procedures will be provided to the contractor and their resources prior to commencement of actual work under this contract. Violation of any of these policies and procedures by the contractor resources, while performing work under this contract, may result in immediate termination of the contract.
I-13 Information Handling. The nature of this project requires handling of sensitive information. All staff assigned to the project by the selected contractor will be required to sign a confidentiality statement to ensure this information is not used by the selected contractor or given to another contractor for the purpose of competitive advantage in current and future business activities with the Turnpike Commission. The selected contractor is responsible for ensuring that adequate measures are in place to minimize the access, copying and distribution of such information during work on this project. The selected contractor is responsible for proper disposal (i.e. shred, surrender) of both hard and electronic working copies of such sensitive information during work on this project, as well as any remaining information upon the completion of the project.

I-14 Proposals. To be considered, contractors should submit a complete response to this RFP, using the format provided in Part III – Information Required From Contractors. Each proposal should be submitted in five (5) copies to the Contract Administration Department. Contractors are encouraged, if possible, to submit their five (5) copies electronically on CDROM in Adobe Acrobat Reader format. No other distribution of proposals will be made by the contractor. Each proposal page should be numbered for ease of reference. Proposals must be signed by an official authorized to bind the contractor to its provisions and include the contractor’s Federal Identification Number. For this RFP, the proposal must remain valid for at least 60 days. Moreover, the contents of the proposal of the selected contractor will become contractual obligations if a contract is entered into.

Each and every contractor submitting a proposal specifically waives any right to withdraw or modify it, except as hereinafter provided. Proposals may be withdrawn by written or telefax notice (telefax number: (717) 986-8714) received at the Commission’s address for proposal delivery prior to the exact hour and date specified for proposal receipt. However, if the contractor chooses to attempt to provide such written notice by telefax transmission, the Commission shall not be responsible or liable for errors in telefax transmission. A proposal may also be withdrawn in person by a contractor or its authorized representative, provided its identity is made known and it signs a receipt for the proposal, but only if the withdrawal is made prior to the exact hour and date set for proposal receipt. A proposal may only be modified by the submission of a new sealed proposal or submission of a sealed modification, which complies, with the requirements of this RFP.

I-15 Cost Submittal. The cost submittal shall be placed in a separately sealed envelope within the sealed proposal and kept separate from the technical submittal. Failure to meet this requirement may result in disqualification of the proposal.
I-16  Response Date.  To be considered, proposals should arrive at the address listed below, on or before 2:00 PM, local time, Friday, February 6, 2004.

Contracts Administration Department
Attn: George Hatalowich
Manager, Contract Administration
PA Turnpike Commission (Mailing Address) or PA Turnpike Commission (Land Address)
P.O. Box 67676 or 700 South Eisenhower Blvd.
Harrisburg, PA 17106-7676 or Middletown, PA 17057

Or you may email proposals to: RFP-Q@paturnpike.com

Contractors mailing proposals should allow sufficient mail/email delivery time to ensure timely receipt of their proposals. Proposals received after the response date and time may be rejected.  If, due to weather, natural disaster, or any other cause, the Commission office location to which proposals are to be returned is closed on the proposal response date, the deadline for submission shall be automatically extended until the next Commission business day on which the office is open, unless the contractors are notified otherwise by the Commission.  The time for submission of proposals shall remain the same.

I-17  Economy of Preparation.  Proposals should be prepared simply and economically, providing a straightforward, concise description of the contractor’s ability to meet the requirements of the RFP.

I-18  Rejection of Proposals.  The Commission reserves the right to reject any and all proposals received as a result of this request, or to negotiate separately with competing contractors.

I-19  Incurring Costs.  The Commission is not liable for any cost or expenses incurred by contractors prior to issuance of a contract.

I-20  Pre-proposal Conference.  There will be NO pre-proposal conference scheduled for this RFP.  Contractors may, however, submit questions that they have about the RFP.  All questions should be directed, in writing, to Timothy Delp, Director of Technical Operations, 700 South Eisenhower Blvd., Middletown, PA 17057 or via email at tdelp@paturnpike.com no later than Friday, January 16, 2004.  All contractors will be provided with the answers to questions asked by any one contractor and all questions and answers will be posted, as an Addendum to the RFP, on the Commission’s Internet web-site at www.paturnpike.com by Monday, January 26, 2004.

I-21  Addenda to the RFP.  If it becomes necessary to revise any part of this RFP before the proposal response date, addenda will be issued to all contractors who received the original RFP.
I-22  **Discussions for Clarification.** Contractors who submit proposals may be required to make an oral or written clarification of their proposals to the Commission to ensure thorough mutual understanding and contractor responsiveness to the solicitation requirements. The Issuing Office will initiate requests for clarification.

I-23  **Best and Final Offers.** To obtain best and final offers from contractors whose proposals are determined by the Commission, in its sole discretion, to be reasonably susceptible of being selected for award, the Commission may (a) enter into discussions; (b) schedule oral presentations; and (c) request revised proposals.

I-24  **Proposal Contents.** Proposals will be held in confidence and will not be revealed or discussed with competitors, unless disclosure is required to be made (i) under the provisions of any Commonwealth or United States statute or regulation; or (ii) by rule or order of any court of competent jurisdiction. If a contract is executed, however, the successful proposal submitted in response to this RFP shall be subject to disclosure. All material submitted with the proposal becomes the property of the Pennsylvania Turnpike Commission and may be returned only at the Commission’s option. Proposals submitted to the Commission may be reviewed and evaluated by any person other than competing contractors at the discretion of the Commission. The Commission has the right to use any or all ideas presented in any proposal. Selection or rejection of the proposal does not affect this right.

I-25  **Type of Contract.** It is proposed that if a contract is entered into as a result of this RFP, it will be a open-end, fee for service contract and will contain the Standard contract Terms and Conditions shown in Appendix A. The Commission may in its sole discretion undertake negotiations with contractors whose proposals as to price and other factors show them to be qualified, responsible, and capable of performing the work.

I-26  **Term of Contract.** The term of the contract will commence on the Effective Date (as defined below) and will end **one year from that date.** The Effective Date shall be fixed by the Issuing Office after the contract has been fully executed by the contractor and by the Commission and all approvals required by Commission contracting procedures have been obtained.

I-27  **Debriefing Conferences.** Contractors whose proposals are not selected will be notified of the name of the selected contractor and will be given the opportunity to be debriefed, at the Contractor’s request. The Issuing Office will schedule the time and location of the debriefing. The contractor will not be compared with other contractors, other than the position of its proposal in relation to all other proposals for each criterion for selection.

I-28  **News Releases.** News releases pertaining to this project will not be made without prior Commission approval, and then only in coordination with the Issuing Office.
I-29 Contractor’s Representations and Authorizations. Each contractor by submitting its proposal understands, represents, and acknowledges that:

a. All information provided by, and representations made by, the contractor in the proposal are material and important and will be relied upon by the Issuing Office in awarding the contract(s). Any misstatement shall be treated as fraudulent concealment from the Issuing Office of the true facts relating to the submission of this proposal. A misrepresentation shall be punishable under 18 Pa. C.S. 4904.

b. The price(s) and amount of this proposal have been arrived at independently and without consultation, communication or agreement with any other contractor or potential contractor.

c. Neither the price(s) nor the amount of the proposal, and neither the approximate price(s) nor the approximate amount of this proposal, have been disclosed to any other firm or person who is a contractor or potential contractor, and they will not be disclosed on or before the proposal submission deadline specified in the cover letter to this RFP.

d. No attempt has been made or will be made 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 proposal is made 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. To the best knowledge of the person signing the proposal for the contractor, the contractor, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four (4) 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 disclosed by the contractor in its proposal.

g. To the best of the knowledge of the person signing the proposal for the contractor and except as otherwise disclosed by the contractor in its proposal, the contractor has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the contractor that is owed to the Commonwealth.
h. The contractor is not currently under suspension or debarment by the Commonwealth, or any other state, or the federal government, and if the contractor cannot certify, then it shall submit along with the proposal a written explanation of why such certification cannot be made.

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

j. Each contractor, by submitting its proposal, authorizes all Commonwealth agencies to release to the Commission information related to liabilities to the Commonwealth including, but not limited to, taxes, unemployment compensation, and workers’ compensation liabilities.
PART II

WORK STATEMENT

II-1 Tasks. Example of tasks required for this Scope of Work include the following:

For development of the Strategic Enterprise Technology Plan (SETP):

- Develop a Strategic Information Technology Plan Methodology and Approach for the Commission that will provide a framework for ensuring that the technology plan aligns itself with the overall enterprise business plan and supports the enterprise in achieving its goals and business objectives
- Research strategic plans and technology initiatives from other internal and external state agencies, similar to the Commission, to gauge whether the breadth and depth of the Commission’s current and proposed investment in information technology is equivalent or greater than those agencies
- Conduct an internal assessment of the Commission’s current IT environment for Strengths, Weaknesses, Opportunities and Threats
- Develop an Information Technology Vision including definition of overall Information Technology Guiding Principles
- Develop Technology Objectives and Strategies related to guiding principles
- Develop IT Architecture and Standards guiding principles in the areas of Data, Applications, Technology, Development and Deployment, Infrastructure and IT Management Models
- Develop key plan implementation steps, critical success factors and a methodology for monitoring and assessing progress towards the goals and principles defined in the plan

For development of the Enterprise Technical Architecture & Standards (ETAS):

- Develop a Vision and an Approach for the Commission’s Enterprise Technical Architecture, supported by technology standards, that will allow for maximum accessibility, flexibility, and maneuverability of Commission information and data
- Document and assess the Commission’s current Technical Architecture environment, standards, procedures and policies in the areas of Data architecture, Applications architecture and Technology architecture
- Document and assess current technical architecture planning and management processes including project planning, project management, systems management, change management, asset procurement, asset management and budget planning & management
- Develop a future or target Enterprise Technical Architecture based upon the assessment of the current architecture environment and the architecture guiding principles, objectives and strategies defined in the Strategic Enterprise Technology Plan
- Develop new Enterprise Technical Architecture standards, policies, procedures and architecture planning and management processes based upon the assessment of the current environment and the architecture guiding principles, objectives and strategies defined in the Strategic Enterprise Technology Plan
• Provide a gap and impact analysis that identifies the difference(s) between the current technology architecture and the future technology architecture in the areas of Data, Applications and Technology

• Develop an enterprise-level architecture transition plan that uses the enterprise architecture and standards, along with the Strategic Enterprise Technology Plan, to guide the Commission in its IT planning and budget development

• Identify key next steps to assist the enterprise in the adoption of the stated future architecture in the areas of Data, Applications and Technology

For the development of an Intranet Web presence:

• Design, develop and implement a thin client web application on the Commission's internal intranet web site. The application will provide users across the enterprise with read-only access to the Strategic Enterprise Technology Plan and the Enterprise Technical Architecture and Standards document(s). The application must also provide designated IT staff with additional management and administrative update capabilities

II-2 Work Skill Requirements. The selected contractor must provide professional and technical staff dedicated to this project. Staff assigned to this project must be able to work in a cooperative fashion with various Commission staff and other designated contractors during all phases of the project. Staff must be able to coordinate and receive direction from designated Commission staff during the design and implementation. Staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commission.

Planning Services must be performed by staff with a minimum of ten-to-fifteen years experience in the principles and methodologies of enterprise strategic technology planning for companies equivalent in size and revenue to that of the Commission.

Technical Architecture and Standards development services must be performed by staff with a minimum of ten-to-fifteen years experience in the principles and methodologies of developing and documenting enterprise technical architectures and standards for companies equivalent in size and revenue to that of the Commission.

Required work skills for design and development of a thin client web application on the Commission’s internal intranet are broken out into four areas. These include:

- Web Page and Graphical Design
- Web Programming and Thin Client development
- Server Configuration and Management
- Database Design and Development
Web Page and Graphical Design must be performed by staff with a minimum of two years experience in web design and layout. Staff must be proficient in the use of web design tools that are currently in use by the Commission, such as Macromedia Dream Weaver MX and Microsoft FrontPage 2000. Staff must be proficient in the use of image editing tools that are currently in use by the Commission, including Adobe Photoshop 7.0 and/or be certified in any equivalent alternative web design software tool.

Web Programming must be performed by staff with strong skills in the successful implementation of web-based thin client applications that utilize Microsoft Web Services in an N-tier development model. This shall include a minimum of two years developing, testing and deploying server side scripting technologies, including SOAP, ASP (using VBScript) and/or ASP.NET. A minimum of two years experience developing, testing and deploying client side technologies, including HTML, DHTML, XML, CSS and Java Script is also required.

Server Configuration and Management must be performed by staff proficient and/or certified in the operation, configuration and management of Microsoft Internet Information Server (IIS) 5.0, Microsoft Index Server, and Front Page Server Extensions.

Database Design and Development must be performed by staff with a minimum of two years experience in relational database design. Staff must be proficient and/or certified in Oracle 8.1.6 or above and/or Microsoft SQL Server and Microsoft Access. Staff must be proficient and/or certified in use of ADO.NET technology, as used with Microsoft SQL Server, Microsoft Access or Oracle 8.1.6 and above, using N-Tier development methodology.

Specialized expertise may be acquired through the use of subcontract agreements. However, the Prime Contractor is required to have staff that has, or will obtain prior to the completion of the project, training and/or certification in the recommended software solution products. Subcontracts must be identified in the proposal according to section I-7 SUBCONTRACTING.

II-3 Specific Requirements. Specific requirements include:


2. Provide documents in Adobe Acrobat (PDF) format.

3. Provide the ability for users to access the documents via the Commission's intranet web site, in a read-only format in parts or in whole, without needing any specialized technical training or technical skills.

4. Provide the ability to manage and administer the documents on the Commission's intranet web site through an established and robust set of power-user tools that will enable authorized users to quickly modify existing and/or create additional applicable documents and information without specialized technical training or technical skills. Provide tiered security privileges using a role-based scheme.
5. Integrate seamlessly with a mix of pre-existing intranet web content formats and applications developed in other software tools. This shall include developing a user interface, navigation and ‘look and feel’ that is consistent in operation, design, and functionality as current PTC Intranet materials.

6. Be thoroughly indexed and searchable.

7. Be scalable and reliable.

8. Provide necessary technical skills and support that can be obtained through Service Provider knowledge-transfer to current in-house resources or be obtained at reasonable cost in the market from several source. This shall also include development of any and all documentation, using pre-defined Commission documentation standards, needed to support the solution in a highly efficient manner.

II-4 Reports and Project Control

1. Task Plan. A work plan for each task that identifies the work elements of each task, the resources assigned to the task, and the time allotted to each element and the deliverable items to be produced.

2. Status Report. A periodic progress report covering activities, problems, and recommendations; the report should be keyed to the work plan developed by the contractor in its proposal, as amended or approved by the Commission.

3. Problem Identification Report. An “as required” report, identifying problem areas. The report should describe the problem and its impact on the overall project and on each affected task. It should list possible courses of action with advantages and disadvantages of each, and include contractor recommendations with supporting rationale.

4. Final Report. A final report to permit the Commission to satisfy itself as to the projects completeness and acceptance of deliverables. The final report should specify the following information:

   o Executive summary as to the result of the project in terminology that will be meaningful to executive management and others generally familiar with the subject areas.

   o A description of techniques used during the study.

   o A Summarization of any findings, conclusions, or recommendations developed in each task for each deliverable.
o Any and all supporting documentation; e.g., flow charts, forms, questionnaires, etc. associated with findings, conclusions, or recommendations

o A recommended time-phased work plan for implementing any recommendations.

II-5 Proposed Implementation Schedule

The Commission seeks rapid development and implementation of this initiative and has targeted a timeframe of six months for the successful completion of the identified deliverables and components.

The Commission anticipates the project to be fully completed by no later than September 30, 2004.
PART III

INFORMATION REQUIRED FROM CONTRACTORS

Contractor proposals must be submitted in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. Each proposal shall consist of two (2) separately sealed submittals. The submittals are as follows: (i) Technical Submittal, in response to Sections III-1 through III-6 hereof; (ii) Cost Submittal, in response to Section III-7 hereof.

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

The Commission may make such investigations as deemed necessary to determine the ability of the contractor to perform the work, and the contractor shall furnish to the Commission all such information and data for this purpose as requested by the Commission. The Commission reserves the right to reject any proposal if the evidence submitted by, or investigation of, such contractor fails to satisfy the Commission that such contractor is properly qualified to carry out the obligations of the agreement and to complete the work specified.

III-1. Statement of the Problem. State in succinct terms your understanding of the problem presented or the service required by this RFP.

III-2. Management Summary. Include a narrative description of the proposed effort and a list of the items to be delivered or services to be provided.

III-3. Work Plan. Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in Part II of this RFP as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained. Indicate the number of person-hours allocated to each task, depicting different categories and prices of personnel where applicable.

III-4. Prior Experience. Include a description of your company’s experience in providing strategic enterprise technology planning, enterprise technical architecture development and thin-client, web-based application development including the number and size of similar projects and subsequent project outcomes. Experience shown shall be work done by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to should be identified specifically 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.
III-5. Personnel. Include the number, and names where practicable, of executive and professional personnel, analysts, researchers, programmers, consultants, etc., who will be engaged in the work. If there is a requirement for personnel to work outside of the designated work location, identified in Section I-10, show where these personnel will be physically located during the time they are engaged in the work. Include through a resume or similar document education and experience in strategic enterprise technology planning, enterprise technical architecture development and thin-client, web-based application development. Indicate the responsibilities each will have in this project and how long each has been with your company. Identify subcontractors you intend to use and the services they will perform.

III-6. Objections and Additions to Standard Contract Terms and Conditions. Contractor will identify which, if any, of the terms and conditions contained in Appendix A it objects to and what additional terms and conditions contractor requires. Contractor’s failure to object or to request additions will result in its waiving its right to do so later, but the Commission may consider late objections and additional requests if it is in the best interest of the Commission to do so.

III-7. Cost Submittal. The information requested in this section shall constitute your cost submittal. This portion of the proposal should be bound and sealed separately from the remainder of the proposal. The total cost you are proposing must be broken down into the following components:

a. Direct Labor Costs. Direct labor charges should be itemized by task within deliverable; Strategic Enterprise Technology Plan, Enterprise Technical Architecture & Standards document and Intranet Web Application. Itemize so as to show the following for each category of personnel with a different rate per hour. Sub-totals should also be shown for each deliverable:

(1) Category: e.g., partner, project manager, analyst, programmer, research associate.

(2) Estimated hours.

(3) Rate per hour.

(4) Total cost for each category and for all direct labor costs.

b. Labor Overhead. Specify what is included and rate used. If there is no labor overhead costs in your quote, so state.

c. Travel and Subsistence. Itemize transportation, lodging and meals per diem costs separately. If there are no travel and subsistence costs in your quote, so state.
d. **Consultant Costs.** Itemize as in (a) above. If there are no consultant costs in your quote, so state.

e. **Subcontract Costs.** Itemize as in (a) above. If there are no subcontract costs in your quote, so state.

f. **Cost of Supplies and Materials.** Itemize. If there are no supplies and materials costs in your quote, so state.

g. **Other Direct Costs.** Itemize. If there are no other direct costs in your quote, so state.

h. **General Overhead Costs.** Specify what is included and rate used. If there are no general overhead costs in your quote, so state.

i. **Fee or Profit.** [Inclusion of this item depends on type of contract to be awarded.] If there are no fee or profit costs in your quote, so state.

j. **Total Cost.**

Any costs not provided in the cost proposal will be assumed as no charge to the Commission.

Only work satisfactorily performed after execution of a written contract, after the contractor’s receipt of a notice to proceed from the Commission and after the contract term has begun will be reimbursed.
PART IV

CRITERIA FOR SELECTION

IV-1. Mandatory Responsiveness Requirements. To be eligible for selection, a proposal should be (a) timely received from a contractor; (b) properly signed by the contractor; and (c) formatted such that all cost data is kept separate from and not included in the Technical Submittal.

IV-2. Proposals will be reviewed and evaluated by a committee of qualified personnel selected by the Commission. This committee will recommend for selection the proposal, which most closely meets the requirements of the RFP and satisfies Commission needs. Award will only be made to a contractor determined to be responsible in accordance with Commonwealth Management Directive 215.9, Contractor Responsibility Program.

IV-3. The following areas of consideration will be used in making the selection:

a. Understanding the Problem. This refers to the contractor’s understanding of the Commission needs that generated the RFP, of the Commission’s goals and objectives in asking for the services and of the nature and scope of the work involved.

b. Contractor Qualifications. This refers to the ability of the contractor to meet the terms of the RFP, especially the time constraint and the quality, relevancy, and recency of studies and projects completed by the contractor. This also includes the contractor’s financial ability to undertake a project of this size.

c. Personnel Qualifications. This refers to the competence of professional personnel who would be assigned to the job by the contractor. Qualifications of professional personnel will be measured by experience and education, with particular reference to experience on studies/services similar to that described in the RFP. Particular emphasis is placed on the qualifications of the project manager.

d. Soundness of Approach. Emphasis here is on the techniques for collecting and analyzing data, sequence and relationships of major steps, and methods for managing the scope of work. Of equal importance is whether the technical approach is completely responsive to all written specifications and requirements contained in the RFP and if it appears to meet Commission goals and objectives.

e. Cost. While this area will be weighted heavily, it will not normally be the deciding factor in the selection process.
This AGREEMENT is made this ___________________ day of ______________________, 2003, between the Pennsylvania Turnpike Commission ("COMMISSION"), an instrumentality of the Commonwealth of Pennsylvania, with principal offices at Middletown, Pennsylvania (mailing address: P. O. Box 67676, Harrisburg, PA 17106-7676; physical address: 700 Eisenhower Blvd, Middletown, PA 17057),

AND

_________________________ ("CONTRACTOR"), [insert the legal status of CONTRACTOR such as a Pennsylvania (or foreign) corporation (or partnership, LLC, LLP, etc.)], with its principal office at [insert address]

WITNESSETH:

WHEREAS, by Act No. 211 of the General Assembly of the Commonwealth of Pennsylvania, approved May 21, 1937, and its amendments, the COMMISSION is authorized and empowered to enter into a contract with CONTRACTOR;
WHEREAS, the COMMISSION desires to . . . [describe the specific PTC purposes, goals, assumptions, underlying facts, or contractor's representations that are the basis of the bargain, etc.]
WHEREAS, the COMMISSION desires to retain the services of CONTRACTOR upon the following terms; and
THEREFORE, in consideration of these mutual covenants, and intending to be legally bound, the parties agree as follows:

Definitions
This section is for terms that have a special meaning for this agreement or that are used in a way different from everyday or common usage.

Contractor's Scope of Work
[There should be a document that specifies what we expect from the Contractor (such as deliverables; schedules and deadlines; representations or warranties; conditions or covenants; location of the work; use of specific persons; standards of performance; insurance requirements). This document must be made part of the Agreement (either as an exhibit which is attached or by referring to it in the Agreement without attaching it)].

The CONTRACTOR will perform the work described in [identify the document/RFP#] dated [date], titled [title] and the CONTRACTOR’S proposal dated [date]. This document is [SELECT ONE: attached as Exhibit _ and made a part of this Agreement OR made part of this Agreement by reference].

Commission’s Responsibilities
The COMMISSION shall furnish the CONTRACTOR access to key personnel, relevant documents, and adequate workspace for completing the work.

Compensation
For the work, services, and material as defined in this Agreement, the CONTRACTOR shall be paid _______________ and __/100 DOLLARS ($__________). [Specify whether the compensation method is hourly, cost reimbursement, lump sum, etc.]

Duration of Agreement [and Renewal]
The term of this Agreement is [term]. The term may be extended for [number] additional years by a writing signed by both parties.

Termination
Either party may terminate this agreement at any time upon thirty- (30) calendar days written notice. If this notice is given, the CONTRACTOR shall be paid only for the services already rendered upon the date of the notice and for the services rendered to the date of termination, subject to all provisions of this agreement. The notice will be effective on the date of receipt. The right to cancel may be exercised as to the entire project, or as to any particular phase or phases, part or parts, and
upon one or upon several occasions, but any termination may not be revoked except upon written consent of the parties through a supplemental agreement to this agreement.

**Assignment and Delegation**
The **CONTRACTOR** may not transfer, assign, or delegate any terms of this contract, in whole or in part, without prior written permission from the **COMMISSION**.
The **CONTRACTOR** shall not engage the services of any person or persons now employed by the Commission except with the **COMMISSION's** approval.

**Governing Law**
This agreement will be interpreted according to the laws of the Commonwealth of Pennsylvania.

**Observance of Laws**
The **CONTRACTOR** agrees to observe all relevant federal, state, and local laws and to obtain in its name all necessary permits and licenses.

**Dispute Resolution**
All questions or disputes regarding any matter involving this contract or its breach shall be referred to the Board of Claims as provided in 72 P.S. § 4651. If the Board of Claims either refuses or lacks jurisdiction, these questions or disputes shall proceed as provided in 42 C.S.A. § 7301 et seq. (Statutory Arbitration). The panel of arbitrators will consist of a representative of each of the parties and a third party chosen by the representatives, or if the representatives are unable to choose, by the American Arbitration Association.

**Indemnification**
The **CONTRACTOR** shall be responsible for all damage to life and property due to negligence or other tortuous acts, errors, and omissions arising from or related to the work of this Agreement. The **CONTRACTOR** shall indemnify and hold harmless the **COMMISSION**, the **COMMISSION's** officers, and the **COMMISSION's** employees from any claim or liability of any type or nature arising from or related to the work of the **CONTRACTOR** or that of the **CONTRACTOR's** employees or subcontractors or the presence of these persons or individuals on the **COMMISSION's** premises.

**Contractor Provisions**
The Contractor Integrity and Contractor Responsibility Provisions are attached as an exhibit and made a part of this agreement.

**Entire Agreement**
This Agreement, together with any writings either attached as exhibits or incorporated by reference, constitutes the entire understanding between the parties and there are no other oral or extrinsic understandings of any kind between the parties.

**Modification**
This agreement may be modified only by a writing signed by both parties.
IN WITNESS WHEREOF, the Pennsylvania Turnpike Commission and [Contractor’s Name] have executed this Agreement by their duly authorized officers and affixed their respective official and corporate seals on the date written above.

ATTEST: PENNSYLVANIA TURNPIKE COMMISSION

____________________________
Rebecca R. Troup
Assistant Secretary-Treasurer

____________________________
Mitchell Rubin
Chairman

APPROVED AS TO FORM AND LEGALITY:

____________________________
Albert C. Peters II
Assistant Chief Counsel

ATTEST: [CONTRACTOR’S NAME]

Signature____________________
Name________________________
Title________________________
Federal Tax ID. No. ____________
Addendum No. 1  
RFP # 03-133-2865  
Strategic Enterprise Technology Plan

Following are the responses to questions as submitted in reference to RFP #2865 as of Friday, January 16, 2004. The following questions are listed verbatim as received by the Pennsylvania Turnpike Commission’s Information Technology Department:

1. We understand that you would like the cost submittal in a separate sealed envelope. Would you like the cost submittal in electronic format on a CD or hard copy?

   **Answer:** Either or both would be acceptable.

2. Do you have existing servers and software to develop and deploy the thin client document viewing application? Or do you expect the cost of the appropriate servers and software to be included in the proposal?

   **Answer:** Yes, we have both. We have no expectation that any hardware or software development tool costs will need to be included in the proposals for the thin-client intranet application.

3. The paragraph in section I-4 right after the bulleted items refers to “tasks necessary to develop and implement”. Are we correct in assuming that the current project will focus only on developing the SETP and ETAS documents and does not include any actual implementation of those plans?

   **Answer:** Yes. Please see the examples of tasks required as stated in [Part II - Work Statement, Section II-1 Tasks, pages 13 and 14 of the RFP for further information.](#)

4. Project Goals- 3rd paragraph--Will the PA Turnpike Commission assist with identifying both short and long term business initiatives for IT, other departments, and at executive levels? How many business units and how many people will be assessed? Will a organization chart be made available?

   **Answer:** Yes, we will be assisting in this task. We anticipate a need to interview, at the executive level, approximately 10-15 individuals representing our senior executive staff and key business units. An organization chart will be made available to the successful bidder.

5. Will the study and assessment take place only at the Middletown, Pa. Location? What other locations may be involved?

   **Answer:** Yes. We are anticipating that all tasks for this scope of work can be accomplished at our Central Administration building location.

6. There is no mention of Disaster Recovery or Business Continuance. Please verify that these processes are not a requirement of the RFP.

   **Answer:** The development of a Disaster Recovery/Business Continuity plan is not a requirement of this RFP. We do however anticipate that it will need to be captured and identified in some capacity within the enterprise technical architecture and standards.
7. Part II Work Statement—1st Paragraph—Please clarify. Is the PA Turnpike Commission requesting the that a new methodology be developed or that the vendor use their proven methodology to ensure the implementation of the Technology Plan?

Answer: The Commission is looking for the methodology that best fits the Commission whether it is a new methodology or a vendor proven one.

8. Part II Work Statement—2nd Paragraph—Please clarify. Is the PA Turnpike Commission asking that the vendors specifically research strategic plans from external state agencies as part of this effort, or for the vendor to refer to other external state agencies, with which they have had experience and ascertain if the PA Turnpike Commission’s IT plans are at least equivalent? If the former, will PA Turnpike Commission assist in acquiring these strategic plans?

Answer: As stated, the Commission desires the vendor to specifically research strategic technology plans and technology initiatives from both internal and external state agencies that are similar to the Commission. The Commission wants the vendor to perform all tasks associated with the research, including acquisition of strategic plans.

9. Part II Work Statement—3rd Paragraph—Please clarify. Regarding “Strengths, Weaknesses, opportunities, and Threats”, is “Threats” referring to terrorist threats, hacker threats, the threat and vulnerability of surrounding environmental hazards, or threats from within?

Answer: Threats in this case is referring to items that must be acknowledged and planned for to ensure that they do not create an unsatisfactory information technology environment for the Commission. Several examples of threats might be (1) federal/state mandates and legal rulings that affect existing business systems and funding availability, such as HIPAA or (2) an inability for the Commission to attract and retain IT resources with required skill sets, or (3) the Year 2000 problem or (4) the security of technology, applications, data and networks which encompasses all of the items mentioned in your question.

10. What about Security? Is this to be presumed under the references to standards and policies, or is this not to be assessed and designed?

Answer: Security is an area that we believe will need to be defined, assessed and documented probably as a separate domain within the enterprise technical architecture & standards document.

11. To what level of Architectural design is the Commission requiring?

   High-Level (Independent of specific hardware and software components, as well as capacity and configuration).

   Medium-Level (Some specifics known, like bandwidth of network, capacity, and server size).

   Low-Level (Specifics of size, model, and Network Operating System known and planned for regarding hardware and software, administrative and implementation plans devised).

Answer: The Commission requires it to be designed at a low-level.
12. Will a network layout be made available prior to Feb. 6th? How many domains, locations are involved?

Answer: No. We have one central domain in Highspire, PA. that encompasses 90% of the organization and two “satellite” domains, our Eastern Regional Office in Valley Forge, PA. and our Western Regional Office in New Stanton, PA., that encompasses the rest.

13. Is there a complete list of server names, the applications, versions, capacities, and utilization? If not, is the gathering of this information presumed to be part of the effort?

Answer: We have a large majority of that information already available, however some information may still need to be gathered.

14. Will the document from the current Asset status that was done be made available? Prior to Feb. 6th?

Answer: Yes, to the successful bidder.

15. Please clarify. Is the contractor expected to perform a complete detailed assessment of the Pennsylvania Turnpike Commission’s Technical Architecture? Is there sufficient existing documentation to minimize the assessment effort and thus reduce the associated cost of the assessment phase?

Answer: Yes, to both questions.

16. Are detailed information systems selections in scope for this engagement, specifically in reference to ERP and/or Financial systems?

Answer: No, they are not part of this scope of work.

17. What is the size and composition of the supporting project team from the Pennsylvania Turnpike Commission’s perspective?

Answer: The Commission has identified a Project Manager and a Technical Analyst to represent the Commission and will pull other resources from our Management and technical staff as needed.

18. We note the inclusion of "Intranet Web" development as part of the scope of this project. With all due respect to the Commission's RFQ, the rest of the scope of this project is focused on "assessing, strategizing & planning", whereas the Intranet Web represents "systems development" kind of work. The nature of these two different kinds of work can sometimes get in the way of each other. In fact, a case could be made that the Commission would be best served if it didn't approach the "intranet web" aspect of the desired work until after all the rest of the assessment & planning work were accomplished. With that as background, would you consider eliminating the "intranet web" component of the work from this project, and go after it as a separate, later procurement?

Answer: No.

19. If the answer to the above is "no", could you give us an idea as to what as to the relative priority of the Intranet Web component of the project is compared to the Strategic Enterprise Technology Plan & Enterprise Technology Architecture and Standards deliverables?

Answer: The Intranet Web component of the project is the lowest priority of the three components.
20. Is this project funded?

**Answer:** Yes.

21. Can you indicate what firms were solicited or have pulled the RFQ from PA Turnpike’s website??

**Answer:** No.

22. Are the Departments Business Goals and Objectives (page 6) clearly understood, documented and available?

**Answer:** Yes.

23. Are the short and long term business initiatives (page 6) clearly understood, documented and available?

**Answer:** Yes.

24. Does the PA Turnpike Authority seek to develop an ongoing PS Turnpike Enterprise Architecture program that evolves and changes with changes in the business and technology?

**Answer:** Yes.

25. Has any work been previously developed by the PA Turnpike Authority IT staff in the development of IT objectives, strategy or guiding principles that can be leveraged towards this effort?

**Answer:** Yes.

26. How many IT data center sites does the PA Turnpike Authority currently support?

**Answer:** The PA Turnpike Commission has one central data center, located within our Central Administration building, that supports the enterprise.

27. Is there a requirement to develop any detailed implementation plans, project plans, or consolidation plans as is mentioned on page 4?

**Answer:** We cannot provide an answer to this question as we can find no reference to what your asking about anywhere on page 4.

28. Is there a requirement to make any product or vendor recommendations?

**Answer:** There is no requirement for identification or recommendation of any specific products or vendors, however, it may be possible that the development of the target Enterprise Technical Architecture will result in there being some.
29. How many Technical Domains is the PA Turnpike authority looking to be defined? Have these technical domains/categories be documented or defined to any extent?

Answer: The Commission is looking to define as many as needed to completely and accurately define our current and target architectures. Yes, they have been defined at a high-level but additions, deletions and/or modifications will be considered.

30. Does the PA Turnpike authority wish to develop an ongoing Enterprise Architecture program? How much, if any, percentage of this work is involved in the project?

Answer: Yes, part of the development of the Architecture should include a process/procedure for keeping the architecture updated/maintained as needed. The percentage of work associated with this should be as much as needed to facilitate development of an ongoing program.

31. Does the PA Turnpike Authority wish to have any of it's IT technical staff involved, participate and/or contribute to the technical strategy and architecture documents, beyond just setting requirements and review or output? If so, how many and in what areas?

Answer: Yes, at a technical management level. We desire and expect to have participation and involvement from all IT Directors and Managers, covering all areas of technical domains, in the development of the technical strategy and the architecture document.