Request for Proposal 08-X-39202

For: Motor Vehicle Automated Transaction System (MATRX) Implementation for MVC

Event	Date	Time
Bidder's Electronic Question Due Date (Refer to RFP Section 1.4.2 for more information.)	04/26/07	5:00 PM
Mandatory Bidders Conference (Refer to RFP Section 1.4.1 for important details about the new electronic bid option.)	04/26/07	9:00 AM
Qualifications Submission Due Date (Refer to RFP Section 1.3.1.3 for more information.	05/17/07	2:00 PM
Final Bid Submission Due Date (Refer to RFP Section 1.3.3.1 for more information.)	07/20/07	2:00 PM

Dates are subject to change. All changes will be reflected in Addenda to the RFP posted on the Division of Purchase and Property website.

Small Business Set-Aside (Refer to RFP Section 4.4.2.2 for more information.)	Status	Category
	☐ Not Applicable	☐ I
	☐ Entire Contract	☐ II
	☐ Partial Contract	☐ III
	☒ Subcontracting Only	

RFP Issued By

State of New Jersey
Department of the Treasury
Division of Purchase and Property
Trenton, New Jersey 08625-0230

Using Agency

State of New Jersey
Motor Vehicle Commission

Date: March 28, 2007

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NOTICE TO BIDDERS

SET-ASIDE CONTRACTS
N.J.S.A 52:32-17, N.J.A.C. 17:13, 12A:10

Pursuant to the provisions of the New Jersey statute and administrative code cited above, this contract, or a portion thereof, has been designated as a set-aside contract for Small Business. As such, as indicated on page one of this document, eligibility to bid is limited to bidders (or subcontractors, as applicable) that meet statutory and regulatory requirements and have had their eligibility determined by the New Jersey Commerce, Economic Growth and Tourism Commission (Commerce). The definitions of each Small Business set-aside category can be found at N.J.A.C. 17:13-1.2 or N.J.A.C. 12A:10-1.2.

"Small Business" means a business that has its principal place of business in the state of New Jersey, is independently owned and operated, and has no more than 100 full-time employees.

The new program places Small Business into the following categories: (I) those with gross revenues up to $500,000; (II) those with gross revenues of up to $5 million; and (III) those with gross revenues that do not exceed $12 million. While companies registered as having revenues below $500,000 can bid on any contract, those earning more than the $500,000 and $5 million amounts will not be permitted to bid on contracts designated for revenue classifications below their respective levels.

Each business interested in bidding for this contract should provide, as part of its response to this solicitation, proof of its current registration as a qualifying Small Business with New Jersey Commerce, Economic Growth and Tourism Commission. Any business that seeks to register as a Small Business is required to submit a fee along with its application to Commerce.

All necessary forms and any additional information concerning registration may be obtained by contacting Commerce's office of Small Business services, by telephone at the number below, or by mail, or in person between the hours of 9:00 am and 5:00 pm at the address below:

NEW JERSEY COMMERCE, ECONOMIC GROWTH AND TOURISM COMMISSION
OFFICE OF SMALL BUSINESS SERVICES
20 WEST STATE STREET - 4TH FLOOR
PO BOX 820, TRENTON, NJ 08625-0820

TELEPHONE: 609-292-2146

1.0 INFORMATION FOR BIDDERS

1.1 PURPOSE AND INTENT

This Request for Proposal (RFP) is issued by the Purchase Bureau, Division of Purchase and Property, Department of the Treasury on behalf of the State of New Jersey, Motor Vehicle Commission (MVC). The purpose of this RFP is to solicit bid proposals for a contractor to provide system design, development, testing, implementation and maintenance services to carry out an IT modernization project for the MVC. The system to be developed will be known as The MATRX System (Motor Vehicle Automated Transaction System) and will replace the current primary computer systems, known as the Comprehensive System and the Agency System. This project will revolutionize the business and technical systems that are currently used to deliver motor vehicle services in New Jersey.

MATRX will be a comprehensive, integrated, solution that addresses the primary business functions of the MVC including: driver and business licensing, vehicle titling and registration, and the history of driver records; and will include document management, imaging, workflow, rules engine, and web based infrastructure, to modernize the delivery of motor vehicle services.

The goals of the new system are as follows:

- Simplify and properly support complex and ever-changing business processes,
- Quickly react to changes in legislation or policy,
- Provide high quality customer service,
- Improve auditability,
- Implement security procedures that maintain the highest integrity in all transactions and documents produced.

The key components of the MATRX System are:

Foundation Technologies
- MATRX Database
- Data Exchange
- Rules Engine
- Content Management
- Reporting and Analysis
- Identity Management
- Printing Subsystem

Base Applications
- Customer Profile Management
- Case Management
- Privilege Management
- Inventory
- Web-based Transaction Center
- Web-based Storefront
- Business Inspections
- Point of Sale
- Financials (e.g. Accounts Receivables)

Business Applications
- Business Licensing

- Driver Licensing- Including Real Id
- Vehicle Title, Registration and Insurance
- Driver History
- Third Party Information Sharing

MATRX and its newly revamped business processes will significantly improve our ability to provide customer service and make a difference to our licensees.

Improved customer service through MATRX will provide valuable features and capabilities for our four key stakeholder groups: individual drivers, businesses, Motor Vehicle Commission employees, and government agencies (local, state and federal) as well as other outside parties such as insurance companies.

The required services are described in RFP Section 3.0 (Scope of Work).

The intent of this RFP is to award a contract to that responsible bidder whose bid proposals, conforming to this RFP is most advantageous to the State, price and other factors considered. However, the State reserves the right to separately procure individual requirements that are the subject of the contract during the contract term, when deemed by the Director to be in the State's best interest.

The NJ Standard Terms & Conditions version 05 09 06 will apply to all contracts or purchase agreements made with the State of New Jersey. These terms are in addition to the terms and conditions set forth in this RFP and should be read in conjunction with them unless the RFP specifically indicates otherwise.

1.2 BACKGROUND

1.2.1 CURRENT MAJOR IT SYSTEMS

The MVC supports most of its operations with a collection of computer subsystems that are known as the Comprehensive System. The foundation of this system is over fifteen years old and it is primarily a COBOL based system accessing a CA-Datacom database hosted on the State's IBM mainframe platform. In addition to the Comprehensive System, MVC relies upon a Bull-HVX COBOL system that is known as the Agency System. This system is installed at each of the forty-five local MVC Agency sites and provides over the counter functions and customer service in support of licensing, titling and registrations. Relative to modern technology, these systems are difficult to maintain and lack flexibility. In general, they no longer properly support MVC's mission.

MVC has important goals that it cannot significantly meet while relying on the current Comprehensive and Agency System. These goals include:

- Better customer service
- Preprocessing and on-line services that can reduce congestion and wait times at agencies.
- Better enforcement of legislation
- Better transaction security and auditability
- Reduction of fraud
- Identify suspicious individuals
- Better adaptability to new procedures and programs
- Implement system changes more rapidly

MVC has identified the following issues with the Comprehensive and Agency System:

- The systems are 20 years old and difficult to maintain and enhance.
- Outdated architecture – inflexible, less open to new tools
- Outdated database design – limited adaptability
- Hard coded business rules – not easily changed
- 100% custom coding – no opportunity for vendor developed upgrades
- Limited and declining personnel skills for old technology

The following are maintenance and expansion issues:

- Limited expandability - no flexibility to support significant changes like preprocessing for all transactions
- Minimal ability to cleanly accommodate web and other interfaces
- No request is small – individual change requests and reports are often put off for larger efforts
- Limited documentation –often due to overburdened staff

MVC must implement "Next Generation" information systems to meet its needs. The following approaches are part of the overall strategy for successfully redeveloping and maintaining MVC's new systems:

- "Partition" the subsystems into n-tiered, service oriented architecture
- Maximize table-driven and rules engine-driven coding
- Leverage Commercial Off-the-Shelf (COTS) Software
- Migrate subsystems individually – not all at once
- Separate data management from system management
- Implement a reporting and analysis system consistent with State data warehousing technologies
- Develop a definition and documentation process with automated tools that will support State of New Jersey Office of Information Technology (OIT) and MVC analysts
- Create user groups for ongoing subject matter management and requirements development
- Provide architecture and management oversight

The MVC Business Model includes:

- The issuance of vehicle registrations for personal and business vehicles within NJ
- The issuance of driver's licenses to citizens and commercial drivers
- The issuance of titles for vehicles registered in NJ
- The issuance of licenses for various businesses supporting the motoring public
- The collection of revenues associated with the above business and forwarding such revenues to Department of Treasury, Division of Revenue (DOR)
- The administration of various programs including the accounting and transfer of funds for various State, federal and international programs
- The exchange of information with business partners such as federal authorities, law and public safety authorities, other states for registrations and traffic violations, insurance companies, voter registration authorities, and the like
- Issuance of validated identity through New Jersey's Digitized Drivers License (DDL) and 6 Point ID check involving the Social Security Administration, Homeland Security and Immigration and Naturalization Service (INS)

1.2.1.1 COMPREHENSIVE SYSTEM

The Comprehensive System processes the core IT functions of MVC and is comprised of a series of IBM / System 390 COBOL batch and CICS COBOL online programs. The programs run in an

IBM centralized mainframe residing in the State Data Hub complex and are executed in a shared environment along with other State agency work.

The subsystems that comprise the Comprehensive System are:

Agency (MVC) System Related
Agency (MVC) Interface

Driver Management
Driver Owner
Driver Licensing
Multiple Driver Resolution
Driver Testing Permits
License Review

Vehicle Management
Vehicle Registration
Vehicle Titles

Enhanced Driver History
Enhanced Driver History
Compulsory Insurance
Uninsured Motorist
Violations Update
Violations Processing
Violations Monitoring
Violation Notices
Driver Rehabilitation System
Abstract Requests
System Administration Tables
Accident Reporting System

Finance Applications
Revenue Rewrite
Agency Revenue
Sales Tax Reporting

Commercial Carriers
Heavy Duty Diesel
Motor Carriers
International Fuel Tax Agreement (IFTA)
International Registration Plan (IRP)

Information Abstracts
Customer Abstract Information Retrieval (CAIR)

Business Licensing
Business Licensing System

Insurance Management
Insurance Surcharge – Inquiry
Insurance Surcharge – Support

Outside Process Support
Jury Duty Selection

Motor Voter Registration
Microfilm Index System (CARS)

Other
Data Conversion/Common Routines
GSS Agency Support
Plate Lookup

Interfaces
NJ State Police Interface
Law Enforcement Inquiries
State Interface
Judiciary Interface
Social Security Administration
Immigration and Naturalization Service
Homeland Security

1.2.1.2 COMPREHENSIVE SYSTEM DATABASE

The majority of the data supporting this application reside in a Computer Associates International, Inc. (CA) Datacom Database. The database resides in the IBM 390 mainframe at the Trenton Data Hub. There are approximately 200 tables within the COMPREHENSIVE System database. There are some ancillary Virtual Storage Access Method (VSAM) files associated with certain subsystems, but not a significant amount.

1.2.1.3 AGENCY SYSTEM

In addition to the mainframe based centralized applications, there is a distributed application which runs on local servers in each of 45 geographically separate Motor Vehicle Agencies, and in four (4) Motor Vehicle Regional Support Centers, as well as several other locations, for a total of 57 servers. The application is responsible for capturing and processing transaction business including the issuance of registrations, licenses, and titles. The application does local printing of titles and registrations. The DDL receipt is printed from the Motor Vehicle Agency system, but the actual license is now manufactured through a different application including digitized images and special laminating card printers. The application is based on Honeywell / Bull COBOL and runs on Bull Escala servers. Each server supports over the counter and back office business in each location through PC based green screen terminal emulators, typically no more than 30 devices per location. This application does an extensive amount of reading and writing to local flat files on the server for transaction and cash control, as well as several calls through IBM MQ series to the mainframe server for transaction verification, editing, and updating of the mainframe database. A typical number of mainframe synchronous MQ messages are three per business transaction. Response times for the local access are virtually instantaneous, and calls to the mainframe are typically under a second through the State's Garden State Network. This Motor Vehicle Agency application is specifically *included* along with the COMPREHENSIVE mainframe system in MVC's vision of re-engineering. Through this RFP, both systems will be rewritten into the overall IT solution and conform to the proposed MVC technical vision.

1.2.1.4 MOTOR VEHICLE AGENCY DATABASE

The Motor Vehicle Agency System uses local flat files on the server for recording, summarizing, reporting daily business at a given Motor Vehicle Agency. Each transaction is updated to the mainframe database in real-time through MQ Series, so the Motor Vehicle Agency System provides a local view of local business on a daily basis. The Motor Vehicle Agency System is particularly useful for cash control at end-of-day or end-of-shift but this function will be provided

for more effectively by a point-of-sale solution (bid separately). Motor Vehicle Agency files are processed at night for reporting and are reset with a fresh start for the next morning's business. All long-term storage of Motor Vehicle Agency business is recorded on the centralized COMPREHENSIVE Datacom database in Trenton. There is no long-term data storage at the Motor Vehicle Agency server; it serves only as a transient processing queue between the customer business and the mainframe system.

1.2.1.5 CURRENT VOLUMES

MATRX will need to handle substantial volumes of data. The following statistics about file sizes and transaction volumes from the legacy systems were collected in September 2005:

Drivers = 15.5 Million
Vehicles= 26.6 Million
Titles= 47.5 Million
Registrations= 40.3 Million
Driver History Accidents= 7.5 Million
Driver History Fee Events = 8.5 Million
Driver History Information Events = 22.3 Million
Driver History Suspension Events = 33 Million
Driver History Point (Violation) Events= 34.5 Million
Rehabilitation Events= 1 Million
Business Licenses = 47,000
Driver Test Results = 4.9 Million
Multiple Driver License Records = 120,000
State Interface = 2.1 Million

1.2.2 FOUNDATION TECHNOLOGIES

Some of the MATRX components will provide the foundation software and database for the MATRX System. These include:

- MATRX database development on Oracle database
- ETL software
- Rules Engine
- Content Management
- Report Writer
- Identity Management
- Print Engine

The technologies are described in RFP Section 3.3.3.

1.2.3 BASE APPLICATIONS

Some of the MATRX components will provide a base application for the MATRX System. They are utilized by multiple MATRX business systems. These include
:

- Customer Profile Management
- Case Management
- Inventory
- Privilege Management
- Web Storefront
- Web Transaction Center

- Business Inspections
- Point of Sale (bid separately)
- Financial Systems

The base applications are described in RFP Section 3.3.2.

1.2.4 BUSINESS SYSTEMS

The following are the business functions that will be supported by the MATRX System. They are described in detail in RFP Section 3.3.1 and

- Business Licensing (Appendix 4)
- Driver History (Appendix 5)
- Driver Licensing- and potentially Real ID Act (Appendix 6)
- Third Party data interactions (Appendix 8)
- Vehicle Management- Title, Registration and Insurance (Appendix 9)

1.2.5 PLANNED MATRX SYSTEM

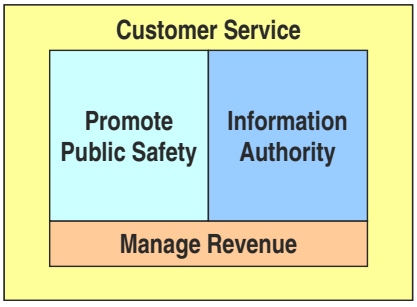
A vision has been developed for the new MATRX System including concepts for enhancing MVC through better use of technology, new services, and new processes for working with businesses, individuals and partners.

In addition, the vision outlines a technical roadmap for moving forward and creating a flexible, modular system that can be implemented in phases.

MVC envisions that the new MATRX System will be a collection of subsystems that are architected to work together and support MVC's most critical operational needs.

MVC has four primary functions that are fundamental to all operations. The vision for the new computer system is based on supporting these functions. They are:

- **Promote Public Safety**
  - Licensing
  - Education
  - Enforcement
  - Vehicle Inspection & Titling



- **Manage Revenue**
  - Fee Collection
  - Supplementary Services

- **Serve as an Information Authority**
  - Provider of Critical Information
  - to Public Sector Partners
  - Provider and Steward of the Private Sector's Premier Identification Card

- **Customer Service**
  - MVC must serve its customers in a professional manner. This approach fosters cooperation and allows MVC to better execute its operations.

The MVC staff and leadership have further outlined operational goals that define how these functions should be executed. The new system must enhance and increase the effectiveness of

MVC staff. When planning operations and prioritizing subsystems the vision emphasizes further progress on the following goals:

- **Timeliness** – Customers should experience no unnecessary waiting for service to start or complete and service is available when and where possible.
- **Well Documented** – MVC records must be complete, clear and auditable. MVC must know the history of its interactions with our customers and document its actions.
- **Accurate** – Errors must be minimized as inaccurate records cause problems for all parties. Financial transactions must be fully auditable.
- **Efficient** – MVC processes should have no wasted or unnecessary effort.
- **Secure** – Fraud must be minimized. Sensitive systems and transactions must be protected.
- **Easily Communicated** – MVC partners & customers must understand the process for working with MVC and have access to appropriate information.

The MATRX System will address the business requirements of the six operational areas of MVC as follows:

- **Business Licensing** – All functions associated with the issuance of business licenses including applications, inspections, approvals, tracking of requirements, and follow-up activities.
- **Driver History** – All activities associated with events on an individual's driving record and the result of those events including surcharges, suspensions and restorations.
- **Driver Licensing** – All activities associated with the acceptance of applications, issuance of permits, testing and granting of personal and commercial driving privileges.
- **Vehicle Title & Registration** – All activities associated with the processing of vehicles of commercial and personal vehicles including inspections and leases.
- **Third Party Interaction** – All activities associated with information sharing that occurs with numerous third parties including insurance companies, transportation companies and the public sector.
- **Financial Management** – All activities associated with finance and accounting operations (some solutions already in progress).

In addition to developing a general vision and set of business requirements, MVC has developed a preliminary architecture that includes a description of various subsystems that will be required in the MATRX System. This includes systems that are custom developed and others that are commercial software. Examples include:

- Customer Information Management
- Privilege Management
- Customer Interaction Management
- Rules Engine
- Financial Management
- Printing Management
- Interfacing & ETL
- Image Processing
- Reporting & Analysis

These systems will be described in RFP Sections 3.2 and 3.4 of this document.

1.2.6 EXPECTED BENEFITS

The following are expected benefits to be derived from the new MATRX System:

Empower Business Partners to Participate In Our Processes

MVC has many partners who could use our systems to expedite and simplify common processes. These include municipalities, schools, law enforcement, and courts. New systems must be created that allow our partners to securely interact with MVC's staff and systems. Internet based technologies will allow various portals and systems to be offered to our partners. These systems will reduce the flow of paper, and increase efficiency, accuracy, and timeliness. For example, municipalities currently submit a significant amount of forms and paperwork related to processes such as the authorization of emergency lights and the processing of abandoned vehicles. While these processes currently require numerous manual checks and steps, the process could be automated by providing municipalities with systems that eliminate paper and forms.

Allow Customers to Preprocess Transactions

While many customer transactions are simple, a significant number of them are complicated and include a variety of documents and information, in addition to payment method. Customers with complex transactions often spend longer amounts of time processing their transaction because they are simply waiting for information to be reviewed, checked and entered into the computer system. New systems must allow the customer to initiate or preprocess their transaction by using a secure customer web site to start the process and enter necessary information including payment method. When the customer arrives at MVC for a transaction that requires some form of in-person interaction, both MVC and the customer will save time by referencing the "preprocessed" transaction. This might typically be implemented as a bar-coded customer receipt which is scanned, and the system can recognize and resume from where it left off. This approach also provides immediate feedback to the customer and informs them of problems or constraints with their intended transaction that they may not have realized allows the customer to address the problem, thereby saving the customer time and frustration.

Encourage Self-Service Completion of Appropriate Transactions by Customers

With the appropriate security procedures in place, many typical transactions can be performed in a self-service manner using the Internet or Interactive Voice Response telephone systems. While MVC currently supports a number of self-service transactions, a new system, coupled with MVC's new Digitized Driver License, will allow many more transactions to be completed in this manner. Businesses and individuals will be able to manage their business with MVC using on-line facilities and complete transactions from the home or office without visiting an MVC location.

Minimize Forms & Paperwork

MVC maintains an overwhelming number of forms that support an equal number of important business processes. Many forms support or are designed for a very specific need that in some cases include only the need to document a customer's signature. MVC will deploy systems that are accessible to customers and business partners and include the capability to capture a handwritten signature or use another authentication method. As these systems are implemented, MVC will reduce the number of paper forms that are needed. In many cases this will also reduce the need to scan final paperwork.

Streamline Approval Processes with Automated Systems

Automating or partially automating approval processes allows for greater efficiency, security and accuracy. As processes are supported with on-line systems and steps are automated, the opportunity to automate and facilitate the approval process becomes much greater.

Automated approvals work in conjunction with "preprocessing" and other self-service functions. Business rules will be implemented in a rules engine and automated checks will be developed including interfaces with AAMVA, state and federal agencies. Some transactions may be eligible for approval in a completely automated manner and others will require a combination of automated and manual reviews. Both cases offer significant advantages and improvements to the process.

Reduce Fraud with System Assistance

MVC and other state motor vehicle agencies are increasingly becoming information authorities, critical links to citizen and criminal identification, and venues for attempted fraud and other illegal activities. MVC has a history of fighting criminal activity and the vision for using technology includes implementing tools to identify and fight fraud. New computer systems can be programmed to identify suspicious patterns and alert users and management. Patterns may include attempted transactions at multiple agencies that identify suspicious customers. Patterns may also include usage patterns and actions typical of staff wrongdoing. The scanning of documents will deter first-time offenders and staff from passing counterfeit or insufficient supporting documentation. Additionally, an inventory tracking system with tighter controls will reduce the opportunity for theft.

Customer Centric Systems

The current MVC systems are "single transaction oriented". Currently, a customer requests a specific transaction, the staff enters the required information and the transaction is completed. In this case, the staff never has an opportunity to see the customer's complete profile or understand their other needs. A "customer centric" system would show the staff all licenses, vehicles and information associated with a customer and advise them of all pending renewals, fines and other necessary actions. This would allow the staff to better and more quickly serve the customer.

Strong Management of Revenue Collection

MVC has converted itself from an internal agency to a stand-alone commission. As part of that process, MVC continues to implement a strong revenue management function. As part of this vision, technology will be used to further strengthen and expand revenue collection management from the point of service and end of day reconciliation to the allocation and accounting of funds. A financial management capability and point-of-sale function will support this part of the vision. The implementation of a COTS financial package (G/L, A/P, A/R, Inventory, etc.) Oracle eBusiness Suite is already underway under separate contract. A Point-of-Service solution is being developed under separate contract. The MATRX solution must interface with these external solutions.

1.3 OVERVIEW OF PROCUREMENT PROCESS

The procurement process for this RFP is divided into three phases: Qualifications, Proposal Review, and Final Bid Proposal. In addition, the State will discuss draft bid proposals with bidders during the proposal review phase. It is important that interested bidders read and thoroughly understand the procurement process for this RFP.

1.3.1 QUALIFICATIONS PHASE

The purpose of the Qualification Phase is to provide the State with data from interested bidders that can be objectively evaluated to determine which interested bidders are qualified for award of the contract. This process will result in the State inviting those bidders determined to be qualified to continue into the next phase of the solicitation.

1.3.1.1 DEVELOP AND ISSUE REQUEST FOR PROPOSAL (RFP)

The release of the RFP initiates the Qualifications Phase.

1.3.1.2 CONDUCT MANDATORY BIDDERS CONFERENCE

The Mandatory Bidders Conference (Section 1.4.1) provides a structured and formal opportunity for the State to accept questions regarding this RFP. Questions regarding the procurement process as well as the technical content of this RFP will be accepted. Attendance by interested bidders at the Mandatory Bidders Conference is required. Any revisions to the RFP resulting from the Mandatory Bidders Conference will be formalized and released as a written addendum to the RFP. Answers to deferred questions will also be released as a written addendum to this RFP.

1.3.1.3 RECEIVE BIDDER QUALIFICATIONS

Each interested bidder must respond to this RFP by submitting its business and technical qualifications, adhering to the proposal content (RFP Section 4.4.1).

1.3.1.4 SCORE BIDDER QUALIFICATION

The data submitted by each interested bidder will be objectively evaluated against the evaluation criteria (Section 6.3.1 Items C, D and E).

1.3.1.5 ANNOUNCE QUALIFIED BIDDERS

After the evaluation of responses has been completed, the State will announce which bidders are considered to be potentially qualified for award of the contract.

1.3.1.6 QUALIFICATION PROTEST PERIOD

Unless otherwise stated, a bidder's protest of the qualifications evaluation process or results must be submitted to the Director within 10 working days after the State announcement of qualified bidders. In the public interest, the Director may shorten this protest period, but shall provide at least 48 hours for bidders to respond to the announcement. In cases of emergency, stated in the record, the Director may waive the appeal period. See N.J.A.C. 17:12- 3 et seq.

1.3.2 PROPOSAL REVIEW PHASE

The Proposal Review Phase incorporates a conversational mode of proposal review and evaluation. It has been designed to enable the State, working together in confidence with each qualified bidder, to assess and discuss the viability and effectiveness of its proposed methods of complying with the Scope of Work. This phase applies only to qualified bidders. This phase will conclude with the submission of Final Bid Proposals.

1.3.2.1 RECEIVE DRAFT BID PROPOSALS FROM QUALIFIED BIDDERS

Each qualified bidder shall respond with its draft bid proposal. The draft bid proposal must adhere to the proposal content and format (RFP Section 4.4), and must be complete in every respect as required by the RFP, excluding the cost proposal. The cost proposal shall be submitted with the final bid proposal.

1.3.2.2 CONDUCT CONFIDENTIAL TECHNICAL DISCUSSIONS

As part of the State's review of draft bid proposals, the State reserves the right to hold confidential technical discussions with bidders. In conducting discussions, there will be no disclosure of any proprietary information derived either from proposals submitted by competing bidders or the discussions themselves. The State will disclose to all qualified bidders all clarifications or discussions that may give one bidder an unfair competitive advantage. Discussions taking place during this phase may include contacting references, receiving demonstrations, conducting interviews, participating in meetings, performing site visits, and other activities necessary for the State to gather sufficient information to fully understand the bidder's proposal, and to enable qualified bidders sufficient opportunity to fully understand the State's needs and requirements. Qualified bidders will be accorded fair treatment with respect to any opportunity for discussion and revision of draft bid proposals. The State will commence a discussion with each qualified bidder to gain a complete understanding of the respective draft bid proposal. The State will document any outstanding or unresolved issues for possible resolution through release of addenda to the RFP. The State reserves the right to limit the proposal review phase, including the timeframe of the confidential technical discussions as well as the number of times the State will meet with each qualified bidder. The purpose of this process is for improved understanding and clarity between the State and each qualified bidder regarding its draft bid proposal. The receipt and review of a qualified bidder's draft bid proposal and the State's engagement in confidential technical discussions does not signify that the draft bid proposal is completely responsive or that the State is obligated to so advise the bidder of such. It is the sole responsibility of the qualified bidder to ensure responsiveness to all RFP technical, documentation, procedural and financial requirements.

1.3.2.3 ISSUE ADDENDA TO RFP

The State may modify the RFP prior to inviting the submission of Final Bid Proposals through issuance of addenda. The State will disclose to all qualified bidders all information that is determined appropriate by the State to serve as an addendum to this RFP.

1.3.2.4 REQUEST FINAL BID PROPOSALS

Following completion of confidential technical discussions, the State will invite the submission of final bid proposals. If necessary, an addendum will set forth any changes to the date, time and place for the submission of final bid proposals. The final bid proposals must satisfy the mandatory requirements of the RFP at the conclusion of this phase. MVC reserves the right to designate all final bid proposals as draft bid proposals and continue discussions with the bidders.

1.3.3 FINAL BID PROPOSAL PHASE

The purpose of the Final Bid Proposal Phase is to allow the State to fairly evaluate the proposals and recommend award of a contract to the qualified bidder whose proposal, conforming to this RFP, is most advantageous to the State, price and other factors considered.

1.3.3.1 RECEIVE FINAL BID PROPOSALS

Each qualified bidder may respond with a final bid proposal. Final bid proposals must adhere to the format described in Bid Proposal Content (Section 4.4), and must be timely and complete in every respect as required by the RFP.

1.3.3.2 EVALUATE FINAL BID PROPOSALS

The State will evaluate final bid proposals in accordance with specified criteria (Section 6.3). The State will evaluate the proposed solution as reflected in the final bid proposals and supported by customer references.

The State reserves the right to reject all final bid proposals and to designate all such final bid proposals as draft bid proposals. The State may then conduct an additional round of confidential technical discussions with bidders leading to submission and review of new final bid proposals and the award process described above. If the State requests the submission of new final bid proposals, the bidders must document all additions to and deletions from the previous final bid proposal.

1.3.3.3 FINAL BID PROPOSAL EVALUATION COMMITTEE

Proposals will be evaluated by an Evaluation Committee composed of representative(s) from the Division of Purchase and Property, the Motor Vehicle Commission, and the Department of the Treasury. The Evaluation Committee may also choose to make use of the expertise of outside consultants in an advisory role.

1.3.3.4 ORAL PRESENTATION AND/OR CLARIFICATION OF FINAL PROPOSAL

The Evaluation Committee has the discretion to determine whether to require a qualified bidder to give an oral presentation or require a qualified bidder to submit written responses to questions regarding its final bid proposal. Action by the Evaluation Committee in this regard should not be construed to imply acceptance or rejection of a proposal.

The purpose of such communication with a qualified bidder, either through an oral presentation or a letter of clarification is to provide an opportunity for the bidder to clarify its final bid proposal. Final bid proposals submitted, however, cannot be supplemented, or changed, in any way. No comments regarding other final bid proposals are permitted. Qualified bidders shall not initiate any contact with the State to clarify or explain their final bid proposals unless requested to do so by the State. Qualified bidders may not attend presentations made by their competitors.

1.3.4 COST PROPOSAL

Following the opening of cost proposals, the State reserves the right, pursuant to N.J.S.A. 52:34-12(f), to negotiate the terms of a proposed contract award with any bidder that submitted a final bid proposal. Such negotiations shall remain confidential until Notice of Intent to Award a Contract. In addition, the State reserves the right to seek a Best and Final Offer (BAFO) from the bidders who submit a final bid proposal.

1.3.5 CONTRACT AWARD

The contract shall be awarded by written notice to that responsible qualified bidder, whose proposal, conforming to the RFP, will be most advantageous to the State, price and other factors considered. Any or all proposals may be rejected when the State Treasurer or the Director of the Division of Purchase and Property determines that it is in the public interest to do so.

1.4 KEY EVENTS

1.4.1 MANDATORY BIDDERS CONFERENCE

The date, time and location of the Mandatory Bidders Conference are as follows:

Date/Time: April 26, 2007, 9:00 AM Eastern time
Location: Mercer County Community College
Communications Building, Room CM 107
1200 Old Trenton Road

West Windsor, NJ 08550

Directions to the Bidders Conference can be found at http://www.mccc.edu/welcome_campus_tour_index.shtml on the web.

CAUTION: Qualifications Proposals will be automatically rejected from any Bidder that was not represented or failed to properly register at the Mandatory Bidders Conference.

The purpose of the Mandatory Bidders Conference is to provide a structured and formal opportunity for the State to accept and answer questions from Bidders regarding this RFP.

Any revisions to the RFP resulting from the Mandatory Bidders Conference will be formalized as an addendum. Answers to deferred questions will also be formalized as an addendum. See RFP Section 1.5.1 for procedures on releasing addenda.

1.4.2 ELECTRONIC QUESTION AND ANSWER PERIOD

The Purchase Bureau will accept questions and inquiries from all potential bidders electronically via web form. To submit a question, please go to Current Bid Opportunities webpage or to http://ebid.nj.gov/QA.aspx

Questions should be directly tied to the RFP and asked in consecutive order, from beginning to end, following the organization of the RFP. Each question should begin by referencing the RFP page number and section number to which it relates.

Bidders are not to contact the Using Agency directly, in person, by telephone or by email, concerning this RFP.

The cut-off date for electronic questions and inquiries relating to this RFP is the end of the Mandatory Bidders Conference (RFP Section 1.4.1) and is indicated on the cover sheet. Addenda to this RFP, if any, will be posted on the Purchase Bureau website after the cut-off date (see RFP Section 1.5.1Section 1.5.1. of this RFP for further information.)

1.4.3 SUBMISSION OF BID PROPOSAL

In order to be considered for award, the bid proposal must be received by the Purchase Bureau of the Division of Purchase and Property at the appropriate location by the required time. **ANY BID PROPOSAL NOT RECEIVED ON TIME AT THE LOCATION INDICATED BELOW WILL BE REJECTED. THE DATE AND TIME IS INDICATED ON THE COVER SHEET. THE LOCATION IS AS FOLLOWS:**

BID RECEIVING ROOM - 9TH FLOOR
PURCHASE BUREAU
DIVISION OF PURCHASE AND PROPERTY
DEPARTMENT OF THE TREASURY
33 WEST STATE STREET, P.O. BOX 230
TRENTON, NJ 08625-0230

Directions to the Purchase Bureau can be found at the following web address: http://www.state.nj.us/treasury/purchase/directions.htm.

Note: Bidders using USPS Regular or Express mail services should allow additional time since USPS mail deliveries are not delivered directly to the Purchase Bureau.

Procedural inquiries on this RFP may be directed to (609) 292-4751. The Purchase Bureau will not respond to substantive questions related to the RFP or any contract.

To submit an RFP or contract related question, go to the Current Bidding Opportunities webpage or to http://ebid.nj.gov/QA.aspx.

1.5 ADDITIONAL INFORMATION

1.5.1 ADDENDA: REVISIONS TO THIS RFP

In the event that it becomes necessary to clarify or revise this RFP, such clarification or revision will be by addendum. Any addendum to this RFP will become part of this RFP and part of any contract awarded as a result of this RFP.

ALL RFP ADDENDA WILL BE ISSUED ON THE DIVISION OF PURCHASE AND PROPERTY WEB SITE. TO ACCESS ADDENDA, SELECT THE BID NUMBER ON THE BIDDING OPPORTUNITIES WEB PAGE AT THE FOLLOWING ADDRESS:

http://www.state.nj.us/treasury/purchase/bid/summary/bid.shtml.

There are no designated dates for release of addenda. Therefore interested bidders should check the Purchase Bureau "Bidding Opportunities" website on a daily basis from time of RFP issuance through bid opening.

It is the sole responsibility of the bidder to be knowledgeable of all addenda related to this procurement.

1.5.2 BIDDER RESPONSIBILITY

The bidder assumes sole responsibility for the complete effort required in submitting a bid proposal in response to this RFP. No special consideration will be given after bid proposals are opened because of a bidder's failure to be knowledgeable as to all of the requirements of this RFP.

1.5.3 COST LIABILITY

The State assumes no responsibility and bears no liability for costs incurred by a bidder in the preparation and submittal of a bid proposal in response to this RFP.

1.5.4 CONTENTS OF BID PROPOSAL

Subsequent to bid opening, all information submitted by bidders in response to the bid solicitation is considered public information, except as may be exempted from public disclosure by the Open Public Records Act, N.J.S.A. 47:1A-1 et seq., and the common law. Because the State proposes to negotiate and/or pursue a Best and Final Offer, bid proposals will not be made public until the Letter of Intent to Award is issued.

A bidder may designate specific information as not subject to disclosure when the bidder has a good faith legal/factual basis for such assertion. The State reserves the right to make the determination and will advise the bidder accordingly. The location in the bid proposal of any such designation should be clearly stated in a cover letter. **The State will not honor any attempt by a bidder either to designate its entire bid proposal as proprietary and/or to claim copyright protection for its entire proposal.**

By signing the cover sheet of this RFP, the bidder waives any claims of copyright protection set forth within the manufacturer's price list and/or catalogs. The price lists and/or catalogs must be accessible to State using agencies and cooperative purchasing partners and thus have to be made public to allow all eligible purchasing entities access to the pricing information.

All bid proposals, with the exception of information determined by the State or the Court to be proprietary, are available for public inspection after the Letter of Intent to Award is issued. At such time, interested parties can make an appointment with the Purchase Bureau to inspect bid proposals received in response to this RFP.

1.5.5 BID OPENING

On the date and time bid proposals are due under the RFP, only the names of the bidders submitting bid proposals will be publicly announced. The contents of the bid proposals shall remain confidential until the Notice of Intent to Award is issued by the Director.

1.5.6 PRICE ALTERATION

Bid prices must be typed or written in ink. Any price change (including "white-outs") must be initialed. Failure to initial price changes shall preclude a contract award from being made to the bidder.

1.5.7 BID ERRORS

In accordance with N.J.A.C. 17:12-1.22, “Bid Errors,” a bidder may withdraw its bid as follows:

A bidder may request that its bid be withdrawn prior to bid opening. Such request must be made, in writing, to the Supervisor of the Business Unit. If the request is granted, the bidder may submit a revised bid as long as the bid is received prior to the announced date and time for bid opening and at the place specified.

If, after bid opening but before contract award, a bidder discovers an error in its proposal, the bidder may make written request to the Supervisor of the Business Unit for authorization to withdraw its proposal from consideration for award. Evidence of the bidder’s good faith in making this request shall be used in making the determination. Some of the factors that may be considered are that the mistake is so significant that to enforce the contract resulting from the proposal would be unconscionable; that the mistake relates to a material feature of the contract; that the mistake occurred notwithstanding the bidder’s exercise of reasonable care; and that the State will not be significantly prejudiced by granting the withdrawal of the proposal. Note: a PB-36 complaint form may be filed and forwarded to the Division’s Contract Compliance and Administration Unit (CCAU) for handling. A record of the complaint will also be maintained in the Division’s vendor performance file for evaluation of future bids submitted.

All bid withdrawal requests must include the bid identification number and the final bid opening date and sent to the following address:

Department of the Treasury
Purchase Bureau, PO Box 230
33 West State Street – 9th Floor
Trenton, New Jersey 08625-0230
Attention: Supervisor, Business Unit

If during a bid evaluation process, an obvious pricing error made by a potential contract awardee is found, the Director shall issue written notice to the bidder. The bidder will have five days after

receipt of the notice to confirm its pricing. If the vendor fails to respond, its bid shall be considered withdrawn, and no further consideration shall be given it.

If it is discovered that there is an arithmetic disparity between the unit price and the total extended price, the unit price shall prevail. If there is any other ambiguity in the pricing other than a disparity between the unit price and extended price and the bidder's intention is not readily discernible from other parts of the bid proposal, the Director may seek clarification from the bidder to ascertain the true intent of the bid.

1.5.8 JOINT VENTURE

If a joint venture is submitting a bid proposal, the agreement between the parties relating to such joint venture should be submitted with the joint venture's bid proposal. Authorized signatories from each party comprising the joint venture must sign the bid proposal. A separate Ownership Disclosure Form, Disclosure of Investigations and Actions Involving Bidder, Affirmative Action Employee Information Report, MacBride Principles Certification, and Business Registration or Interim Registration must be supplied for each party to a joint venture.

2.0 DEFINITIONS

2.1 GENERAL DEFINITIONS

The following definitions will be part of any contract awarded or order placed as result of this RFP.

Addendum – Written clarification or revision to this RFP issued by the Purchase Bureau.

All-Inclusive Hourly Rate – An hourly rate comprised of all direct and indirect costs including, but not limited to: overhead, fee or profit, clerical support, travel expenses, per diem, safety equipment, materials, supplies, managerial support and all documents, forms, and reproductions thereof. This rate also includes portal-to-portal expenses as well as per diem expenses such as food.

Amendment – A change in the scope of work to be performed by the contractor. An amendment is not effective until it is signed by the Director, Division of Purchase and Property.

Bidder – An individual or business entity submitting a bid proposal in response to this RFP.

Contract – This RFP, any addendum to this RFP, and the bidder's proposal submitted in response to this RFP, as accepted by the State.

Contractor – The bidder awarded a contract resulting from this RFP. Also referred to as the Implementation Contractor.

Director – Director, Division of Purchase and Property, Department of the Treasury. By statutory authority, the Director is the chief contracting officer for the State of New Jersey.

Division – The Division of Purchase and Property

Evaluation Committee – A committee established by the Director to review and evaluate bid proposals submitted in response to this RFP and to recommend a contract award to the Director.

Firm Fixed Price – A price that is all-inclusive of direct cost and indirect costs, including, but not limited to, direct labor costs, overhead, fee or profit, clerical support, equipment, materials, supplies, managerial (administrative) support, all documents, reports, forms, travel, reproduction and any other costs. No additional fees or costs shall be paid by the State unless there is a change in the scope of work.

Joint Venture – A business undertaking by two or more entities to share risk and responsibility for a specific project.

May – Denotes that which is permissible, not mandatory.

Project – The undertaking or services that are the subject of this RFP.

Request for Proposal (RFP) – This document which establishes the bidding and contract requirements and solicits bid proposals to meet the purchase needs of the using Agencies as identified herein.

Shall or Must – Denotes that which is a mandatory requirement. Failure to meet a mandatory requirement will result in the rejection of a bid proposal as materially non-responsive.

Should – Denotes that which is recommended, not mandatory.

State Contract Manager – The individual responsible for the approval of all deliverables, i.e., tasks, sub-tasks or other work elements in the Scope of Work as set forth in Sections 8.1, 8.1.1 and 8.1.2.

Subtasks – Detailed activities that comprise the actual performance of a task.

State – State of New Jersey.

Subcontractor – An entity having an arrangement with a State contractor, where the State contractor uses the products and/or services of that entity to fulfill some of its obligations under its State contract, while retaining full responsibility for the performance of all of its [the contractor's] obligations under the contract, including payment to the subcontractor. The subcontractor has no legal relationship with the State, only with the contractor.

Task – A discrete unit of work to be performed.

Using Agency[ies] – The entity[ies] for which the Division has issued this RFP and will enter into a contract.

2.2 CONTRACT SPECIFIC DEFINITIONS

AAMVA - The American Association of Motor Vehicle Administrators is a tax-exempt, nonprofit organization striving to develop model programs in motor vehicle administration, police traffic services and highway safety. The association serves as an information clearinghouse for these same disciplines, and acts as the international spokesman for these interests.

ATS – Automated Traffic System – The Judiciary's centralized traffic case management system used by the State's municipal courts. All DWI, moving and parking complaints issued in the State are processed and tracked by ATS.

Business Process Improvement (Business Process Reengineering) - The act of analysis, strategy, planning and implementing of workflow improvements to business processes for benefits such as improved customer service, reduced transaction throughput, reduced wait times, improved resource utilization, reduced fixed or variable costs, and other tangible or intangible benefits.

Comprehensive System - The Comprehensive computer system, including most major Motor Vehicle IT and business functions. Written in COBOL/CICS and hosted on an BM mainframe.

DIP - Driver Improvement Program

"Fast Track" Projects - Either completed projects or projects underway whose purpose is to implement foundation or early components of MATRX.

MATRX - Motor Vehicle Automated Transaction System

MATRX Database - Oracle operational database for the MATRX System.

MVC - New Jersey Motor Vehicle Commission.

MVC Agency - One of forty-five locations throughout NJ which provide motor vehicle services to the motoring public and businesses.

MVC Agency System - The over the counter IT system written in BULL COBOL which supports customer business at various geographically diverse locations. The MVC Agency System is hosted on servers.

MVC IT - The centralized information technology support organization in the NJ Motor Vehicle Commission.

MVC Steering Committee - committee of MVC personnel that oversees the MVC data processing planning.

NCIC - National Crime Information Center is a mainframe offender-based system. It is a computerized index of documented criminal justice information available to state, national and international law enforcement professionals.

NICB - National Insurance Crime Bureau is a not-for-profit organization that receives support from approximately 1,000 property/casualty insurance companies. The NICB partners with insurers and law enforcement agencies to facilitate the identification, detection and prosecution of insurance criminals.

NJDOT or DOT - New Jersey Department of Transportation. The Motor Vehicle Commission is 'in but not of' this quasi-parent organization.

NMVTIS – National Motor Vehicle Title Information System reduces titling of stolen cars and fraud allowing state titling agencies to verify the validity of ownership documents before they issue new titles. NMVTIS also checks to see if the vehicle is reported "stolen" -- if so, the states don't issue the new titles. Brands are not lost when the vehicle travels from state to state, because NMVTIS keeps a history of all brands ever applied by any state to a vehicle.

Oversight Contractor - Vendor assisting the State with quality assurance, quality control and project management of MATRX.

Office of Information Technology (OIT) - The State of New Jersey centralized information technology support organization located in the Department of the Treasury.

PDP - Probationary Driver Program

SAN - Storage Area Network - A storage area network (SAN) is a high-speed special-purpose network (or sub-network) that interconnects different kinds of data storage devices with associated data servers on behalf of a larger network of users. Typically, a storage area network is part of the overall network of computing resources for an enterprise.

SOA - Service-Oriented Architecture - A service-oriented architecture is essentially a collection of services which are well documented, well secured, well organized and are leveraged under the guidance of an architecture team. They are used across various subsystems in a communal fashion as appropriate. Services are designed to be written once, and used many times by a variety of calling applications. They may be coarse or fine in granularity. These services may be private to the enterprise or public to the internet. They may be authenticated under a variety of securing mechanisms, or open to the public, depending on the architectural design. Services may be designed and used in a simple or compound hierarchical model as appropriate.

State Project Team - A team comprised of full-time and part-time state employees dedicated to this project.

System Development and Integration Contractors / Implementation Contractor - The contractors who will bid on the RFP(s) developed as a result of this contract and provide the design, coding and implementation services to support the implementation of new MVC computer systems.

UML- Unified Modeling Language - A non-proprietary, third generation modeling language. The Unified Modeling Language is an open method used to specify, visualize, construct and document the artifacts of an object-oriented software-intensive system under development.

Use Case - is a technique for capturing the potential requirements of a new system or software change.

Virtual Storage Access Method (VSAM) - An IBM disk file storage scheme first used in S/370 and virtual storage. VSAM comprises three access methods: Keyed Sequenced Data Set (KSDS), Relative Record Data Set (RRDS), and Entry Sequenced Data Set (ESDS).

3.0 SCOPE OF WORK

3.1 GENERAL

3.1.1 OVERVIEW OF SCOPE OF WORK

The scope of the project is to develop and implement The MATRX System, a new system that will support motor vehicle operations with modern technologies, such as Internet, Rules Engine, Workflow, and Document Management, and improve business processes to enhance the delivery of services for NJ drivers, businesses, MVC staff, State and Federal Agencies and external entities requiring information from, or providing information to, MVC.

As part of a contract issued as a result of this RFP, the Contractor shall:

- Provide project management for the MATRX project
- Provide internal (to the vendor) QA/QC on all project activities
- Design, develop, test and implement in production the MATRX System and infrastructure
- Perform the integration necessary to incorporate rules engine, document management, imaging, workflow management, forms and report printing, and infrastructure
- Integrate the MATRX System to the existing State network
- Establish MATRX System environments for development (technical test), unit test, integration, UAT, training, and production
- Conduct workshops and document the Conceptual Design
- Conduct four assessments:
    - Capacity Assessment and Planning Document
    - Business Continuity Plan
    - Disaster Recovery Plan
    - Security Vulnerability (Optional)
- Use an iterative approach for the Detailed Design, Development and Unit Testing of the system by module or subsystem
- Develop test cases (possibly using business and system Use Cases as a framework)
- Demonstrate capacity / stress tests
- Conduct and document the System Test
- Support the oversight contractor in the QA Test
- Support the User Acceptance Test
- Convert all data from the legacy systems necessary for the new Oracle MATRX database
- Design, develop, and test all interfaces
- Develop online and classroom-based training curriculum
- Develop online and classroom-based training materials
- Develop and deliver training
- Produce documentation
- Install and utilize bug tracking software to track problems
- Design, develop, and test reports
- Set up and help maintain the MATRX Help Desk
- Implement the full system via a phased rollout with pilot implementations by subsystem
- Provide post-implementation support and maintenance
- Provide a smooth transition at the completion of the contract term
- Provide knowledge transfer to the State
- Provide ongoing production support to MVC

The State must own all of the program/applications source code developed as part of this project. If any code/data is encrypted the State must be provided the tools to access the code or data. If

the contractor's proposed system uses framework, transfer, or base system software as part of its solution, the contractor must escrow the source code with the deposit updated quarterly or whenever a new version of the escrowed technology is released. The State does not require ownership of source code for the products and product categories listed in RFP Section 3.4.1.

The contractor shall meet all of the requirements of a contract issued as a result of this RFP.

3.1.2 PROPOSED SCHEDULE

The schedule is based on the 3 phased MATRX approach described in RFP Section 3.2.21, Statewide Implementation. The foundation technologies provide a basis for future development. Each phase builds on the prior phase and is likely to be overlapping with the prior phase.

The following diagram depicts the phases and dependencies. All project applications are required. The point of this diagram is to illustrate the priorities of applications within a phased implementation.

Phase	Projects	Priority
Foundation Technologies	MATRX Database	1
	Interface/Data Exchange	1
	Content Management	2
	Rules Engine	2
	Report Writer	3
	Identity Management	4
Base Applications	Customer Profile Management	1
	Case Management	2
	Privilege Management	3
	Web Storefront	3
	Web Transaction Center	3
	Inventory Interfaces	3
	Business Inspection	4
	Accounting Interfaces	5
	Point of Sale Interfaces	5
Business Solutions	Business Licensing	1
	Driver Licensing (Real ID)	2
	Vehicle Management (Title, Registration, Insurance)	3
	Driver History	4
	3rd Party Interactions	5

RFP Section 3.2.21 describes the definitions of these phases. Each phase will be somewhat dependent on the completion of the preceding phase projects; although some of the projects of a subsequent phase may begin before all the projects of a prior phase have been completed. The project dependencies that must be followed are:

- Priority 1 and 2 projects from Phase 1 Foundation Technologies should be completed before many of the Base Applications are started. For example, document management should be implemented prior to Case Management in order for Case Management to be integrated with Document Management.
- Phase 1 Foundation Technologies must include a Pilot Implementation as part of the Schedule. See RFP Section 3.2.20 Pilot Implementation
- Priority 1 and 2 and some of 3 Base Application Projects must be completed before the Business Solutions Phase is started in order to incorporate those solutions into the final product.

MVC has projected that all three phases will be completed in 3 years. The projected timeframe is estimated to be the following for each of the phases:

Foundation Technology Projects: 1/2 year

Base Applications: 1 year

Business Solutions: 2 years

The contractor will provide an initial schedule and a revised project plan is to be submitted whenever there is an approved change in the requirements or deliverables (throughout all phases of the project).

Contractor Tasks:

- Develop the MATRX Implementation Schedule
- Monitor schedule and make appropriate schedule changes to the baseline schedule

Contractor Deliverables (see RFP Section 3.2.1) By Line:

Line#	Deliverable
1.	Baseline MATRX Microsoft Project schedule
	Updated project schedule and deviations at least monthly throughout the life of the project

3.1.3 ROLE OF STATE TECHNICAL STAFF AND KNOWLEDGE TRANSFER

It is the State's intention and objective to assume responsibility for the maintenance, support, and enhancement of MATRX one or more years after implementation. To achieve this objective, the contractor must provide to State personnel technical knowledge transfer, experience in design, programming, testing, operational experience, and ad hoc training for the duration of the contract. The contractor's project plan and schedule must include a realistic strategy for incorporating personnel from MVC and OIT in day-to-day activities for the duration of the project.

The State will provide staff with project management, database, programming, testing, networking skills and business knowledge.

The State will provide appropriate, timely technical training to State personnel as needed (with input on courses and required experience from the contractor).

All State staff will report to State Project Managers. The contractor Project Manager shall work (on a day-to-day basis) with the State Project Managers to assign State staff to project tasks. The State Project Manager shall assign the work of State staff, monitor performance, monitor knowledge transferred, and determine the effectiveness of the knowledge transfer.

State personnel will work hand-in-hand with the contractor through all phases of the MATRX project.

3.1.4 ROLE OF PROJECT OVERSIGHT CONTRACTOR

The State has contracted with a separate IT Management Oversight Contractor (referred to as the Management Oversight Contractor or Oversight Contractor) to perform project services including: assisting with Project Management, Requirements Analysis, Business Process Redesign, System Architecture, and validation, verification and test, as well as user acceptance testing. (See Appendix 2, RFP for Computer Consulting Services for MVC IT Management Oversight). The purpose for oversight is to verify that the appropriate project management and system

development processes are in place, and are being executed to reasonably assure that the project will be on time, within budget, and that deliverables will meet the requirements and expectations of the State. The Management Oversight Contractor is responsible for observing, reviewing, testing and reporting on all contractor tasks and deliverables throughout the project life cycle. Project management and approval of deliverables will remain the ultimate responsibility of the State. The contractor shall cooperate with the Management Oversight Contractor and the State with regard to the Management Oversight Contractor's project responsibilities.

3.1.5 CONTRACTOR STAFFING

The seven required (key) staff positions are:

- **Senior Project Manager -** The contractor must provide a full time, onsite senior manager to manage the implementation of the project and to manage its resources. The Project Manager is responsible for the issues escalation process for the project and will serve as the liaison between the Contractor and the State.

  Qualifications:
  - At least 10 years Information Technology (IT) project management experience.
  - At least 7 years experience managing IT teams of 8 or more developers and/or systems integrators.
  - At least 5 years experience using MS Project.
  - At least two years experience in the overall management of a large state-wide or federal implementation project.
  - PMI certification of Project Management Professional.
  - Motor Vehicle experience.

- **Project Manager(s) –** The contractor must provide full time, onsite Project Managers reporting directly to the Senior Project Manager

  Qualifications:
  - At least 7 years Information Technology (IT) project management experience.
  - At least 4 years experience managing IT teams of 4 or more developers and/or systems integrators.
  - J2EE development experience or .Net experience (depending upon recommended architecture).
  - Motor vehicle experience (required for at least half of the project managers on the Contractor team).

- **System Architect –** The contractor must provide a System Architect who will be responsible for the identification, design, integration and implementation of the technical platform upon which the completed application will reside. This role will also be responsible for development of the system architecture within the Conceptual Design, oversight of development tasks, integration of component sub-systems, infrastructure, interfaces, and ensuring system performance, reliability, and flexibility.

  Qualifications:
  - At least 3 years experience designing and overseeing the implementation of technical architectures for IT Internet/Intranet development projects comparable in size and complexity to MATRX. Experience must include architecture of systems involving specification and integration of software and hardware for PCs, web servers, application servers, database servers, network servers and topology,

workflow management tools, document management and imaging, rules engine, query tools, and report generators.
  - At least 3 years experience in the creation of conceptual and detailed designs for Java based applications or .Net applications (depending upon recommended architecture), including overseeing the development and implementation of Java (or .Net) programming specifications, screen design, report design, Java or .Net development, and logical database design.
  - A strong understanding of SOA (Service Oriented Architecture) and its implementation benefits and challenges is required. Practical experience with the technology is also required.
  - Motor vehicle experience is preferable.

- **Database Administrator –** The contractor must provide a Database Administrator (DBA) who will be responsible for installation and configuration of the database management system. Database will be built on Oracle 10+.

  Qualifications:
  - At least 3 years experience in the installation, configuration and performance tuning of Oracle 9i or higher Enterprise Relational Database Management Systems (RDMS).
  - Experience with database management of high-availability clustered (RAC) Oracle databases.
  - At least 3 years experience interpreting logical designs, and creation and/or modification of physical table spaces, indexes and tables.
  - At least 3 years experience using Structured Query Language (SQL), Procedure Language/SQL (PL/SQL), and system utilities to configure security features, load/unload data tables from external data sources, clean erroneous data, and to print hardcopy contents of tables and flat files.
  - Oracle DBA (9i or higher) Enterprise Database Certification.
  - Experience with failover, standby, or other geographically separated databases which would participate in a business continuity plan, should it become necessary.

- **Testing Manager –** The contractor must provide a Testing Manager who will be responsible for developing the testing plans, preparing test environments, ensuring readiness, developing deployment procedures (including version and release management), analyzing test results, and managing all testing and retesting within the project.

  Qualifications:
  - At least 3 years overseeing the development of testing plans, managing the development of test data and test scenarios, and managing system and performance testing.
  - At least 2 years experience managing IT testing teams of 2 or more members.
  - At least 2 years experience using an Enterprise Class automated testing tool.

- **Security Analyst –** The contractor must provide a Security Analyst who will be responsible for understanding the State's security requirements, and assuring that security considerations are included in the System Design and effectively deployed in the production application.

  Qualifications:

- At least 3 years overseeing the design and deployment of security features and procedures for IT development projects.
- Experience with identity management solutions: reduced- sign-on or single system sign-on (SSO) solutions.
- An understanding of the security issues surrounding SOA and web services, and the ability to architect solutions that solve those issues.
- An understanding of Lightweight Directory Access Protocol (LDAP) and Active Directory technologies and how they relate to role-based security implementations.

- **Training Manager –** The contractor must provide a Training Manager who will be responsible for managing the development and delivery of MATRX training.

  Qualifications:
  - At least 3 years experience with IT training.
  - At least 1 year managing training efforts similar in scope to this application.
  - Experience with motor vehicle applications preferred.

The primary team members should have previously worked together on a project of similar size and scope. All contractor staff shall be subject to a background check prior to beginning work on the project.

3.1.6 CONTRACTOR LOGISTICS

To support iterative development, allow involvement of State technical staff, ensure knowledge transfer, and provide security, work must be performed onsite at the MVC site and related sites in Trenton, NJ, for the duration of the project. All exceptions to work done onsite must first be approved by the State Project Manager.

The State will provide:
- Office space at MVC, 225 East State Street, Trenton, NJ 08625 and/or other related sites
- Desks
- Network-shared printers
- File servers
- Personal computers for State staff integrated into the development team
- Telephones and paper file space

The contractor shall provide:
- Personal computers running the Windows XP operating system or above for contractor staff. The contractor shall allow MVC technical staff to review the PC configurations and install the current State standard anti-virus software on these PCs. The contractor must also allow these PCs to receive automatic updates of this anti-virus software. In addition, the PCs must also be allowed to receive operating system patches automatically. Each contractor employee onsite at MVC must certify that he/she will keep the PC updated with the latest versions of the software described above.
- All development software, tools and appropriate licenses required to develop or modify MATRX for all the onsite developers' PC workstations including State staff.
- Personal printers and other personal hardware as required at the workstation (scanners, supplemental storage, etc., if desired).

3.2 TASKS AND DELIVERABLES

3.2.1 PROJECT MANAGEMENT

This activity shall be ongoing for the duration of the contract. The primary objective of project management is to plan, manage, and control the timely completion of all tasks and deliverables. The contractor shall develop and adhere to due dates for each milestone.

MVC utilizes the Project Management Institute's Body of Knowledge (PMBOK) developed by the Project Management Institute (www.pmi.org) as its project management methodology. The Contractor shall use PMBOK as a foundation to manage this project.

The Oversight Contractor will be providing project management expertise to the State project staff throughout the project to manage change management processes and activities. The Oversight Contractor will also provide oversight of on-going activities that are being performed according to the RFP specifications. The Contractor's Project Manager must coordinate activities with the Oversight Contractor and that of other contractors concerning, but not limited to, the installation of hardware and software relative to MATRX.

The Contractor Project Manager, the Oversight Contractor Project Manager, and the State Contract Manager will meet weekly (at a minimum) to discuss project status. Meetings shall follow a pre-set agenda developed by the contractor with approval of the State. All project documents shall always be available for review by the State and the Oversight Contractor.

The Contractor's Project Manager shall submit twice monthly status reports to the State Contract Manager. The proposed format and level of detail for the status reports will be subject to State approval. The report shall include, at a minimum, the following:

- A list of tasks and associated deliverables completed and awaiting approvals at the end of the reporting period (since the last meeting), with completion dates identified.
- A list of tasks started or in progress but not completed during the reporting period (since the last meeting).
- Identification of tasks ahead of schedule.
- A list of tasks behind schedule, or scheduled to have started, but were not started, together with reasons for delays.
- Problems encountered in the current or prior reporting periods and proposed solutions.
- Problems resolved since the last meeting and the methods of resolution.
- A list of any questions, and/or issues that must be resolved.
- Identification and justification of any adjustments in the schedule (time), resources (staff), scope of work, and costs.
- Schedule for the next period's activities including deliverables and dates.
- Risk status for new or previously identified risks on any aspect of the project.
- Status of hardware/software/infrastructure planning, purchasing, installation and testing activities.

MVC expects that a project of this size and duration will evolve over time. As such, the project management activities will likely evolve over time. The project management responsibilities outlined in this section describe a general minimum set of tasks and deliverables that shall be required. MVC and the Oversight Contractor will set the standards for project management reporting and tasks throughout the life of the project and they may be changed over time. The contractor shall comply with those project management standards throughout the life of the project. MVC and the Oversight Contractor will always work with the contractor to determine the most practical and effective approach to project management over time.

Contractor Tasks:

- Prepare and submit twice monthly status reports.
- Develop and maintain a project management plan and schedule, with complete resource loading. Update schedule weekly. Update the project management plan monthly and at end of phases.
- Attend, provide agenda items, and prepare reports for the weekly status meetings.
- Propose changes to project management plan and schedule.
- Initiate and monitor corrective actions when necessary.
- Monitor and report progress to plan on the key elements.
- Monitor and report on tasks starting and ending when expected.
- Monitor and report on milestones being met when planned.
- Adhere to the Oversight Contractor's Project Management risk management processes.
- Adhere to the Oversight Contractor's Project Management issues management processes.
- Adhere to the Oversight Contractor's Project Management scope management & change control processes.
- Adhere to the Oversight Contractor's Project Management communication processes.
- Adhere to the Oversight Contractor's Project Management schedule management processes.
- Adhere to the Oversight Contractor's Project Management communication processes.
- Adhere to the Oversight Contractor's Project Management quality management processes.
- Participate in Steering Committee meetings.
- Participate in the Change Control meetings.
- Record and distribute the minutes of all meetings.
- Supply project communication information for distribution.

Contractor Deliverables (recurring throughout the project) By Line

Line#	Deliverable:
1.	Twice monthly Status Reports, Issue Log, Project Management Plan and updates provided to Oversight Contractor at least monthly, Attend monthly meetings (or more frequently) and prepare minutes of all meetings.

Contractor Deliverables (non-recurring) By Line

Line#	Deliverable:
3.	Communications Plan
4.	Risk Management Plan
5.	Schedule Management Plan including process for revising the schedule
6.	Initial Project Management Plan and Schedule

3.2.2 QUALITY MANAGEMENT

Project Quality Management will ensure that the MATRX project satisfies the needs for which it was undertaken. This activity shall be ongoing for the duration of the project.

Quality management includes:

- Quality Planning – Identifying quality standards relevant to the project and determining how to satisfy them.
- Quality Assurance – Evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the established quality standards.
- Quality Control – Monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

The contractor shall develop a Quality Management Plan that will be used as the basis for managing the quality of MATRX deliverables, and include the above mentioned aspects of quality. The contractor's Quality Management Plan shall be aligned with the Oversight Contractor's processes of quality management. The contractor shall plan, manage and document an internal program of quality activities. These activities shall ensure that the State and MVC infrastructure, equipment (desktop PCs, servers, etc.), software and services, application development and implementation services meet all State requirements and all other applicable professional and technical standards. The MATRX System must perform optimally in the new environment. The Quality Plan shall include programming and technical documentation standards to ensure efficient, "well commented", structured source code which is easy to follow and maintain. The State's Oversight Contractor will ensure that all MATRX requirements are met and that all project management practices are adhered to.

Contractor Tasks:

- Develop, maintain, and follow a Quality Plan and schedule, first due at the end of Project Initiation.
- Conduct quality review meetings, phase end reviews, lessons learned sessions, and quality audits and walkthroughs.
- Participate in inspections requested by the State of source code, testing results, and related materials.
- Provide information required for quality assurance monitoring to the State and the contractor.
- Provide plans and schedules for addressing all deficiencies identified through the quality process.

Contractor Deliverables (recurring) By Line:

Line#	Deliverable:
2.	Quality reviews, deficiency remediation plans, meetings and schedules, as necessary

Contractor Deliverables (non-recurring) By Line:

Line#	Deliverable:
7.	Quality Management Plan

3.2.3 PROJECT INITIATION

Project initiation shall begin within 20 business days after contract award, with the exception of kickoff meetings as stated below. The contractor shall mobilize its core team and begin work.

The contractor project team shall occupy the work site provided by the State. The State's project management team, the Oversight Contractor and the contractor shall work together to refine the project management plan and schedule submitted in the bid proposal.

The contractor shall develop the revised Project Management Plan and Schedule.

The contractor shall hold kickoff meetings as set forth below to present an overview of the Project Management Plan and the manner in which project activities will be executed.

Contractor Tasks:

- Occupy work site.
- Refine Project Management Plan (PMP) and schedule with State input.
- Review project organization chart.
- Develop a communication plan, with State input.

- Develop a documentation plan (refer to RFP Section 3.2.14, Documentation).
- Attend project orientation sessions conducted by Oversight Contractor.
- Hold project kickoff meetings as follows:
    - For the Procurement Group, and Project Sponsor, to review the PMP and Schedule, held during the first week after the contract award.
    - For senior management (including OIT management), to review the PMP and Schedule, providing two weeks lead time to schedule staff and conference rooms.
    - For the Administrator and Deputy Administrator, to review the PMP and Schedule.

Contractor Deliverables By Line:

Line#	Deliverable
8.	Documentation Plan
9.	Kickoff meetings

3.2.4 ANALYSIS AND ARCHITECTURAL DESIGN

MVC has developed a conceptual design and architecture for the MATRX System. The contractor will document their solution for implementing the MATRX System. The solution must fit into MVC's conceptual design for MATRX. During this phase, MVC and the contractor will review the proposed solution and all requirements, and the contractor will document, in detail, the specific foundation technologies, base applications, and business solutions as they will be implemented. Each module, software component, and hardware component shall be documented.

The contractor shall analyze all information provided by the State, obtain additional information, and create the architecture and implementation model for the MATRX System. This design shall guide all subsequent activities related to development, integration, environment, and infrastructure. The Architectural Design will include all MATRX modules and their integration considerations.

If the contractor's solution includes framework, transfer, or baseline software, the existing software shall be installed and demonstrated to the State before the design of customizations begin.

The contractor shall use a system development methodology that incorporates an object-oriented, iterative approach. The State has prepared several documents describing high level requirements by module. These requirements are provided in Appendixes 3 through 9. These documents are required reading for the contractor. The documents include a partial list of business rules. It shall be the contractor's responsibility to conduct sessions with the State to complete the set of business rules.

The State has developed a MATRX database which must be utilized by the contractor. This database may be revised and updated by the contractor, as necessary. The MVC envisions this data model to be used largely intact for a custom solution proposal, or incorporated as the solution framework permits in a COTS or transfer system proposal. The solution must incorporate the database entities and attributes of the data model because they represent business requirements. See Appendix 10 for the Data Model.

The State will conduct detailed sessions for contractor staff to review the requirements and data models of MATRX. Assisted by State subject matter experts, the contractor shall create the Architectural Design Document. The design describes the logical requirements of the system, both process and data. Design activities center on the notion of architecture, and production and validation of architecture is the main focus. Architectural views capture the major structural

design decisions. The contractor shall develop the Architectural Design Document using current industry principles and best practices. The document shall include at a minimum:

- Overall description of what the system should do
- Components of the system solution
    - Outline each component, what it does, how it relates to other components
- Primary Use cases
    - Name
    - Description
    - Actor / participant
    - Information needed
    - Process
- Outputs of the system
    - Screens
    - Reports
    - Channels of delivery (web browser, client/server, voice, batch, web service, etc)
- Inputs to the system
    - Screens
    - Interfaces (messages, batch files, web services, etc.)
- Interfaces to the system
    - Identify all interfaces
    - Map a dataflow to and from each external component of the system
    - Inbound or outbound or bi-directional, discuss who is authoritative source
    - Security implications
    - Messaging structures, protocols
- Security model
    - Discuss the general security philosophy of the application solution
    - Which parts of security are handled by which components (network, operating system, middleware, application, firewall, etc.)
    - List roles and conceptually what privileges they hold
        - (Ex, clerk, supervisor, administrator, security, audit, etc)
- Discuss capacity
    - How many entities and how many of each (example: 8 million vehicles, 6 million drivers, 99 million driver events, 45 locations, etc)
    - Average transaction volumes (example: 100 driver history inquires per hour per 45 distributed sites)
    - Characterize network traffic
- Application architecture
    - Draw or discuss each software component in your solution
    - Language component is written in
    - Operating system platform it runs on
    - Communication protocols and formats component communicates with external structures and components
- Integration Plan for the following foundation technologies:
    - Imaging & Document Management
    - Workflow
    - Business Rules Engine
    - eForms
    - Extract, Transform and Load (ETL)
    - Business Intelligence
    - Printing Sub-System
- Network architecture

    - Provide drawing showing each user community (internet, intranet, vpn), firewall, server, software component and interactions between (ports and protocols would be helpful now, will be required later.).
- Application architecture
    - COTS packages can provide existing system documentation if it describes the topic in question in equal fashion. Often vendor documentation has considerable detail on the architectural aspects of the COTS solution. If this is the case the contractor can substitute that documentation for custom written documentation, but the detail must be acceptable to MVC.

The contractor shall develop diagrams using a tool such as Rational's Requisite Pro and Rational Rose. The contractor shall identify reusable components between modules.

Contractor Tasks:

- Review the MATRX database provided by the State.
- Review all documents describing MATRX processes and requirements.
- Gain a complete understanding of State processes, requirements, and data.
- Conduct sessions to create the conceptual design and present it to the State.
- Validate needs through prototyping of forms/screens, menu navigation, and business functions.
- Implement six system environments at MVC: development (technical test), unit test, integration, system test/UAT, production and training for the pilot phase.

Contractor Deliverables By Line:

Line#	Deliverable:
10.	Use Case Scenarios and Use Case Diagrams, Activity Diagrams
11.	Architectural Design Document
12.	Architecture of reusable components
13.	Six system environments at MVC: development/technical test, unit test, integration, system test/UAT, production and training for the pilot phase

3.2.5 ASSESSMENTS AND SPECIFICATIONS

As part of the MATRX project, the contractor must provide the following assessments and document reviews to support the tasks required to implement MATRX. The assessments shall be completed during the overall conceptual design phase of the project after the design is specified and before coding is done. These assessments will build upon the recommendations provided in the contractor's proposal.

A. Capacity Analysis Document

The Capacity Analysis Document shall define the hardware, software, network storage and other infrastructure required to meet the MATRX minimum application performance by examining the existing hardware, software, network, and facilities in place within MVC and OIT, and identifying the gap between the two.

This report shall detail equipment in field and central sites. It must state what currently exists, what is needed, and the gap between the two, with respect to:

- Wide Area Network (WAN)
- Bandwidth between each server to server component
- Bandwidth between each server and client point
- Web and Application Server(s) equipment configurations (for any SOA components)
- Database Server configuration (for any SOA components)
- Equipment configurations for any other server component of the SOA architecture
- Scanners and storage devices

- Bar code readers and other miscellaneous peripheral hardware
- Facilities (at all facilities housing servers, printer, scanners, etc.)
- Printing and mailing hardware and software
- High availability (HA) with redundancy on all tiers of the application (web, application server, database and all SOA components) is required for MATRX. High availability in MATRX refers to an application environment that possesses the ability to recover automatically within a prescribed minimal outage window. High availability here implies that no single point of failure exists in the application environment. A single point of failure is any software, hardware or environmental component that, if it should fail, would take the MATRX application environment offline for an extended outage and require human intervention to correct.
    - HA is defined for MATRX as seamless delivery of service upon failure of any given software or hardware server within a data center, for critical components including web servers, application servers, data servers, rule servers.
    - Defined as no more than 10 minutes for an automated failover of such components across data centers.
    - Minimum of 2 data centers will be available for the infrastructure of MATRX (presently HUB and River Road data centers).

As part of this assessment the contractor shall analyze resource utilization by user profile, to understand the frequency and volume of information the application will need to transmit and process.

The assessment shall detail:
- Recommendations for pilot implementation and production phases.
- Future capacity requirements for MATRX.
- Existing hardware and infrastructure.
- Needed hardware and infrastructure.
- Required upgrades and changes.
- Needed facility improvements.

Responsibilities of the State will include: the MVC domain of MS Active Directory for our internal MVC staff, the NJ Portal for external users (citizens and businesses), Sun Identity Management Server and Access Management, Sun Directory Services for external users and business partners.

Contractor Tasks:
- Perform Capacity Assessment

Contractor Deliverables By Line:

Line#	Deliverable:
14.	Capacity Analysis Document

B. Business Continuity Plan

The contractor must work with the MVC and OIT to review any MVC Business Continuity Plan and recommend changes as the plan relates to MATRX. In conjunction with the Disaster Recovery Plan, this plan considers the potential business impacts of service interruption and the underlying risks. This plan shall be modified to address the following components as they pertain to MATRX:
- Guidelines for top management
- Executive Risk Assessment
- Manual work-around procedures (required in the short term if system failures occur)
- Impact analysis
- Prioritization of the operations to be maintained and how to maintain them

- Staff assignments
- Identification of resources

Contractor Tasks:
- Perform assessments
- Create the plan documentation
- Provide recommendations to the Commission on suggested updates to the plan

Contractor Deliverables:
15. Recommended changes to the Business Continuity Plan

C. Disaster Recovery Plan

The contractor must update any existing MVC Disaster Recovery Plan to incorporate MATRX. In conjunction with the Business Continuity Plan, this plan is a guide to the orderly restoration of information services or processes in the event of a disaster.
- The contractor is not responsible for building disaster recovery
- The contractor is responsible for building Hub/River Road failover

The plan shall be modified to address the following components as they pertain to MATRX:
- The procedures required to put the disaster recovery strategies into effect
- Documentation of the actions and activities needed to resume business
- Identification of mission-critical business processes and recovery requirements
- Update to existing plans to include changes in business procedures and organization
- Application of current best practices and examine newly introduced technologies and services that could be useful
- Recommended actions to reduce risk
- Identification of alternative approaches (offsite backup, etc.)

Contractor Tasks:
- Perform assessments
- Create plan documentation including:
  - Identifying and documenting the critical, essential, necessary, and desirable functions
  - Identifying and documenting the disaster recovery process - communication, roles, etc.
  - Identifying and documenting the files and software necessary for disaster recovery
  - Identifying and documenting the backup and storage facilities for all files and software
- Coordinate the plan with State's OARS (OIT Availability and Recovery Site) Disaster Recovery Project

Contractor Deliverables:

Line#	Deliverable:
16.	Updated Disaster Recovery Plan

D. Security Vulnerability Assessment (OPTIONAL except for remediation)

Should the State, at its sole discretion, choose to order the proposed Security Vulnerability Assessment and/or Security Vulnerability Remediation Plan, the contractor shall provide the assessment and/or plan as defined below.

The Security Vulnerability Assessment shall describe existing conditions, and present a plan to implement the security functions and services required by MATRX, including all changes to existing hardware, software, or practices.

The security vulnerability assessment must meet, at a minimum, the standards outlined by the National Institute of Standards and Technology's (NIST) Automated Security Self Evaluation Tool

(ASSET). The contractor with the assistance of MVC, OIT and the Oversight Contractor shall conduct periodic vulnerability assessments of the network. These assessments shall be conducted at the following intervals:

- At the time of the initial installation of the infrastructure
- At the time of the completion of the Pilot Phase
- At the time halfway through Statewide implementation
- At the end of Statewide implementation of the final module
- Three months after the completion of Statewide implementation of the final module
- Once during the warranty period of the final module

The scope of the vulnerability assessment shall include, at a minimum, a scan of external entry points into the network and, to the extent they apply, a review of server, firewall and security monitoring software configurations.

Contractor Tasks

- Perform the Security Vulnerability Assessment (OPTIONAL)
- Create a Security Vulnerability Remediation Plan, including recommendations for changes to security (OPTIONAL)
- Remediate security vulnerability issues that were identified

Contractor Deliverables By Line:

Line#	Deliverable:
17.	Security Vulnerability Assessment (OPTIONAL)
18.	Security Vulnerability Remediation Plan (OPTIONAL)
19.	Remediation of security vulnerability issues under the direct control of Contractor.

NOTE; MVC may use other resources and contracts to perform the security assessment and/or create the remediation plan; however, the contractor shall complete the remediation of all identified security vulnerability issues.

3.2.6 ITERATIVE DESIGN, DEVELOPMENT AND UNIT TEST

This project activity includes performing the detailed design of MATRX, and programming and unit testing the application. The State subject matter experts (SMEs) will be assisting the contractor during this project phase to ensure that business requirements are met. The processes described in this section shall be done for each of the modules/business functions to be implemented.

The contractor should use the Rational Unified Process (RUP) methodology as the development methodology. The contractor must describe the aspects of the development methodology that it will use, modify, augment or omit. The contractor must employ an iterative approach to development, with frequent releases of working software delivered in short, consistent intervals, allowing the flexibility to refine the requirements, the detailed design and the presentation to the user. The steps that comprise each of the iterations are shown in sequence in the list of tasks below. The State envisions that a typical module will require two to three iterations. After the final iteration of a module, the source code, and associated documentation shall be provided to the State and the Oversight Contractor. The duration of the iteration should be approximately three to six weeks depending upon the complexity of the work. The State and/or Oversight Contractor will review and test the code for:

- Compliance to standards
- Fulfillment of requirements
- Testing results (including performance).

During this project activity, the contractor must define and trace all requirements and business rules for the MATRX System and ensure they are met. The Functional Requirements Section of this RFP (RFP Section 3.3) presents business functions that are described in more detail in Appendixes 3 through 9. This activity includes understanding and refining previously specified business requirements.

The contractor shall review these requirements in detail and, as part of its development, recommend grouping requirements into distinct modules. The contractor may organize the design and development of these grouped modules by separate development teams, provided the conceptual design has considered reusability and integration. MVC requires that modules/business functions are released as soon as they are ready for release. MVC does not want all modules to be released together but rather envisions a phased implementation by module(s)/business function.

The contractor shall develop Collaboration Diagrams and Sequence Diagrams. The State would like to use Rational Rose (or a comparable tool) and other appropriate Rational capabilities.

The contractor shall store all program code as it is developed on State servers, using the State's specified source code version control standards. CVS, or a similar product, shall be used and licenses shall be supplied by the contractor.

The contractor shall develop a Detailed Design Document for each component/subsystem using current industry principles and best practices and shall include at a minimum:

- Introduction
  - Refer to conceptual design
  - Any additional detail useful in understanding a more detailed overview of solution
- Module list
  - Complete list of modules as appropriate to language (.JSP, bean, EJB, DLL, COM component, etc). Name and function
- Module design and specifications
  - Module 1
    - Name and Description
    - Function
    - Inputs, protocols and layouts for same
    - Outputs, protocols and layouts for same
    - Process specifications
    - Interfaces, protocols and layouts for same, e.g. web services
    - Data
    - Where does it reside, who hosts it. (WebSphere, Tomcat, Oracle stored procedure, IIS, etc.)
  - <thru> Module 'n'
- Reporting design and specifications
  - Layouts, operational schedules (daily, weekly, annual, adhoc)
- Project schedule
  - Phases, tasks, resources assigned, dates, dependencies
- Quality Assurance plan
  - Test plans and procedures
- Training Plan
  - Test plans and procedures
- Complete logical data model
  - Modeled in ER-Win or similar model tool
  - Includes attribute name, type, length
  - Constraints

    - Primary keys
    - Foreign keys
- Complete physical data model
    - SQL Data Definition Language (DDL) stream suitable for running through a SQL processor to build the physical DB components.
- Detailed security definitions
    - Role names
    - Permissions
    - Firewall rules
    - SQL Grants
    - Etc.
- Application hosting environment
    - Hardware
        - Gap analysis to existing equipment
        - List of hardware to buy
        - Server(s), specifications, CPU/memory/storage/peripherals
        - List of existing hardware that will be used or shared
    - Software
        - Gap analysis to existing software
        - List of software to buy
        - List of existing software that will be used or shared
- Documentation
    - Documentation for the system
    - Documentation within the system (i.e. context sensitive help, etc.)

      Note: COTS packages can provide existing system documentation if it describes the topic in question in equal fashion. Often vendor documentation has considerable detail on the architectural aspects of the COTS solution. If this is the case the vendor can substitute that documentation for a custom written documentation, but the detail must be acceptable to MVC.

The contractor must validate the design with MVC technical and user staff before beginning development of code. MVC technical staff must review and concur with the technical design, and MVC business staff must validate that the solution will work in their business environment. As modules are iteratively developed, MVC staff must validate design documents and approve them before program development.

Once the design has been accepted and approved by the State, the contractor must ensure that MATRX accommodates any new or revised user requirements as directed by the State, which may result from changes to State and federal law, regulations, and policies.

Contractor Tasks:

- Perform detailed design
- Develop Collaboration Diagrams and Sequence Diagrams
- Create Detailed Design Document
- Code and document all program modules
- Perform unit testing
- Perform integrated module testing
- Perform regression testing
- Demonstrate the system to the users and gather feedback
- Modify Detailed Design Document, iterate process

Contractor Deliverables (as each component/subsystem is delivered):

- Detailed Design Document and Diagrams

- Program code with associated documentation and unit test results
- MATRX modules/business functions, ready for system test and User Acceptance

(The associated price line for these deliverables is identified in each component/subsystem requirements section as described later in this document.)

3.2.7 MATRX DATABASE

A logical and physical database design has been completed for the new MATRX database. As part of the design and analysis process, a logical data model was created that defines the data management requirements of MVC and presents an approach for organizing the data in a manageable and flexible manner.

The data model is divided into subject areas. Each subject area represents a specific area of MVC operation or data management needs. The overall model is presented as a series of subject areas or sub-models so that each can be described.

Approach

From the beginning of the data architecture/modeling process one goal was kept in mind; creatively design a new model to begin to meet MVC Next Generation applications requirements while maintaining the ability to accommodate existing data.

In order to allow data portability, the modeling process was performed in stages. The first stage was to extrapolate a "relational" model from the non-relational MVC tables used throughout the MVC DATACOM database. During this step new tables were created to represent all table data fields which contained pre-defined lists of values. In the new model these types of fields are now represented as foreign key constraints. The second stage was to investigate new means of representing the existing data, and make modifications to the model as appropriate. The third stage was to research the existing tables and fields and make appropriate enhancements.

Consolidation of Common Elements

A fundamental approach in the modeling process was to analyze the entire scope of MVC data and identify common data elements. Therefore, all operations were considered including Business Licensing, Driver Licensing, Driver History, Vehicle Title & Registration, and Vehicle Inspection. Commonalities between data were identified and where appropriate they were merged in the model to represent these commonalities. As such the previously distinct business processes, with separate supporting databases, have now been modeled together. For example, Business Licensing and Driver Licensing can now be thought of as Licensing within the data architecture. These previously disparate processes now share a single data architecture.

Legal Entity

The approach toward standardization of data was further utilized by bringing businesses and individuals together within a single data architecture. In the MVC Next Generation data model all individuals and businesses that interact with MVC are represented with a unique entry in the LegalEntity table and assigned a unique Legal Entity ID number. Once this record is created, additional information is entered into either PersonProfile or BusinessProfile, depending upon whether the entity is a person or business. This approach allows MVC to manage all legal entities and maintain additional information. Other profiles, such as FinancialProfile, maintain financial information for the legal entity and link directly to the legal entity table.

Privileges

Another central component of the Next Generation architecture is the creation of "Privileges." Privileges can refer to personal and commercial driving privileges (licenses) or business licenses such as the privilege to operate a new car dealership or inspection facility. Privileges could also

refer to the privilege to register a vehicle, which can typically be revoked under certain situations. The use of Privileges to define individual or business licenses that have or can be granted helps to create a flexible data model that will be able to support future concepts as well as existing ones.

Contractor Tasks:

- Review MATRX database
- Revise MATRX database

Contractor Deliverables By Line:

Line#	Deliverable:
20.	Revised data models / documentation
21.	Revised MATRX database

Details of the MATRX database including references to the data model and data dictionary are in Section 3.4.9 and Appendix 10.

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3.2.8 DATA CONVERSION (OPTIONAL)

If necessary, and at the State's sole discretion, the contractor shall complete the conversion effort to migrate data from the Datacom Comprehensive System database to the Oracle-based MATRX database. This conversion effort will be substantial. As the MATRX System is implemented in phases, the MATRX database must be kept up-to-date with real-time updates using the Informatica PowerCenter and PowerExchange tools. The data conversion effort shall be done as early as possible in the project since all project phases depend upon it (it is a foundation project). Some of the issues that must be addressed in the conversion are as follows:

- Mapping of motor vehicle codes to industry-standard AAMVA codes (AAMVA codes may not map directly to all NJ statutes)
- Re-mapping of old codes to new ones
- Cleanup of driver identification numbers or corporate codes (eliminate duplicate codes)
- Re-map data that was used for multiple purposes
- Create multiple records from one record (driver owner records create privilege, address, legal entity, person, bio records)
- Cleanup inconsistent use of coded values
- Cleanup of vehicle makes and types of vehicles

State users shall work with the contractor on the data conversion. The contractor shall build all bridges to the legacy data using the Informatica change data capture tool. The contractor must automate as much of the conversion and cleanup as possible. State users will work with the contractor to cleanup data that must be fixed manually. The contractor must provide the tools and training to cleanup and migrate the legacy data. The conversion shall be done onsite in Trenton and no data will be taken offsite. Exceptions to this requirement must have the written approval of the State Project Manager and Confidentiality Agreements must be signed. The State and the contractor must follow both the Federal and State Driver Privacy Protection Act.

An up-to-date repository describing the data in the MATRX database must be maintained throughout the project. If any data cannot be reasonably converted, it will be reviewed by the State and addressed on a case by case basis.

The logical design for the MATRX database has been completed using the Erwin tool. Mappings of legacy data to the new MATRX database have been done for the following areas:

- Business Licensing

- Customer Abstract Information Retrieval
- Driver Licensing
- Driver Test Scheduling
- Driver Testing and Permits
    - Event Tracking- Accident Processing, Miscellaneous Processing, Payments, Rehabilitation Processing, Restoration Monitoring, Satisfaction Fulfillment, Shared, Suspension Processing, Violations and Point Credit Processing
    - Menu Control
    - Motor Carrier
    - Multi Driver Resolution
    - Revenue
    - State Interfaces
    - Third Party Processing
    - Uninsured Motorists
    - Vehicle Inspection- including Heavy Duty Diesel
    - Vehicle Processing- Inspection, Registration, Title

The mappings from Datacom are contained in Appendix 11.

See RFP Section 1.2.1.5 for volume statistics for important motor vehicle data such as drivers, vehicles, titles, etc.

Contractor Tasks:
- Review/revise data mappings
- Develop ETL routines to implement conversion
- Test ETL routines
- Validate conversion

Contractor Deliverables By Line:

Line#	Deliverable:
22.	Conversion Plan
23.	ETL procedures (for one time and ongoing updates)
24.	Validation reports
25.	MATRX database with converted data

3.2.9 INTERFACES

The MVC MATRX System will exchange data with a variety of other computer systems including other State Agencies, other states, the federal government, and private businesses. This data must be formatted and loaded or extracted on a variety of schedules working with data that may arrive or be requested in varying volumes.

MVC has numerous interfaces with outside parties. Automated Integration with Other State Agencies/ Organizations

MVC regularly shares information with other State Agencies. Often, the MVC licensing process is used to check and enforce other business and individual requirements. As such, the licensing process often must check with and receive confirmation from other agencies. The licensing process is often delayed because these checks are performed manually. By integrating MVC systems with the computer systems of other agencies, MVC can increase efficiency, accuracy, and provide more timely service to its customers.

The MATRX System will include a data Extract Transform and Load (ETL) subsystem that allows such external interfaces to be automated and implemented in a consistent manner. The ETL subsystem must also manage a data dictionary that is used to support the definition of the field and table in the MVC MATRX data model.

Data Stage is the ETL tool that is currently in use by the State for ETL purposes. MVC expects to use this tool for ETL activities. Informatica will be used for online updates between the legacy Datacom database and the Oracle MATRX database only. Informatica will be used for that purpose until the legacy database is no longer required.

The following table outlines existing MVC automated interfaces to/from external sources:

ORGANIZATION	AGREEMENT TYPE DATA EXCHANGE OR SERVICE CONTRACT	FREQUENCY OF DELIVERY / COMMENTS
CARFAX (Accident Records)	Data Exchange/ Secure File Transfer	Bi-annual (May/Nov.)
CVR	Service Contract/IP Circuit Connection	N/A
DELAWARE VALLEY REGIONAL PLANNING COMMISSION	Data Exchange/ One-time ad hoc request on CD	One-time basis
DEPT OF HUMAN SERVICES	Standard Web Service	N/A (web service)
DEPT OF LABOR	Standard Web Service	N/A (web service)
DIVISION OF TAXATION	Data Exchange	Quarterly (March/June/Sept./ Dec.)
EXPERIAN (AUTOCOUNT) – DEALER FILES	Data Exchange – Secure File Transfer	Monthly
EXPERIAN (REG. & TITLE)	Data Exchange – Secure File Transfer	Reg. Master File (April each year) Title Activity (Daily)
EXPERIAN (ACCIDENT RECORDS)	Data Exchange – Secure File Transfer	Bi-annual (June/December)
GSS	Service Contract/IP Circuit Connection	N/A
OFFICE OF MARITIME RESOURCES	Data Exchange/ One-time ad hoc request on CD	One-time only

ORGANIZATION	AGREEMENT TYPE DATA EXCHANGE OR SERVICE CONTRACT	FREQUENCY OF DELIVERY / COMMENTS
POLK & CO.	Data Exchange/ Secure File Transfer	Registration Master File (March/June/Sept./ Dec.) Bi-annual Dealer File (May/November)
SOUTH JERSEY TRANSPORTATION AUTHORITY	Data Exchange/ on CD	Quarterly (March/June/ September/ December.)
NEW JERSEY TURNPIKE AUTHORITY	Data Exchange/ on CD	Quarterly (March/June/ Sept./Dec.)
DEPT. OF ENVIRONMENTAL PROTECTION	MOU	Monthly MVC receives a cartridge from DEP containing about 2500 autopics, and MVC matches these autopics against the database looking for suspended or expired licenses. A report is produced and printed directly at DEP.
DEPT. OF EDUCATION AND OIT	MOU- Receive	School bus driver endorsements
DIGIMARC	MOU	Concerning Information Security Policy for Facial Recognition
LAW AND PUBLIC SAFETY	MOU	Image Repository
LAW AND PUBLIC SAFETY AND CARD DATA SYSTEMS	MOU	
LAW AND PUBLIC SAFETY – OFFICE OF COUNTER – TERRORISM OFFICE	Confidentiality Agreement	
NJ ORGAN & TISSUE SHARING NETWORK (ORGAN DONATION ORGANIZATION)	MOU/Web	
OFFICE OF THE ATTORNEY GENERAL	MOA	Concerning Help America Vote Act of 2002
SOCIAL SECURITY ADMINISTRATION	MVC User Agreement for Voter Registration Information	
STATE FARM MUTUAL INSURANCE	Privacy Agreement/ Excel file/	

ORGANIZATION	AGREEMENT TYPE DATA EXCHANGE OR SERVICE CONTRACT	FREQUENCY OF DELIVERY / COMMENTS
COMPANY	one time	
THE GIFT OF LIFE DONOR PROGRAM (ORGAN DONOR ORGANIZATION)	MOU	S-1760 Re-Introduced
SELECTIVE SERVICE	Email request to OIT. A CD with requested information is mailed back.	About every 6 months, Selective Services requests New Jersey drivers license age match data. They send a date range to use for the criteria. ex: (1985 - 1989). OIT executes a job to retrieve name and address information. Data is used for the draft.
CHILD CARE – HUMAN SERVICES (ACSES)	OIT receives monthly tape from ACSES (Automated Chile Support Enforcement System) of the Division of Family Development. A tape is then produced with Driver Owner matches and returned.	Monthly They send OIT the following criteria to search for matches: SSN, Last Name and Date of Birth. OIT looks for a match on Driver Owner and then writes to a tape the Autopic and Address Information, along with the data from the input tape.
TREASURY – SALES TAX	Request to OIT monthly	Monthly A job is run to collect information on Casual Sales and Dealer Sales. Data is selected from the Driver Owner, Vehicle and Title databases based on Sale Date. Name and address, along with vehicle information, and gross and net sales prices are sent to Treasury.
STATE OF PENNSYLVANIA	Request and cartridge to OIT	Monthly OIT receives a cartridge from the State of Pennsylvania containing autopics, and they match these autopics against the database looking for suspended or expired licenses. A cartridge and a report are produced and sent to the State of Pennsylvania.
DEPARTMENT OF TRANSPORTATION	OIT receives cartridge and request	Quarterly, the first week of January, April, July and October . OIT receives a cartridge from the NJ Department of Transportation containing autopics, and OIT matches these autopics against the database looking for suspended or expired licenses. A report is produced and printed directly at DOT.

ORGANIZATION	AGREEMENT TYPE DATA EXCHANGE OR SERVICE CONTRACT	FREQUENCY OF DELIVERY / COMMENTS
AOC	Received from	**Violations** Weekly OIT receives a total of about 70,000 violation records from AOC. These records are processed on Tuesdays and Fridays. Updates Driver History with the violation information they send us, and we don't send anything back to them. The information sent are: orders of suspensions, criminal and civil violations. **Foreign Drivers** Weekly OIT receives a total of about 6,000 out of state driver violation records from AOC. These records are processed on Tuesdays and Fridays. Updates Driver History with the violation information they send us, and we don't send anything back to them. **Failure to Appear** Weekly Each Monday OIT receives about 30,000 failure to appear records from AOC. Updates Driver History with this information, and we don't send anything back to AOC. **Parking Violations** Received daily / updated weekly Receive a total of about 60,000 parking violation records from AOC. The records are sent to OIT on a daily basis. Update Driver History with this information, and we don't send anything back to AOC. **Satisfactions** Weekly Each Saturday OIT receives about 6000 satisfaction records from AOC. Update Driver History with this information, and we don't send anything back to AOC.
DEPARTMENT OF HEALTH	Receive and send	Send DUI convictions and they send back notifications that convicted drunk drivers have completed and satisfied programs.
DEPARTMENT OF REVENUE	Receive	Information about dishonored checks and surcharge.
INSURANCE COMPANIES	Receive	Monthly Match insured drivers to determine which drivers are uninsured- insurance verification.
AAMVA	Network connectivity	PDPS (Problem Driver Points System),

ORGANIZATION	AGREEMENT TYPE DATA EXCHANGE OR SERVICE CONTRACT	FREQUENCY OF DELIVERY / COMMENTS
	to exchange information	CDLIS (Common Driver License Information System), etc.
BUREAU OF VITAL STATISTICS	Receive	Match on death records by social security number and name to flag deaths.
STATE POLICE	Receive	• Fingerprints from Sagem Morpho (background checks) for bus drivers. Hazmat drivers background check comes from TSA (paper). • Stolen vehicle add, stolen vehicle modify, stolen vehicle cancel, stolen vehicle cleared, felony vehicle add, etc (new process in development using MQ Queue).
MCI	Exchange	• exchange of information between State's private vehicle inspection vendor and the MVC/DEP's internal Vehicle Inspection Database (VID)

Other internal interfaces will be required. These will be defined during Conceptual Design. Appendix 12 contains a list of current systems and describes interfaces to and from those current systems. Interfaces to the Oracle Inventory and Accounting COTS packages (Oracle eBusiness Suite) and a POS COTS package will be a requirement.

The contractor shall analyze, design, implement, test and document all interfaces to the MATRX System. The interfaces will include all current interfaces, future interfaces described in this section, and internal interfaces that are identified during the Conceptual Design Phase.

Contractor Tasks:

- Describe interfaces
- Design interfaces
- Develop interfaces
- Test interfaces
- Document interfaces

Contractor Deliverables By Line:

Line#	Deliverable:
26.	Interface documentation
27.	Functioning interfaces as per the interface list described above and internal interfaces (to be defined during Conceptual Design). Each interface requires analysis, design, development, test, and documentation.
58.	Interface to Inventory from Oracle eBusiness Suite (includes analysis, design, development, test and documentation)
59.	Interface to Accounting from Oracle eBusiness Suite (includes analysis, design, development, test and documentation)
60.	Interface to POS (includes analysis, design, development, test and documentation)

3.2.10 DATA WAREHOUSE AND DATA MARTS (OPTIONAL)

If necessary, and at the State's sole discretion, the contractor shall create the physical Oracle data structures for the Data Warehouse and Data Marts as per the Conceptual Design Document. If the State chooses to proceed, the contractor shall provide the analysis, data architectural design, implementation, testing and documentation of the Data Warehouse and the Data Marts as per the Conceptual Design Document. The contractor is responsible for the data architectural design of the Data Warehouse and the Data Marts if the State decides to have the contractor implement these two optional items. (The requirements for the MATRX Transaction Database can be found in Section 3.2.7 MATRX Database.)

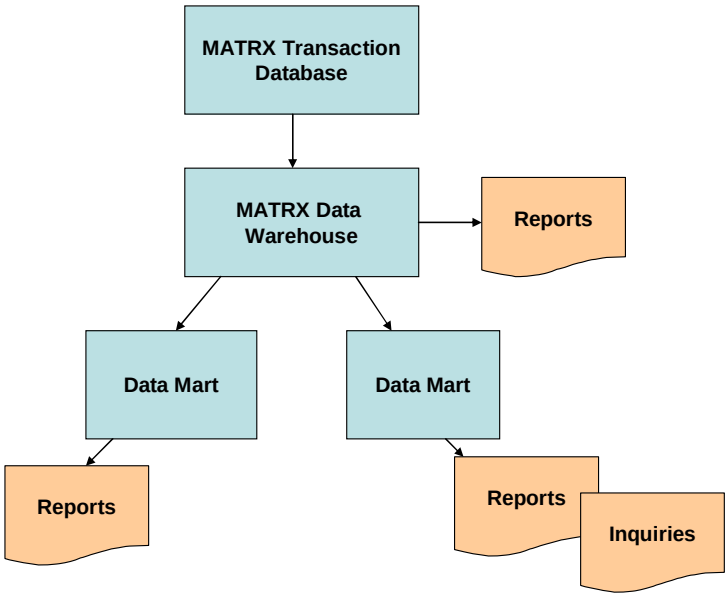


Diagram 3.2.10 MATRX Database, Data Warehouse, and Data Marts

The MATRX Transaction Database (Operational Data Store- ODS) must be the single data store for all transactional data. The Data Warehouse serves as the non-transactional repository for MATRX data that requires reporting. For efficiency, some of the reporting and inquiries might be distributed to data marts. Those reports that require real time data could be derived directly from the Transactional Database.

The Data Warehouse shall be a copy of historical transaction data specifically structured for query, analysis and reporting. The objectives of the Data Warehouse are to provide:

- a server/disk environment for processing-intensive tasks.
- a platform for complex analysis, queries and reports that will not impact the production transaction processing environment
- a repository of clean transactional data
- a repository of transactional data representing an extended span of time for historical analysis, queries and reports

The major distinctions between the Transactional Database, Data Warehouse, and Data Marts are as follows:

MATRX Transactional Database

- Logical part of information architecture where the day-to-day transactions are processed and stored, the ODS
- Contains real-time transaction information
- Contains sufficient historical information for operational use. Older data is archived automatically through predefined business rules (where appropriate)
- Provides the ability to run a limited number of operational reports

Data Warehouse (DW)

- Logical part of information architecture where historical information is stored and accessed
- Refreshed nightly from the Transactional Database. May contain derived or calculated data, or data from external sources. Information latency will vary by type of information
- Contains archive of historical transaction information
- Can contain summarized information

Data Marts (DM)

- The databases used for some of the reporting (ad hoc reports and reporting that selects a limited number of fields)
- Refreshed based on need

The data warehouse/data marts will be used for ad hoc reports. They will be used to answer analytical questions such as:

- How many GDL (graduated drivers license) drivers live in homes that have drivers with more than ten points?
- How many drivers who have had a specific violation in the prior year have had a subsequent accident, fatal and non-fatal?
- Compare drivers who have had "unsafe driving pleas" to drivers who have had none or some other type of violation by zip code.
- List all addresses with a suspended driver that have more vehicles than licensed drivers.
- List convictions by type by zip by county.

Contractor Tasks:

- Create the Data Architecture that designs the distribution of data and reporting capabilities among the Data Warehouse and Data Marts
- Create the physical Data Warehouse
- Create the physical Data Marts
- Create the periodic ETL processes to keep the data warehouse and data marts current

Contractor Deliverables By Line:

Line#	Deliverable:
41.	Data Architecture Design
42.	Physical Data Warehouse
43.	Physical Data Marts
44.	ETL job streams
45.	Documentation for Data Warehouse/Data Marts
46.	Training for Data Warehouse/Data/Marts
47.	Pilot Data Warehouse/Data Marts
48.	Rollout Data Warehouse/Data Marts

3.2.11 DATA QUERY AND REPORTING

The MATRX System shall be built around a common data model and database infrastructure. This consistency will allow MVC to utilize a common set of reporting tools for reporting and analysis. These tools will support:

Standard Reporting – These reports are designed to meet the regular needs of MVC operations. The reports are run and distributed on a regular basis and used to manage MVC operations. The tools will allow these reports to be developed using primarily graphical means and scheduled to process automatically.

Ad-hoc Report – These reports are designed to meet special purpose needs. While similar to standard reports, they may not be scheduled or run repeatedly. The system must allow analysts to copy logic and designs from other reports to create new ones.

Analysis – Analytical "number crunching" focuses on accessing and performing unique calculations. The data must be capable of being manipulated by the reporting tools and shall be available for extract into desktop tools such as Excel.

Data Dictionary – A comprehensive data dictionary must be available that allows analysts to quickly understand and use the data that is in the system. The MATRX System database will contain hundreds of database tables and thousands of fields, many of which will have complex definitions.

Report Library – The Reporting and Analysis tools must have a function for documenting the library of reports, the purpose and current usage.

Scheduler and Distribution – The subsystem must be capable of scheduling reports to be run either one time or on a regular basis. In addition, it must have a facility for storing, managing and distributing completed reports electronically for access by authorized staff around the state.

MVC requires both production and ad hoc reports. The current systems have the following types of reports:

<u>Production (Operational) Reports</u>
The State will assist the contractor to analyze the current set of approximately 200 production reports. By eliminating unused or redundant reports, eliminating reports concerning erroneous data or situations that could no longer occur with MATRX, and combining similar reports, the State believes that no more than 150 reports will be needed. The contractor shall design and develop up to 150 production reports. These reports must include flexible parameters such as time period, geographic area, or licensee demographics that allow the same report to produce many variations.

The contractor shall implement a job scheduler approved by the State to execute the reports, store the output, and send the output electronically to a defined list of users, with the ability to maintain lists of users. Other authorized users will be able to view and/or print all or selected portions of a report. The ability to run operational reports off schedule, as well as to easily modify the job schedule, is required. This capability will allow the State to significantly reduce the amount of print output.

Crystal Reports / Oracle Reports should be used for production reports.

<u>Ad hoc Reports</u>
The contractor shall provide the ability to produce ad hoc reports. State staff will create their own ad hoc reports. The State believes that the two major difficulties faced by users trying to create ad hoc reports are the complexity of the data structures and the complexity of the tool. The contractor must address both of these issues in the design of the data warehouse, in the design of reporting Universes, in the training on producing reports, and in support. The MVC or OIT IT units will provide support to users requiring assistance with ad hoc reports. The contractor must address the requirements of each of the different business areas and set up reporting universes for each of the business areas. Business Objects / Crystal Reports should be used for ad hoc reports.

Contractor Tasks:

- Analyze the existing production reports, identifying what is needed and what is not

- Identify future reports
- Design, develop, test, and implement the new production reports
- Design, develop, test, and implement templates for ad hoc reports

Contractor Deliverables By Line:

Line#	Deliverable:
31.	Production Report Analysis Document
32.	Install report writer software
33.	Production reports
34.	Ad Hoc templates (approximately 50) and the supporting runtime infrastructure
35.	Up to 20 subject areas (universes), e.g. people, businesses, driver licensing, commercial driver licensing, driver testing, etc.

3.2.12 Printing Forms and Reports

The MVC generates a significant amount of documents and notices which are used for both in-person transactions and batch transactions. These forms include many legal documents such as Vehicle Titles, Registrations, Business Licenses, and notifications. The MATRX System shall include a printing subsystem that will merge document design and layout with appropriate document data to produce a finished document. This system must allow MVC to better manage the layout and consistency of documents. It must also allow MVC to manage production of documents to multiple media including paper, PDF, HTML, email, and fax. The printing subsystem shall support all other MATRX subsystems that generate documents and provide a common infrastructure for printing at all locations.

The printing subsystem shall accommodate both centralized printing at a State data center, as well as printing of blank and serialized stock at geographically distributed customer centers (at least 45).

Contractor Tasks:

- Design printing sub-system
- Develop printing sub-system
- Document printing sub-system
- Test printing sub-system

Contractor Deliverables By Line:

Line#	Deliverable:
39.	Operational printing sub-system (includes analysis, design, development and test)
40.	Documentation for printing sub-system

3.2.13 DOCUMENT MANAGEMENT IMPLEMENTATION (PHASE ONE)

The MATRX System shall interface with a Document Management System to capture, organize, track and retrieve documents. Phase One of MATRX includes the installation of document management software as part of the Content Management solution. The contractor shall integrate the document management software with the MATRX System.

The contractor shall integrate document management, imaging and workflow solutions with MATRX. MVC requires application integration such that a user could easily, through a button or control on the MATRX user interface, view “related document images” applicable to the business function with which they are working. Also, via application integration, a user could easily, within the context of the MATRX business function, invoke an external process to save or index a document to the preferred document library. Integration with imaging, document management and workflow must allow for complete integration with other related processes: internal and external

email, inbound and outbound fax messaging, documents in electronic form being uploaded from the Internet, etc.

MVC desires to accomplish these goals with as much standard "off-the-shelf" technology and software as possible, to optimize both efficiencies and effectiveness in its motor vehicle related offerings.

Documents must be captured and retrieved at a variety of locations within MVC's central office and at approximately 50 locations around the state. The document management system must allow for quick scanning of documents while the customer is present as some documents will be returned after being scanned, (i.e. birth certificates, passports, marriage licenses, etc.).

The system must allow for the immediate 'alert' at all locations that something has been processed in this regard within the context of a transaction (to discourage fraud at several locations), allow for the retrieval of the documentation from that remote site, upon electronic request. There will be centralization of documents at a Trenton data center with documents stored initially at local sites. MVC envisions the migration of distributed documents to Trenton, according to storage management rules as network bandwidth permits. All documents may not be stored initially at central storage to reduce network demands. For example, birth certificates should result in the database recording receipt of the certificate, but images could be sent at a later time to the central location.

The document migration and storage management must be sensitive to factors such as age of document, frequency of retrieval from geographic locations that wish to eventually centralize, etc.

Adherence to these design principles of imaging and document management will allow NJMVC to easily comply with the document management portion of 'Real ID' legislation as it is refined by the federal government. It is NOT MVC's intention to have to substantially change or enhance the chosen design proposal to comply with 'Real ID' document management requirements.

Contractor Tasks:

- Oversee / purchase hardware
- Install / oversee installation of hardware
- Install software
- Test software
- Pilot software
- Rollout software

Contractor Deliverables By Line:

Line#	Deliverable:
28.	Install software for Content Management
29.	Pilot Content Management software
30.	Rollout Content Management software

3.2.14 DOCUMENTATION

The contractor shall produce comprehensive technical and user documentation to allow the State to use, support, maintain, and enhance MATRX. Documentation is integral to the MATRX application. Programming modules will not be considered complete unless accompanied by all the documentation elements. Documentation shall be produced with every implementation of a module or business function.

The technical and user documentation must be developed concurrently with the design, development and testing of the system. During Project Initiation, the contractor shall meet with

the State to revise the Documentation Plan submitted with the proposal. The State will accommodate the protection of intellectual property where applicable.

The contractor shall provide an electronic version of all documentation, and employ change control processes and version control to ensure that it is kept current to the production release for the duration of the contract resulting from this RFP. Documentation shall be available electronically (rather than in binders) to users and support staff, with the ability to print all or selected sections as needed. A table of contents, an index, and keywords shall be available for information searching. The State does not require printed documentation except in a case where the contractor requests and the State agrees to accept a printed rather than an electronic document.

Technical Documentation

Technical documentation shall include:

- Data dictionary
- Glossary of terms
- Systems Architecture Document
- Application Architecture Document
- System application manual
- System operations manual
- Logical data model
- Physical data model
- Data warehouse
- Data marts
- Table and View usage
- Relationships among user functions, files, inputs, outputs, and programs
- Screen prints or layouts
- Overview of functional components or programs, including program name, description, variables, and validation rules
- Source code
- List of reports, description, sample layout, and input parameters
- Maintenance of rules and/or workflow tables
- Interfaces
- Document templates
- How to create extracts
- Error messages, system notices or alerts, and recommended actions
- Standard troubleshooting solutions

Technical documentation shall include the knowledge and information needed for normal system operations and administration, as well as problem fixes and enhancements. All program source code must be well documented internally through the use of imbedded comment lines describing the processing as well as changes to the source code. Policy and procedures shall be integrated into the application, and the initial load of the policy and procedures shall be performed by the contractor.

The contractor must incorporate all aspects of MATRX in the technical documentation, including the core application, all supporting components of MATRX, such as imaging, workflow, printing, and mailing, and the related hardware and software.

The Systems Architecture Document must provide graphical depictions of the application's n-tiered architecture, along with text describing the model. Each of the layers and its functionality shall be covered in this document.

The Application Architecture Document must provide an overview of MATRX's application architecture. It shall begin with an architectural overview of the design approach and framework used in MATRX. It shall describe how the various packages and classes deliver the functionality of the program and interrelate. The individual classes, attributes, and methods must be described in detail. Application design will also include functional detail with flow diagrams.

The System Application Manual shall provide detailed information about each of the user and external interfaces that comprise the MATRX application. Detail is required for each of the (web-based) screens, including on-line reports, inquiries, data entry forms, etc. In addition, batch reports must be identified and described. Each screen and each report must be identified with its name, screen print, description, program name, and names of tables accessed in the program. Another section must identify and document all programs written to support MATRX. The documentation of these programs shall include where it is used, description, purpose, dependencies, and components. As a separate section, all interfaces with external systems must be identified and documented. The documentation must include the program name(s), type of interface (API, flat file, XML, etc.), description, detailed record layouts, and database objects used.

The System Operations Manual shall support the operational aspects of MATRX. It shall focus on the operations of all processes that execute daily, weekly, monthly, quarterly, annually, or ad hoc. Its purpose is to serve as a reference manual to maintain and troubleshoot MATRX. It must include all the tables and data elements being accessed and list the criteria of the queries and processes. It must contain the on-line and batch operations standards, which detail the standards for all directory paths, scripts, programs, etc. It must include application environmental requirements, such as classpath, XML configuration files, required packages and classes. It must provide specifics for the running of the various components of the MATRX System, including document management, database operations, interfaces, networking, and the core MATRX application.

The manual must include:

- The schedule of the on-line and batch processes (programs and reports).
- Overview of the logic and flow of the processes.
- The description, parameters, inputs, output, restart procedures for each of the processes and how to regenerate the output.

The current Logical Data Model will be used to understand the data elements of MATRX database. It will help the application maintenance team understand the data elements, characteristics and usage in the application. The Data Model depicts the relationships and the tables.

The Physical Data Model must be developed to support the operation of the MATRX database, and shall be based on the current Logical Data Model. The Physical Data Model shall assist the database administrators (DBAs) in creating the schema and the database. It shall also identify denormalization designed for performance. The documentation must include physical characteristics such as table size, table space, indexes, sequences, and views. It must provide approximations of initial record counts and annual growth. It must provide information related to performance, such as caching and access patterns of the data.

The Data Warehouse documentation, if purchased and required, shall reflect the data elements and physical layout of the designed Data Warehouse, including the design of the reports that are

generated from the Data Warehouse. Summarized fields shall also be documented. If the design includes Data Marts, then the documentation shall include the Data Mart fields, and the reports and inquiries that are designed to be produced from the Data Marts.

User Documentation

User documentation shall include:

- An online help facility providing
    - Help at the data element level
    - Help at the process or topic level
    - Search capability at the data element, process or topic level
    - Print capability at the data element, process or topic level.
- The contractor must provide a documentation maintenance facility owned by the State for ongoing documentation updates by State staff after the contractor is gone. These are often a complete documentation package solution which integrates with your application.

User documentation must be available in the MATRX document repository, which is created and administered by the State, and from the MATRX application.

Contractor Tasks:

- Develop technical and user documentation concurrent with the iterative development effort and for every module/business function implementation

Contractor Deliverables (as each module/subsystem is delivered):

- Documentation Plan
- Technical Documentation
- User Documentation

(The associated price line for these deliverables is identified in each component/subsystem requirements section as described later in this document.)

3.2.15 TRAINING

The contractor shall provide all training associated with the MATRX project. The contractor shall:

- Produce a comprehensive training plan
- Design, develop, and implement a training environment including MATRX database and programs
- Prepare all training curricula
- Prepare all training materials
- Conduct all training sessions
- Produce evaluation materials for all training sessions
- Develop quizzes for all training classes
- Provide remedial training

The training shall consist of conventional classroom training led by the contractor in State-supplied facilities, and web-based training for internal users. All training materials shall be owned by the State. The State will review and approve all training materials, curricula, evaluation materials, quizzes, etc.

Overview Training

Overview sessions shall occur within 3 months prior to the users need for the system. The contractor must provide half day overview sessions for approximately 2500 staff. Each session shall have approximately 50 to 75 attendees, and training will take place in distributed facilities

around the State. The contractor's presenter shall demonstrate the system, but the attendees will not have computers or hands-on time in these sessions.

Implementation Training

Implementation training shall be designed, developed and implemented for each of the phased-in modules. Each implementation, or phase, will require a training module. Training shall be provided to users "just in time", which the State defines as no more than two months prior to the anticipated use of the technology or system. The curriculum must be tailored to the attendee's role as shown in Table 3.2.15. Contractor supplied training shall be conducted in a State supplied facility at different locations around the State. Not all users from the same facility/group will attend training at the same time.

The contractor must develop evaluation materials including course evaluations. The contractor must administer course evaluations at the end of each course to gauge the effectiveness of the training. The contractor shall compile evaluations and attendance electronically. The contractor shall electronically provide original course evaluations from students immediately after completing training classes. Course materials and presentation must be adjusted as needed to ensure the effectiveness of the training and the students' comprehension of the materials.

The contractor shall give the students a quiz immediately upon completion of courses. The purpose of the quiz is to ascertain whether the student has gathered enough knowledge to utilize the system for his/her particular job function. If students do not pass the quiz they must be provided with remedial assistance in the areas they need to improve. The contractor shall design the quizzes, score them and provide feedback to staff supervisors, where remedial assistance is required. A remedial training plan shall be done for students requiring additional training and assistance.

MVC currently has the following staff to be trained by business area and module:

Table 3.2.15

Business Area	**Module**	**Staff**
Agencies	Driver Licensing	1700
	Titles, Registration, Insurance	
Regional Service Centers	Driver Licensing	250
	Driver History	
	Titles, Registration, Insurance	
In-house Business Units	Business Licensing	1300
	Driver Licensing	
	Driver History	
	Third Party	50
	Titles, Registration, Insurance	
Technical Staff	All	50
Training Staff	All	5

Training Staff

The contractor shall supply trainers who have both system knowledge and training skills. The State will approve the contractor's trainers. The State may require the replacement of any trainer who is viewed as unacceptable by the State after the completion of any class. A suitable replacement approved by the State must be provided within 5 days of the State's request.

The State training staff will audit the overview and implementation training.

Training Curriculum

The contractor shall create, produce, and distribute all class materials, including course books, quick reference guides, exercise books, tests, and course evaluations. These materials must coordinate with the trainer's lectures and demonstrations.

The contractor shall provide an electronic version of all materials, and ensure they are kept current to the production release for the duration of the contract resulting from this RFP. For the duration of the contract, the contractor is required to periodically update training course materials to reflect its own improvements as well as those suggested by State training staff. The State will review and approve all training materials.

Training Database

The contractor shall create a training database (part of the complete training environment of software and data) for hands-on use by attendees that contains a sufficient variety of data to exercise all parts of the system. All training courses must be designed to use a fresh copy of this training database for examples and exercises. The training database may contain actual data as long as users have access privileges to the data. There must be a method to simulate data flow to and from other systems when needed to demonstrate a function during training (i.e., to simulate imaging, and interfaces without disturbing production).

The contractor shall establish a refresh schedule for the training database that matches the needs of the training schedule. If one refresh schedule cannot suit all classes, the contractor shall set up multiple copies of the training database and an easy method to access the proper copy. The State will ensure that the classroom computers have appropriate network connectivity. The contractor is responsible for logon and access requirements.

The contractor shall provide instructions for creating the training database. These instructions will be used by State trainers when preparing for future classes. The training databases and logical environment shall be kept in sync with the production environment as enhancements are built into the project and new phases are rolled out

Web-Based Training

For each course or major topic, the contractor shall develop an equivalent interactive web-based training module, accessible from within the MATRX System but distinct from the help facility. This courseware will be utilized by staff that did not attend the overview sessions or portions of implementation training, or to refresh skills. The courseware shall offer an optional self-test after each major topic, and the option to print a certificate upon successful completion. Commercially available eLearning software must be utilized to develop the web-based training (such as the eLearning software used by the Department Of Personnel). The cost of the training software shall be included as a line item on the "MATRX Optional Hardware, Software and Related Services" Price Sheets.

Train-the-Trainer Sessions

The contractor shall hold separate train-the-trainer classes for five (5) State trainers who will provide new hire training after rollout and audit the contractor's training classes. Train-the-trainer sessions must be designed so that the State trainers obtain a very high level of system competence. This may be accomplished through more detailed instruction, more class days, or

more hands-on time. The contractor shall provide annotated trainer versions of the course books and exercise books that describe the flow of the lecture and the corresponding online demonstration.

Training Facilities and Scheduling

Using State training facilities and coordinating with State staff, the State will locate and reserve sufficient computer-equipped classrooms with appropriate network access. The contractor must schedule the contractor trainer, State trainer, and attendees for each class. Except for the overview sessions, there will be a maximum of fifteen (15) students per class. Courses longer than two days must be divided into several segments.

The State will provide lists of staff by location, by job function, and by training track needed. The State will also provide facilities for the training classes. The contractor shall schedule the date and location for each trainee, notify attendees at least three weeks prior, and work with MVC to ensure that offices retain sufficient staff to continue daily operations, minimize travel distance to the extent possible, and allow supervisors to make changes.

The contractor shall create and adhere to procedures for course scheduling, classroom setup, online setup, and cleanup. The contractor shall provide an automated method for recording attendance and administering course evaluations so that the State can monitor the training effort. The contractor shall provide an electronic file with training data which State staff will use to upload into the HRIS System.

Training Tracks and Role Based Training

Employees shall be trained in the use of the system via web-based training developed by the contractor after the contractor has completed all required classroom training classes.

Courses for internal users shall be grouped together into tracks depending upon job role. The following table shows the anticipated groupings of users and the types of relevant training. The specific groups of users will vary with each separate module/business function. The contractor shall develop a detailed training plan that will show specifically what courses will be planned for each role based on the type of project within the major phases of Technology, Base Applications, and Business Solutions.

Table 3.2.15 Training MATRX

	Overview	Foundation Technologies	Business Unit Applications	Technical	Train the Trainer
Service Delivery – 1700 personnel 45 agency sites	**X**		**X**		
In-house Business Units Service Delivery– 1300 personnel	**X**		**X**		
Technical – 50 personnel	**X**	**X**		**X**	
Internal Trainers – approx. 5	**X**	**X**	**X**		**X**

Contractor Tasks:

- Develop the Training Plan
- Develop curriculum, web-based training and training database
- Develop training materials
- Develop and implement evaluation and attendance tools
- Create training database
- Develop evaluation materials
- Develop student quizzes
- Schedule classes, trainers, and attendees
- Deliver classroom training
- Track and assess the ongoing training, make improvements as needed
- Create a periodic electronic file of results for State staff HRIS upload

Contractor Deliverables (for all deliverables requiring training):

- Training plan
- Evaluation materials
- Quizzes for each module
- Web-based training / online tutorials
- Training database and application environment
- Online facility for tracking and reporting on the training effort
- Curriculum for classroom training
- Classroom training

(The associated price line for these deliverables is identified in the requirements section of each component/subsystem needing training as described later in this document.)

3.2.16 SYSTEM TEST

The contractor shall prepare a system test plan, test all aspects of the system, and implement and use a tracking tool for system problems. The contractor must assign a System Test Lead in addition to the required staffing set forth in RFP Section 3.1.5, Contractor Staffing. The State and contractor shall jointly develop the criteria for determining significant, medium and low impact bugs. The system test must demonstrate the successful operation of the system, ensuring that the new solution is functioning and processing data correctly.

The contractor shall plan, design, and implement a test environment that replicates the production environment. As it becomes ready, each module must undergo a system test cycle. The compatibility of all modules for the entire system shall be tested when all modules have been completed.

The contractor shall load the system test environment with sufficient data to replicate the production environment.

The contractor shall derive test scripts from traceable user requirements as described in Section 3.3, Functional Requirements and Appendixes 3 through 9.

Tests to be performed include: end-to-end application testing; stress testing; performance testing to assure that the solution will meet performance requirements under expected user loads; backup and recovery testing; installation testing; and deployment of patches and other corrections to applications software. Expected and unexpected user interaction must be tested. Examples of

unexpected user interaction include invalid keystrokes, key sequences, or mouse-clicks, and incomplete, erroneous, or duplicate data.

Contractor responsibilities include the preparation of test plans, test variants, test scenarios, test cases, test scripts, test data, and expected results for the entire system, including any preexisting or framework software. The State requires complete end-to-end testing of the solution and may expand the test plan with additional scenarios.

The contractor shall provide a mechanism for tracking expected versus actual test results, and for tracking all errors, problems, and resolution. This reporting mechanism shall include numeric and graphical trend analysis for tests completed, errors identified, rework efforts, and retesting efforts.

The contractor shall prepare and conduct a performance test plan employing system and network monitoring software, and system load simulation software. The test plan must utilize the full MATRX database, increasing numbers of users, and increasing activity levels. The system test shall continue until performance measures are met and are required to be met under full operational conditions. The contractor must plan, execute and document results from the system test.

To the extent possible, the contractor must perform testing on an infrastructure identical to the production infrastructure, including the WAN. The contractor must test the wide range of popular browsers and browser versions together with the realistic connectivity for remote users.

The contractor must use an automated testing product in application acceptance testing. The contractor shall use its own testing tools and licenses. The contractor shall provide evidence that the proposed testing tools can perform the appropriate load and stress testing, are stable, and can handle the required throughput. Before passing acceptance testing, all modules submitted by the contractor must meet agreed upon testing specifications, including efficiency and scalability. As the contractor submits modules of the MATRX application for acceptance testing, they must then pass the tests using the testing specifications. Stress testing shall be performed with up to two hundred core users. The exact number of users will be based on business function and will be determined by MVC. Stress testing shall simulate peak periods at MVC.

The contractor's system test responsibilities include:

- Functional testing, i.e., "black box" testing (the tester only knows the inputs and what the expected outcomes should be and not how the program arrives at those outputs)
- Structural testing, i.e., "white box" testing (the tester knows what the program is supposed to do)
- Random testing that freely chooses test cases among the set of all possible test cases
- Testing of unexpected user input or action
- Performance and load testing
- Run time application and network performance analysis and testing using tools.
- Hardware and software "fault-injection" testing that injects faults into physical hardware and software
- Dependability analysis, involving identifying hazards, including vulnerability to attack and hacking
- Regression testing, which is the repetitive testing of an application's major features to ensure minor changes have not introduced new bugs into the system
- Integrated testing of system modules
- Installation testing, to validate that the application will install and operate properly on the servers
- Resolution of all significant system problems

- Plan for the resolution of all other system problems
- Testing using tools described in this section.

The following four levels of testing must be performed by the contractor:

1. Low level testing and debugging of code, performed by the developers under the contractor within the IDE (Integrated Development Environment).

2. Higher-level testing of the code, with some functional testing. This type of test includes testing of module integration. The contractor should recommend products that are appropriate for this type of testing.

3. Regression and functional testing. The contractor and the State are jointly responsible to coordinate a comprehensive plan. The plan shall involve creating test scripts based on the functional requirements and running the scripts against the application.

4. Performance testing, consisting of:

    a. Monitoring response times from an internal and end-user perspective (delta being the network and client) under a simulated load. Areas to monitor include the application, the server (CPU, memory, I/O, etc.), and the network.
    b. Real time application profiling to drill down into the components of the application doing component-level views of the application.

The contractor shall meet with the Oversight Contractor on a weekly basis to report progress on the testing and review the number of outstanding system problems.

The contractor must certify in writing, in a document signed by both the contractor project manager and the contractor test director that the development team has successfully executed full system testing prior to the start of the QA test.

State and Oversight Contractor staff will participate in test planning, test validation and performance monitoring for each environment, and will sign-off before promotion to the next environment. The State must accept the system test plan and performance test plan before they are carried out.

Testing shall occur for each of the modules/business functions that are implemented. Each implementation shall test integration with prior modules.

Contractor Tasks:

- Establish the test environment
- Establish a system problem tracking tool
- Design and conduct system testing
- Identify and correct problems, repeat unit test and system test
- Design and conduct performance testing
- Identify and correct problems, repeat performance test
- Document system and performance test results
- Train State testing staff to use the system problem tracking tool
- Resolve all system problems, prioritized by criticality
- Prepare and execute a plan for resolution of all other system problems
- Prepare application in test and QA environments

Contractor Deliverables (for all modules/subsystems):

- Weekly system problem report

- System problem resolution plan
- System test plan and results
- Performance test plan and results

3.2.17 STRESS TEST

A stress test shall be performed to ensure that the system will perform satisfactorily with production volumes of data. The State may modify the time period for stress testing based on the results. The contractor shall be preparing and loading test data, performing stress testing, correcting problems and re-testing.

Contractor Tasks:

- Load sufficient data to the testing environment to replicate the production environment
- Perform stress/load testing in the test environment and through the production network to simulate the production environment during testing.
- Replace or reload data to run repetitive tests
- Analyze, correct, and retest reported problems

Contractor Deliverables (for all modules/subsystems):

- Stress Test Plan, Test Results and Retesting Results

3.2.18 USER ACCEPTANCE TEST

An Acceptance Test team composed of State users from various functional areas and the Oversight Contractor will plan and conduct the Acceptance Test. The Acceptance Test will include all activities to take place during the actual implementation, as well as a series of mock business days (a minimum of 3). Acceptance testing will be performed in the QA testing environment.

The test will verify the following:

- All functional aspects of the system
- Ease of use
- Installation of software
- Conversion of data
- Accuracy and performance of system interfaces
- Effectiveness of training methods and materials
- Response time and overall system performance
- System hardware, software and telecommunications performance
- System, data, and application security

The State may modify the time period for User Acceptance Testing based on the results. UAT will be performed for each implementation of a module/business function.

Contractor Tasks:

- Refresh the QA environment to replicate the production environment
- Analyze, correct, and retest reported problems
    - Track, reproduce, correct problems, and retest

Contractor Deliverables (for all modules/subsystems):

- UAT Testing Plan and Testing Results

3.2.19 HELP DESK SETUP AND IMPLEMENTATION

The contractor shall assist the State in executing the MATRX State help desk facilities, which must be fully operational at the start of the User Acceptance Test. The help desks will be fully staffed by State employees during the normal MVC business hours of 8:00am to 9:00pm during weekdays and 9:00am to 1:00 pm on Saturday.

The initial points of contact will depend on the source and purpose of the contact.

- The Public Help Desk (General Information) will receive motor vehicle related inquiries by telephone, Web, or email from citizens statewide.
- The MVC Applications Help Desk (or Agents Helpline) will receive application questions or technical problems from internal system users and external partners statewide by telephone, Web, or email. Application problem reports will be logged, examined, and escalated to the testing area, if appropriate.
- The MVC IT Help Desk (or In house Desktop Support) will receive technical problems from internal system users statewide. This help desk will handle hardware, software (but not application), and network problems. The MVC IT Help Desk may also receive referrals of problems from the MVC Application Help Desk if the problem is determined to be PC or LAN related.
- The MVC IT Help Desk will refer problems to the OIT Help Desk if they determine that the problem is an infrastructure issue.

The help desk will log the call, and either resolve it or refer it to one of the other help desks. The contractor will analyze the type and frequency of these calls, and will trigger appropriate improvements to reduce the volume of such calls.

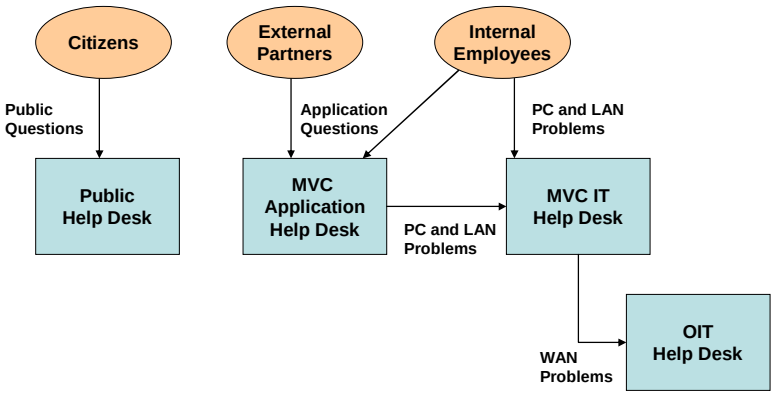


Diagram 3.2.19 – Help Desk

The contractor shall assist the State in formalizing processes for the help desks. To assist in this capacity, the contractor shall:

- Develop and implement Help Desk Plans for the Public Help Desk (General Information), Application Help Desk, and the MVC IT Help Desk.

- Ensure that each MATRX problem's current location, status, and resolution is tracked and is accessible from each help desk
- Build and maintain a documented Help Desk Knowledge Base Facility to:
  - Allow help desk staff to look up common or previously reported issues, symptoms, error messages, and resolutions
  - Analyze the frequency of MATRX problem types and resolution times
- Create a ''voice alarm" capability to inform callers of major problems before the call is answered and logged (for example, "We are currently repairing a node of the network that is not functioning. We are expecting the repairs to take until approximately 3 pm. If you are calling from another office, please stay on the line.")

Beyond the staff needed to build and support the Help Desk Knowledge Base Facility, the contractor shall provide a trained staff of at least 3 consultants for the Application Help Desk, from the beginning of User Acceptance Test to the end of the third month of statewide implementation of the final module/business function. State staff will supplement the Application Help Desk during its initial months, and must be trained by the contractor to assume full responsibility. If requested by the State, the contractor shall assist the State beyond this time period as reflected in the price line element for hourly rates.

The contractor shall recommend problem escalation and timing processes as part of the overall Help Desk Plan.

Contractor Tasks:

- Develop and implement Help Desk Plan
- Build and maintain the Help Desk Knowledge Base Facility
- Modify and implement problem tracking, researching, and resolution software (Help Desk Software is an optional line item)
- Staff the help desk as described
- Train State technical staff to operate the help desks

Contractor Deliverables By Line:

Line#	Deliverable:
110.	Help Desk Plan
111.	Help Desk Knowledge Base Facility
112.	Training Plan for State help desk employees
113.	Help Desk Staff (prior to post implementation support)

3.2.20 PILOT IMPLEMENTATION

The Pilot Implementations shall be integrated with the Statewide Implementation. As discussed in the following section, the implementation is planned to occur in 3 phases that build on the prior phase (each phase rolls out multiple modules/business functions). Phase I is defined as the Foundation Technologies (Section 1.2.2) which provide the technology for business applications. Each of these Foundation Technologies shall be piloted with a Proof of Concept. The contractor and the State will determine the appropriate Proof of Concept that will be used. See RFP Section 3.4, Technical Requirements for detailed requirements for the Foundation Technologies (such as Rules Engine and Content Management) that will be used to choose the appropriate technology alternative.

During the Proof of Concept, the contractor must make improvements and correct errors, with the continued assistance of the State technical staff.

At the conclusion of Proof of Concept for each of the Foundation Projects, the contractor must prepare a Proof of Concept Report that certifies that the technology is ready for statewide implementation.

The State may modify the time period for the Foundation Projects based on the problems and issues identified during this phase.

Contractor Tasks (during Pilot Implementation):

- Choose appropriate Foundation Technology
- Choose and coordinate technology implementation partners, where appropriate
- Choose Proof of Concept and document approach for implementation
- Monitor Proof of Concept operations
- Correct and retest all significant and medium impact system errors
- Perform benchmark tests (to include network tests and quantified and approved response times)
- Perform all system tuning necessary based upon the results of the benchmark test
- Move the test environment and system test instance to Production at the end of Proof of Concept
- For each Base Application or Business Solution, perform a pilot rollout prior to statewide implementation. The Contractor should recommend phases, each with pilot rollout and statewide rollout.
- The Contractor should assist with cultural change management plans and activities prior to each of the phased rollouts.

Contractor Deliverables (these deliverables apply to all pilots):

- Pilot Project Plan and Approach
- Implemented Pilot
- Pilot Results Report

(The associated price line for these deliverables is identified in each component/subsystem requirements section as described in this document.)

3.2.21 STATEWIDE IMPLEMENTATION

The MATRX implementation is based on a three-phased approach – each phase building on the prior phase. The following diagram depicts these phases and its dependencies.

Phase	Projects	Priority
Foundation Technologies	**MATRX Database** **Interface/Data Exchange** **Content Management** **Rules Engine** **Report Writer** **Identity Management**	**1** **1** **2** **2** **3** **4**
Base Applications	**Customer Profile Management** **Case Management** **Privilege Management** **Web Storefront** **Web Transaction Center** **Inventory Interfaces** **Business Inspection** **Accounting Interfaces** **Point of Sale Interfaces**	**1** **2** **3** **3** **3** **3** **4** **5** **5**
Business Solutions	**Business Licensing** **Driver Licensing** (Real ID) **Vehicle Management** (Title, Registration, Insurance) **Driver History** **3rd Party Interactions**	**1** **2** **3** **4** **5**

The projects in the first phase of implementation are considered the Foundation Technologies because all the applications that follow will be built using these technologies. The contractor shall implement these technologies using a Proof of Concept for each of the technologies (See RFP Section 3.2.20) These technologies must be implemented before the Base Applications and Business Solutions are implemented.

The projects in the second phase are considered Base Applications because they are considered to be building blocks for business applications or systems that are quick to implement. The goal of these projects is to show results quickly, therefore, they are known as "fast track" projects. See Section 3.3 Functional Requirements for detailed requirements of these base applications.

The projects in the third phase are considered the "Business Solutions." These applications are the core business areas of Motor Vehicles. See RFP Section 3.3, Functional Requirements and Appendixes 3 through 9 for detailed requirements of these applications.

The contractor shall develop a Statewide Implementation Plan based on the framework of phases that are described above. The contractor must ensure that the training plan is also aligned with the Implementation Plan. MVC expects different functional modules (e.g. Business Licensing, Title and Registrations, Driver Licensing) to be rolled out separately, each with a pilot and statewide implementation.

As the implementation progresses, the contractor must report to the State potential areas for improvement to the rollout processes, and the State may direct the contractor to undertake specific improvements. The contractor must make improvements and correct errors, with the continued assistance of the State technical staff who participated in earlier tasks.

The contractor must monitor and report twice monthly on system performance. At the conclusion of implementation and again at the end of the contract, the contractor must certify that the system is fully implemented and operational.

Contractor Tasks:

- Develop and execute the Statewide Implementation Plan
- Monitor system operations
- Correct and retest all significant and medium impact system errors
- Perform operational tests (to include network tests and quantified and approved response times)
- Perform any system tuning necessary based upon the results of the operational test
- Track changes with version control software
- Provide system support, help desk support, and system maintenance

Contractor Deliverables (these deliverables apply for all system rollouts):

- Statewide Implementation Plan (for each rollout)
- Statewide Implementation (for each rollout)

(The associated price line for these deliverables is identified in each component/subsystem requirements section as described in this document.)

3.2.22 POST IMPLEMENTATION SUPPORT AND SYSTEM ACCEPTANCE

The contractor shall provide post-implementation support and maintenance to the State, with the eventual goal of the State assuming all support and maintenance responsibility for MATRX. The post-implementation support shall begin after all offices and applications are operational and all modules have been accepted by the State.

Post-implementation is defined as beginning when the last of the Business Applications (above phase 3) are implemented for all targeted user communities state-wide, (including business partners and internet users as appropriate).

During the post-implementation phase (12 months), the contractor, with the continued assistance of the State technical staff who participated in earlier tasks, shall support, maintain, performance tune, fix bugs and enhance MATRX. The State will identify and document all existing/remaining system problems. The contractor shall reconcile identified and documented system problems in a timely manner.

During the post-implementation phase, the contractor must develop the Turnover Plan. The goal of the Turnover Plan is to support a smooth transition of programs, knowledge, data and procedures for operation by the State. The Turnover Plan shall include:

- Turnover schedule
- Help desk turnover plan
- Current documentation and training curriculum
- Inventory of all work in progress
- Inventory of all equipment and software to be turned over.

The contractor must staff this phase, to the extent possible, with personnel that have participated in the development and implementation of MATRX, i.e., if such personnel still work for the contractor, they must be assigned to this project. The contractor personnel must be acceptable to the State.

Contractor Tasks:

- Resolve any issues/problems related to the project deliverables
- Resolve any outstanding system problems
- Develop Turnover Plan

Contractor Deliverables (this deliverable applies to all system rollouts):

- Turnover Plan

System Acceptance shall occur at the end of the post-implementation phase through acceptance by the State Contract Manager. When the system has been accepted, the contractor shall implement the turnover plan.

The State Contract Manager will agree to accept the system when the following criteria have been met to its satisfaction:

1. The delivered source software is installed on appropriately configured hardware, with no errors and no warnings for 30 days after the final version has been installed.
2. The system passes the System Test plan, the Quality Assurance test plan, and the User Acceptance test plan as agreed to by the contractor, MVC and OIT.
3. The system, including all peripherals purchased from or through the contractor, is fully operational at all sites.
4. The documentation, source code and training manuals are acceptable to MVC and OIT.
5. All deliverables have passed technical and quality reviews.
6. The contractor has successfully completed all training and turnover requirements of this RFP.
7. All specifications of this RFP have been met.

Contractor Tasks:

- Maintain the system problem database
- Resolve all issues/problems related to the project deliverables
- Resolve all outstanding system problems
- Implement the Turnover Plan

Contractor Deliverables (this deliverable applies to all system rollouts):

- Turnover of MATRX.

3.2.23 SYSTEM MAINTENANCE SUPPORT

The contractor must provide in its proposal costing information related to providing five optional one year maintenance agreements. System Maintenance Support in this context includes onsite problem identification and resolution, as well as the onsite analysis, design, development, testing, and implementation of enhancements.

System maintenance support pertains to the maintenance and support of the MATRX application and the integration of all of the elements which comprise MATRX. The warranty, maintenance and support of hardware and software purchased through the contractor via the ”MATRX Optional Hardware, Software and Related Services” price sheet are discussed separately in RFP Section 3.4.15 Section 3.4.15.

The contractor must make every effort to respond to emergency requests, such as major system component failure, within one hour. The contractor shall cooperate with MVC personnel, OIT and communications system suppliers to diagnose and correct equipment/software malfunctions. The contractor shall, when requested by MVC, coordinate diagnostic testing efforts involving other vendors, and will accept direction from other vendors’ personnel in carrying out diagnostic testing of equipment/software malfunctions, if they interact with that vendor’s products.

The contractor shall develop a Release Plan. Problem fixes, enhancements, and other upgrades must be grouped into scheduled, regular releases of the system. These releases shall undergo unit, system, quality assurance, and user acceptance testing.

At least one month prior to the beginning of a system maintenance support agreement, the State will notify the contractor whether the State will opt for maintenance for the following year, and will work with the contractor to determine the number and type of contractor staff necessary for these phases. The contractor must provide the personnel for these phases, to the extent possible, with staff that have participated in the development and implementation of MATRX and are acceptable to the State, i.e., if such staff work for the contractor, they must be assigned to this project.

Contractor Tasks:

- Maintain the system problem database
- Assist the State in identifying and prioritizing problems and enhancements
- Create a plan of scheduled, regular new releases of the system
- Resolve all issues/problems related to the project deliverables
- Resolve all outstanding system problems

Contractor Deliverables (based on hourly rate from Labor Category Rates Price Sheet):

- New Release Plan
- Ongoing Support
- Enhancements
- New Releases

3.3 FUNCTIONAL REQUIREMENTS

This section introduces the primary functional areas within MVC. Each area has a unique operation, serves a specific set of customers, and has developed a vision for the use of technology and opportunities to enhance service.

Each area will be generally described followed by a description of MVC expectations and goals for using new technology. The last section for each business area will reference the subsystems described earlier and will discuss how they apply to the business area. Detailed business requirements are included in Appendixes 3 through 9.

Note that this section includes the general requirements including a description of some work in process, completed or optional. The Appendices should be utilized as a basis for determining the specific scope of requirements. For example, the following items should be noted:

Internet driver testing
Will be covered by separate ADLT RFP, MATRX must integrate to this separate system.
Financial Management
G/L – completed
Budget – optional module
A/R – optional module
A/P – optional module
Inventory – optional module
Grants Management – optional module

3.3.1 MVC BUSINESS SYSTEMS

More detailed requirements than are described below are contained in Appendixes 3 through 9. The contractor shall review/refine requirements; and perform design, coding, testing, documentation, and training tasks for each of the business systems described below. Each business system shall require a pilot and statewide rollout. The deliverables are repeated for each system.

Contractor Deliverables By Line:

Line #	Deliverable:
70.	Requirements Document for Business Licensing
71.	Design Document for Business Licensing
72.	Completed code and unit test for Business Licensing
73.	Complete testing (e.g. system test, performance test, UAT, QA) for Business Licensing
74.	Documentation for Business Licensing
75.	Training for Business Licensing
76.	Pilot for Business Licensing
77.	Statewide Rollout for Business Licensing
78.	Requirements Document for Driver Licensing
79.	Design Document for Driver Licensing
80.	Completed code and unit test for Driver Licensing
81.	Complete testing (e.g. system test, performance test, UAT, QA) for Driver Licensing
82.	Documentation for Driver Licensing
83.	Training for Driver Licensing
84.	Pilot for Driver Licensing
85.	Statewide Rollout for Driver Licensing
86.	Requirements Document for Vehicle Management
87.	Design Document for Vehicle Management
88.	Completed code and unit test for Vehicle Management
89.	Complete testing (e.g. system test, performance test, UAT, QA) for Vehicle Management
90.	Documentation for Vehicle Management
91.	Training for Vehicle Management
92.	Pilot for Vehicle Management
93.	Statewide Rollout for Vehicle Management
94.	Requirements Document for Driver History
95.	Design Document for Driver History
96.	Completed code and unit test for Driver History
97.	Complete testing (e.g. system test, performance test, UAT, QA) for Driver History
98.	Documentation for Driver History
99.	Training for Driver History
100.	Pilot for Driver History
101.	Statewide Rollout for Driver History
102.	Requirements Document for Third Party Interactions
103.	Design Document for Third Party Interactions
104.	Completed code and unit test for Third Party Interactions
105.	Complete testing (e.g. system test, performance test, UAT, QA) for Third Party Interactions
106.	Documentation for Third Party Interactions
107.	Training for Third Party Interactions
108.	Pilot for Third Party Interactions
109.	Statewide Rollout for Third Party Interactions

Business Licensing

- ***Functional Overview***

  MVC's Business Licensing operation oversees the licensing of approximately 50 "privilegetypes" to businesses and professionals. Examples include New Car Dealership licenses, Inspection Facility License, and Driving Instructor License. Primary functions include:

  - Issue & Maintain Business Licenses

- Issue & Track Dealer Plates
- Issue & Track Inspection Stickers

Business Inspection Management

MVC conducts a significant number of inspections in support of many of the business licenses that are granted. For example, the licensing process for Private Inspection Facilities and Car Dealerships requires initial and periodic inspections of the business premises. The Business Inspection Management system shall be a subsystem of the MATRX System that tracks and manages these inspections. The system shall include the following functions:

- **Managing Inspection Descriptions and Requirements** – The system must track "master" information about the types of inspections offered and their requirements which includes staff knowledge, equipment inspections, proper notifications, etc. The system must also track MVC personnel that are authorized to create, conduct and approve an inspection.
- **Manage Inspection Process and Follow-up** – The system must allow users to create an inspection file, update it and manage the process to completion. This includes follow-up tasks resulting from an incomplete or failed inspection.
- **Auto Generate & Schedule Inspections** – The system must review existing privileges (licenses) and automatically generated records for required re-inspections. Additionally, the system must allow users to manually schedule an inspection for a particular customer and license.
- **Create Inspection Complete Certificate –** The system must provide capabilities for printing an inspection certificate. This certificate is printed and mailed or shall be printed in a self-service manner by the business using proper authentication.
- **Management Reports** – The system must print appropriate reports so that management and staff can track and plan the inspection process.

- **Issue & Maintain Business Licenses**

  The various business licensing groups at MVC perform all functions necessary to issue and maintain business licenses including:
  - Issuance
    - Maintain Business Information (Site, Principal, Profile, General Info.)
    - Issue Business License (Handle Requests for Business Licenses)
    - Renew Business License
  - Site Investigations & Inspections
    - Communications
    - Log Contact information
    - Generate Mailing for Business Licenses (Individual or Corporation)
    - Standard and Ad-Hoc mailings
  - Enforce
    - Audit Facilities
    - Compliance Tracking
    - Suspend Business License Privileges
    - Administrative Hearing Process
    - Levy Fines Against Business
    - Maintain Case Information
  - Collect Money
    - Collect Money – Initial & Renewal Fees, Penalties
    - Track Partial Payments
    - Payments for Inspection Stickers

- **Issue & Track Dealer Plates**

  All dealers are eligible to receive "dealer plates" which allow them to demonstrate and operate vehicles. These plates are not linked to any one vehicle. The function of tracking

and distributing these plates is a component of the business licensing process. Some of the primary functions include:

- Track & Distribute Dealer Plates and Dealer Specialty Plates
- Manage Re-Issuance of expired plate numbers
- Track Boat Dealer Registrations & Decals
- Collect Fees

- **Issue & Track Inspection Stickers**

  Inspection stickers are distributed to private inspection facilities in support of the inspection process. These stickers are only distributed to authorized agents of the facilities at a standard fee per sticker. Inspection facilities are required to keep a minimum inventory available and every individual sticker distributed and issued will be tracked and audited. In addition to the stickers issued at inspection facilities, a special sticker is distributed to new car dealers in support of the sales and inspection process.

- **MATRX Improvements**

  MVC has incorporated a number of improvements into the licensing process. These improvements will leverage new technologies and include enhancements to the business process.

- **Leveraging Enhanced Identification**

  MVC deals with a variety of business owners, operators and staff and it is imperative that these individuals be properly identified when conducting business. The MATRX System shall track and identify individuals by creating or leveraging secure ID cards for these individuals. In addition, professionals who are licensed by MVC will also be issued ID cards that offer additional security features.

- **Simplifying License Numbers**

  The legacy system is built around a license number scheme that is unnecessarily complex and will likely be retired. The new system shall introduce a singular numbering system for all legal entities and the issuance of licenses numbers shall be coordinated resulting in one numbering system for all entities and licenses. This will simplify the issuance and tracking process. Legacy numbers that have been issued will remain valid for some period of time.

- **Enhanced Security and Public Information**

  Most businesses display an MVC issued wall license to demonstrate the ability to conduct business. MVC will provide a mechanism for customers to validate the status of such licenses and to obtain information about the operator and other available operators. The system shall support the submission of complaints and allow users to better understand resolution options that are available.

- **Enhanced Services to Businesses**

  The following services shall be provided:

  - On-line license application process supported by paper documents, as necessary
  - On-line status check and email updates
  - Automated insurance verification
  - On-site issuance of operating license – an on-line system shall confirm that all requirements have been met. Dealers will print licenses off the web and system shall confirm license status.
  - On-line scheduling of processes – inspections, visits, meetings
  - Better communications of audit and investigation status

- **Automated Integration with Other State Agencies**

MVC regularly shares information with other State Agencies. The system shall provide automated interfaces to other agencies.

- **Enhanced Support for Private Inspection Facilities (PIF's)**
  MVC's mission includes supporting PIFs and preventing fraud. MATRX shall provide a secure facility for authorized PIF representatives to order and manage inspection sticker purchases. In a secure manner, sticker sales shall be tied to an inventory management and tracking system. The system shall also provide low stock warnings to PIFs and provide an automatic re-order function.

- **Support for Municipalities**
  MVC's mission includes working with municipalities and coordinating the use of emergency lights on authorized vehicles. The system shall provide secure tools to register operators of emergency lights.

See Appendix 4 for more detailed requirements.

Driver History

- ***Functional Overview***
  MVC functions that have been grouped into the category of Driver History include those that deal with a driver's performance, insurance problems and other situations relating to suspension and restoration of the driving privilege and associated fees. Driver History also includes the tracking of events related to the use of business licenses. Specific functions include:
  - Driver History Maintenance – Acting on violations which trigger scheduled suspensions and other events that become part of a driver's history and may result in suspensions, hearings, fees due, school assignments and restorations.
  - Physical and Medical Qualification Reviews – The process of receiving and reviewing medical information from doctors to determine the fitness and eligibility of drivers. Some reviews are procedural and part of every application while others are mandated because of special conditions.
  - Business History Maintenance – Similar to the tracking of a driver's driving history, MVC also tracks and manages the history of events related to a business's operation including violations and other actions that may result in suspensions, hearings, fees due, and restorations of operating privilege.
  - Driver Education & Improvement – Remedial actions, fee collection, assignment and scheduling to classroom programs for novice and experienced drivers and commercial vehicle operators. Attendance is typically mandated as a condition of restoration after serious violations and suspension.
  - Insurance, Uninsured Motorist & Insurance Company Management – MVC tracks the insurance coverage of all motorists through the exchange of information with insurance companies and vehicle owners. Owners with registered vehicles who do not have coverage are subject to action including fines and MVC will initiate a case to resolve the situation.
  - Surcharge Administration – Drivers with poor driving records are subject to a surcharge. The process of tracking violations, determining, administering and collecting fees is managed by MVC.
  - MDR (Multiple Driver Resolution) – Cases where driving records have become split over multiple "driver licenses" must be resolved through review of each record. Such situations are typically the result of fraudulent misrepresentation and occasionally due to improper or mistaken paperwork and applications.
  - Maintain Accident Record Information – MVC maintains records for all accidents. This data is received from the Department of Transportation. Accidents are reviewed

and depending upon the severity and nature of the accident, MVC will initiate action or create a case to resolve necessary situations.

- General Functions – The above operations are supported by general functions. These general functions are consistent across all operations and include:
  - Fee Collection
  - Scheduling
  - Interaction Tracking (correspondence, voice, email, etc)
  - Case Management

- ***MATRX Improvements***

  The following are MATRX improvements for Driver History.

- **Enhanced Event Monitoring and Triggers**

  MVC must continually watch for poor driving activities and enforce applicable statutes. Additionally, proper enforcement is critical to public safety. The current statutes, new legislation, and administrative judgment result in a set of rules and conditions that must be applied to driving events and acted on. These rules and conditions frequently change over time and must be implemented quickly and in a maintainable manner. The new MATRX System must be able to monitor Driver History events and, as appropriate, the system must take necessary actions. The system must be flexible so that it can support standard enforcement rules and actions and be easily updated to support new rules.

  The system must be capable of initiating or scheduling suspension and restoration actions and alert MVC staff as necessary. In addition to tracking violations and accumulated events that may require action, the system must also support rules that watch for suspicious activity. Such events include continuous change of address or duplicate license requests.

- **Improved Contact Management**

  MATRX shall provide services to facilitate easy update of address information while balancing security and fraud concerns.

  MATRX shall include a secure facility for customers to implement address changes including an on-line function. In addition, the system shall track and collect address change information. Sources will include the U.S. Post Office and other agencies or systems as appropriate. This will allow MVC to track customers and verify changes with approvals. The resulting system shall provide MVC with more accurate information and allow business to continue – ranging from common renewals of licenses and registrations to regulation enforcement.

  The system shall also provide mechanisms for validating and standardizing addresses and for identify fraud where appropriate. This system shall be linked to MVC's printing and production facilities. Any returned mail will be quickly scanned and recognized so that the contact database can be updated. Moving forward, the system shall not only track U.S. Postal addresses, but shall maintain email and telephone information in the same manner if provided by the customer.

- **Total Chronology Analysis & Reporting**

  The system shall access all appropriate areas of the MVC system and prepare a chronology of all events that can be sorted and filtered. Events to be included are:
  - Driver History Events
  - Vehicle Registration Events
  - Correspondence, phone calls and other interactions
  - Visits to agencies

- Hearings and other meetings
- Information should include location
- License Types and related privileges

- **On-Line Doctor Certification**

  Doctor certifications for drivers are typically required for many types of commercial licenses and in other special cases. The system shall provide the capability for doctors to submit on-line medical certification in a secure manner. This on-line certification process will be used to support CDL applications, handicap applications for placards and special plates.

  The MVC Medical Advisory Panel will access records and provide feedback electronically which will significantly improve efficiency and turnaround.

- **Easy Guidance and Restoration Wizard**

  MVC knows that many drivers want a simple, accurate and consistent answer to one question: "How do I get my driving privileges restored?" Often the complexities of the statutes and process can be overwhelming. The new system shall, in a secure manner, provide drivers with an analysis of driving records and document the steps and conditions necessary to have a driving privilege restored. The system will have to review the driving history and status and answer questions such as these for the customer:
  - What payments are necessary?
  - What remedial actions are necessary?
  - What other actions are necessary?
  - What processing steps are necessary?
  - What is the deadline for action?

  The system shall provide this information to MVC staff and to drivers as part of an on-line system. Once this information is provided, the system shall record the information that was determined.

- **On-Line Information Center for Customers**

  The MATRX System shall include an on-line, 24-hour customer information center where a customer could securely log-in and access a variety of information. Information and services shall include:
  - Restoration Instructions for the driver's specific situation
  - Electronic assistant to answer questions about hearings, suspensions, surcharges, fee payments, etc.
  - Current status of driving privileges
  - Current status of case information
  - Customer hearing requests (currently has to be in writing)
  - Access to correspondence
  - Payment System including fees, surcharges and payment refund requests
  - Scheduling for driver testing, hearings, road tests, inspections, etc.
  - Instructions for general procedures

- **On-Line Information Center for Businesses**

  The System shall include an on-line information center that could serve business needs and automate many manual processes. While many types of businesses have regular interaction with MVC and shall also use the information center, insurance and transportation companies have specific needs and must participate in processes unique to its business. Some of the services available shall include:
  - Check status of employees' driving privileges
  - Submit driver information as required for transportation companies

- Submit driver medical information (employee/doctor submission)
- Submit school bus inspection information
- Commercial Driver Notification for Employers
- On-Line Payment System for fees and fines.

The system shall notify employers when employee drivers receive violations on their record. While employees are typically required to report such relevant information, this service will automate the process and facilitate necessary action.

- **Enhanced Interface with Courts**

  While MVC currently receives daily updates from the courts, a real-time system shall allow MVC system to quickly provide up-to-date information to customers. In addition, if the system is going to provide real-time guidance to customers and staff, up-to-date information improves the quality of the service. Updated data shall include:
  - Real-time updating of dispositions from ATS to MVC of all cases adjudicated in the municipal courts.
  - Real-time updating of MVC records for court ordered license suspensions.
  - In addition, allowing the courts to collect the requisite MVC restoration fee will significantly minimize the burden on customers allowing them to conclude business while visiting one less location.

See Appendix 5 for more detailed requirements.

Driver Licensing

- ***Functional Overview***

  MVC's Driver Licensing operation oversees the core processes of identifying individuals, testing them, and granting personal and commercial driving privileges. Primary functions include:
  - License & Maintain Driving Privileges – MVC must track all required information for applicants and the requirements of the driving privileges for which they are applying. Transactions necessary to change and renew those privileges are also supported.
  - Customer Communications – MVC frequently communicates with customers and must track all interactions with customers. Communications include letters, emails, faxes and voice conversations.
  - Driver Testing & Requirements Tracking – All drivers must apply for driving privileges and the system must track progress in meeting the requirements which will include knowledge tests, skill tests, physical requirements, and background checks. MVC staff must also schedule drivers for various tests.
  - Financial Management – The licensing process includes multiple aspects of financial management including the collection of fees, end of day reconciliation, and preparation of a daily deposit.
  - Issuance of DDL/Secure Document – As part of the licensing process, all drivers are issued a Digitized Driver License. MVC has developed a secure identification document and the system which produces the document must be linked to the new system.
  - Enforcement of Security Procedures – Proper identification of all drivers and customers is critical given the importance of the driver license as the preferred form of identification. MVC has developed and implemented a 6-Point identification process that requires various forms of identification for customers to prove their identity and allow them to be issued a New Jersey Drivers License.

- ***MATRX Improvements***

  The following are the MATRX improvements for the driver licensing process.

- ***Enhance Monitoring for Suspicious Activity***

  As MVC continues to fight fraud and protect the public, the new system must watch for suspicious activities on the part of all applicants, drivers and companies associated with those individuals. It must also make all necessary information available to the clerk so that the complete situation can be evaluated and acted upon. Example actions that the MATRX System shall track are:

  - Visit to multiple agencies on the same day
  - Lack of sufficient ID documents
  - Unusual volume of activity

  As the system audits and tracks actions, it shall also provide the staff with the ability to flag individuals considered related to such activities.

  The system shall include a process for capturing and noting information and photos of applicants who commit fraud ID attempts.

- **Secure Permit Process and Document**

  The system will provide for a secure photo-based learner's permit. MVC's paper learner's permit is obviously not as secure as the Digitized Driver's License. MVC recognizes that the security of the process can be enhanced by introducing the photo capture step early into the learner's permit process, ideally, as soon as the individual is registered in the system and at least before the skill test.

- **Automated Verification of Supplied Data**

  MVC needs to verify documents and data that are supplied as part of the 6-point process and other privilege requirements. As an Information Authority, MVC needs to make every effort to ensure that the data it receives is valid. In addition, data that is incorrect or fraudulent is often an indicator of unlawful activity.

  The approaches for validating data will range from automated interfaces between the computer systems of government agencies to automated generation of letters to small authorities that request a confirmation via paper or on-line form. The new system shall verify documents and data by checking the following sources:

  - Vital Statistics for Birth Certificate and Death Certificate information
  - Passport Verification
  - Immigration Lookup
  - Fingerprint verification – interface with police
  - Other States' Driver Licenses
  - Periodic checks against SSA (for deceased drivers)

  The MATRX System must implement a standard interface and verification approach that can be used for any automated verification. This approach must be configurable so that other interfaces and verifications may be added without significant coding or modifications.

- **Scan Important Customer Documents**

  In many cases, customers provide important documentation that is part of the 6-Point Identification process or in support of other transactions. These processes need the support of document scanning to improve reliability and deter fraud. The MATRX System shall maintain the address, picture and driver license number of any individual who was found to have committed fraud once the documents are verified.

  As a design consideration, document scanning must be completed quickly and efficiently and not significantly impact the time to process. Most every workstation at the agencies

and regional service centers will have dedicated or quick access to scanning resources and the resulting scans shall automatically be linked to the individual and transaction.

- **On-Line Doctor Certification & Automated Business Processes**
  As described in the Driver History business vision, it is important to automate the submission of certifications by doctors. These are part of many licensing procedures. These procedures can also be part of larger processes and workflows. For example, when a driver submits an on-line application for handicapped placards and special plates, the system shall allow them to specify a doctor who could provide the certification on-line. Alternately, the driver shall provide the application or case number from the on-line application and allow the doctor to sign-on with secure credentials and provide the required medical certifications.

- **Automated Submission of Bus Driver Information**
  Bus companies are required to submit and maintain driver information. The system shall provide an automated mechanism for transportation companies to submit and maintain driver information. Bus companies and school districts will enter information in an on-line system that is integrated with the MATRX database, rules engine and on-line interfaces with other authorities.

- **On-line Information Center for Drivers**
  As described in the Driver History section, a complete, secure system for drivers shall be provided to access general information and information specific to their license. Features shall include:
  - Commercial manuals, available endorsements
  - Instructions for procedures
  - Electronic assistant to answer questions about upgrades, downgrades, available actions and the requirements of each
  - Interactive tutorials for driving knowledge
  - Current status of driving privileges

Vehicle Title & Registration

- ***Functional Overview***
  One of MVC's primary functions is the oversight of motor vehicles operating on the roads. This includes titling, registration and inspection of these vehicles. Vehicles include cars, trucks, motorcycles and busses as well as boats and trailers. The MVC regularly works with and serves individual owners and businesses including those in construction, leasing and transportation functions. Primary functions include:
  - **Issue & Maintain Titles** – This includes all operations and transactions associated with creating, updating, transferring and changing the status of a vehicle Title of Ownership.
    - Duplicate and Replacement Title
    - Add Spouse to Title or Transfer Title
    - Manage Lease Information
    - Manage Lien Information
    - Supporting Car Dealer Reassignment and Transactions
    - Security Stops and Investigations
    - Salvage & Junk Title
    - Maintain Historical Records and provide certified copies to interested parties
  - **Issue & Maintain Registrations** – Any vehicle which is operated on the public infrastructure must be registered with MVC. Upon registration a document is issued and license plates are provided that are attached to the vehicle. Some license plates are not

assigned to a specific car if they are registered to a car dealership for the purposes of demonstrating and selling cars. The following functions are typical:

- Update Registration Codes and Weight Information
- Duplicate and Replacement Registration
- Registration Transfer
- Replace Plates
- Temporary Registration
- Specialty & Personalized Plate Management
- Tracking of Insurance Information

➢ **Track Inspection Information** – Any vehicle on the public roads must be inspected regularly. Different types of vehicles have different cycles. The MVC conducts inspections of many commercial vehicles including busses and heavy duty diesel trucks. Inspections are conducted for personal vehicles through state inspection facilities and private inspection facilities. Inspection activities include:

- Track Inspection Cycle & Requirements
- Track & Collect Inspection Data
- Track Inspection Completion
- Enforce Inspection Completion (No notification process implemented)
- Conduct Inspections (Specialty Vehicle, Commercial Bus, School Bus, …)
- HDD Inspections (roadside & annual)
- Evaluation Roadside Inspections

➢ **IRP – International Registration Plan** – The International Registration Plan (IRP) is a U.S.-based plan that allows for the distribution of registration fees for commercial motor vehicles traveling inter-jurisdictionally through member states and provinces. MVC is responsible for managing the participation of all NJ registered vehicles. Activities and responsibilities include:

- Registrant only process where title held by another entity.
- Jurisdiction Tracking by State
- Weight Limits by State
- Issue Cab Cards
- Issue IRP plates & stickers
- Mileage Tracking
- Maintenance of Registration Codes
- Revenue collection and distribution
- Temporary Trip Permits to states not identified for trip

This RFP is not intended to implement an IRP system. The MATRX modules requested in this RFP must interface with the IRP system.

➢ **General Functions** – The above operations are supported by general functions. These general functions are consistent across all operations and include:

- Fee & Sales Tax Collection
- Scheduling
- Interaction Tracking (correspondence, voice, email, etc)
- Case Management
- Support Dealers & Dealer Support Businesses
- Reporting and Analysis
- Inventory Control
- Special Plate and Specialty Plate Management

- ***MATRX Improvements***

The following are the MATRX improvements for the driver licensing process.

- **Enhancement to Temporary Registration Process**

New cars and other vehicles are often issued a temporary registration and temporary plate. The current process does not sufficiently track the issuance of these documents

which can partially inhibit law enforcement and other activities. The MATRX System shall have a very high degree of tracking capability and shall be easily auditable. Features shall include:

- Upgrade tracking and possibly eliminate pre-printed temporary plates & registrations.
- Dealers may process temporary registrations on-line and print a temporary plate & registration for the buyer.
- Payments could be pre-paid or other options.
- Prevention or tracking of multiple temporary registrations for the same vehicle

- **Title and Lien Improvements**

Titles are the foundation for managing vehicles. The MATRX System shall include:

- Conversion to Electronic Liens
  - Electronic lien checks better prevent issuance of titles when a lien exists
  - Paperless title – Paper titles will not be generated until a lien is cleared.
  - On-Line release of lien by lien holders when a loan is paid-off.
- Enhanced Background Checks for Titles to fight fraud. Automated check shall include:
  - NJ MVC vehicle & title history
  - NCIC
  - NICB
  - NMVTIS
  - Third Party Data Information Providers – when supplemental research is necessary.
- Pre-Process of Transactions by Dealers – will improve efficiency, reduce delays and assist with accuracy
- Title Transfer Tracking Improvements – Use system rules to enforce the tracking and issuance of new titles including the requirement that old titles are received and fully processed. Information from other state titling processes shall also be included in tracking database.

- **Privilege Management**

A small number of businesses do not comply with MVC and other state regulations. These situations require a significant amount of effort on the part of MVC staff. The MATRX System shall track, manage, and block a legal entity's privilege to register vehicles.

- Companies or individuals that don't pay fees (or for other reasons) will have the "Register Vehicle" privilege suspended or blocked.
- Track privileges of principals across multiple businesses to prevent abuse as they attempt to hide behind different business operations.

- **Registration Process Improvements**

Improvements shall include more information on the registration document which requires a redesign of the document. Additional information includes:

- Addition of more than one name.
- System tracking of legal owner and registered operator. This information specifically applies to vehicles that are leased and commercial vehicles that are operated by a commercial driver but owned by another entity.
- Variable registration periods. This has already been implemented with certain leased vehicles. This service requires mechanisms to capture insurance information which is typically captured during registration renewal. Considerations include:
  - Variable periods by month, not less than one year generally
  - IRP variations limited to federal regulations

- "Equity" in the registration could be transferred to a new registration, even personal to commercial.

The new system shall support a tighter linkage between commercial motor carrier systems that support IFTA and IRP programs for information validation and sharing.

- **Leasing Improvements**

The leasing of vehicles has become increasingly popular and the volume of registration transactions associated with leasing companies and lessees has significantly increased. The MATRX System shall support:

- Leasing companies to maintain fleet & lease information on-line. The system shall allow companies to authorize operator/registrant information for registration purposes. The system shall also allow the companies to view plate information for vehicles they own but are registered to a lessee/operator.
- Expanded tracking of vehicle owner and registered operator. The system must track both legal entities and direct appropriate documents and processes to each as some are important to the vehicle owner and some are related to the registered operator and driver. Registration documents must accommodate information for the owner and operator.
- As appropriate, registered operators could be responsible for violations if only vehicle information is available. This is often the case with parking violation, E-Z-Pass violation, and traffic camera captured violations. Currently, these violations are sent to the leasing company, not the operator or lessee.

The approach that separates the vehicle owner from the registered operator is implemented for commercial vehicles in the IRP program. In many cases, violations or disregard for state regulations may result in a suspension of registration privileges. These enforcement efforts will be more accurately applied through a system that distinguishes the two entities.

- **Inspection Management System**

MVC conducts many types of inspections on vehicles and this process is currently manual in some areas. The MATRX System shall include features to better track and manage inspections, compliance and fee collection. Features of this subsystem shall allow MVC staff to:

- Track Inspection Cycles & Requirements
- Track & Collect Inspection Data
- Track & Enforce Inspection Completion
- Support Specialty, Evaluation & Heavy Duty Diesel Inspections
- Inspection Sticker Management
- General Reporting

- **Enhance Monitoring for Suspicious Activity**

As MVC continues to fight fraud and protect the public, the new system must watch for suspicious activities on the part of all owners and registrants. It must also make more information available to MVC staff so that the complete situation can be evaluated and acted upon. Examples of activities that shall be tracked include:

- Titles moving quickly back into the state
- Titles going to charities with out-of-state re-assignment
- Individuals appearing to act as dealers
- Multiple duplicate titles and re-assignments on the same vehicle
- Multiple duplicate handicap placards

As the system audits and track actions, it shall provide the MVC personnel with the ability to flag individuals considered related to such activities.

- **On-line Information Center for Vehicle Owners**

A complete, secure system for drivers/owners to access general information and information specific to their license or vehicle will support many types of transactions and allow customers to better maintain their own account and manage their title and registrations. Features shall include:

- Vehicle Registration renewal
- Print e-ticket for inspection
- Notify MVC of car sale
- Let insurance companies update flood status, and other appropriate information for a vehicle that affects the title.
- Access to view applicable fee tables
- Advisory notices
- Electronic assistant to answer questions about fees, processes, etc.
- Current status of vehicle registration, title and other information
- Access to correspondence
- Filing for salvage inspection
- On-line Payment System capabilities and ability to file for refunds as appropriate
- Shall be able to pay fees on-line;
- Scheduling for inspections and other activities.

- **Fleet Management**

MVC requirements apply to all entities, small and large. Large companies in the State have a unique challenge in that they must register and track a significant number of vehicles and participate in all required MVC processes. It is to the companies and the State's advantage that the process is properly facilitated and conducted in an accurate and timely manner. Some of the features that this system shall offer include:

- Schedule and Track Inspections
- Pay Fees and manage payments
- Update vehicle status
- Address & location maintenance
- Maintain historical information and contain audit controls.

See Appendix 9 for more detailed requirements..

Third Party Information Sharing

- ***Functional Overview***

Information managed by MVC is typically of interest to and requested by some public or private sector entity. Requests come in the form of single queries, bulk transfers of data or summarized analysis and may come from any entity to serve a variety of purposes.

- **Request Types**

Requests are of the following types.

- Public Sector Share & Support Requests – MVC continually shares information with the public sector to support its mission. Most of these requests are supported by system-to-system interfaces. MVC does not necessarily limit or typically charge a fee for such access. Typical requestors include law enforcement, public services, other states' DMVs.
- Routine/Regular Requests – MVC maintains authorized relationships with third parties allowing them to query MVC data in a controlled manner for a specific business purpose. This is typically done for private sector business for a fee. Customers include:
  - Insurance Companies validating driving privileges,
  - Data Aggregators fulfilling the needs of its customers,
  - Transportation Companies checking on the qualifications of drivers

- Special Requests – MVC fulfills a significant number of special requests by organizations that may need detail or summary information. Requests may or may not be processed for a fee. Requestors include:
  - Research
  - Legislative Support
  - Legal Support
  - Vehicle Recalls
  - Investigations

- **Request Management Functions**

Any request that is made of MVC for information is handled by a process that evaluates the requestor and the nature of the request. The primary functions are:

- Registration of Legal Entities requesting access to data including managing profile information, customer list and confirmation of business registration.
- Review and authorization of requesting parties
- Review and authorization of each information request
- Evaluate cost of information preparation so applicable fees can be charged
- Audit of information requestors and brokers including periodic reviews and covert audits
- Collection of fees
- Monitoring of information access and usage patterns

- **Evaluation of Information Requests**

Every request for information must be reviewed and approved. Considerations include:

- What is the nature of the request
  - What type of information (Driver History, Licensed Privileges, Address Info.)?
  - How much history is requested (1 year, 3 years, 10 years)?
  - What volume of information (1 record, 1000 records, 1M records)?
  - What is the purpose of the information (Insurance Verification, Solicitations)?
  - Is the information in summary or detailed form?
  - One-time request or continual access – and for how long?
- Who is requesting it
  - What is the business of the requestor?
  - What is the background of the requestor?
  - What is the background of the business principals?
  - What businesses are partners with the requesting business?
  - Who are the customers of the business?
- What reasonable privacy concerns need to be enforced?
  - MVC is committed to respecting the privacy of individuals and businesses and information that is not necessary or appropriate, or is legally protected will not be made available.

- **Web-Based Query Center**

MVC provides real-time query of information to a variety of authorized businesses. This includes insurance companies who check the driving records of their customers and transportation companies who check the status of their drivers. MVC will provide a web-based system that is secure and easy to use.

The MATRX System must allow authorized businesses to identify staff, conduct queries, track usage and submit payment for services. The system will track all queries, and access to the system.

- ***MATRX Improvements***

  Improvements for the sharing of information with third parties are:

- **Enhanced Audit Tools**

  MVC manages an every increasing need to evaluate, audit and manage information requestors.

  - Query and access logging – Access to MVC records shall be tracked by user and time including internal staff and outside requestors.
  - Request logging and response tracking – All queries shall be tracked including the information requested and the records provided. This tracking shall apply to single queries and batch transactions.
  - Review Tools – The system shall provide a tracking mechanism and alert triggers to support covert and other audit procedures

- **Requestor On-line Portal**

  MVC envisions an on-line portal for authorized information requestors. This shall standardize the service and enforcement of policy and procedures. The portal shall be easy-to-use and support the entire process of information sharing. This will minimize the support required by MVC staff. Every user shall require a unique user ID, even if they are from the same organization. This shall be implemented using the State Enterprise Portal infrastructure. Primary Functions available on the portal shall include:

  - Information Requestor Application & Registration
  - Submit Information Requests & Check Approval Status
  - View Access Privileges
  - Management of user IDs
  - Submit single and batch queries
  - Report Printing Capabilities
  - Transaction Log and Fee Charge Log
  - Payment Facilities
  - On-Line Help

- **Automated Workflow & Approval Process for Information Retrieval**

  The process of approving requestors and approving individual requests needs to be further automated. Both processes include a number of steps, approvals by different operations and other checks. The process could be completed more quickly and thoroughly with automated workflow. The system shall include the following capabilities.

  - Integration with Requestor On-line Portal so that applicants can apply on-line and additional data entry is eliminated
  - Background checks shall be partially automated
  - Business licenses checks with other agencies shall be automated
  - Submission, collection and review of information and documents shall be automated
  - Approval notifications and requests shall be electronically routed to appropriate staff for approval.

- **Improved Access for Public Sector Partners**

  MATRX shall provide a new level of support for public sector partners by implementing flexible interfaces that provide secure information access. Access to information shall be limited to each agency's needs.

  See Appendix 8 for more detailed requirements.

Financial Management

- ***Functional Overview***

MVC's Financial Operations staff is responsible for properly accounting for funds and accurately determining the Commission's financial position. Primary functions must be supported by MVC's new computers systems. Those functions are:

- **Financial Accounting** including the tracking of all income and expenses. Activities include:
  - Allocation and tracking of fees, fines and surcharges
  - Disbursement of funds collected on behalf of other agencies back to their home agency with sufficient information to be properly allocated
  - Receipt of funds collected on MVC's behalf by other agencies and their proper internal allocation
  - Vendor payables and receivables management
- **Analysis, Budgeting & Forecasting** activities and making available the tools necessary for various staff to analyze and understand MVC financials on a regular and ad-hoc basis
- **Capital Expenditure Management** including the tracking of capital equipment life, depreciation & salvage value and the financial management of real estate and program capitalization.
- **Grant & Bond Management** including expense identification and categorization, capital resource tracking and expense reimbursement.

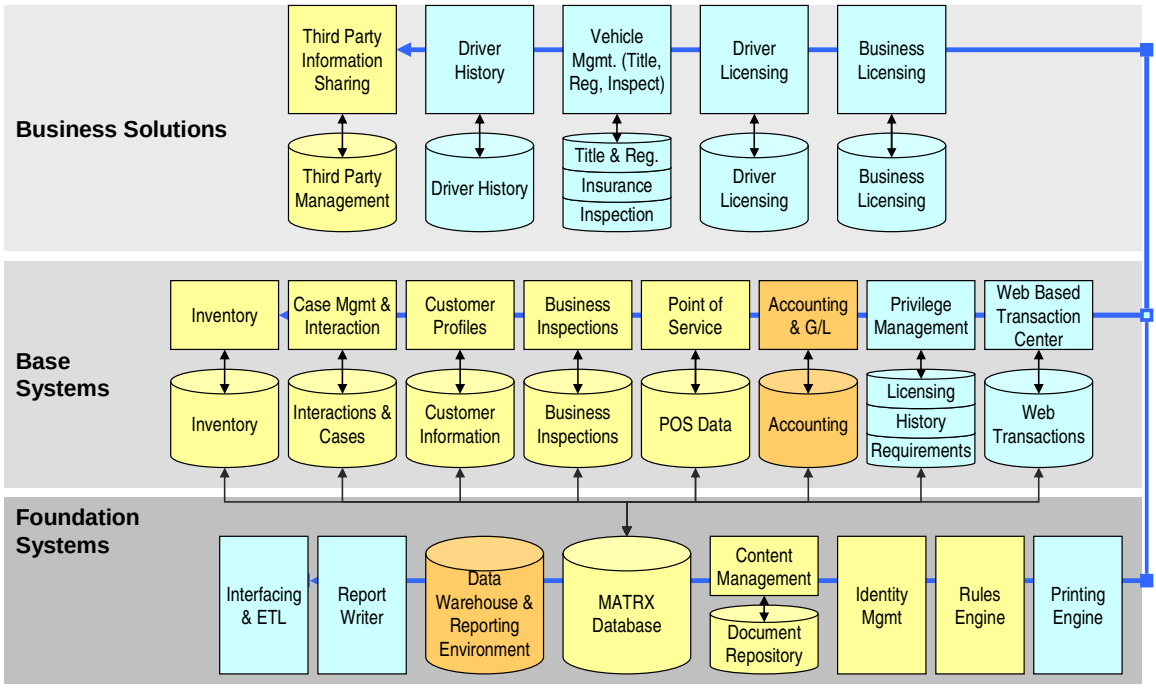
These functions are supported by applications outside of the MATRX System. MVC is in the process of implementing an Oracle Financials System. All MATRX Transactions must be capable of supplying real-time and batch information to the financial system to account for all completed transactions.

3.3.2 MATRX BASE APPLICATIONS

MVC has developed an overall architecture and approach for implementing the MATRX System. A "matrix" of key subsystems shall be the core of the system. As described, some of these modules shall be developed using custom programming and others shall leverage commercial off-the-shelf software. All shall be coordinated and use one central database and data model.

The following is a description of the core subsystems required by MVC for the MATRX System. In some cases, these subsystems are Commercial Off-the-Shelf (COTS) software packages that act as MATRX subsystems. In other cases, these subsystems shall be custom developed. All of the custom developed MATRX software shall not constitute one subsystem. Custom code shall be used to develop many different subsystems that range from customer information and privilege management to various web-based interfaces. See Appendixes 3 through 9 for more detailed requirements.

The following diagram shows how MVC requires that the MATRX System shall be developed using foundation systems that create base systems which are linked together to create business solutions.



CUSTOMER INFORMATION MANAGEMENT / CUSTOMER PROFILE MANAGEMENT

MVC works with individuals and businesses through licensing, inspections and other services. All of these services are managed and delivered based upon the particular details of the customer. Additionally, the tracking and results of these services need to be recorded and associated with these customers. The Customer Information Management (CIM) System is the MATRX subsystem that shall track core information about MVC customers.

Each customer in the MATRX System shall be assigned a unique LEID (Legal Entity Identification) number and the system must assist in managing unique numbers and the system shall not issue a duplicate number to the same entity. This will allow MVC to properly track and serve each unique business and individual.

MVC customers shall be divided into two distinct but similarly managed categories, businesses and individuals. While specific information will be managed for each type of customer, the same basic functions and services shall apply consistently to both.

The CIM shall track other information such as contact information, financial information, business locations, DBA (Doing Business As) and AKAs (Also Known As), and link registered owners and operators as individuals to a business.

The CIM must support MVC's 6-Point identification process and similar functions where identifying documents are collected and tracked. Such documents and other related documents shall be scanned and stored in a document management system.

This subsystem must support a full transaction and history log that allows all updates to be tracked.

This subsystem is primarily accessed by authorized MVC staff but some functions are accessed by other subsystems, such as those that provide limited self-service functions for customers.

Contractor Deliverables By Line:

Line#	Deliverable:
49.	Design Document for Customer Profile Management

50. Completed module (coded and tested) for Customer Profile Management
51. Documentation for Customer Profile Management

Privilege Management

One of MVC's primary functions is the licensing of privileges to individuals and businesses. These include personal and commercial driving privileges, boat operator privileges, driving instructor and vehicle inspector privileges. For businesses, these privileges allow for a variety of operations including Automobile Dealership, Inspection Facility, or Driving School.

The Privilege Management system is the MATRX subsystem that tracks core information about privileges that are licensed or denied to any individual customer.

Primary functions of the Privilege Management system include:

- **Managing Privilege Descriptions and Requirements** – The system must track "master" information about the types of privileges offered and their requirements which include skill and knowledge tests, background checks, site inspections and submission of certifications or other information.

- **Managing Customer Applications for Privileges** – The system must track all applications for privileges and track if requirements have been met and proper fees paid. The system shall assist in the application process by identifying missing requirements and privileges that are available based on existing requirements. As requirements are met, the system shall support the process of authorizing the privilege, generating necessary documents and notifying appropriate parties.

- **Managing Privilege Changes & Maintenance** – The system shall allow MVC staff to process and authorize status changes including renewals, suspensions and restorations. The system shall review and check all active privileges as some commercial privileges require interim refresh of some requirements to maintain the privilege. The system shall notify customers of necessary actions and enforce the requirements by scheduling suspensions or other appropriate status changes.

- **Managing Fees and Fines** – The system shall track associated fees and fines that are part of the application, approval and maintenance process. The fees shall be noted in the system and posted to the MVC financial system. MVC staff must be able to add fines. Non-payment of fees or fines due shall trigger or schedule a status change such as suspension. Payment shall also result in a status change.

- **Reporting and Printing** – The system must provide printing of documents as appropriate to support the licensing process. MVC users must be able to query the system and generate standard and customized reports. This subsystem, as most, must support a full transaction and history log that allows all updates to be tracked. This subsystem is primarily accessed by authorized MVC staff but some functions may be accessed by other subsystems, such as those that would provide limited self-service functions for customers.

Contractor Deliverables By Line:

Line#	Deliverable:
55.	Design Document for Privilege Management
56.	Completed module (coded and tested) for Privilege Management
57.	Documentation for Privilege Management

CUSTOMER INTERACTION MANAGEMENT

MVC staff spends a considerable amount of time interacting with customers to answer questions, resolve disputes, process applications and to otherwise notify, respond and conduct business. The system shall track all interactions including email, paper & scanned documents, electronic documents and voice conversations. The system must also track required follow-up task actions as a result of these conversations and interactions. MVC staff shall be capable of viewing and recalling all or a filtered subset of such information to assist in conducting business and documenting situations. This facility shall link to other subsystems and identify which interactions are associated with a particular privilege, case or particular process as appropriate.

CASE MANAGEMENT

Through the course of conducting business, MVC staff open and resolve a significant number of cases that support disputes, information discovery, legal case preparation, violations and other situations. Each of these cases are created and managed to resolution. The case management process shall include the collection of documents, tracking of all interactions, issuance of orders and other actions involving a customer and their privileges.

The Case Management System must work with the Customer Interaction Management system to track communications. It must also be capable of logging decisions and other actions which may trigger actions in the Privilege Management System.

Contractor Deliverables By Line:

Line#	Deliverable:
52.	Install/implement/test Case Management sub-system
53.	Pilot Case Management
54.	Rollout Case Management

VEHICLE INFORMATION MANAGEMENT

MVC manages information for millions of motor vehicles including personal automobiles, trucks, and busses. MVC must track the owners of these vehicles and issue a Title certifying ownership. Titles may be linked to a lien when another entity has a financial claim to the vehicle. In addition, MVC tracks the registration of each vehicle and issues license plates for display on the vehicle while being operated on public roads. While MVC currently distinguishes the owner of a vehicle from the registered operator for commercial vehicles, it does not do so for personal vehicles. Leased vehicles require MVC to distinguish the lessor/owner from the lessee/operator.

The MATRX System shall include a Vehicle Management Subsystem that tracks this information and links it to the relevant legal entities in the customer information management subsystem. All vehicles must be inspected and MVC must track the completion and progress of the inspections. The Vehicle Management System must manage the inspection process which includes private agents, subcontractors and MVC staff. Functions include:

- Track Inspection Cycles & Requirements
- Track & Collect Inspection Data
- Track & Enforce Inspection Completion
- Support Specialty, Evaluation & Heavy Duty Diesel Inspections
- Inspection Sticker Management

Contractor Deliverables By Line:

Line#	Deliverable:
67.	Design Document for Vehicle Information Management
68.	Completed module (coded and tested) for Vehicle Information Management
69.	Documentation for Vehicle Information Management

WEB-BASED TRANSACTION CENTER

MVC customers conduct millions of transactions each year. Most of these transactions are completed in-person at an MVC location or though the U.S. Mail using paper documents. MVC will open much of these basic transactions to a facility on the Internet that will allow customers to securely conduct business. A web-base transaction center will allow businesses and individuals to securely identify themselves and process transactions. These transactions include:

- Apply for privilege
- Submit required documents & Information
- Check the status of a process or application
- Make payments
- Schedule business license inspection
- Request & schedule hearings
- File a complaint

These processes shall be completely integrated with the customer interaction and case management systems as well as the privilege management system.

Contractor Deliverables By Line:

Line#	Deliverable:
64.	Design Document for Web Transaction Center
65.	Completed Web Transaction Center module (coded and tested)
66.	Documentation for Web Transaction Center

WEB-BASED STORE FRONT

MVC provides physical inventory and stock to certain operations such as inspection facilities which need to purchase inspection stickers used on a daily basis. The purchase and distribution of such items will be made available to authorized businesses using a web-based storefront.

This storefront shall allow customers to places orders, pay for, and track transactions. The system shall interface with MVC's inventory management system and track the distribution and usage of controlled stock items which are serialized and valuable.

Contractor Deliverables By Line:

Line#	Deliverable:
61.	Design Document for Web Storefront
62.	Completed Web Storefront module (coded and tested)
63.	Documentation for Web Storefront

FINANCIAL MANAGEMENT

MVC manages over $1 billion in revenue each year. These funds are allocated to different accounts based upon the source of the revenue and legislative rules that have created additional funds and purposes. Additionally, many operational areas interact with, and collect payments from, the same business customers. MVC is developing an "off-the-shelf" Financial Management System which includes General Ledger, A/P, A/R, Budgeting, Grants Management and reporting. The Financial Management System will be a subsystem of the MATRX System. This subsystem will interact with the NJ State Treasury and other MATRX subsystems that collect or distribute payments. As each contractor designed and developed MATRX subsystem is completed, the contractor shall include interfaces to the Financial Management System. The Oracle eBusiness Suite COTS package is being used for the Financial Management System and the contractor is responsible only for the interfaces to this system.

INVENTORY

MVC maintains a significant amount of inventory stock. Some stock is serialized and defined as controlled items because of its intrinsic "street value". Such items include inspection stickers, Vehicle Title stock, and License Plates. MVC distributes this stock to over 50 MVC locations on a

regular basis in addition to a much larger number of business locations around the State. MVC must track stock levels at all locations and manage the shipments of all controlled and non-controlled items. MVC is developing an "off-the-shelf" Inventory Management System which will be a subsystem of the MATRX System. All contractor developed subsystems that affect inventory stock levels shall interface with the Inventory Management System to automatically update stock levels at the points of use.

The Inventory Management System will allow MVC staff to manage the entire inventory process including the ability to track and trend usage of stock, transfer items from one location to another, allocate stock, replenish or otherwise adjust stock levels. It will support periodic reconciliation and track all controlled items by serial number. An Oracle COTS package is being used to develop this application. The contractor is responsible to interface all contractor developed subsystems that affect inventory stock levels to this subsystem. This interface shall be constructed in such a manner that data in the contractor's subsystem that changes inventory levels shall automatically be transferred to the Inventory Management System.

POINT OF SERVICE CASH MANAGEMENT

MVC operates over fifty operations that collect payments on a daily basis. In the MVC Agencies and Regional Service Centers (RSCs), operations include complete retail functions. MVC is developing an "off the shelf" Point of Sale Cash Management System as a subsystem to the MATRX System and will support a complete "cash register" function that allows staff to offer and process services and collect appropriate payments for those services. The system will support multiple payment types and mixed types for a single transaction.

In addition to supporting the actual customer transaction, the Point of Service Cash Management System will be able to reconcile and report on all of the day's receipts and provide appropriate close out and audit reports for all registers and cashiers. This system will be used by the staff working directly with customers as well as the staff working with payments and processes that are conducted through the mail.

The contractor shall interface all contractor developed subsystems that process transactions and/or financial information necessary to the Point of Service Cash Management subsystem with the Point of Service Cash Management System. A COTS package is being used to develop this application.

3.3.3 MATRX FOUNDATION TECHNOLOGY

REPORTING & ANALYSIS

The MATRX System shall be built around a common data model and database infrastructure. This consistency will allow MVC to utilize a common set of reporting tools for reporting and analysis. These tools shall support:

- **Standard Reporting** – These reports are designed to meet the regular needs of MVC operations. The reports are run and distributed on a regular basis and used to manage MVC operations. The reporting tools shall be easy to use with graphical report specification capabilities and shall include the ability to automatically schedule reports.

- **Ad-hoc Report** – These reports are designed to meet special purpose needs. While similar to standard reports, they may not be scheduled or run repeatedly. The system shall allow analysts to copy logic and designs from other reports to create new ones.

- **Analysis** – Analytical "number crunching" focuses on accessing and performing unique calculations. Data must be accessible to the reporting tools and available for extract into desktop tools such as Excel.

- **Data Dictionary** – A comprehensive data dictionary must be available that allows analysts to quickly understand and use the data that is in the system. The MATRX System database will contain hundreds of database tables and thousands of fields, many of which will have complex definitions.

- **Report Library** – The Reporting and Analysis tools must have a function for documenting the library of reports, their purpose and current usage.

- **Scheduler and Distribution** – The subsystem must be capable of scheduling reports to be run either one time or on a regular basis. In addition, it must have a facility for storing, managing and distributing completed reports electronically for access by authorized staff around the state.

PRINTING SUBSYSTEM

The MVC generates a significant amount of documents and notices which are used for both in-person transactions and batch transactions. These forms include many legal documents such as Vehicle Titles, Registrations, Business Licenses, and notifications. The MATRX System shall include a printing subsystem that will merge document design and layout with appropriate document data to produce a finished document. The system shall allow MVC to better manage the layout and consistency of documents. It shall also allow MVC to manage production of documents to multiple media including paper, PDF, HTML, email, and fax. (Price lines 39 and 40)

The printing subsystem shall support all other MATRX subsystems that generate documents and provide a common infrastructure for printing at all locations.

IDENTITY MANAGEMENT

The MATRX System shall include many subsystems, some of which will be custom developed while others will be "off-the-shelf" software packages. In addition, a variety of users including MVC staff and management, other State Agencies, the public and businesses will have some form of access to the system or a limited number of subsystems. The MATRX System shall use an Identity Management feature to coordinate the identity and access rights of each user and the mechanism for providing access to the right software subsystems. In addition to centralizing security management, this subsystem shall simplify user access by allowing for a single sign-on to access all authorized systems. The subsystem shall also track and audit usage.

Contractor Deliverables By Line:

Line#	Deliverable:
36.	Requirements Document for Identity Management
37.	Test software for Identity Management
38.	Document Identity Management software

RULES ENGINE

The overall operation of the MVC and the process by which the MATRX System must perform calculations and enforce business rules is significantly complex and subject to continual change. This change is caused by new legislation, an ever increasing focus on security, operational improvements, and the addition of new services. The MATRX System requires a facility to change business rules and calculations in a manner that is fast, efficient and does not require a significant amount of system reprogramming. The MATRX System shall allow MVC staff to focus on the definition of the rules and calculations and not be overburdened with technical implementation issues.

The MATRX System shall contain a Rules Engine that will allow staff to manage the logic of business rules, calculations and fees. The Rules Engine shall be accessible to all MATRX subsystems and these subsystems shall be designed to leverage its functionality. Such rules include:

- the determination of eligibility for a new license,
- requirements having been met,
- fees due,
- the requirements necessary to have a privilege restored.

Such decision making code shall reside in the Rules Engine so that multiple subsystems can access it and so that it can remain consistent across all subsystems.

Contractor Deliverables (must include as optional software on the Optional Hardware, Software Price Sheet)

- Install software
- Pilot software

The software shall be utilized by, and integrated with, base applications and business systems.

DOCUMENT MANAGEMENT

MVC staff receives and generates a considerable amount of documents across all business operations. Most documents are associated with a particular customer and application, case or other situation. The MATRX System shall interface with a document management system to capture, organize, track and retrieve these documents.

Documents shall be captured and retrieved at a variety of locations within MVC's central office and at approximately fifty (50) locations around the State. The document management system must allow for quick scanning of documents while the customer is present as some documents will be returned after being scanned.

MVC staff shall be able to track the versions of documents, annotate documents and set retention schedules. Section 3.2.13 describes standalone Document Management. The first phase of document management implementation shall be standalone in order to address the basic document management requirements of MVC. In the second phase, the contractor shall integrate document management with the business applications/subsystems of the MATRX System.

Document Management is part of the Content Management Module and should be included in the pricing on lines 28, 29 and 30.

EXTERNAL INTERFACES & ETL (DATA EXTRACTION, TRANSFORMATION AND LOAD)

The MATRX System shall exchange data with a variety of other computer systems including other state agencies, other states, the federal government, and private businesses. This data must be formatted and loaded or extracted on a variety of schedules working with data that may arrive, or be requested, in varying volumes.

The MATRX System shall include an ETL subsystem that allows such external interfaces to be automated and implemented in a consistent manner. The ETL subsystem must also manage a data dictionary that is used to support the definition of the field and table in the MATRX data model.

3.4 TECHNICAL ENVIRONMENT

3.4.1 STATE TECHNOLOGY REQUIREMENTS AND STANDARDS

The following table containing envisioned MATRX technologies lists technologies in which the State has expertise, an installed base, standards, requirements and trained staff.

Table 3.4.1.1 – Existing Technologies, Standards and Requirements

Technology Module	Existing Expertise	State Standard	Required
PMO, Project Life Cycle Mgmt	Analyst Studio		
Requirements Management	Rational, Analyst Studio		
HTML Development	Dreamweaver		
IDE	SunOne Studio / JBuilder		
IVR	Avaya		
Operating Systems	AIX / Solaris	N/A	UNIX
OS Cluster	Sun Cluster / Veritas / HACMP		
Web servers	Sun One Web Server , Apache, Oracle App Server	N/A	
Application Server	J2EE Compliant Server	N/A	
RDBMS	Oracle	Oracle	Oracle
DB Cluster Software	Oracle RAC		
Data warehouse, data mart, ODS	Oracle		
Portal Services	Sun One Portal Server		
Content Management	FileNET, Interwoven		
E-forms/ Form Server	Adobe, Formulizer, FileNet		
Workflow	FileNet		
Security Directory	LDAP compliant, Active Directory	LDAP and Active Directory	LDAP (Enterprise) and Active Directory
Security Authentication	Sun One Dir, Identity Servers, PKI (VeriSign)		
Imaging & Document Management	FileNet, IBM		
Production Report Generation	Oracle Reports		
Business Intelligence, ad hoc reports	Business Objects, Crystal Reports		
Enterprise Integration	MQ Series, XML		
Email	MS Exchange, various		
ETL	Ascential DataStage	Ascential DataStage	
Data Modeling	Oracle Designer, Erwin		
GIS	ESRI		
Secure File Transfer	Connect:Direct, FTP, SFT (home grown), Tumbleweed		
Enterprise Application Integration	IBM Host to Web, CICS, MQ Series, XML Gateway,		
Scheduling Engine	Time Trade		
Test script/test case generators, test drivers	Rational Robot / eTESTER		
Application Performance	Compuware		

Technology Module	Existing Expertise	State Standard	Required
Network Performance Testing	**Compuware Network Vantage**		
Enterprise Network/System Management	**Tivoli / Compuware / Peregrine/Empirix eLoad**		

There are two appendices that further document the current environment: Appendix 11, Garden State Network Architecture; and Appendix 13, NJ Shared IT Architecture. The NJ Shared IT Architecture Document describes in more detail the State's expertise, standards and requirements.

The State is specifying Oracle because MVC presently considers the Oracle product set as its strategic relational database management system (RDBMS) platform. The State has invested significant financial, human, and technical resources in the Oracle RDBMS. As a result, the State must preserve and capitalize upon its investment. The introduction of a competing RDBMS platform would complicate the State's technical architecture which would, in turn, delay and potentially hinder the design, development and implementation of automation initiatives. In this scenario, there would also be a need to develop interfaces between the Oracle RDBMS environment and the competing RDBMS environment. Finally, the introduction of a competing RDBMS platform would necessitate the addition of technical staff at a time when full-time equivalents (FTEs) cannot be easily justified.

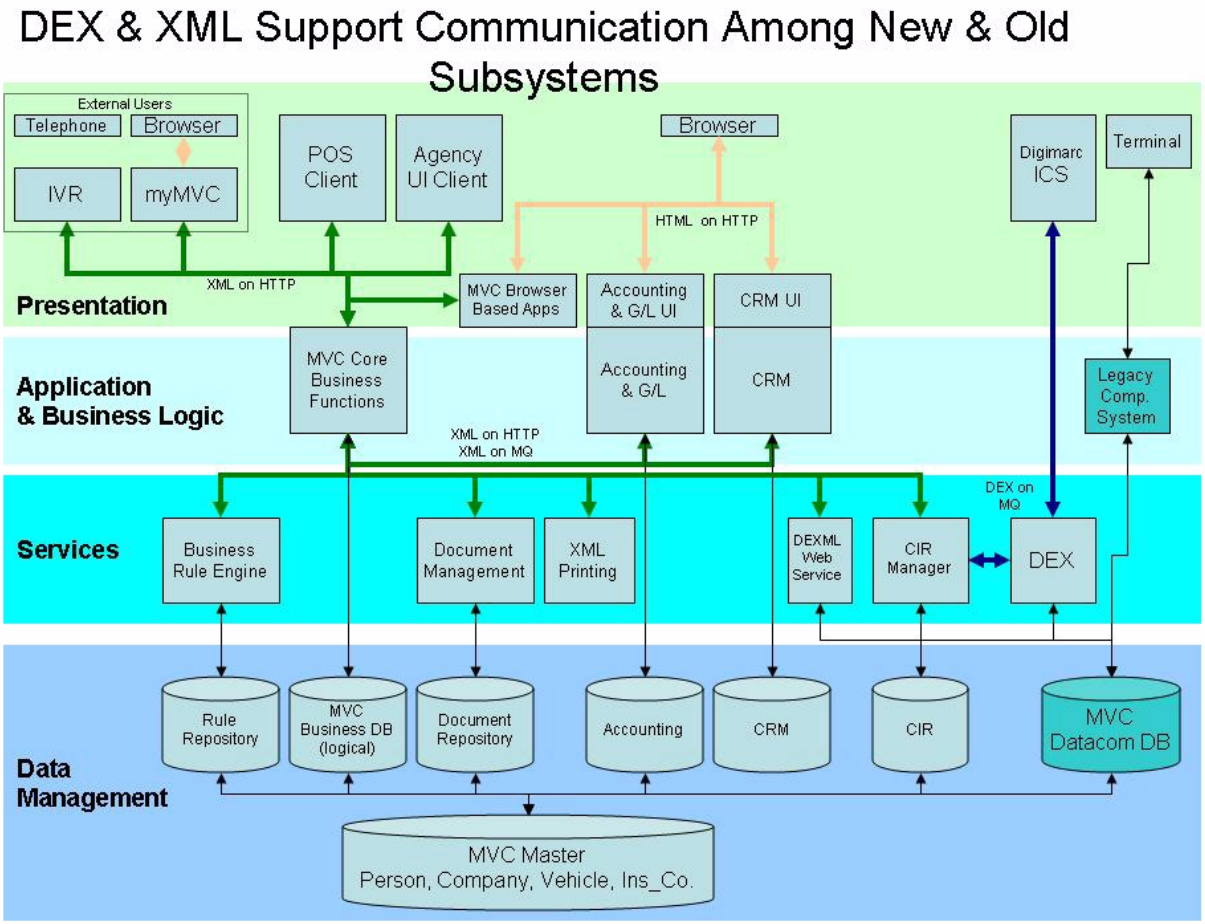
The State wishes to sustain and build critical technical skills supporting its current Oracle environment. From a business perspective, capitalizing on the installed base, available human resources, and existing technical interoperability will obtain the maximum return on investment. The State is applying a rationale utilized throughout the private sector for this business and technical decision.

With reference to the State's installed base of products as described in this RFP, the following applies. For consistency, reusability and total cost of ownership, the State views components of the installed base as a benchmark for evaluating technology solutions. Those solutions that implement supported or installed technologies are presumed to be in the State's best interest. For proposed technologies that diverge from the installed base, the contractor must document that the alternate technology is: 1) technically superior to the existing preferred or supported technology; 2) compatible with existing systems; and, 3) has a total cost of ownership that is equal to or less than the existing preferred or supported technology.

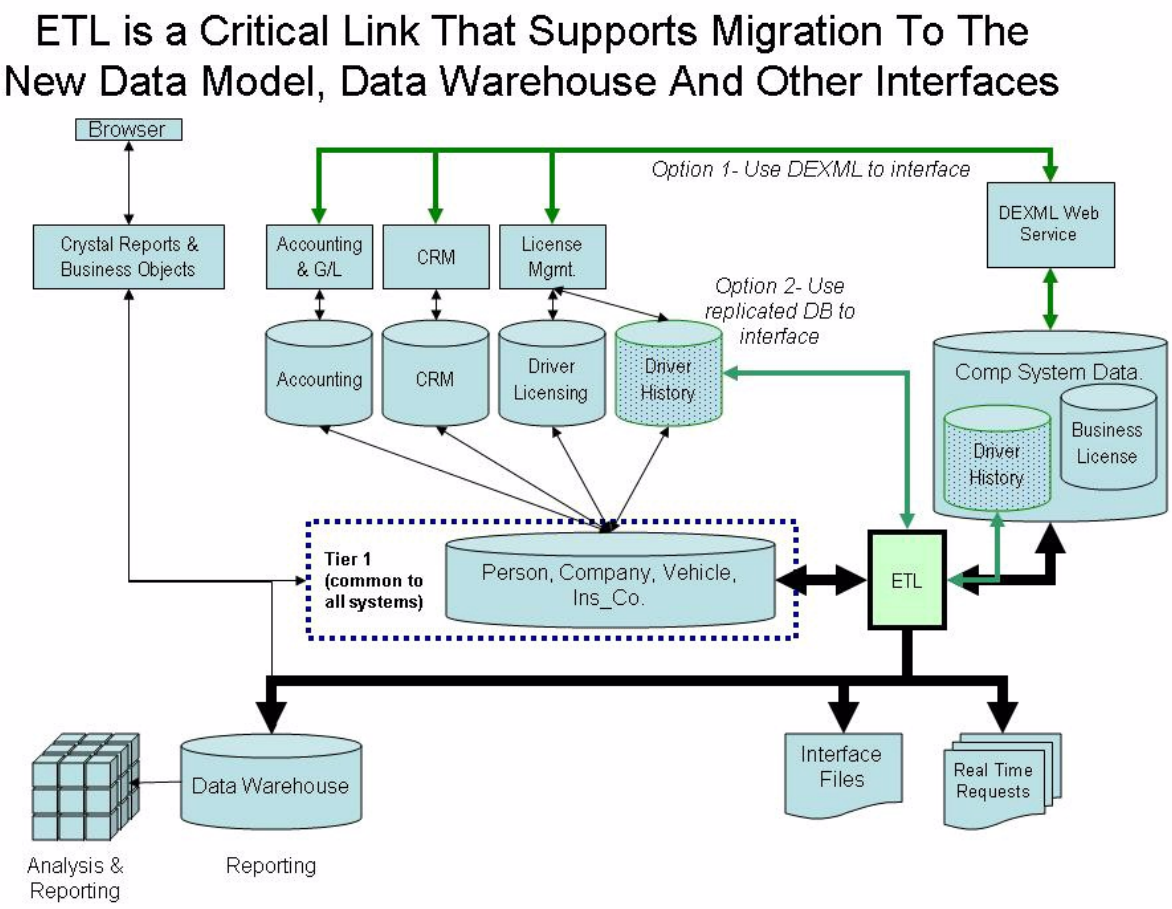
3.4.2 PROPOSED MATRX APPLICATION ARCHITECTURE

The MATRX System shall be made up of components which shall be composed of foundation technologies (e.g. content management, rules engines), base applications (e.g. case management, customer information tracking) or business applications (e.g. business licensing, driver history). These components shall be fully integrated with each other and shall utilize Oracle databases and service-oriented architecture (SOA).

Since the MATRX System will be implemented in phases, communication between old and new systems will be necessary. The communication shall occur via XML and DEX, a home-grown communications routine that communicates with the legacy Datacom database. The system shall also be VXML compatible to allow support for future IVR integration. The following diagram describes the communications between new and old subsystems:

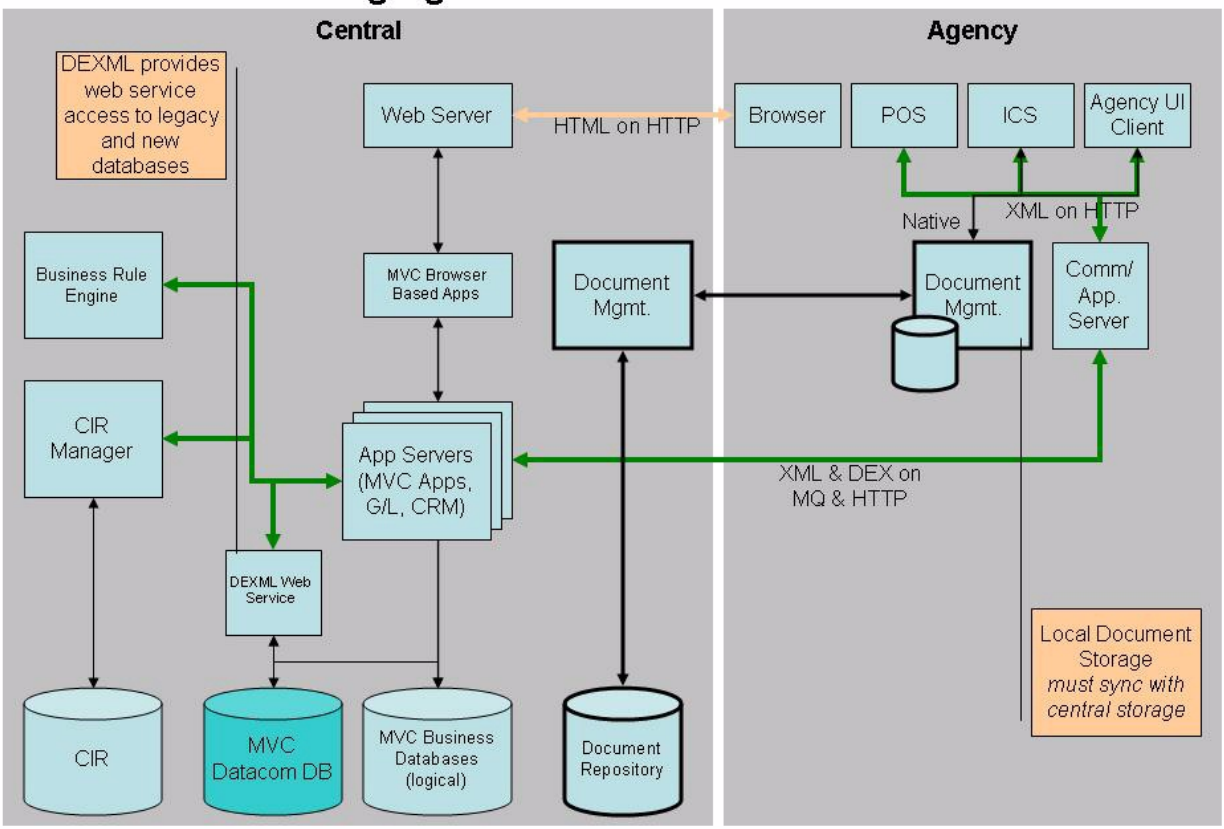


Data shall be migrated to the MATRX database using the Data Stage ETL tool which is the standard adopted by OIT. The Informatica tool shall be used to capture online updates from the Datacom legacy database. The following diagram describes the data migration:



Servers to support document management will be located centrally in Trenton and at the Agencies. They will be synchronized periodically to most efficiently support the application requirements. The following diagram describes the configuration:

Central and Agency Located Servers Support Document Imaging and other Services

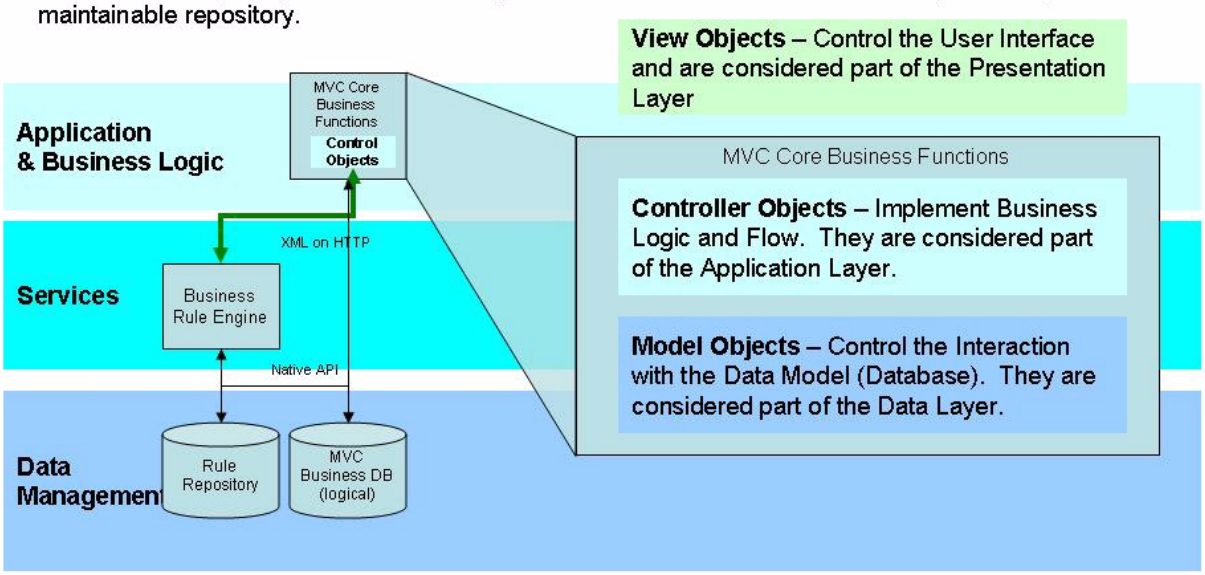


A Business Rules Engine is used to store business rules. The architecture is as follows:

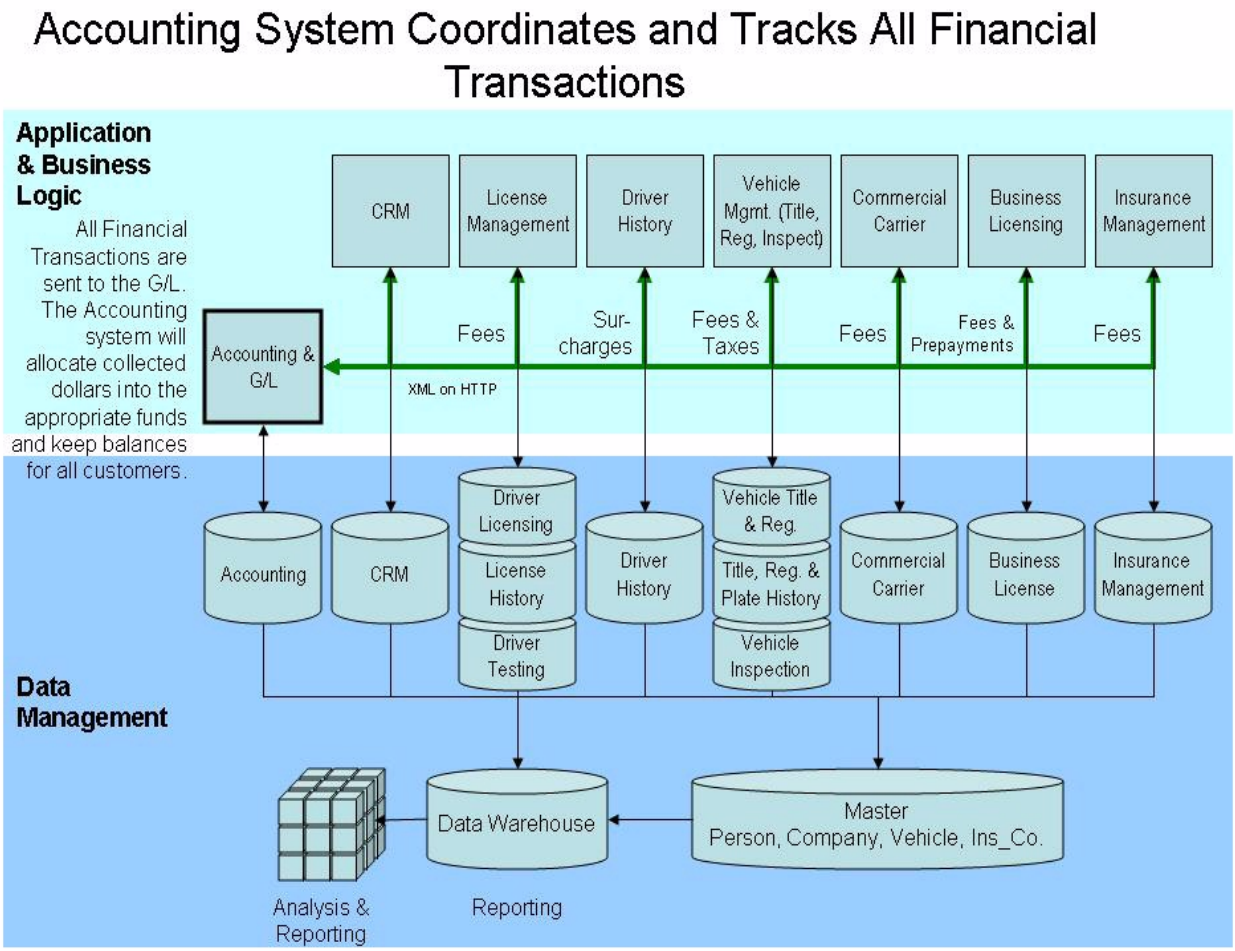
Business Rules Engine Supports Business Logic Coding

Applications are built using an object oriented Model-View-Controller (MVC) Paradigm. Each of the software objects has an M, V, or C purpose.

Controller Objects, the objects that make business decisions and calculations, will typically call to the Rules Engine to complete their operations rather than implementing all of the logic internally. This reduces the complexity of the controller objects and allows business rules to be kept in a single, maintainable repository.



Oracle eBusiness Suite is used for Accounts Receivables, Accounts Payables and General Ledger. Accounting transactions shall interface with the Oracle eBusiness Suite COTS software as follows:



MATRX requires application security to be linked to active directory services. Application security is accomplished as follows:

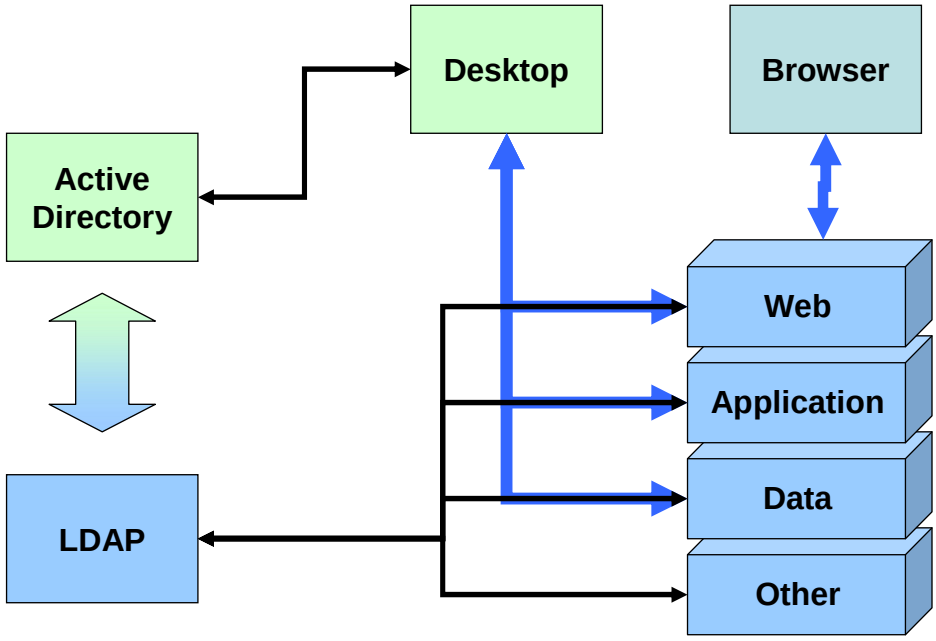
MATRX shall use MS Active/Directory to secure the Windows desktop environment.

MATRX shall use Sun Java System Identity Manager and Access Management to secure server based SOA assets (web server URLs, app server objects, etc.).

MATRX shall coordinate the Identity between Active/Directory and Sun Java System Identity Manager and Access Management to provide users a single sign-on experience (See Section 3.4.10 for more details).

Security Model

Active Directory on the MVC desktop is synchronized with LDAP to secure servers and service access.



3.4.3 DOCUMENT MANAGEMENT AND IMAGING

As described in Section 3.2.13, MVC requires a robust solution for document management and imaging. The solution is an important and integral part of the MATRX System. Some of the important requirements of the solution are as follows:

- **Scan Important Customer Documents:**

  In the 6-Point Identification process or in support of other transactions, document management capabilities will improve reliability and deter fraud. MVC will be able to verify the validity of documents post issuance. MVC will have the address, picture and driver license number of any individual who was found to have committed fraud once documents are verified.

  As a design consideration, document scanning must be completed quickly and efficiently and must not significantly impact the time to process the customer's transaction. MVC envisions that almost every workstation at each agency and each regional service center will have dedicated or quick access to scanning resources and the resulting scans shall automatically be linked to the individual and transaction.

- **Generic Document Management Capabilities**
  - **Scan Document** – image a document and identify document type. Assign it to a legal entity, privilege or vehicle, case, and any other parameters that may be defined at a later time.
  - **Retrieve Document** – for viewing on screen

- **Annotate Document** – with signature or other information
- **Browse Documents** – view documents
- **Document Report** – list of documents available
- **Print Documents** – to printer
- **Send Documents** – via email or facsimile
- **Track Document Version** – if the document is updated, all versions will be kept
- **Manage Archive and Retention Schedule** – determine how and when documents are archived or become unnecessary.

MVC requires all incoming documents of predefined types to be scanned, indexed and appended to the right person, case, application or business. The implementation performed by the contractor shall define, and set up, indexes for the different types of documents to be stored and retrieved in the Document Management System. Every new image shall trigger the next step of the workflow (either based on the MVC business rules or Imaging System workflow). The Document Management System shall be easy to use and fully integrated with the MATRX System. Ultimately, when changes take place in the MATRX database, for example, when an individual's or a business' records merge, split or are deleted, the corresponding changes shall be reflected in the Document Management System. When a user, working with the MATRX screens, selects to retrieve the image(s) which belong to the examined case, the Document Management System shall show the image and take (or generate) the index data and pre-populate the fields on the application screen in which the user is currently working.

In addition to the capabilities mentioned above, the following is a list of requirements for document management:

- Provide check-in and check-out capability of documents.
- Provide quick text search capability and search on specific data fields or keywords. Allow for complex searches (multiple passes) and drill down to documents.
- Document templates shall be linked to document types (specific work processes).
- In general, all users shall have read-only access except to specific types of documents.
- Response time shall be under 5 seconds for opening and closing individual documents. Complex text searches through many documents may take longer.
- The system shall ensure that only one user is permitted to change a document at a time. Once a document is 'checked back in', it may be viewed/changed by authorized users.
- Specify retention for document types.
- Specify security of document types by user or role.
- Conform to WAPI or MAPI-WF or other WF standards to permit modular replacement/updates of word processing and document management software and other system components.
- Store and index images of documents.
- Spell checking shall be available for all text data entry.
- Provide ability to change boilerplate text for specific cases or individuals.
- Ability to access documents from history or archives.
- Upon completion of document search, sort 'found' documents by tracking number or other sorting options, such as SSN, last name, or date.
- Bar coding
- Integration with email system
- Route tasks and documents to work queue
- Send email and notifications to internal and external parties
- Alert user of work due or about to become due
- Alert supervisors on overdue tasks
- Support high level of security
- Support all popular formats including TIF

- **Examples of Specific Business Requirements**

The Document Management System shall generate custom, bulk and form letter correspondence such as:

- Letters
- Emails
- Bulk Mailing
- Templates
- Database driven content
- Bar Code Integration on document and envelopes
- Color coded or unique identifiers
- Facilitate remittance processing
- Digitized signatures
- Easy updates and data driven templates

The Document Management System shall allow for easy filing and quick access to all paperwork.

Documents to scan include:

- Medical
- Accident
- Applications
- Office of Administrative Law (OAL) Cases (lab reports, death certificate, etc.)
- Notices & Correspondence
- Other pertinent documents that may be presented

The Document Management System shall support the driver's license 6-Point Process through the scanning of documents to improve identification reliability and deter fraud.

- Better documentation management will improve auditing and allow MVC to verify the validity of documents post issuance.
- MVC will still have the address, picture and driver license number of any individual who was found to have committed fraud once documents are verified.
- Document scanning must be completed quickly and efficiently and not significantly impact the time to complete the customer's transaction process.

3.4.4 WORKFLOW MANAGEMENT

Integrated Workflow is an important component of MATRX. It will be utilized throughout the MATRX System. Some examples of its use are as follows:

Automated Workflow & Approval Process for Information Retrieval

The process of approving requestors and approving individual requests needs to be further automated. Both processes include a number of steps, approvals by different operations and other checks. The process could be completed more quickly and thoroughly with automated workflow. The new system shall include the following capabilities:

- Integration with Requestor On-line Portal so that applicants can apply on-line and additional data entry is eliminated
- Background checks could be partially automated
- Business licenses checks with other agencies could be automated
- Submission, collection and review of information and documents could be automated

- Approval notifications and requests would be routed to appropriate staff electronically for approval.

The following capabilities are required for workflow management:

- Ability to set up, change, and cancel workflows.
    - Workflows consist of task assignments to personnel, response date required, and documents for collaboration, review and approval.
    - Ability to determine a path on the workflow or work queue depending on the results of applying a business rule.
    - Ability to delegate work tasks in a flow either automatically, or requiring manual intervention for delegation of tasks, based on the type of work queue (e.g. delegation to different people based on type of work).
    - Provide ability to prioritize work queues.
- Ability to send workflows, consisting of tasks and documents, based on business rules.
    - Track persons on the workflow for tasks and document possession.
    - Ability to reassign documents and assignments to another specified person.
    - Ability to cancel tasks within the workflow.
    - Ability to request status of the workflow (process, person, date required, etc.).
    - Ability to choose a task to work on from the work queue.
    - Send documents and tasks to specified parties based on predefined work rules as well as ad hoc actions.
    - Ability to send a specified number of tasks from a master work queue to individual work queues in a cluster of tasks. The system must be capable of supplying the individual work queues with one task at a time as the default. When an individual task has been completed, the master work queue shall automatically assign a new task to the individual work queue. Personnel may choose to prevent more tasks from entering the work queue for a given period of time. Personnel may also choose to be assigned a new task even while working on an existing task.
    - Personnel must be capable of sending a task and documents back to the originator of the task.
- Ability to integrate with word processing, the MATRX database, images and document management system.
    - Ability to review documents from a step in the workflow.
    - Ability to create, edit or remove documents within a step in a workflow.
    - Ability to route tasks and documents to a specific work queue based on type of completed form received.
    - Ability to access data from a workflow step and apply it to a document.
    - Ability to allow annotation of documents during the review process without allowing editing of the document.
    - Ability to view each other's annotations.
    - Ability to allow approvals of documents on the workflow.
- Track various date fields, and generate actions based on these dates.
    - Present internal MVC users with a work list of tasks to be completed by due date.
    - Send e-mail reminders and notifications to internal personnel as well as external interested parties.
    - Integrate with e-mail system.
    - Set default due dates for tasks.
    - Alert user of work due or about to become due.
    - Alert supervisors on overdue tasks.

3.4.5 CASE MANAGEMENT SYSTEM

MVC requires the tracking of its interactions with customers and cases that are opened as a result of this interaction. Case Management will be required by several business functions including: Business Licensing, Driver History, Driver Licensing, Title and Registrations and Third Parties. The requirements are as follows:

Customer Interaction Management Module

MVC personnel interact with customers to answer questions, resolve disputes, process applications and to otherwise notify, respond and conduct business. The contractor shall develop a system for tracking all interactions including those conducted via email, paper & scanned documents, electronic documents and voice conversations. The system shall track necessary follow-up task actions required as a result of these interactions. MVC personnel shall be provided with the capability to recall and view all, and/or a filtered subset, of the captured data to assist them in conducting business and documenting situations. The system shall link to other subsystems and identify which interactions are associated with a particular privilege, case, or particular process as appropriate.

The following is a list of specific sub-functions required:

- **Log Phone Call** – date, time, user stamps, text for notes, link to follow-up actions.
- **Log Incoming Correspondence** – email, fax or document sent to MVC from customer must be logged, acknowledged and categorized and may be linked to or trigger follow up actions or be reviewed for meeting requirements. Links to document management system.
- **Log Outgoing Correspondence** – email, fax or document sent by MVC to customer must be logged, categorized and may trigger follow up actions or be reviewed for meeting requirements or fulfilling follow-up actions. Links to document management system.
- **Manage Follow up Actions** – Create or edit "to do" items, assigned user or group, date due, status.
- **Review & Sort Log –** Allow user to sort and view Interaction Log.
- **Create Interaction Log Report** – Allow user to create a stand-alone formatted document that includes the contents or filtered and sorted contents of the Interaction Log.

Case Management Module

Through the course of conducting business, MVC personnel open and resolve a significant number of cases to resolve disputes. As part of these cases, personnel may perform the following activities: information discovery, legal case preparation, violations analysis, etc. These cases, once created, are managed to resolution. The case management process may include the collection of documents, tracking of all interactions, issuance of orders and other actions involving a customer and their privileges.

The Case Management Module must work with the Customer Interaction Management Module to track communications. It must also be capable of logging decisions and other actions which may trigger actions in the Privilege Management System (described in RFP Section 3.3).

The following is a list of specific sub-functions required:

- **Create Case** – A case is created to document and follow a particular situation to resolution. Specify legal entities, privileges and vehicles that are linked to the case.

Document the purpose and type of case, due dates, persons or groups assigned, priorities, etc.

- **Update and Close Case –** manage the status of a case and close when all conditions are met.
- **Log Incoming Correspondence** – email, fax or document sent to MVC from customer must be logged, acknowledged and categorized and may trigger follow up actions or be reviewed for meeting requirements. Links to document management system.
- **Log Outgoing Correspondence** – email, fax or document sent by MVC to customer must be logged, categorized and may trigger follow up actions or be reviewed for meeting requirements or fulfilling Follow-up Actions. Links to document management system.
- **Log Decisions –** decisions made by State representatives including MVC, courts, other.
- **Log Privilege Actions –** actions taken by MVC to suspend, restore, or otherwise modify privileges, points, etc.
- **Manage Follow up Actions** – Create or edit "to do" items, assigned user or group, date due, status.
- **Review & Sort Case History –** Allow user to sort and view case history.
- **Create Log Report** – Allow user to create a stand-alone formatted document that includes the contents or filtered and sorted contents of the Case History.
- **Case Management Reporting** – Reports must be generated that allow the MVC to manage cases including reports on cases that are outstanding, resolved, sorted by age, topic, category, staff assignment, etc. (Price Lines 52, 53, and 54)

3.4.6 BUSINESS RULES ENGINE

The MATRX system must use a rules engine, which allows the storage of the business rules in a table so that the rules, operators, constants, conditions, and events may be created and modified by administrators, and will not require changing program code. The contractor shall provide a business rules engine as part of the integrated MATRX solution. The contractor shall produce a Business Rules Architecture Design that will show the recommended deployment of rules partitioned by Rules Engine, Database integrity, Workflow processing, and any other business rules systems embedded within the business applications.

The high level business rules engine requirements are:

- The rules engine must allow the storage of the business rules in a rules repository in rule tables so that the rules, operators, constants, conditions, and events may be created and modified by MVC administrators.
- The rules engine must integrate with all other components and technologies, such as the workflow processor, databases, application code, and any other rules based features of other application systems.
- The rules engine must allow for the testing of conditions, which are triggered by events in the program logic.
- The rules engine shall accept data from the database or external data files for testing rules conditions and shall return data to the database or external data files when appropriate
- The rules engine must allow for triggering events as a result of testing conditions. The triggering events include: call other programming modules, setting a data value and storing it in the database, and calling other sets of business rules, and interfacing with workflows and document management.
- The rules engine shall have the ability to apply business rules based on the passage of time. There will be default time requirements set in the business rules for triggering an action.
- Conditions may be manually overridden.

The specific rules engine requirements by subject category are:

Business Rule Representation
- Jump start vocabularies
- Multiple rule representation (decision tables, pseudo-linguistic, linguistic with context, decision trees)
- Rules sequencing
- Definition macros and cascading meanings
- Rule inheritance
- Rule consistency checks
- Rule collision checks
- Rule overlap and “underlap” checks
- Lexicon support
- Upon rule entry link rule test to the rule

Ease of Use in Operation/Development and Administration
- Easy to change rules
- Easy to test rules
- Easy to visualize rule firing sequences
- Expert help
- Rule-firing audit report capabilities
- Rule views by project or role
- Ability to be used as a wizard/plug-in for multiple development environments
- Dynamic rule change supported
- Rules separated from the engine
- Constraints naturally supported

Performance and Scalability
- High performance for large rule bases
- Ability to share rule sets across multiple engines
- Dynamic and static execution versions for performance
- Multiple cross-platform support
- Segmented repositories
- Pre-built rule paths
- Rule pre-fetch to memory
- Parallel rule search
- Ability to compile rule sequences into base language like C++

Integration Support
- Easy to embed with and in other technologies/Web service-enabled
- Multiple database management system support for rule repository
- Links with business activity monitoring and optimization
- Multiple rule methodologies supported
- Linked with world-class enterprise application integration vendors
- Linked with business process analysis/business process management vendors
- Import/export/application programming interfaces (for example, XML)
- Links to the integrated development environments.
- Links with model-driven architecture
- Links with business rule engines from other vendors
- Links with package vendors, including enterprise resource planning, customer relationship management and administration
- Links with content management technologies
- Links with legacy understanding capabilities (including technology scanners)

Advanced Inference Features
- Truth maintenance to support parallel rule execution
- Inductive and deductive problem sets supported
- Recursive rules supported
- Rule aggregation supported
- Links to simulations capabilities
- Agent or daemon links
- Object inheritance supported
- Multiple engine supports

Rule Management Features for the Execution Engine
- Rule extensibility
- Rule mapping to owners and stewards
- Rule change impact analysis purposes
- Integration/coordination of distributed rule engines with a corporate “master”
- Ability to rerun the engine for a point which has passed
- Ability to enter new rules or changes to become effective on a future date
- Rule consistency/collision checks
- Rule versioning - A history of business rules effective dates and expiration dates must be kept.
- Release versioning and rollback
- Rule Security

Rule Repository for Global Rule Management
- Stand alone support at a low cost
- Networked server
- Nomadic support
- Rich repository with an extensible meta-model
- Rule merge support
- Versioning/lockout
- Rule promotion
- Change management
- Electronic rule distribution
- Security

3.4.7 E-FORMS

The contractor shall provide an e-forms solution as part of the integrated MATRX solution.
E-forms technologies shall allow the State to simplify capturing information in a user-friendly manner. Forms are used widely for data capture throughout the MATRX business processes, and will have a large impact on efficiency. The contractor and the State shall work together to identify those forms needed in MATRX.

The contractor shall provide a web-based forms management solution to easily design, manage and process electronic forms. E-forms shall look like the paper forms that are familiar to customers, while capitalizing on electronic automation, XML data-sharing and enterprise security. The contractor shall provide digital signature security and user authentication, audit trails and forms tracking. Other required capabilities are:

- Versioning, check-in/check-out, search and tracking of forms
- Integration with workflow
- Ability to develop a form offline and move to production
- Easy to use forms design
- Database lookups and calculations

- Intelligent forms that contain business logic/editing rules
- Forms pre-populated with driver or business information
- Ability to complete forms off-line and submit when completed
- Ability to barcode as client completes the form
- Ability to use the same form regardless of how acquired/completed (whether on paper, via the web, filled out on-line or off-line, sent through e-mail, etc.)
- Validation of data entered
- Forms available to internal and external users
- Exchanges data with other applications and uses XML format. May be distributed with on-demand rendering in HTML or PDF.
- Use of open standards, including XML for data interchange and digital signature standards for authentication.
- Ability to send notification to sender/receiver when received

(Price included in Content Management module or indicated on Optional Hardware, Software Price Sheet.)

3.4.8 PRINT SERVICES

MVC generates a significant amount of documents and notices which are used for both in-person transactions and batch transactions. These forms include many legal documents such as Vehicle Titles, Registrations, Business Licenses, and notifications. The contractor will not be required to print laminated DDL documents.

The MATRX System shall include a printing subsystem that must merge document design and layout with appropriate document data to produce a finished document. The system must allow MVC to manage the layout and consistency of documents. It must also allow MVC to manage production of documents to multiple media including paper, PDF, HTML, email, and fax. The system shall produce highly formatted reports with different fonts, graphical content, etc. and must include all of the formatting capabilities of Microsoft Word.

The printing subsystem shall support all other MATRX subsystems that generate documents and provide a common infrastructure for printing at all locations. Appropriate security and controls must be addressed for all documents. (Price Line 39)

3.4.9 MATRX OPERATIONAL DATABASE

As described in Section 3.2.7 the MATRX database is the Oracle-based operational database for all MATRX modules. Until the mainframe Datacom database is no longer a required source of data, MATRX shall be synchronized with the Datacom database.

Data Model Subject Areas
The central subject areas in the MVC Next Generation Data Model are:

Licensing – the joint capture of Driver Licensing and Business Licensing into a single cohesive model. Business Licensing captures and maintains all required NJ Business License types data. All businesses and individuals that interact with MVC are represented with a unique entry in the Legal Entity table and assigned a unique Legal Entity ID number. Once this record is created, additional information is entered into either Person Profile or Business Profile, depending upon whether the entity is a person or business. This approach allows MVC to manage all legal entities and maintain additional information. Other profiles, such as Financial Profile maintain financial information for the legal entity and link directly to the legal entity.

If a business legal entity has multiple operating (branch) sites, each of which may hold licenses or be inspected, then they are also created as legal entities, but they use the Parent Entity field in Business Profile to link them to their parent entity. This allows MVC to license, inspect or otherwise serve a particular branch site of a business or on the entire legal entity.

MVC regularly tracks employees, principals and other authorized staff of a business (legal entity). The identification of such individuals is important to MVC and the data model identifies such individuals by linking their individual Legal Entity and Person Profile records to the Legal Entity and Business Profile records of the business.

All business licenses are modeled as “privileges”. In this model, arbitrary numbers are not assigned to each “business license”. All business license numbers are derived from the Legal Entity ID number of the business. In order to create unique license numbers, the alpha license type is appended to the Legal Entity ID number with a dash (“-“).

Driver Licensing captures and maintains all required NJ Driver License types data, from initial permit, through licensing and even suspension.

MVC regularly tracks name, date of birth, gender and other biographical changes for a person (legal entity). The identification of such individuals is important to MVC and the data model identifies such individuals by linking their individual Person Profile history records to the Legal Entity and Person Profile records of the individual. MVC also regularly tracks Driver Risk information and identifies this data by linking it to Legal Entity and Person Profile records of the individual.

All driver licenses and permits are modeled as “privileges”. In this model, arbitrary numbers are not assigned to each "driver license”. All driver license numbers are derived from the Legal Entity ID number of the business. In order to create unique license numbers, the alpha license type is appended to the Legal Entity ID number with a dash (“-“).

Privilege Configuration – the flexible architecture created to generally support driver and business licensing types, which will also support future concepts. Privilege Configurations maintain all required NJ Business and Individual privilege configuration information. The Privilege Configuration subject area is a sub-component of Driver Licensing and Business Licensing.

The Privileges Configuration model is comprised of look-up type entities that will be utilized to identify all of the potential privileges that can be awarded, along with the requirements that must be met for those privileges to be granted. Privileges are further defined by the restrictions that exist for them, and by the endorsements that can correspond with them.

Contact Processing – the flexible and extensive architecture which can be utilized to store contact information for all MVC customers, partners, agencies, etc. Contact Processing captures and maintains all required NJ Business and Individual contact information. The Contact Processing subject area is a sub-component of Driver Licensing and Business Licensing.

All individual and business contact information is stored in the Addresses, Phones, and E-Mails tables. That contact information is linked to the appropriate business or individual via the Contac Information table, which connects directly to the Legal Entity. The model provides the ability to store multiple Addresses, Phones, and/or E-Mails for an individual or business. The means to store multiple entries is qualified by types which distinguish one entry from another, for example; Mailing, Residential, or Office Addresses and Office, Fax, or Mobile Phones, etc. Additionally, each table contains a sequence number which will allow for multiple entries of the same type. The Contact Information table will provide additional information for the particular contact type, such as; Active/Inactive and Valid/Invalid. The Contact Processing model allows for expanded tracking

of contact information for individuals and businesses (which will include Agencies, Insurance Companies, Courts, etc.).

Vehicle Processing – the approach to handling all matters concerning vehicles, vehicle ownership, vehicle accidents, vehicle insurance, vehicle inspection, etc. Vehicle Processing captures and maintains all required NJ Business and Individual vehicle information, to include vehicles, vehicle owners, vehicle plates, vehicle registration, etc. All vehicle information is stored in the Vehicles table, to include; vehicle make, model, type, year, color, etc. Vehicle Title tracking is maintained in the Titles table. This entity will track the total history of titling for a vehicle. Leases, Lien Holders and Vehicle Owners store their respective data which represents vehicle ownership and titling. Registrations, Handicap Registrations, and Vin Less Registrations entities represent the association of a license plate with a vehicle, a handicapped individual, or a licensed dealer respectively. The Plates table maintains the list of plate numbers issued.

Inspection information for vehicles is tracked via the Inspection Master, Inspection Detail, and one of the type specific entities; Commercial Bus Inspections, Diesel Emissions Inspections, Private Vehicle Inspections, Salvage Inspections, Specialty VIN Inspections. The Inspection Master associates the Inspection "event" with the vehicle being inspected. The Inspection Detail captures the general inspection information, while the type specific entities capture the data which the name implies.

This model will allow MVC to better track the history of a vehicle from owner to owner. It will also provide the structure for better storing lessee and lessor information

Event Tracking – derived from the Datacom Driver History model; then expanded and improved the organization and storage of data. Event Tracking captures and maintains all required individual and business events. The events tracked are generally related to one or more of the privileges assigned to the individual or business entity. The Event Tracking subject area is a central component of the entire MVC data model. Event Tracking represents the joining of Driver History and Business Licensing History function processing.

Event tracking provides for greater flexibility of what was previously limited to licensing history. With the MVC Next Generation Event Tracking model MVC can now track "privilege" history.
Since all driver/individual and business licenses are now modeled as "privileges", it is possible to extend the utilization of privileges to the Event Tracking Model. In this model, Privileges Assigned to a Legal Entity are linked with an event via the Privilege Event Management entity. The Privilege Event Management entity allows one or more privileges to be linked with one or more Event History records.

Overall, Event Tracking will handle Violations, Points, Suspensions, Rehabilitations, Uninsured Motorists, Fees, Accidents and all associated data that corresponds with a privilege event. Just like its predecessors, Driver History and Business History, Event Tracking will maintain all data related to event processing. The main difference between the new model and the old model is the combination of individual and business data and the management of "privilege" events rather than licensing events.

Complete detailed information is contained in Appendix 10 which has the preliminary data model for MATRX.

3.4.10 SYSTEM SECURITY

NJ Identity & Access Management (I&AM) Infrastructure

New Jersey currently facilitates enterprise authentication and high-level application authorization services via the NJ State Portal (myNJ). myNJ is based on the Sun Portal Server platform (v3.x) and provides identity and access management (I&AM) services as well as content and services aggregation, presentation, personalization, etc. The State is in the process of migrating this platform to the latest release of the Sun Portal Server (v6.x). This migration is expected to be complete by January 2007.

Once migrated, the NJ State Portal platform will consist of two physically and logically separate infrastructures: one for identity and access management (NJI&AM) and one for content and service delivery (myNJ).

The NJI&AM will use an industry standard LDAP compliant Directory Service as its data store. The contractor must work with State staff to determine and design any necessary metadirectory processes needed to provide interoperability between the State NJ&IAM and MVC's Active Directory infrastructure.

The contractor shall integrate their solutions with the NJI&AM infrastructure. At minimum, MATRX will use the NJI&AM for authentication, authorization and audit services.

The NJI&AM infrastructure (consisting of the Sun Java System Access Manager and Directory Server Enterprise Edition) will provide the following enterprise-class capabilities:

- Single Sign-On (SSO)
  - Creates a single sign-on session across heterogeneous applications, platforms, and Internet domains
  - Enforces authentication credentials
- Centralized Authorization Services
  - Provides centralized security policy enforcement of user entitlements, leveraging role- and rules based access control
- Federated Identity Support
  - Provides interoperability across different vendor platforms that provide authentication and authorization services
- J2EE Architecture and Comprehensive APIs
  - Employs an open, standards-based design to enable high levels of integration and customization
- Enterprise-Class Scalability and Reliability
  - Multiple load-balanced policy servers, policy agents, and directory instances provide high availability and failover capabilities, eliminating any single point of failure
- Real-Time Audit

Provides up-to-the-minute auditing of all authentication attempts, authorizations, and changes made

- The NJI&AM infrastructure will provide agent based protection for most industry standard web and application servers.

Application Level Security

During the design phase for MATRX, the contractor is required to incorporate, at minimum, application authentication and high-level application authorization and audit services from the NJI&AM infrastructure. During design, vendors must determine which fine grained application security controls will be designed directly into the application dependant upon need and industry best practices.

The system must also be designed to comply with the State of New Jersey IT standards relating to security and controls (see http://www.state.nj.us/it/it_architecture.pdf for more details). The Application security specification shall include user desktop requirements.

3.4.11 SYSTEM MANAGEMENT

If purchased by the State, the contractor shall provide the proposed system management that encompasses the personnel, procedures, and tools for day-to-day operational support, maintenance, upgrades and monitoring of the system. The system management tool must provide monitoring of application performance (overall response time), response times between each application tier, monitoring the hosting platforms (hardware performance) and the performance and utilization of each component. The system management tool must provide regular production usage statistics. The contractor must provide system management capable of:

- Leveraging the operations management tools including both day-to-day systems management tools (e.g., performance monitoring) and capacity planning tools;
- Minimizing the cost and work effort of operations support;
- Illustrating the operational architecture of the solution, including prevention of failures, meeting availability requirements, general system activities, and scheduled or planned downtime;
- Demonstrating availability and effectiveness of the proposed backup/restore/recovery procedures;
- Integrating with web monitoring software.

The contractor shall provide system management tools that at a minimum include:

1. Performance measurement and system management:

    - Reporting capabilities to show trends for performance measurement and system resource utilization, by date and time of day, and to make projections based on cumulative history.
    - System Management tools that allow administrators to maintain the system (both hardware and software), perform “hot” updates (without downtime or service interruption), deploy new software, and change configuration of the current system. Such management tools shall track software and hardware inventory, perform asset management, and integrate with the other MVC modules such as help desk system, issue tracking software, etc.

2. Computer operations tools, including at a minimum:

    - Notification service tool(s), to notify selected personnel though appropriate notification channels (pager, cellular phone, email) when system performance degrades to a predefined threshold. The event shall be logged and the help desk shall be informed.
    - Job scheduling tool capable of automatically initiating jobs based on time of day, day of week, or calendar date, and/or the successful completion of predecessor events. The tool must provide automatic notification of failure of a step.

- o Comprehensive backup and restore functions at the system, volume, directory/catalog (and subdirectory/sub-catalog), and discrete file levels for all media on all platforms.

3.4.12 SYSTEM PERFORMANCE AND RELIABILITY

Application Source Code

MVC and the Oversight Contractor shall test all custom and off-the-shelf code developed or used in the MATRX application. Code will be analyzed from the perspective of the typical customer using the specific module to see how it will perform over the network or public Internet.

The contractor shall provide, in addition to stress and load testing (as described in Section 3.2.17), a tool to perform an Application Impact Analysis. The Application Impact Analysis shall:

- Determine the effect of the network on the application. This includes how network environment variables such as bandwidth, latency and congestion affect the end user experience for this application. The transaction processing time in the test lab will be compared to "real world" processing times. The Application Impact Analysis shall help identify code that is written inefficiently (bandwidth sensitive or chatty) for Wide Area Network (WAN) deployment.

- Determine the effect of the application on the network. With multiple concurrent application users deployed to remote locations, and throughout the Internet, the analysis shall identify how much bandwidth (if any) will need to be added to the MVC network infrastructure to support the new application. It shall also identify transactions that are inherently bandwidth intensive.

The Application Impact Analysis shall perform network captures of the most frequent 20 to 30 end user transactions in a test lab environment. The State will then profile the expected response times when deployed to the WAN and the Internet. If the State determines that specific transactions or application processes do not meet performance requirements, are chatty, use inordinate amounts of network resources, or are defective in other ways, the findings along with possible solutions will be supplied to the contractor for revision. Revised code shall be retested until performance is acceptable to the State.

The State may schedule a source code review with the contractor of any or all application source code. Should the State determine that submitted source code does not meet programming, performance, or documentation standards, the source code shall be corrected by the contractor, within a timeframe mutually agreed upon by the State and the contractor.

System Performance

The platform(s) must be sufficiently sized and appropriately configured in terms of memory, disk capacity, processor speed, and similar or related criteria, to meet the performance requirements specified below for a period of three (3) years after the System Acceptance Phase. The contractor shall recommend hardware requirements to support the contractor solution. The average response time of all online transactions for internal users (those users operating MATRX with a direct connection to the Garden State Network) must be less than three (3) seconds. Internal response time is inclusive of all service oriented architecture calls and network transits but excludes network transit to the end client (those connected via the internet). Response time is defined as the time from when the internal user presses the enter key until a screen response is received.

System Monitoring and Application Availability

If purchased by the State, the contractor shall provide the proposed application monitoring software package which:

- Monitors all significant server (SOA) components for adequate service delivery and alerts administrators when not functioning (web, app server, database, directory services, etc.).
- Gathers statistics and history on the performance and availability of each monitored component.
- Gathers end user response times from multiple geographic and network locations.
- Allows for the definition and repetitive execution of representative business transactions, and understands the relationship and execution of each monitored component.
- Reports on SLA performance and when transactions fall outside of defined tolerance.
- Reports on the likely failing component, when a representative business transaction fails.
- Shall be easy to configure and administer with little or no scripting.

System Availability

The contractor must ensure application software component uptime (MATRX availability) is no less than 99.9% of host environment uptime (server, O/S and storage) for all major functions excluding scheduled downtime or MATRX-initiated downtime.

Scheduled system downtime must be minimized as follows:

- Minimize or eliminate the need for maintenance for architectural and operational infrastructure, via online maintenance tools, procedures and techniques.
- Address maintenance activities for hardware, operating system, software, application, database and network components.
- Address upgrade activities for hardware, operating system, software, application, database and network components.

The contractor shall provide the State with an approach to measuring downtime, and a methodology to minimize planned downtime for system maintenance (See System Monitoring and Application Availability above).

Principle components of the MATRX solution (web, app, data, rules) shall use clustered servers to reduce down time from hardware failure.

System Recovery

The contractor must provide system restore and recovery procedures. Recovery requirements are:

- Full database recovery within 4 hours
- Individual table recovery within 2 hours. Any functionality not affected by the individual table must remain available.

Performance Tools

If purchased by the State, the contractor shall provide the proposed suite of tools for performance monitoring, troubleshooting, and reporting. This tool suite shall include at a minimum:

- A tool to analyze network traffic.

- A tool to help identify and resolve application performance problems in production. By providing detailed troubleshooting analysis, the tool should pinpoint the causes of poor end-user response times to the client, the network, a server, or the application itself.

- An analysis tool to help eliminate networked application slowness or unresponsiveness.

- A tool which helps to increase application availability and reduce response times by monitoring applications, servers and databases and identifying problems before they impact critical business processes. The tool should correct problems without operator intervention in cases where this is possible.

3.4.13 RECOMMENDED HARDWARE

The MATRX System will consist of many different categories of hardware.

One month prior to initial installation (for design, development, etc.) and production installation, the State and the contractor shall decide on the version of hardware that will be used for the installation. All hardware must adhere to State standards (see Appendix 13, State of NJ Shared IT Architecture).

The contractor shall implement and test all upgrades to the MATRX hardware over the course of the contract.

The State is concerned that as new releases of software are implemented, they often require increased processing capability. For example, new releases and versions of word processors, middleware, and other tools have traditionally required faster processors and more RAM to maintain response time, as have new releases of operating systems, GUIs, and relational database management systems. Therefore, the recommended hardware must have sufficient capacity for expected upgrades to achieve the performance requirements specified in RFP Section 3.4.12, System Performance and Reliability, for a period of three (3) years after the System Acceptance Phase.

The State intends to use an existing complex of servers for the development stage of the MATRX implementation. Additional hardware will be purchased, if required, for implementation.

AIX

The contractor should use AIX as the hosting platform for MVC enterprise class applications. The State has existing expertise with this platform and should the contractor propose another platform, the contractor must justify the use of the other platform. The cost of additional support and training should be included in the bid if any other platform than AIX is proposed.

MVC has an existing server resource of IBM AIX P570 servers containing IBM P570 CPUs at 1.65Ghz, and 8ns IBM memory.

As of July 2006 there are 16 CPU's at each of two datacenters and there are 96 Gig memory available at each datacenter.

MVC requires that the overall MATRX System as developed and implemented by the contractor should run well and meet all MVC functional, technical, and performance requirements when hosted in an AIX environment of the stated P570 servers consisting of a total of 64 CPUs (32 CPUs at each site) and 200 GB of memory. MVC will supply this server environment

If by the time of system stress test, it is apparent that existing capacity is not sufficient, the Contractor shall be responsible for providing additional server capacity. The cost of the additional hardware, software, and implementation costs shall be paid by the Contractor.

CPU, memory, NIC interfaces and fiber storage interface cards are allocated to virtual servers as required, and CPU and memory are changeable resources on the fly through virtualization controls by the system administrator.

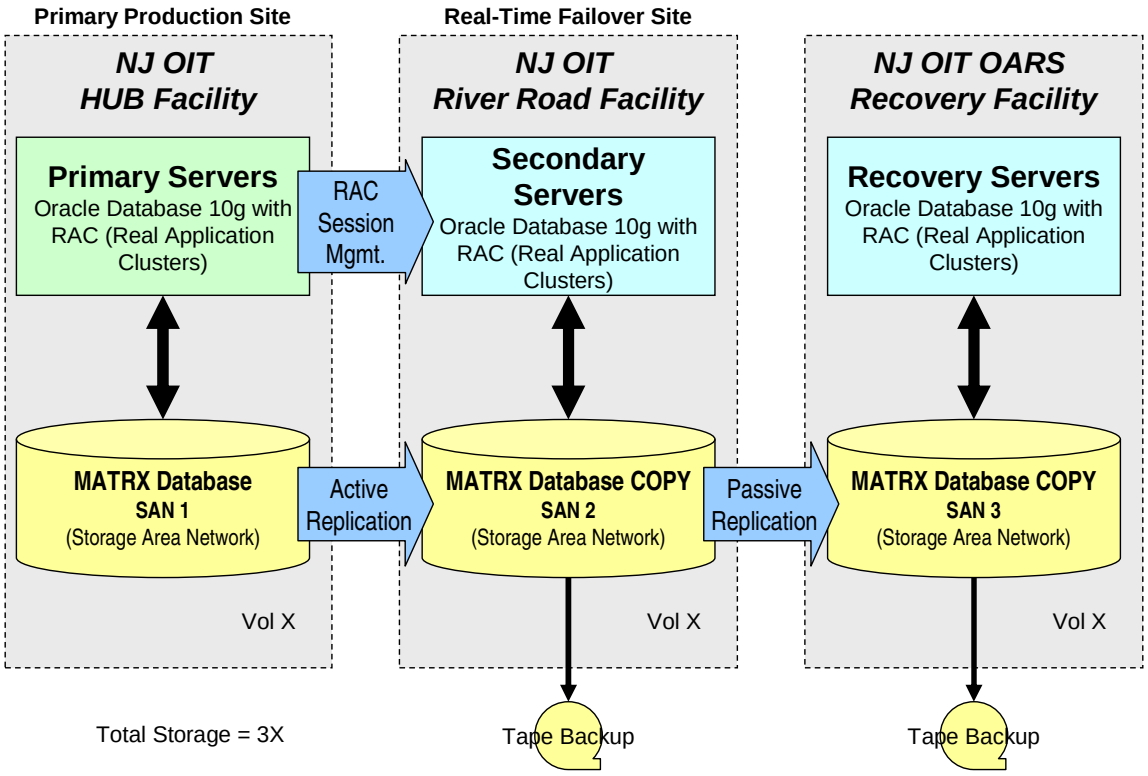
This is the only UNIX resource that will be considered and this is the platform that the Contractor should utilize for its solution.

Storage

MVC will be using SAN storage as provided by NJ-OIT (Office of Information technology). OIT uses Hitachi SAN solutions. MVC servers will be connected to the OIT SAN solution via high speed private fiber network fabric.

As part of the Capacity Assessment (see RFP Section 3.2.5, Assessments and Specifications), the Contractor shall determine if this configuration needs additional expansion to achieve appropriate scalability to support the solution.

Planned Storage Environment



Note the Contractor is not responsible for the NJ OARS Recovery Facility.

3.4.14 RECOMMENDED SOFTWARE

The Contractor is responsible for recommending software that is compatible and fully integrated with its software. In some cases such as database, the State has standardized on a product or multiple products. In other cases, the State is open to recommendations for specific products. The Contractor is responsible for developing a solution that is fully integrated with the State's technical environment including all software components recommended by the Contractor. The Contractor's solution must include the software components described below.

One month prior to initial installation (for design, development, etc.) and production installation, the State and the contractor shall decide on the version of the proposed software that will be used for the installation. All software must be the latest commercially available versions at the time of installation. The contractor shall implement and test all upgrades and patches to application software over the course of the contract.

The contractor shall ensure that the recommended software achieves the performance requirements specified in 3.4.12, System Performance and Reliability, for a period of three (3) years after System Acceptance.

Web Serving
MVC has not determined the Web serving platform, but it should be capable of high-capacity, high-availability hosting and should be well integrated with any contractor's solution. The solution should be one of the following: Apache, IBM, BEA or Oracle, and it should work well and be in concert with the application hosting layer.

Application Serving
MVC has not determined the application serving platform, but it should be capable of high-capacity, high-availability hosting and should be well integrated with any Contractor's solution. The solution should be one of the following: IBM, BEA or Oracle, and should work well in concert with the web hosting layer.

Database Serving
MVC and the State of NJ has currently standardized on Oracle 10g Release 2 as our data serving platform. MVC will be using Oracle 10g Release 2 Enterprise Edition with RAC clustering as our data platform as hosted on AIX until new production releases are available and certified. No other data platform is acceptable. The Contractor shall be responsible for installing or upgrading the Oracle MATRX database software to within one year of the latest publicly released and certified Oracle Version on the hosted platform before the production implementation of the first foundation application. The Contractor shall be responsible for upgrading the Oracle MATRX database software (with the consent of the MVC Project Manager) to remain within one year of the recommended current Oracle patch level, for the life of the MATRX development, implementation and maintenance under this contract.

Desktop Platform
MVC uses Microsoft Windows as the standard desktop system. MVC is interested in simplifying the desktop management platform and reducing desktop management costs by centrally hosting desktop services to the extent possible. However, MVC is not interested in moving to an unsupported open source model for desktop. The requirement is for thin, browser based or hybrid applet/AJAX (etc) application solutions to the extent it makes sense within the business environment. All popular browsers must be supported for external users (e.g. IE, AOL, Firefox, etc.).

Rules Engine
MVC and the State of NJ have not declared a Rules Engine platform, but are interested in having the service integrated into future application solutions. More details are described in RFP Section 3.4.6.

Enterprise Content Management
MVC uses FileNet as the Enterprise Content Management platform and applications must conform to and use FileNet services for content management. See RFP Section 3.4.3 for more details about document management and imaging requirements.

Workflow

MVC uses FileNet as the Enterprise Content Mgmt platform and there is a strong workflow component within FileNet. Application solutions should use workflow services from FileNet for their solution, wherever appropriate. Workflow should be integrated with the Rules Engine. See RFP Section 3.4.4 for more details about workflow management requirements.

Web Services Management
MVC recognizes the need for Web Services repository, documentation, version control, and metric management, but has not selected a tool in this area.

Identity Management
MVC uses Windows authentication and authorization for access to desktop systems. MVC and the State of NJ use Sun Identity Server and Access Management Services for authentication and authorization to citizen services over the internet.

MVC desires merging the employee experience with the Windows desktop and intranet browser based applications, and internet based citizen applications into one Single Sign On experience. This means cooperative participation between Microsoft Active Directory for local desktop control and Sun LDAP directory services for internet based application control. OIT and MVC will assist strongly in the marriage of these two control mechanisms. Contractors should assume that these two identity platforms are the only two available for application solutions. Applications should defer identity management externally to these two platform solutions to the maximum extent possible.

An end-user single sign on experience is required of application solution providers. See RFP Section 3.4.10 for more details.

Portal Services
MVC and the State of NJ have standardized on the myNJ Portal (www.nj.gov and logon) as hosted on the Sun Portal and Sun Identity Server and Access Management platform for services to citizens of NJ. OIT and MVC will provide strong assistance to integrate application solution providers to this platform. Use of this platform for citizen services is required. Use of portlet standards for application channels within this framework is required.

Directory Services
As mentioned in Identity Management above, MVC uses Windows Active Directory for employee desktop services authentication, and Sun LDAP directory for external citizen services. Any Contractor solution is required to use these directory services. MVC will not entertain the addition of another directory service.

3.4.15 PURCHASE AND INSTALLATION OF HARDWARE AND SOFTWARE

MVC plans to procure and install the AIX server configuration in the OIT datacenters. OIT will be responsible for physically assembling the servers, installing the base operating systems (OS), establishing network connectivity, and linking the servers to the SAN environment. At that point, the contractor will be authorized as an associate system administrator and, in coordination with OIT staff, shall install, configure, and integrate all software other than the OS.

The contractor shall be responsible for the integration and compatibility of all recommended hardware and software that has been purchased for the MATRX System including recommended hardware purchased through State contract.

For hardware and software purchased through the contractor via Price Sheet ”MATRX Optional Hardware, Software and Related Services”, the following conditions apply:

Acceptance
Acceptance of all hardware and software is contingent upon satisfactory completion of sixty (60) day performance tests after installation. Performance tests shall include all performance related tests as described in RFP Section 3.4.12.

Warranty and Maintenance
Warranty and maintenance must meet the requirements stated below.

- All hardware and software must include a warranty and/or maintenance support agreement which covers a total of four years. This agreement shall become effective upon system acceptance.
- Maintenance must cover parts, service, transportation and all associated costs for on-site work.
- Maintenance and support must be provided to keep the system operational, 24/7.
- All service technicians must be OEM-certified
- The maintenance provider must respond within 1 hour of the initial notification from MVC.
- All repairs and replacements must be performed within 4 hours of notification.

Maintenance shall include, but not be limited to, problem analysis of both hardware and software, repair, adjustment, supplying replacement parts and cleaning of all parts and components required for normal operation of the equipment. Replacement parts must be compatible with the original manufacturer's equipment and specifications.

Maintenance applies to all products and is defined as all parts and labor required to restore the product to the manufacturer's original functional specifications.

The contractor shall perform all fault isolation and problem determination, including hardware, software and network problem diagnosis attributed to the equipment covered under the contract resulting from this RFP.

The contractor must provide remote diagnostic capability and a local or toll-free number for hardware, software and system technical support during regularly scheduled business hours with follow-up on-site support as warranted.

Travel time and expenses related to contracted maintenance shall not be billable to the State.

3.4.16 ADDITIONS AND SUBSTITUTIONS

The contractor may substitute or add products during the term of the contract provided that they are similar to existing models or are improved models that continue to fit within the category and applicable discount percentages. Contractor must provide pricing on the RFP pricing worksheet, discount percentage and complete technical specification sheets on the substituted equipment with the written substitution request. After the contract award, additions and/or substitutions may be allowed under the following conditions:

a. Written requests must be sent to the buyer assigned at the Purchase Bureau, Division of Purchase and Property, Department of the Treasury, detailing each product and/or service.

b. The written request will be reviewed by the Division of Purchase and Property and Office of Information Technology.

c. Added or substituted services and/or products must meet or exceed performance of the original product and/or service.

d. The product and/or service must be compatible with the original contract product and/or service.

e. The written submission requesting additions or substitutions must include a detailed description of the product and/or service with the page and line item number identified in the original contract for which the product/service will be substituted, as applicable. The submission must also include the manufacturer's list price, the appropriate percent discount and the State's price. The contractor is required to identify the items being added and deleted.

f. The request must be submitted on contractor's letterhead and must be signed by a representative of the firm.

3.4.17 NEW PRODUCTS

Contractors may submit for approval, via written request, new products to keep apace with technology and changes in information technology hardware related products. Contractors may propose any new product that has come into production after contract award, has the same functional purpose and a demonstrable nexus to the products offered under this contract. The product will be considered for addition to and/or replacement of a product offered under the contract. Such written request shall include the specifications for the new product evidencing that the new product serves the same functional purpose or has a nexus to a product under contract.

All proposed additions or replacements are subject to a review and written acceptance by the Purchase Bureau. The sale of new product, accepted in writing by the Director, shall be governed by the terms of the contract. The State may identify new products, services, or technology which fit within the scope and intent of the contracts resulting from this RFP, but which are not currently included on its contract. In this event, the State will issue a request for quotation to the contractors to solicit and negotiate pricing for the new product, service, or technology. At the State's discretion, and pursuant to the Director's approval, the product, service, or technology may then be added to the contract.

4.0 BID PROPOSAL PREPARATION AND SUBMISSION

4.1 GENERAL

The bidder is advised to thoroughly read and follow all instructions contained in this RFP, including the instructions on the RFP's signatory page, in preparing and submitting its bid proposal.

> Note: Bid proposals shall not contain URLs (Uniform Resource Locators, i.e., the global address of documents and other resources on the world wide web) or web addresses. Inasmuch as the web contains dynamically changing content, inclusion of a URL or web address in a bid response is indicative of potentially changing information. Inclusion of a URL or web address in a bid response implies that the bid's content changes as the referenced web pages change.

4.2 BID PROPOSAL DELIVERY AND IDENTIFICATION

In order to be considered, a bid proposal must arrive at the Purchase Bureau in accordance with the instructions on the RFP signatory page http://www.state.nj.us/treasury/purchase/bid/summary/07x39202.shtml. Bidders are cautioned to allow adequate delivery time to ensure timely delivery of bid proposals. **State regulation mandates that late bid proposals are ineligible for consideration**. **THE EXTERIOR OF ALL BID PROPOSAL PACKAGES ARE TO BE LABELED WITH THE BID IDENTIFICATION NUMBER AND THE FINAL BID OPENING DATE OR RISK NOT BEING RECEIVED IN TIME.**

4.3 NUMBER OF BID PROPOSAL COPIES

The bidder must submit **one (1) complete ORIGINAL bid proposal**, clearly marked as the "ORIGINAL" bid proposal. The bidder should submit **ten (10) full, complete and exact copies** of the original. The copies requested are necessary in the evaluation of the bid proposal. A bidder failing to provide the requested number of copies will be charged the cost incurred by the State in producing the requested number of copies. It is suggested that the bidder make and retain a copy of its bid proposal.

In addition, the bidder must submit **ten (10) full, complete, and exact ELECTRONIC copies** of the original proposal in PDF file format to be viewable and "read only" by State evaluators using Adobe Acrobat Reader software on compact disc (CD**)**. The bidder should also submit (1) full, complete, and exact ELECTRONIC copy of the original proposal in an editable and "writable" PDF file format on CD for redaction.

A bidder failing to provide the requested number of copies will be charged the cost incurred by the State in producing the requested number of copies. It is suggested that the bidder make and retain a copy of its bid proposal.

4.4 BID PROPOSAL CONTENT

4.4.1 QUALIFICATIONS PROPOSAL CONTENT / EVALUATION CRITERIA

Reference RFP 1.3.1 Qualifications Phase.

4.4.1.1 RESPONSE SUMMARY

The initial procurement step consists of the submission of the bidder qualifications to perform the Scope of Work. The bidder qualifications response must contain the following items:

- Signed cover letter
- Bidder Qualifications Response Document containing:
    - Bidder History, Background, and Viability (Section 4.4.1.2)
    - Bidder Experience and References (Section 4.4.1.3)
    - Project Team Organization and Staffing (Section 4.4.1.4)

Ten (10) hardcopies of the bidder qualifications response, including one marked as a Master Copy, must be submitted by the date and time identified in the RFP Cover Page. In addition, an electronic version of the bidder qualifications response (on CD in .pdf format) shall be included.

If the State is unable to contact one or more references for a bidder, the State will allow the bidder to provide alternative references within three (3) business days of the State's request for alternative references. To be compliant, alternative references must be provided if the required minimum number of references is no longer met due to the inability to contact original references.

If a subcontractor's experience is cited for a required reference, the response must include an "Intent to Partner" letter between the responding bidder and the subcontractor.

All work under the contract must be performed in compliance with NJSA 52:34-13.2 (See RFP Section 7.1.2).

4.4.1.2 BIDDER HISTORY AND VIABILITY RESPONSE

Within the bidder qualifications proposal, the bidder must provide information on the bidder's internal organization. If the bidder's solution involves subcontractors, the response must indicate the following information for the prime bidder and its anticipated subcontractors. This information must include:

- Name of the firm(s) submitting the proposal;
- Mailing address;
- Contact person and title;
- Contact telephone number(s) and fax number(s);
- Brief history and background about the bidder's company;
- Services and products offered by the bidder's company;
- Number of employees;
- Office locations;
- General information about the bidder's organization;
- Organization Chart (entire firm) showing the bidder's entire organizational structure and showing the relationship of the individuals assigned to the contract to the bidder's overall organizational structure;
- A description of any affiliation or connection between the bidder and subcontractor(s) including a description and cost of any projects on which they worked together.

The following information should be included in the bidder qualifications proposal:

- In order to provide the State with the ability to judge the bidder's financial capacity and capabilities to undertake and successfully complete the contract, the bidder should submit certified financial statements to include a balance sheet, income statement and statement of cash flow, and all applicable notes for the most recent calendar year or the bidder's most recent fiscal year. If certified financial statements are not available, the bidder should provide either a reviewed or compiled statement from an independent accountant setting forth the same information required for the certified financial statements, together

with a certification from the Chief Executive Officer and the Chief Financial Officer, that the financial statements and other information included in the statements fairly present in all material respects the financial condition, results of operations and cash flows of the bidder as of, and for, the periods presented in the statements. In addition, the bidder should submit a bank reference. A bidder may designate specific financial information as not subject to disclosure when the bidder has a good faith legal/factual basis for such assertion. Bidder may submit specific financial documents in a separate, sealed package clearly marked "Confidential-Financial Information" along with the bidder qualifications proposal. The State reserves the right to make the determination to accept the assertion and shall so advise the bidder. **Note: Financial statements are not required for subcontractors at this time. However, the State reserves the right to request financial information from subcontractors at a later date.**

- The bidder shall provide a detailed description of any investigation, litigation, including administrative complaints or other administrative proceedings, involving any public sector clients during the past five years including the nature and status of the investigation, and, for any litigation, the caption of the action, a brief description of the action, the date of inception, current status, and, if applicable, disposition. The bidder shall use the Disclosure of Investigations and Actions Involving Bidder form located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

If the requested financial information and/or Disclosure of Investigations and Actions form is not supplied with the bidder qualifications proposal, the State may still require the bidder to submit them. If the bidder fails to comply with the request within seven (7) business days, the State may deem the proposal non-responsive.

4.4.1.3 BIDDER EXPERIENCE AND REFERENCES RESPONSE

The bidder must provide, at a minimum, references for each of the three (3) required areas of experience listed below. Projects for which references are provided should be similar in size and complexity to the proposed MATRX solution. Project references may be duplicated if one single client or project meets multiple requirements. For each of the areas of experience, at least one of the referenced projects should have team members that will be included in the bidder's proposed MATRX project team. MVC will evaluate the skill and experience that proposed team members bring from the referenced projects and evaluate the bid accordingly.

- Required Area of Experience 1 – Motor Vehicle Experience- (minimum 2 references required): Designed, developed, tested, and implemented a solution that is of similar size and scope to that proposed in this RFP. Similar in size and scope refers to projects of comparable cost involving the development of information systems that support motor vehicle operations including the MATRX System subject areas of Driver Licensing, Business Licensing, Driver History, and Vehicle Titles and Registrations. The experience could be provided by a subcontractor as long as the "Intent To Subcontract" form is included.

- Required Area of Experience 2 – Large-scale Government Projects - (minimum 2 references required): Designed, developed, tested and implemented a solution that is similar in size, complexity, flexibility, and reliability as the MATRX System. The experience should preferably be for a large statewide implementation. At least one of the references must be from the prime contractor.

- Required Area of Experience 3 – Technology Integration - (2 references preferred): Designed, developed, tested, and implemented a solution incorporating the technologies such as: Service Oriented Architecture (SOA), rules engine, document management and

imaging and web development. The experience should demonstrate the ability to integrate the MATRX technologies in a large-scale system.

4.4.1.4 PROJECT TEAM ORGANIZATION AND STAFFING RESPONSE

The bidder must specify the minimum qualifications/expertise of the key staff that shall be assigned to conduct this project. That narrative description may be in any format that the bidder chooses, but should not exceed two (2) pages in length. Descriptions should be provided for the key staff listed below:

- Executive Manager;
- Project Manager (s);
- Lead for Technical Architecture;
- Lead for Application Development;
- Lead for Testing;
- Lead for Training;
- Lead for Security Analyst;
- Lead Data Base Designer/Administrator.

To demonstrate the depth of experience provided by bidder staff, the bidder shall provide two (2) different Project Manager resumes and at least one (1) resume for each of the other key roles. At least one of the Project Managers should be from the prime contractor. The bidder may submit resumes of subcontractors for those positions and, if it does, must indicate which position(s) are to be filled with sub contractors. When the bidder intends to use sub contractors, the bidder must provide a signed statement by the contracted individual or the bidder affirming that there is an intent to contract for this engagement and identify if the contracted individual has previously contracted with the bidder to perform like services, as applicable.

For the Project Managers, the description shall, at a minimum, address the following areas:

- Number of years experience as a dedicated Project Manager;
- Types of projects in management role;
- Project lifecycle experience in management role, i.e., design, development, implementation, etc.;
- Utilization of structured project management methodology techniques;
- Specific motor vehicle operations experience;
- Specific experience managing large-scale government projects;
- Specific experience managing projects with similar technology requirements;
- Educational background; and
- Project management certification held, e.g., PMI.

For the other positions, the description shall, at a minimum, address the following areas:

- Number of years experience in the particular role;
- Types of projects in particular role;
- Specific technical experience;
- Specific motor vehicle operations experience (if any);
- Specific experience participating in large-scale government projects;
- Specific experience with similar technology requirements;
- Educational background; and
- Certifications held.

4.4.1.5 BIDDER QUALIFICATIONS EVALUATION CRITERIA

Response Requirement	Evaluation Criteria
Proposer History, Background and Viability	Proposer general experience
	Proposer financial strength to carry the cost of a project whose pay-off is not immediate
Proposer Experience and References Response	Depth of specific functional experience (e.g., tax environments, revenue identification)
	Depth of specific technical experience (e.g., data warehouses, business intelligence)
	Ability to implement desired solution
Representative Project Team and Staffing	Representative Project Manager depth and similarity of experience including education and certifications
	Representative Project Staff depth and similarity of experience

4.4.2 DRAFT BID PROPOSAL CONTENT

The qualified bidder must follow instructions contained in the RFP and in the proposal cover sheet in preparing and submitting its bid proposal. Qualified bidders are advised to carefully read and follow all instructions. See Section 1.3.2 for more information.

4.4.2.1 RESPONSE SUMMARY

The second procurement step consists of the submission of the Bidder's Draft Bid Proposal to perform the Scope of Work. The Draft Bid Proposal should be submitted in one volume that is divided into two (2) sections as described below. Throughout the proposal, the bidder must reference each of its responses to the correlating RFP section/subsection number. **NO PRICING INFORMATION IS TO BE INCLUDED IN THE DRAFT BID PROPOSAL.** The following information identifies the required sections for the Draft Bid Proposal, and describes the format of the bid proposal and the content of the material located therein. Each proposal should be prepared with tabs (separators), and the content material located behind each tab.

- Section 1 - Technical Proposal (Section 4.4.2.3)
- Section 2 - Organizational Support and Experience (Section 4.4.2.4)

4.4.2.3 TECHNICAL PROPOSAL

In this Section, the qualified bidder shall describe its approach and plans for accomplishing the work outlined in the Scope of Work Section, i.e., Section 3.0. The qualified bidder must set forth its understanding of the requirements of this RFP and its ability to successfully complete the contract.

Mere reiterations of RFP tasks and subtasks are strongly discouraged, as they do not provide insight into the bidder's ability to complete the contract. The bidder's response to this section should be designed to convince the State that the bidder's detailed plans and approach proposed to complete the Scope of Work are realistic, attainable and appropriate and that the bidder's bid proposal will lead to successful contract completion.

The bid response must include a response to the State's Scope of Work (Section 3) and all of its subsections, specifically each mandatory requirement, i.e., "must" or "shall" statement. In addition to responding to the mandatory requirements, the bidder's response must also include in its bid response the items identified below.

Section Reference	Bid Response Requirement
Section 3.1, Section 3.2, Section 3.3, Section 3.4 Scope of Work	The bidder's response must specifically address and explain how each requirement in Section 3.0 (including each sub-section) is to be met by the bidder's proposed system design.
Section 3.1.3 Proposed Schedule	The bidder shall propose a schedule based on the framework of phases that are described in Section 3.1.3. See Appendix 1 for a suggested schedule. The schedule provided should be used as a guide, but bidders must develop the schedule that is appropriate and achievable for their solution. The project schedule shall be designed to meet the requirements of the State for project completion and must be appropriate for the complexity of the project. The bidder must ensure that the training schedule is also aligned with the Implementation Schedule. The bidder's response proposal must set forth in detail the schedule for completing all tasks and subtasks required by the scope of work. The schedule will be presented in Microsoft Project, and shall show the projected time frame for the project steps. The schedule may be included as part of Section 4.4.2.5.3, Contract Schedule.
Section 3.2.1 Project Management	The bidder shall describe the project management approach and description of project management deliverables. The content must include the approach to defining the project, monitoring the project, and communications during the project. As part of the project management requirements, the bidder shall define the deliverables for each milestone (project implementation step) based on the deliverables and steps described in Section 3.1.3 Proposed Schedule.
Section 3.4.6 Business Rules Engine	The bidder shall include a proposed rules engine product in its proposal, and the rules engine must be one of the major vendors. The Contractor will produce a Business Rules Architecture Design that will show the recommended deployment of rules partitioned by Rules Engine, Database integrity, Workflow processing, and any other business rules systems embedded within business applications.
Section 3.4.13 Recommended Hardware	If the bidder is either recommending a hosting platform other than AIX or it requires additional CPUs for its solution the bidder must document and justify its recommendation. The cost of additional support and training should be included in the bid if any other platform than AIX is proposed. If the bidder requires additional CPUs (either in AIX

	or another platform) it must justify the need for additional capacity. The State will consider the additional cost when evaluating the bidder's price proposal.
Section 3.4.14 Recommended Software	Bidders should recommend Web Services Management tools which are recommended for the proposed solution.
Section 3.2.5.D, Section 3.2.8, Section 3.2.10	All optional items shall be included in the bidder's proposal. The price sheet will identify the items as optional. The technical approach for these items must be provided and prices must be provided on the price sheet
Section 3.2.14, Documentation	Prepare a Documentation Plan as described in Section 3.2.14, Documentation to be included in the bidder's response proposal.
Section 3.4.11, System Management	The bidder shall provide pricing for this requirement on the Optional Hardware, Software Price Sheet. While the pricing is required, it will be the State's sole option to purchase this functionality.
Section 3.4.12, System Performance and Reliability	The bidder shall provide pricing for this requirement on the Optional Hardware, Software Price Sheet. While the pricing is required, it will be the State's sole option to purchase this functionality.

4.4.2.3.1 MANAGEMENT OVERVIEW

The bidder must present its understanding of the work being addressed by this RFP, the State's objectives and intended results of the project, and the scope of services. The bidder must summarize how its proposed solution meets the State's objectives and achieves the requirements of this RFP. The bidder shall set forth its overall technical approach and plans to meet the requirements of the RFP in a narrative format. This narrative should convince the State that the bidder understands the objectives that the contract is intended to meet, the nature of the required work, and the level of effort necessary to successfully complete the contract. This narrative should convince the State that the bidder's general approach and plans to undertake and complete the contract are appropriate to the tasks and subtasks involved. The bidder must identify and explain the rationale for the methodology to be used for the development effort, including the development tools, methods, and environment that will be employed. The bidder must address at a minimum, each of the following:

Bidder Approach to Elaborating Requirements

In its proposal, the bidder shall provide a detailed plan of activities consistent with its methodology and approach. The activities of this task must include the approach to elaborating, refining and providing additional detail to the requirements that were included in Appendixes 3 through 9.

Bidder Approach to Design, Development, and Implementation

In this section, the bidder must describe the proposed approach to the design, development, and implementation of MATRX. Bidders must provide a copy of the proposed Software Development Life Cycle (SDLC) and describe the approach and methodology they will employ within the project tasks. The bidder must provide a description that includes:

- the tools and technical architecture that would best satisfy the State's requirements as stated in this RFP and Appendixes 3 through 9;

- the approach and methodology for the design, development, and implementation tasks of the MATRX project;
- the planned use of development tools and testing tools;
- the approach to acquiring a comprehensive understanding of the business practices, business rules, and the MATRX Logical Data Model (Appendix 10);
- the plan for reviewing the LAN/WAN network configuration and recommending modifications if necessary;
- the plan for reviewing hardware capacity
- description of the MATRX technical architecture including any additional software/hardware being proposed;
- the approach to systems, technical and user documentation, including sample systems and operations documentation; and
- Implementation approach.

Bidders may propose software to be developed, software that has been developed, software that is commercially available "off-the-shelf" (COTS or framework), or any combination of these, provided the requirements as identified in this RFP are fully met.

4.4.2.3.2 CONTRACT MANAGEMENT

The bidder shall describe its specific plans to manage, control and supervise the contract to ensure satisfactory contract completion according to the required schedule. The plan shall include the bidder's approach to communicate with the State Contract Manager including, but not limited to, status meetings, status reports, etc.

The bidder shall describe the proposed approach for accommodating scope change during the design, development, implementation, operational and maintenance phases. This description shall include:

- the bidder's approach to scope change control management
- the approach to change request evaluation (impact to schedule, budget and resources);
- a description of proposed change control tools;
- the approach to change request implementation.

4.4.2.3.3 CONTRACT SCHEDULE

The bidder shall include a contract schedule. If key dates are a part of this RFP, the bidder's schedule should incorporate such key dates and should identify the completion date for each task and sub-task required by the Scope of Work. Such schedule should also identify the associated deliverable item(s) to be submitted as evidence of completion of each task and/or subtask.

The bidder should identify the contract scheduling and control methodology to be used and should provide the rationale for choosing such methodology. The use of Gantt, PERT or other charts is at the option of the bidder.

4.4.2.3.4 MOBILIZATION AND IMPLEMENTATION PLAN

It is essential that the State move forward quickly to have the contract in place. Therefore, the bidder must include as part of its proposal a mobilization and implementation plan, beginning with the date of notification of contract award of

Such mobilization and implementation plan should include the following elements:

(a) A detailed timetable for the mobilization and implementation period of four weeks. This timetable should be designed to demonstrate how the bidder will have the contract up and operational from the date of notification of award.

(b) The bidder's plan for the deployment and use of management, supervisory or other key personnel during the mobilization and implementation period. The plan should show all management, supervisory and key personnel that will be assigned to manage, supervise and monitor the bidder's mobilization and implementation of the contract within the period of four weeks.

NOTE: The bidder should clearly identify management, supervisory or other key staff that will be assigned only during the mobilization and implementation period.

(c) The bidder's plan for recruitment of staff required to provide all services required by the RFP on the contract start date at the end of the mobilization and implementation period covering the four week period.

(d) The bidder should submit a plan for the purchase and distribution of equipment, inventory, supplies, materials, etc. that will be required to fully implement the contract on the required start date.

(e) The bidder should submit a plan for the use of subcontractor(s), if any, on this contract. Emphasis should be on how any subcontractor identified will be involved in the mobilization and implementation plan.

4.4.2.3.5 POTENTIAL PROBLEMS

The bidder should set forth a summary of any and all problems that the bidder anticipates during the term of the contract. For each problem identified, the bidder should provide its proposed solution.

4.4.2.4 ORGANIZATIONAL SUPPORT AND EXPERIENCE

The bidder should include information relating to its organization, personnel, and experience, including, but not limited to, references, together with contact names and telephone numbers, evidencing the bidder's qualifications, and capabilities to perform the services required by this RFP.

4.4.2.4.1 LOCATION

The bidder should include the location of the bidder's office that will be responsible for managing the contract. The bidder should include the telephone number and name of the individual to contact.

4.4.2.4.2 ORGANIZATION CHART (CONTRACT SPECIFIC)

The bidder shall include a contract organization chart, with names showing management, supervisory and other key personnel (including sub-vendor's management, supervisory or other key personnel) to be assigned to the contract. The chart should include the labor category and title of each such individual.

4.4.2.4.3 RESUMES

Detailed resumes shall be submitted for all management, supervisory and key personnel to be assigned to the contract. Resumes should be structured to emphasize relevant qualifications and experience of these individuals in successfully completing contracts of a similar size and scope to those required by this RFP. Resumes should include the following:

- Clearly identify the individual's previous experience in completing similar contracts.
- Beginning and ending dates should be given for each similar contract.
- A description of the contract should be given and should demonstrate how the individual's work on the completed contract relates to the individual's ability to contribute to successfully providing the services required by this RFP.
- With respect to each similar contract, the bidder should include the name and address of each reference together with a person to contact for a reference check and a telephone number.

The bidder must provide resumes for each proposed key staff person, including the names of two (2) references for each candidate for work that has occurred within the most recent five-year period. These resumes and references will be used as part of the evaluation scoring process. At a minimum, resumes must be provided for the following key staff:

- Executive Manager;
- Project Manager (s);
- Lead for Technical Architecture;
- Lead for Application Development;
- Lead for Testing;
- Lead for Training;
- Lead for Security Analyst;
- Lead Data Base Designer/Administrator.

In addition to assessing the specific experience of named individuals, the State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to successfully carry out the requirements of this RFP. If project management or other key staff responsibilities are assigned to more than one individual during the project, resumes must be provided for each person proposed. Representative resumes of staff that substantiate that the bidder possesses resources sufficient to carry out the requirements of this RFP must also be supplied.

The Project Manager and key staff responsible for business analysis tasks must have motor vehicle operations experience of similar size and scope as the MATRX System. Except for one Project Manager from the prime contractor, subcontractor resumes can be provided for key positions.

The resumes shall contain the following information and should be formatted in the following manner:

Name:
Present Title:
Role for this Project:

Experience Summary*: Types of experience the proposed staff has that are applicable to the proposed project, e.g., requirements analysis, project management, training, conversion planning, etc. For each type of experience, the number of years of said experience must be identified. Describe both employer and project experience.*

Educational Background
School name (post-secondary education):
Location:
Type and date of degree received:

Specialized Training
Type of training and dates attended (months/year):

References*: Provide the following information for each of two (2) references.*
Name:
Position:
Current telephone number, fax number and/or e-mail address:
Relationship:

4.4.2.4.4 BACKUP STAFF

The bidder should include a list of backup staff that may be called upon to assist or replace primary individuals assigned. Backup staff must be clearly identified as backup staff.

In the event the bidder must hire management, supervisory and/or key personnel if awarded the contract, the bidder should include, as part of its recruitment plan, a plan to secure backup staff in the event personnel initially recruited need assistance or need to be replaced during the contract term.

4.4.2.5 SUBCONTRACTOR(S)

All bidders must complete the **Notice of Intent to Subcontract Form** whether or not they intend to utilize subcontractors in connection with the work set forth in this RFP. If the bidder intends to utilize subcontractor(s), then the **Subcontractor Utilization Plan** must also be submitted with the bid.

N.J.A.C. 17:13-4 and Executive Order 71 mandate that if the bidder proposes to utilize a subcontractor, the bidder must make a good faith effort to meet the set-aside subcontracting targets of awarding a total of twenty-five percent (25%) of the value of the contract to New Jersey-based, New Jersey Commerce, Economic Growth & Tourism Commission registered small businesses, with a minimum of five (5) percent awarded to each of the three categories set forth below, and the balance of ten (10) percent spread across the three annual gross revenue categories: Category I – $1 to $500,000; Category II - $500,001 to $5,000,000; Category III - $5,000,001 to $12,000,000.

Should the bidder choose to use subcontractors and fail to meet the Small Business Subcontracting targets set forth above, the bidder must submit documentation demonstrating its good faith effort to meet the targets with its bid proposal or within seven (7) business days upon request.

Should the bidder propose to utilize a subcontractor(s) to fulfill any of its obligations, the bidder shall be responsible for the subcontractor's(s): (a) performance; (b) compliance with all of the terms and conditions of the contract; and (c) compliance with the requirements of all applicable laws.

The bidder must provide a detailed description of services to be provided by each subcontractor, referencing the applicable Section or Subsection of this RFP.

The bidder should provide detailed resumes for each subcontractor's management, supervisory and other key personnel that demonstrate knowledge, ability and experience relevant to that part of the work which the subcontractor is designated to perform.

The bidder should provide documented experience to demonstrate that each subcontractor has successfully performed work on contracts of a similar size and scope to the work that the subcontractor is designated to perform in the bidder's proposal.

4.4.3 FINAL BID PROPOSAL CONTENT

4.4.3.1 RESPONSE SUMMARY

The third procurement step consists of the submission of the bidder's Final Bid Proposal to perform the Scope of Work, complete in all respects including both Technical and Cost Proposals. The Final Bid Proposal must be submitted in two separate, sealed volumes. The first volume will be the Technical Proposal that is divided into three sections:

- Section 1 – Forms (Section 4.4.3.2 – 4.4.3.4.3)
- Section 2 – Technical Proposal (Section 4.4.3.5)
- Section 3 – Organizational Support and Experience (Section 4.4.3.6)

The second volume will be the Cost Proposal, sealed separately from the Technical Proposal. The Technical Proposal will be evaluated prior to the opening of the Cost Proposal. The following narrative describes the required sections for the Final Bid Proposal and describes the format of the bid proposal, and the content of the material located therein. Each proposal should be prepared with tabs (separators), and the content material located behind each tab. Throughout the proposal, the bidder must reference each of their responses to the correlating RFP section/subsection number.

4.4.3.2 FORMS THAT MUST BE SUBMITTED WITH FINAL BID PROPOSAL (SECTION 1)

4.4.3.2.1 SIGNATORY PAGE

The bidder shall complete and submit the Signatory page provided on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml. The Signatory page shall be signed by an authorized representative of the bidder. If the bidder is a limited partnership, the Signatory page must be signed by a general partner. If the bidder is a joint venture, the Signatory page must be signed by a principal of each party to the joint venture. Failure to comply will result in rejection of the bid proposal.

4.4.3.2.2 OWNERSHIP DISCLOSURE FORM

In the event the bidder is a corporation, partnership or sole proprietorship, the bidder must complete the attached Ownership Disclosure Form. A current completed Ownership Disclosure Form must be received prior to or accompany the bid proposal. Failure to do so will preclude the award of a contract.

The Ownership Disclosure Form is located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

4.4.3.2.3 NOTICE OF INTENT TO SUBCONTRACT FORM

All bidders shall complete the attached Notice of Intent to Subcontract Form http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml to advise the State as to whether or not a subcontractor will be utilized to provide any goods or services under the contract. If this is a Small Business Subcontracting set-aside contract, the bidder must comply with the Procedures for Small Business Participation as Subcontractors set forth in http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

4.4.3.2.4 SUBCONTRACTOR UTILIZATION FORM

If the bidder intends to utilize a subcontractor, the Subcontractor Utilization Form http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml must be completed and submitted with the bid proposal.

4.4.3.3 PROOFS OF REGISTRATION THAT MUST BE SUBMITTED WITH THE FINAL BID PROPOSAL

4.4.3.3.1 BUSINESS REGISTRATION CERTIFICATE FROM THE DIVISION OF REVENUE

FAILURE TO SUBMIT A COPY OF THE BIDDER'S BUSINESS REGISTRATION CERTIFICATE (OR INTERIM REGISTRATION) FROM THE DIVISION OF REVENUE WITH THE BID PROPOSAL MAY BE CAUSE FOR REJECTION OF THE BID PROPOSAL.

The bidder may go to www.nj.gov/njbgs to register with the New Jersey Division of Revenue or to obtain a copy of an existing Business Registration Certificate.

Refer to Section 1.1. of the NJ Standard Terms and Conditions version 05 09 06 located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

4.4.3.3.2 SMALL BUSINESS SET-ASIDE CONTRACTS

This is a contract with set aside subcontracting goals for Small Businesses. All bidders must include in their bid proposal a completed and signed **Notice of Intent to Subcontract** form located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml. Bidders intending to utilize subcontractors must also include a completed and signed Subcontractor Utilization Plan form located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39292.shtml. Failure to submit the required forms shall result in a determination that the bid is materially non-responsive. Bidders seeking eligible small businesses should contact the New Jersey Commerce, Economic Growth and Tourism Commission at (609) 292-2146.

4.4.3.4 FORMS THAT MUST BE SUBMITTED BEFORE CONTRACT AWARD AND SHOULD BE SUBMITTED WITH THE FINAL BID PROPOSAL.

4.4.3.4.1 MACBRIDE PRINCIPLES CERTIFICATION

The bidder is required to complete the attached MacBride Principles Certification evidencing compliance with the MacBride Principles. The requirement is a precondition to entering into a State contract. The MacBride Principles Certification Form is located on the Advertised Solicitation, Current Bid Opportunities webpage:
http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

4.4.3.4.2 AFFIRMATIVE ACTION

The bidder is required to submit a copy of Certificate of Employee Information or a copy of Federal Letter of Approval verifying that the bidder is operating under a federally approved or sanctioned Affirmative Action program. If the bidder has neither document of Affirmative Action evidence, then the bidder must complete the attached Affirmative Action Employee Information Report (AA-302). This requirement is a precondition to entering into a State contract. The Affirmative Action Employee Information Report (AA-302) is located on the Advertised Solicitation, Current Bid Opportunities webpage:
http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

4.4.3.4.3 SERVICES SOURCE DISCLOSURE FORM

Pursuant to N.J.S.A. 52:34-13.2, the bidder is required to submit with its bid proposal a completed source disclosure form. The Services Source Disclosure Form is located on the Advertised Solicitation, Current Bid Opportunities webpage
http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml. Refer to section 7.1.2 of this RFP.

4.4.3.5 TECHNICAL PROPOSAL (SECTION 2)

In this section, the bidder shall submit, complete in all respects, the technical proposal in accordance with, and as defined in, Section 4.4.2.3 of this RFP.

4.4.3.6 ORGANIZATIONAL SUPPORT AND EXPERIENCE (SECTION 3)

4.4.3.6.1 ORGANIZATION CHART (CONTRACT SPECIFIC)

The bidder shall include an updated contract organization chart, with names showing management, supervisory and other key personnel (including sub-vendor's management, supervisory or other key personnel) to be assigned to the contract. The chart should include the labor category and title of each such individual. The updated chart should clearly indicate any changes in assignments from the chart submitted with the draft bid proposal.

4.4.3.6.2 RESUMES

Detailed resumes shall be submitted for all changes in management, supervisory and key personnel to be assigned to the contract . Resumes should be structured to emphasize relevant qualifications and experience of these individuals in successfully completing contracts of a similar size and scope to those required by this RFP. Resumes should follow the same format as the resumes submitted in the Draft Bid Proposal (Section 4.4.2.4.3).

4.4.3.6 PRICE SCHEDULE

The bidder must submit its pricing using the format set forth in the State supplied price sheet(s) attached to this RFP. The price sheet must contain a price for all deliverables including those deliverables labeled as optional. It is at the discretion of the State which optional deliverables will be purchased and that determination will be made by the State at a later time. Failure to submit all information required will result in the bid being considered non-responsive. Each bidder is required to hold its prices firm through issuance of contract.

5.0 SPECIAL CONTRACTUAL TERMS AND CONDITIONS

5.1 PRECEDENCE OF SPECIAL CONTRACTUAL TERMS AND CONDITIONS

The contract awarded as a result of this RFP shall consist of this RFP, addendum to this RFP, the contractor's bid proposal and the Division's Notice of Award.

Unless specifically stated within this RFP, the Special Contractual Terms and Conditions of the RFP take precedence over the NJ Standard Terms and Conditions version 05 09 06 located on the Advertised Solicitation, Current Bid Opportunities webpage: http://www.state.nj.us/treasury/purchase/bid/summary/07x39202.shtml.

In the event of a conflict between the provisions of this RFP, including the Special Contractual Terms and Conditions and the NJ Standard Terms and Conditions version 05 09 06, and any Addendum to this RFP, the Addendum shall govern.

In the event of a conflict between the provisions of this RFP, including any Addendum to this RFP, and the bidder's bid proposal, the RFP and/or the Addendum shall govern.

5.2 CONTRACT TERM AND EXTENSION OPTION

The term of the contract shall be for a period of **eight (8)** years. The anticipated "Contract Effective Date" is provided on the signatory page of this RFP located on the Advertised Solicitation, Current Bid Opportunities webpage, http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml. If delays in the bid process result in an adjustment of the anticipated Contract Effective Date, the bidder agrees to accept a contract for the full term of the contract.

The contract may be extended for additional periods of up to one (1) year, by mutual written consent of the contractor and the Director at the same terms, conditions and pricing. The maximum amount of time this contract may be extended shall not exceed a total of two (2) years. The length of each extension shall be determined when the extension request is processed.

Should the contract be extended, the contractor shall be paid at the rates in effect in the last year of the contract.

5.3 CONTRACT TRANSITION

In the event that a new contract has not been awarded prior to the contract expiration date, as may be extended herein, it shall be incumbent upon the contractor to continue the contract under the same terms and conditions until a new contract can be completely operational. At no time shall this transition period extend more than 180 days beyond the expiration date of the contract.

5.4 CONTRACT AMENDMENT

Any changes or modifications to the terms of the contract shall be valid only when they have been reduced to writing and signed by the contractor and the Director.

5.5 CONTRACTOR RESPONSIBILITIES

The contractor shall have sole responsibility for the complete effort specified in the contract. Payment will be made only to the contractor. The contractor shall have sole responsibility for all payments due any subcontractor.

The contractor is responsible for the professional quality, technical accuracy and timely completion and submission of all deliverables, services or commodities required to be provided under the contract. The contractor shall, without additional compensation, correct or revise any errors, omissions, or other deficiencies in its deliverables and other services. The approval of deliverables furnished under this contract shall not in any way relieve the contractor of responsibility for the technical adequacy of its work. The review, approval, acceptance or payment for any of the services shall not be construed as a waiver of any rights that the State may have arising out of the contractor's performance of this contract.

5.6 SUBSTITUTION OF STAFF

If it becomes necessary for the contractor to substitute any management, supervisory or key personnel, the contractor will identify the substitute personnel and the work to be performed.

The contractor must provide detailed justification documenting the necessity for the substitution. Resumes must be submitted evidencing that the individual(s) proposed as substitution(s) have qualifications and experience equal to or better than the individual(s) originally proposed or currently assigned.

The contractor shall forward a request to substitute staff to the State Contract Manager for consideration and approval. No substitute personnel are authorized to begin work until the contractor has received written approval to proceed from the State Contract Manager.

5.7 SUBSTITUTION OR ADDITION OF SUBCONTRACTOR(S)

This Subsection serves to supplement but not to supersede Section 3.11 of the NJ Standard Terms and Conditions version 05 09 06 located on the Advertised Solicitation, Current Bid Opportunities webpage.

If it becomes necessary for the contractor to substitute a subcontractor, add a subcontractor or substitute its own staff for a subcontractor, the contractor will identify the proposed new subcontractor or staff member(s) and the work to be performed. The contractor must provide detailed justification documenting the necessity for the substitution or addition.

The contractor must provide detailed resumes of its proposed replacement staff or of the proposed subcontractor's management, supervisory and other key personnel that demonstrate knowledge, ability and experience relevant to that part of the work which the subcontractor is to undertake.

The qualifications and experience of the replacement(s) must equal or exceed those of similar personnel proposed by the contractor in its bid proposal.

The contractor shall forward a written request to substitute or add a subcontractor or to substitute its own staff for a subcontractor to the State Contract Manager for consideration. If the State Contract Manager approves the request, the State Contract Manager will forward the request to the Director for final approval.

No substituted or additional subcontractors are authorized to begin work until the contractor has received written approval from the Director.

5.8 OWNERSHIP OF MATERIAL

All data, technical information, materials gathered, originated, developed, prepared, used or obtained in the performance of the contract, including, but not limited to, all reports, surveys, plans, charts, literature, brochures, mailings, recordings (video and/or audio), pictures, drawings, analyses, graphic representations, software computer programs and accompanying documentation and print-outs, notes and memoranda, written procedures and documents, regardless of the state of completion, which are prepared for or are a result of the services required under this contract shall be and remain the property of the State of New Jersey and shall be delivered to the State of New Jersey upon 30 days notice by the State. With respect to software computer programs and/or source codes developed for the State, the work shall be considered "work for hire", i.e., the State, not the contractor or subcontractor, shall have full and complete ownership of all software computer programs and/or source codes developed. To the extent that any of such materials may not, by operation of the law, be a work made for hire in accordance with the terms of this Agreement, contractor or subcontractor hereby assigns to the State all right, title and interest in and to any such material, and the State shall have the right to obtain and hold in its own name and copyrights, registrations and any other proprietary rights that may be available.

Should the bidder anticipate bringing pre-existing intellectual property into the project, the intellectual property must be identified in the bid proposal. Otherwise, the language in the first paragraph of this section prevails. If the bidder identifies such intellectual property ("Background IP") in its bid proposal, then the Background IP owned by the bidder on the date of the contract, as well as any modifications or adaptations thereto, remain the property of the bidder. Upon contract award, the bidder or contractor shall grant the State a non-exclusive, perpetual royalty free license to use any of the bidder/contractor's Background IP delivered to the State for the purposes contemplated by the Contract.

5.9 DATA CONFIDENTIALITY

All financial, statistical, personnel and/or technical data supplied by the State to the contractor are confidential. The contractor is required to use reasonable care to protect the confidentiality of such data. Any use, sale or offering of this data in any form by the contractor, or any individual or entity in the contractor's charge or employ, will be considered a violation of this contract and may result in contract termination and the contractor's suspension or debarment from State contracting. In addition, such conduct may be reported to the State Attorney General for possible criminal prosecution.

5.10 NEWS RELEASES

The contractor is not permitted to issue news releases pertaining to any aspect of the services being provided under this contract without the prior written consent of the Director.

5.11 ADVERTISING

The contractor shall not use the State's name, logos, images, or any data or results arising from this contract as a part of any commercial advertising without first obtaining the prior written consent of the Director.

5.12 LICENSES AND PERMITS

The contractor shall obtain and maintain in full force and effect all required licenses, permits, and authorizations necessary to perform this contract. The contractor shall supply the State Contract

Manager with evidence of all such licenses, permits and authorizations. This evidence shall be submitted subsequent to the contract award. All costs associated with any such licenses, permits and authorizations must be considered by the bidder in its bid proposal.

5.13 CLAIMS AND REMEDIES

5.13.1 CLAIMS

All claims asserted against the State by the contractor shall be subject to the New Jersey Tort Claims Act, N.J.S.A. 59:1-1, et seq., and/or the New Jersey Contractual Liability Act, N.J.S.A. 59:13-1, et seq.

5.13.2 REMEDIES

Nothing in the contract shall be construed to be a waiver by the State of any warranty, expressed or implied, of any remedy at law or equity, except as specifically and expressly stated in a writing executed by the Director.

5.13.3 REMEDIES FOR FAILURE TO COMPLY WITH MATERIAL CONTRACT REQUIREMENTS

In the event that the contractor fails to comply with any material contract requirements, the Director may take steps to terminate the contract in accordance with the State administrative code and/or authorize the delivery of contract items by any available means, with the difference between the price paid and the defaulting contractor's price either being deducted from any monies due the defaulting contractor or being an obligation owed the State by the defaulting contractor.

5.14 LATE DELIVERY

The contractor must immediately advise the State Contract Manager of any circumstance or event that could result in late completion of any task or subtask called for to be completed on a date certain. Notification must also be provided to the Director at the address below:

The State of New Jersey
Director, Division of Purchase and Property
Purchase Bureau
PO Box 230
33 West State St.
Trenton, New Jersey 08625-0230

5.15 RETAINAGE

Not applicable to this procurement.

5.16 STATE'S OPTION TO REDUCE SCOPE OF WORK

The State has the option, in its sole discretion, to reduce the scope of work for any task or subtask called for under this contract. In such an event, the Director shall provide advance written notice to the contractor.

Upon receipt of such written notice, the contractor will submit, within five (5) working days to the Director and the State Contract Manager, an itemization of the work effort already completed by task or subtask. The contractor shall be compensated for such work effort according to the applicable portions of its price schedule.

5.17 SUSPENSION OF WORK

The State Contract Manager may, for valid reason, issue a stop order directing the contractor to suspend work under the contract for a specific time. The contractor shall be paid until the effective date of the stop order. The contractor shall resume work upon the date specified in the stop order, or upon such other date as the State Contract Manager may thereafter direct in writing. The period of suspension shall be deemed added to the contractor's approved schedule of performance. The Director and the contractor shall negotiate an equitable adjustment, if any, to the contract price.

5.18 CHANGE IN LAW

Whenever an unforeseen change in applicable law or regulation affects the services that are the subject of this contract, the contractor shall advise the State Contract Manager and the Director in writing and include in such written transmittal any estimated increase or decrease in the cost of its performance of the services as a result of such change in law or regulation. The Director and the contractor shall negotiate an equitable adjustment, if any, to the contract price.

5.19 CONTRACT PRICE INCREASE (PREVAILING WAGE)

If the Prevailing Wage Act (N.J.S.A. 34:11-56 et seq.) is applicable to the contract, the contractor may apply to the Director, on the anniversary of the effective date of the contract, for a contract price increase. The contract price increase will be available only for an increase in the prevailing wages of trades and occupations covered under this contract during the prior year. The contractor must substantiate with documentation the need for the increase and submit it to the Director for review and determination of the amount, if any, of the requested increase, which shall be available for the upcoming contract year. No retroactive increases will be approved by the Director.

5.20 ADDITIONAL WORK AND/OR SPECIAL PROJECTS

The contractor shall not begin performing any additional work or special projects without first obtaining written approval from both the State Contract Manager and the Director.

In the event of additional work and/or special projects, the contractor must present a written proposal to perform the additional work to the State Contract Manager. The proposal should provide justification for the necessity of the additional work. The relationship between the additional work and the base contract work must be clearly established by the contractor in its proposal.

The contractor's written proposal must provide a detailed description of the work to be performed broken down by task and subtask. The proposal should also contain details on the level of effort, including hours, labor categories, etc., necessary to complete the additional work.

The written proposal must detail the cost necessary to complete the additional work in a manner consistent with the contract. The written price schedule must be based upon the hourly rates, unit costs or other cost elements submitted by the contractor in the contractor's original bid proposal submitted in response to this RFP. Whenever possible, the price schedule should be a firm, fixed cost to perform the required work. The firm fixed price should specifically reference and be tied directly to costs submitted by the contractor in its original bid proposal. A payment schedule, tied to successful completion of tasks and subtasks, must be included.

Upon receipt and approval of the contractor's written proposal, the State Contract Manager shall forward same to the Director for the Director's written approval. Complete documentation from

the Using Agency, confirming the need for the additional work, must be submitted. Documentation forwarded by the State Contract Manager to the Director must include all other required State approvals, such as those that may be required from the State of New Jersey's Office of Management and Budget (OMB) and Office of Information and Technology (OIT).

No additional work and/or special project may commence without the Director's written approval. In the event the contractor proceeds with additional work and/or special projects without the Director's written approval, it shall be at the contractor's sole risk. The State shall be under no obligation to pay for work performed without the Director's written approval.

5.21 FORM OF COMPENSATION AND PAYMENT

This Section supplements Section 4.5 of the NJ Standard Terms and Conditions version 05 09 06, located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml. The contractor must submit official State invoice forms to the Using Agency with supporting documentation evidencing that work for which payment is sought has been satisfactorily completed. Payments will be made upon acceptance of deliverables as specified in the contractor's work plan and price sheet. Invoices must reference the tasks or subtasks detailed in the Scope of Work section of the RFP and must be in strict accordance with the firm, fixed prices submitted for each task or subtask on the RFP pricing sheets. When applicable, invoices should reference the appropriate RFP price sheet line number from the contractor's bid proposal. All invoices must be approved by the State Contract Manager before payment will be authorized.

In addition, primary contractors must provide, on a monthly and cumulative basis, a breakdown in accordance with the budget submitted, of all monies paid to any small business subcontractor(s). This breakdown shall be sent to the Purchase Bureau Business Unit, Set-Aside Coordinator.

Invoices must also be submitted for any special projects, additional work or other items properly authorized and satisfactorily completed under the contract. Invoices shall be submitted according to the payment schedule agreed upon when the work was authorized and approved. Payment can only be made for work when it has received all required written approvals and has been satisfactorily completed.

5.21.1 PAYMENT TO CONTRACTOR - OPTIONAL METHOD

The State of New Jersey now offers State contractors the opportunity to be paid through the MasterCard procurement card (p-card). A contractor's acceptance and a State agency's use of the p-card, however, is optional.

P-card transactions do not require the submission of either a contractor invoice or a State payment voucher. Purchasing transactions using the p-card will usually result in payment to a contractor in three days.

A contractor should take note that there will be a transaction-processing fee for each p-card transaction. To participate, a contractor must be capable of accepting the MasterCard. Additional information can be obtained from banks or merchant service companies.

5.22 MODIFICATIONS AND CHANGES TO THE NJ STANDARD TERMS AND CONDITIONS VERSION 05 09 06

NJ Standard Terms and Conditions version 05 09 06 are located on the Advertised Solicitation, Current Bid Opportunities webpage
http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

5.22.1 PATENT AND COPYRIGHT INDEMNITY

Section 2.1 of the NJ Standard Terms and Conditions version 05 09 06 is deleted and replaced with the following:

2.1 Patent and Copyright Indemnity

a. The Contractor shall hold and save the State of New Jersey, its officers, agents, servants and employees, harmless from liability of any nature or kind for or on account of the use of any copyrighted or uncopyrighted composition, secret process, patented or unpatented invention, article or appliance furnished or used in the performance of the contract.

b. The State of New Jersey agrees: (1) to promptly notify the Contractor in writing of such claim or suit; (2) that the Contractor shall have control of the defense of settlement of such claim or suit; and (3) to cooperate with the Contractor in the defense of such claim or suit, to the extent that the interests of the Contractor and the State are consistent.

c. In the event of such claim or suit, the Contractor, at its option, may: (1) procure for the State of New Jersey the legal right to continue the use of the product; (2) replace or modify the product to provide a non-infringing product that is the functional equivalent; or (3) refund the purchase price less a reasonable allowance for use that is agreed to by both parties.

5.22.2 INDEMNIFICATION

Section 2.2 of the NJ Standard Terms and Conditions version 05 09 06, is deleted and replaced with the following:

2.2 Indemnification

The contractor's liability to the State for actual, direct damages resulting from the contractor's performance or non-performance, or in any manner related to the contract, for any and all claims, shall be limited in the aggregate to 200 % of the value of the contract, except that such limitation of liability shall not apply to the following:

1. The contractor's obligation to indemnify the State of New Jersey and its employees from and against any claim, demand, loss, damage or expense relating to bodily injury or the death of any person or damage to real property or tangible personal property, incurred from the work or materials supplied by the contractor under the contract caused by negligence or willful misconduct of the contractor;

2. The contractor's breach of its obligations of confidentiality; and,

3. Contractor's liability with respect to copyright indemnification.

The contractor's indemnification obligation is not limited by but is in addition to the insurance obligations contained in Section 2.3 of the NJ Standard Terms and Conditions version 05 09 06.

The contractor shall not be liable for special, consequential, or incidental damages.

5.22.3 INSURANCE - PROFESSIONAL LIABILITY INSURANCE

Section 2.3 of the NJ Standard Terms and Conditions version 05 09 06 regarding insurance is modified with the addition of the following section regarding Professional Liability Insurance.

d) Professional Liability Insurance: The Contractor shall carry Errors and Omissions, Professional Liability Insurance and/or Professional Liability Malpractice Insurance sufficient to protect the Contractor from any liability arising out the professional obligations performed pursuant to the requirements of the Contract. The insurance shall be in the amount of not less than $5,000,000 and in such policy forms as shall be approved by the State. If the Contractor has claims-made coverage and subsequently changes carriers during the term of the Contract, it shall obtain from its new Errors and Omissions, Professional Liability Insurance and/or Professional Malpractice Insurance carrier an endorsement for retroactive coverage.

5.23 CONTRACT ACTIVITY REPORT

In conjunction with the standard record keeping requirements of this contract, as required by in paragraph 3.19 of the NJ Standard Terms and Conditions version 05 09 06, located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml, contractor(s) must provide, on a calendar quarter basis, to the Purchase Bureau buyer assigned, a record of all purchases made under their contract award resulting for this Request for Proposal. This includes purchases made by all using agencies including the State and political sub-divisions thereof. This reporting requirement includes sales to State using agencies and, if permitted under the terms of the contract, sales to counties, municipalities, school districts, volunteer fire departments, first aid squads and rescue squads, and independent institutions of higher education. The requirement also includes sales to State and County Colleges and Quasi-State Agencies. Quasi-State Agencies include any agency, commission, board, authority or other such governmental entity which is established and is allocated to a State department or any bi-state governmental entity of which the State of New Jersey is a member.

This information must be provided in a tabular format such that an analysis can be made to determine the following:

- Contractor's total sales volume to each purchaser under the contract, subtotaled by product, including, if applicable, catalog number and description, price list with appropriate page reference and/or contract discount applied.
- Total dollars paid to subcontractors.

Submission of purchase orders, confirmations, and/or invoices do not fulfill this contract requirement for information.

Contractors are strongly encouraged to submit the required information in electronic spreadsheet format. The Purchase Bureau uses Microsoft Excel.

Failure to report this mandated information will be a factor in future award decisions.

6.0 PROPOSAL EVALUATION

6.1 PROPOSAL EVALUATION COMMITTEE

Bid proposals may be evaluated by an Evaluation Committee composed of members of affected departments and agencies together with representative(s) from the Purchase Bureau. Representatives from other governmental agencies may also serve on the Evaluation Committee. On occasion, the Evaluation Committee may choose to make use of the expertise of outside consultant in an advisory role.

6.2 ORAL PRESENTATION AND/OR CLARIFICATION OF BID PROPOSAL

After the submission of bid proposals, unless requested by the State as noted below, vendor contact with the State is still not permitted.

A bidder may be required to give an oral presentation to the Evaluation Committee concerning its bid proposal. The Evaluation Committee may also require a bidder to submit written responses to questions regarding its bid proposal.

The purpose of such communication with a bidder, either through an oral presentation or a letter of clarification, is to provide an opportunity for the bidder to clarify or elaborate on its bid proposal. Original bid proposals submitted, however, cannot be supplemented, changed, or corrected in any way. No comments regarding other bid proposals are permitted. Bidders may not attend presentations made by their competitors.

It is within the Evaluation Committee's discretion whether to require a bidder to give an oral presentation or require a bidder to submit written responses to questions regarding its bid proposal. Action by the Evaluation Committee in this regard should not be construed to imply acceptance or rejection of a bid proposal.

The Purchase Bureau buyer will be the sole point of contact regarding any request for an oral presentation or clarification.

6.3 EVALUATION CRITERIA

The following evaluation criteria categories, not necessarily listed in order of significance, will be used to evaluate bid proposals received in response to this RFP. The evaluation criteria categories may be used to develop more detailed evaluation criteria to be used in the evaluation process:

6.3.1 TECHNICAL EVALUATION CRITERIA

A) The bidder's general approach and plans in meeting the requirements of this RFP.

B) The bidder's detailed approach and plans to perform the services required by the Scope of Work of this RFP.

C) The bidder's documented experience in successfully completing contracts of a similar size and scope to the work required by this RFP.

D) The qualifications and experience of the bidder's management, supervisory or other key personnel assigned to the contract, with emphasis on documented experience in successfully completing work on contracts of similar size and scope to the work required by this RFP.

E) The overall ability of the bidder to mobilize, undertake and successfully complete the contract. This judgment will include, but not be limited to, the following factors: the number and qualifications of management, supervisory and other staff proposed by the bidder to complete the contract, the availability and commitment to the contract of the bidder's management, supervisory and other staff proposed and the bidder's contract management plan, including the bidder's contract organizational chart.

6.3.2 BIDDER'S PRICE SCHEDULE

For evaluation purposes, bidders will be ranked according to the total bid price located on the Total Price, Price Sheet located on the Advertised Solicitation, Current Bid Opportunities webpage, http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

6.3.3 BID DISCREPANCIES

In evaluating bids, discrepancies between words and figures will be resolved in favor of words. Discrepancies between unit prices and totals of unit prices will be resolved in favor of unit prices. Discrepancies in the multiplication of units of work and unit prices will be resolved in favor of the unit prices. Discrepancies between the indicated total of multiplied unit prices and units of work and the actual total will be resolved in favor of the actual total. Discrepancies between the indicated sum of any column of figures and the correct sum thereof will be resolved in favor of the corrected sum of the column of figures.

6.3.4 EVALUATION OF THE BID PROPOSALS

The Evaluation Committee will complete its evaluation and recommend to the Director for award the responsible bidder(s) whose bid proposal, conforming to this RFP, is most advantageous to the State, price and other factors considered. The Evaluation Committee considers and assesses price, technical criteria, and other factors during the evaluation process.

6.4 NEGOTIATION AND BEST AND FINAL OFFER (BAFO)

Following the opening of bid proposals, the State shall, pursuant to N.J.S.A. 52:34-12(f), negotiate one or more of the following contractual issues: the technical services offered, the terms and conditions and/or the price of a proposed contract award with any bidder, and/or solicit a Best and Final Offer (BAFO) from one or more bidders.

Initially, the Evaluation Committee will conduct a review of all the bids and select bidders to contact to negotiate and/or conduct a BAFO based on its evaluation and determination of the bid proposals that best satisfy the evaluation criteria and RFP requirements, and that are most advantageous to the State, price and other factors considered. The Committee may not contact all bidders to negotiate and/or to submit a BAFO.

In response to the State's request to negotiate, bidders must continue to satisfy all mandatory RFP requirements but may improve upon their original technical proposal in any revised technical proposal. However, any revised technical proposal that does not continue to satisfy all mandatory requirements will be rejected as non-responsive and the original technical proposal will be used for any further evaluation purposes in accordance with the following procedure.

In response to the State's request for a BAFO, bidders may submit a revised price proposal that is equal to or lower in price than their original submission, but must continue to satisfy all mandatory requirements. Any revised price proposal that is higher in price than the original will be rejected as non-responsive and the original bid will be used for any further evaluation purposes.

After receipt of the results of the negotiation and/or the BAFO(s), the Evaluation Committee will complete its evaluation and recommend to the Director for award that responsible bidder(s) whose bid proposal, conforming to this RFP, is most advantageous to the State, price and other factors considered.

All contacts, records of initial evaluations, any correspondence with bidders related to any request for negotiation or BAFO, any revised technical and/or price proposals, the Evaluation

Committee Report and the Award Recommendation, will remain confidential until a Notice of Intent to Award a contract is issued.

7.0 CONTRACT AWARD

7.1 DOCUMENTS REQUIRED BEFORE CONTRACT AWARD

7.1.1 REQUIREMENTS OF N.J.S.A. 19:44A-20.13-25 (FORMERLY EXECUTIVE ORDER 134)

In order to safeguard the integrity of State government procurement by imposing restrictions to insulate the negotiation and award of State contracts from political contributions that pose the risk of improper influence, purchase of access, or the appearance thereof, the Legislature enacted N.J.S.A. 19:44A-20.13 – 25 on March 22, 2005 the "Legislation"), retroactive to October 15, 2004, superseding the terms of Executive Order 134. Pursuant to the requirements of the Legislation, the terms and conditions set forth in this section are material terms of any contract resulting from this RFP:

7.1.1.1 DEFINITIONS

For the purpose of this section, the following shall be defined as follows:

a) Contribution – means a contribution reportable as a recipient under "The New Jersey Campaign Contributions and Expenditures Reporting Act." P.L. 1973, c. 83 (C.19:44A-1 et seq.), and implementing regulations set forth at N.J.A.C. 19:25-7 and N.J.A.C. 19:25-10.1 et seq. Through December 31, 2004, contributions in excess of $400 during a reporting period were deemed "reportable" under these laws. As of January 1, 2005, that threshold was reduced to contributions in excess of $300.

b) Business Entity – means any natural or legal person, business corporation, professional services corporation, Limited Liability Company, partnership, limited partnership, business trust, association or any other legal commercial entity organized under the laws of New Jersey or any other state or foreign jurisdiction. The definition of a business entity includes (i)all principals who own or control more than 10 percent of the profits or assets of a business entity or 10 percent of the stock in the case of a business entity that is a corporation for profit, as appropriate; (ii)any subsidiaries directly or indirectly controlled by the business entity; (iii)any political organization organized under section 527 of the Internal Revenue Code that is directly or indirectly controlled by the business entity, other than a candidate committee, election fund, or political party committee; and (iv)if a business entity is a natural person, that person's spouse or child, residing in the same household.

7.1.1.2 BREACH OF TERMS OF THE LEGISLATION

It shall be a breach of the terms of the contract for the Business Entity to (i)make or solicit a contribution in violation of the Legislation, (ii)knowingly conceal or misrepresent a contribution given or received; (iii)make or solicit contributions through intermediaries for the purpose of concealing or misrepresenting the source of the contribution; (iv)make or solicit any contribution on the condition or with the agreement that it will be contributed to a campaign committee or any candidate of holder of the public office of Governor, or to any State or county party committee; (v)engage or employ a lobbyist or consultant with the intent or understanding that such lobbyist or consultant would make or solicit any contribution, which if made or solicited by the business entity itself, would subject that entity to the restrictions of the Legislation; (vi)fund contributions made by third parties, including consultants, attorneys, family members, and employees; (vii)engage in any exchange of contributions to circumvent the intent of the Legislation; or

(viii)directly or indirectly through or by any other person or means, do any act which would subject that entity to the restrictions of the Legislation.

7.1.1.3 CERTIFICATION AND DISCLOSURE REQUIREMENTS

a) The State shall not enter into a contract to procure from any Business Entity services or any material, supplies or equipment, or to acquire, sell or lease any land or building, where the value of the transaction exceeds $17,500, if that Business Entity has solicited or made any contribution of money, or pledge of contribution, including in-kind contributions to a candidate committee and/or election fund of any candidate for or holder of the public office of Governor, or to any State or county political party committee during certain specified time periods

b) Prior to awarding any contract or agreement to any Business Entity, the Business Entity proposed as the intended awardee of the contract shall submit the Certification and Disclosure form, certifying that no contributions prohibited by the Legislation have been made by the Business Entity and reporting all contributions the Business Entity made during the preceding four years to any political organization organized under 26 U.S.C.527 of the Internal Revenue Code that also meets the definition of a "continuing political committee" within the mean of N.J.S.A. 19:44A-3(n) and N.J.A.C. 19:25-1.7. The required form and instructions, available for review on the Purchase Bureau website at http://www.state.nj.us/treasury/purchase/forms.htm#eo134, shall be provided to the intended awardee for completion and submission to the Purchase Bureau with the Notice of Intent to Award. Upon receipt of a Notice of Intent to Award a Contract, the intended awardee shall submit to the Division, in care of the Purchase Bureau Buyer, the Certification and Disclosure(s) within five (5) business days of the State's request. Failure to submit the required forms will preclude award of a contract under this RFP, as well as future contract opportunities.

c) Further, the Contractor is required, on a continuing basis, to report any contributions it makes during the term of the contract, and any extension(s) thereof, at the time any such contribution is made. The required form and instructions, available for review on the Purchase Bureau website at http://www.state.nj.us/treasury/purchase/forms.htm#eo134, shall be provided to the intended awardee with the Notice of Intent to Award.

7.1.1.4 STATE TREASURER REVIEW

The State Treasurer or his designee shall review the Disclosures submitted pursuant to this section, as well as any other pertinent information concerning the contributions or reports thereof by the intended awardee, prior to award, or during the term of the contract, by the contractor. If the State Treasurer determines that any contribution or action by the contractor constitutes a breach of contract that poses a conflict of interest in the awarding of the contract under this solicitation, the State Treasurer shall disqualify the Business Entity from award of such contract.

7.1.1.5 ADDITIONAL DISCLOSURE REQUIREMENT OF P.L. 2005, C. 271

Contractor is advised of its responsibility to file an annual disclosure statement on political contributions with the New Jersey Election Law Enforcement Commission (ELEC), pursuant to P.L. 2005, c. 271, section 3 if the contractor receives contracts in excess of $50,000 from a public entity in a calendar year. It is the contractor's responsibility to determine if filing is necessary. Failure to so file can result in the imposition of financial penalties by ELEC. Additional information about this requirement is available from ELEC at 888-313-3532 or at www.elec.state.nj.us.

7.1.2 SOURCE DISCLOSURE REQUIREMENTS

7.1.2.1 REQUIREMENTS OF N.J.S.A. 52:34-13.2

Under the referenced statute, effective August 3, 2005, all contracts primarily for services awarded by the Director shall be performed within the United States, except when the Director certifies in writing a finding that a required service cannot be provided by a contractor or subcontractor within the United States and the certification is approved by the State Treasurer.

7.1.2.2 SOURCE DISCLOSURE REQUIREMENTS

Pursuant to the statutory requirements, the intended awardee of a contract primarily for services with the State of New Jersey must disclose the location by country where services under the contract, including subcontracted services, will be performed. The Source Disclosure Certification form is located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml.

FAILURE TO SUBMIT SOURCING INFORMATION WHEN REQUESTED BY THE STATE SHALL PRECLUDE AWARD OF A CONTRACT TO THE BIDDER.

If any of the services cannot be performed within the United States, the bidder shall state with specificity the reasons why the services cannot be so performed. The Director shall determine whether sufficient justification has been provided by the bidder to form the basis of his certification that the services cannot be performed in the United States and whether to seek the approval of the Treasurer.

7.1.2.3 BREACH OF CONTRACT OF EXECUTIVE ORDER 129

A SHIFT TO PROVISION OF SERVICES OUTSIDE THE UNITED STATES DURING THE TERM OF THE CONTRACT SHALL BE DEEMED A BREACH OF CONTRACT.

If, during the term of the contract, the contractor or subcontractor, who had on contract award declared that services would be performed in the United States, proceeds to shift the performance of any of the services outside the United States, the contractor shall be deemed to be in breach of its contract, which contract shall be subject to termination for cause pursuant to Section 3.5b.1 of the Standard Terms and Conditions version 05 09 06 of the RFP, unless previously approved by the Director and the Treasurer.

7.2 FINAL CONTRACT AWARD

Contract award[s] shall be made with reasonable promptness by written notice to that responsible bidder(s), whose bid proposal(s), conforming to this RFP, is(are) most advantageous to the State, price, and other factors considered. Any or all bid proposals may be rejected when the State Treasurer or the Director determines that it is in the public interest to do so.

7.3 INSURANCE CERTIFICATES

The contractor shall provide the State with current certificates of insurance for all coverages required by the terms of this contract, naming the State as an Additional Insured.

7.4 PERFORMANCE BOND

This section supplements Section 3.3b of the NJ Standard Terms and Conditions version 05 09 06, located on the Advertised Solicitation, Current Bid Opportunities webpage

http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml. A performance bond is required. The amount of the performance bond is noted on the RFP signatory page located on the Advertised Solicitation, Current Bid Opportunities webpage http://www.state.nj.us/treasury/purchase/bid/summary/08x39202.shtml. The contractor must provide the performance bond within thirty (30) days of the effective date of the contract award. The performance bond must remain in full force and effect for the term of the contract and any extension thereof. Within thirty (30) days of the anniversary of the contract effective date, the contractor shall provide proof to the Director that the performance bond in the required amount is in effect. Failure to provide such proof may result in the suspension of payment to the contractor until such time the contractor complies with this requirement.

Although the performance bond is required for the full term of the contract, the Director recognizes that the industry practice of sureties is to issue a one year performance bond for goods and services contracts. Thus, the contractor is required to submit a one year performance bond for the amount required under the contract and, on each succeeding anniversary date of the contract, provide a continuation or renewal certificate to evidence that the bond is in effect for the next year of the contract. This procedure will remain in place for each year of the contract thereafter until the termination of the contract. Failure to provide such proof on the anniversary date of the contract shall result in suspension of the contract, and possibly, termination of the contract.

For performance bonds based on a percentage of the total estimated contract price, the performance bond requirement is calculated as follows. For the first year of the contract, the performance bond percentage on the RFP signatory page is applied to the estimated total contract amount for the full term of the contract. On each anniversary of the effective date of the contract, the amount of the required performance bond, unless otherwise noted, is calculated by applying the established RFP performance bond percentage to the outstanding balance of the estimated amount of the contract price to be paid to the contractor.

In the event that the contract price is increased by amendment to the contract, the contractor may be required to provide, within thirty (30) days of the effective date of the amendment, performance bond coverage for the increase in contract price. The required increase in the performance bond amount is calculated by applying the established bond percentage set forth on RFP signatory page to the increase in contract price. Failure to provide such proof to the Director of this required coverage may result in the suspension of payment to the contractor until such time the contractor complies with this requirement.

8.0 CONTRACT ADMINISTRATION

8.1 CONTRACT MANAGER

The State Contract Manager is the State employee responsible for the overall management and administration of the contract.

The State Contract Manager for this project will be identified at the time of execution of contract. At that time, the contractor will be provided with the State Contract Manager's name, department, division, agency, address, telephone number, fax phone number, and email address.

8.1.1 STATE CONTRACT MANAGER RESPONSIBILITIES

For an agency contract where only one State office uses the contract, the State Contract Manager will be responsible for engaging the contractor, assuring that Purchase Orders are issued to the contractor, directing the contractor to perform the work of the contract, approving

the deliverables and approving payment vouchers. The State Contract Manager is the person that the contractor will contact **after the contract is executed** for answers to any questions and concerns about any aspect of the contract. The State Contract Manager is responsible for coordinating the use and resolving minor disputes between the contractor and any component part of the State Contract Manager's Department.

If the contract has multiple users, then the State Contract Manager shall be the central coordinator of the use of the contract for all Using Agencies, while other State employees engage and pay the contractor. All persons and agencies that use the contract must notify and coordinate the use of the contract with the State Contract Manager.

8.1.2 COORDINATION WITH THE STATE CONTRACT MANAGER

Any contract user that is unable to resolve disputes with a contractor shall refer those disputes to the State Contract Manager for resolution. Any questions related to performance of the work of the contract by contract users shall be directed to the State Contract Manager. The contractor may contact the State Contract Manager if the contractor can not resolve a dispute with contract users.

State of New Jersey
Standard Terms and Conditions

Applicable to all advertised DPP Procurements unless otherwise indicated

STANDARD TERMS AND CONDITIONS:

I. Unless the bidder is specifically instructed otherwise In the Request for Proposal, the following terms and conditions will apply to all contracts or purchase agreements made with the State of New Jersey. These terms are in addition to the terms and conditions set forth in the Request for Proposal (RFP) and should be read in conjunction with same unless the RFP specifically indicates otherwise. If a bidder proposes changes or modifications or takes exception to any of the State's terms and conditions, the bidder must so state specifically in writing in the bid proposal. Any proposed change, modification or exception in the State's terms and conditions by a bidder will be a factor in the determination of an award of a contractor purchase agreement.

II. All of the State's terms and conditions will become a part of any contract(s) or order(s} awarded as a result of the Request for Proposal, whether stated in part, in summary or by reference. In the event the bidder's terms and conditions conflict with the State's, the State's terms and conditions will prevail, unless the bidder is notified in writing of the State's acceptance of the bidder's terms and conditions.

III. The statutes, laws or codes cited are available for review at the New Jersey State Library, 185 West State Street, Trenton, New Jersey 08625.

IV. If awarded a contract or purchase agreement, the bidder's status shall be that of any independent principal and not as an employee of the State.

1. STATE LAW REQUIRING MANDATORY COMPLIANCE BY ALL CONTRACTORS

1.1 BUSINESS REGISTRATION –Effective September 1, 2004, pursuant to an amendment to N.J.S.A. 52:32-44, State and local entities (including the Division of Purchase and Property) are prohibited from entering into a contract with an entity unless the contractor has provided a copy of its business registration certificate (or interim registration) as part of its bid submission. Failure to submit a copy of the Business Registration Certificate within the bid proposal may be cause for rejection of the bid proposal.

The contractor and any subcontractor providing goods or performing services under the contract, and each of their affiliates, shall, during the term of the contract, collect and remit to the Director of the Division of Taxation in the Department of the Treasury the use tax due pursuant to the "Sales and Use Tax Act, P.L. 1966, c. 30 (N.J.S.A. 54:32B-1 et seq.) on all their sales of tangible personal property delivered into the State. This requirement shall apply to all contracts awarded on and after September 1, 2004. Any questions in this regard can be directed to the Division of Revenue at (609) 292-1730. Form NJ-REG can be filed online at http://www.state.nj.us/treasury/revenue/busregcert.htm

1.2 ANTI-DISCRIMINATION - All parties to any contract with the State of New Jersey agree not to discriminate in employment and agree to abide by all anti-discrimination laws including those contained within N.J.S.A. 10:2-1 through N.J.S.A. 10:2-4, N.J.S.A.l0:5-1 et seq. and N.J.S.A.l0:5-31 through 10:5-38, and all rules and regulations issued there under.

1.3 PREVAILING WAGE ACT - The New Jersey Prevailing Wage Act, N.J.S.A. 34: 11-56.26 et seq. is hereby made part of every contract entered into on behalf of the State of New Jersey through the Division of Purchase and Property, except those contracts which are not within the contemplation of the Act. The bidder's signature on this proposal is his guarantee that neither he nor any subcontractors he might employ to perform the work covered by this proposal has been suspended or debarred by the Commissioner, Department of Labor for violation of the provisions of the Prevailing Wage Act and/or the Public Works Contractor Registration Acts; the bidder's signature on the proposal is also his guarantee that he and any subcontractors he might employ to perform the work covered by this proposal will comply with the provisions of the Prevailing Wage and Public Works Contractor Registration Acts, where required.

1.3(a) PUBLIC WORKS CONTRACTOR REGISTRATION ACT - The New Jersey Public Works Contractor Registration Act requires all contractors, subcontractors and lower tier subcontractors who bid on or engage in any contract for public work as defined in N.J.S.A. 34:11-56.26 be first registered with the New Jersey Department of Labor and Workforce Development. Any questions regarding the registration process should be directed to the Division of Wage and Hour Compliance at (609) 292-9464 or http://www.nj.gov/labor/lsse/lspubcon.html.

1.4 AMERICANS WITH DISABILITIES ACT - The contractor must comply with all provisions of the Americans With Disabilities Act (ADA), P.L 101-336, in accordance with 42 U.S.C. 12101 et seq.

1.5 THE WORKER AND COMMUNITY RIGHT TO KNOW ACT - The provisions of N.J.S.A. 34:5A-l et seq. which require the labeling of all containers of hazardous substances are applicable to this contract. Therefore, all goods offered for purchase to the State must be labeled by the contractor in compliance with the provisions of the Act.

1.6 OWNERSHIP DISCLOSURE - Contracts for any work, goods or services cannot be issued to any corporation or partnership unless prior to or at the time of bid submission the bidder has disclosed the names and addresses of all its owners holding 10% or more of the corporation or partnership's stock or interest. Refer to N.J.S.A. 52:25-24.2.

1.7 COMPLIANCE - LAWS - The contractor must comply with all local, state and federal laws, rules and regulations applicable to this contract and to the goods delivered and/or services performed hereunder.

1.8 COMPLIANCE - STATE LAWS - It is agreed and understood that any contracts and/or orders placed as a result of this proposal shall be governed and construed and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the STATE OF NEW JERSEY.

1.9 COMPLIANCE - CODES - The contractor must comply with NJUCC and the latest NEC70, B.O.C.A. Basic Building code, OSHA and all applicable codes for this requirement. The contractor will be responsible for securing and paying all necessary permits, where applicable.

2. LIABILITIES

2.1 LIABILITY - COPYRIGHT - The contractor shall hold and save the State of New Jersey, its officers, agents, servants and employees, harmless from liability of any nature or kind for or on account of the use of any copyrighted or uncopyrighted composition, secret process, patented or unpatented invention, article or appliance furnished or used in the performance of his contract.

2.2 INDEMNIFICATION - The contractor shall assume all risk of and responsibility for, and agrees to indemnify, defend, and save harmless the State of New Jersey and its employees from and against any and all claims, demands, suits, actions, recoveries, judgments and costs and expenses in connection therewith on account of the loss of life, property or injury or damage to the person, body or property of any person or persons whatsoever, which shall arise from or result directly or indirectly from the work and/or materials supplied under this contract. This indemnification obligation is not limited by, but is in addition to the insurance obligations contained in this agreement.

2.3 INSURANCE - The contractor shall secure and maintain in force for the term of the contract liability insurance as provided herein. The Contractor shall provide the State with current certificates of insurance for all coverages and renewals thereof, naming the State as an Additional Insured and shall contain the provision that the insurance provided in the certificate shall not be canceled for any reason except after thirty days written notice to:

STATE OF NEW JERSEY
Purchase Bureau – Bid Ref. #

The insurance to be provided by the contractor shall be as follows:

a. Comprehensive General Liability Insurance or its equivalent: The minimum limit of liability shall be $1,000,000 per occurrence as a combined single limit for bodily injury and property damage. The above required Comprehensive General Liability Insurance policy or its equivalent shall name the State, its officers, and employees as Additional Insureds. The coverage to be provided under these policies shall be at least as broad as that provided by the standard basic, unamended, and unendorsed Comprehensive General Liability Insurance occurrence coverage forms or its equivalent currently in use in the State of New Jersey, which shall not be circumscribed by any endorsement limiting the breadth of coverage.

b. Automobile liability insurance which shall be written to cover any automobile used by the insured. Limits of liability for bodily injury and property damage shall not be less than $1 million per occurrence as a combined single limit.

c. Worker's Compensation Insurance applicable to the laws of the State of New Jersey and Employers Liability Insurance with limits not less than:

$1,000,000 BODILY INJURY, EACH OCCURRENCE

$1,000,000 DISEASE EACH EMPLOYEE
$1,000,000 DISEASE AGGREGATE LIMIT

3. TERMS GOVERNING ALL PROPOSALS TO NEW JERSEY PURCHASE BUREAU

3.1 CONTRACT AMOUNT - The estimated amount of the contract(s), when stated on the Advertised Request for Proposal form, shall not be construed as either the maximum or minimum amount which the State shall be obliged to order as the result of this Request for Proposal or any contract entered into as a result of this Request for Proposal.

3.2 CONTRACT PERIOD AND EXTENSION OPTION - If, in the opinion of the Director of the Division of Purchase and Property, it is in the best interest of the State to extend a contract entered into as a result of this Request for Proposal, the contractor will be so notified of the Director's Intent at least 30 days prior to the expiration date of the existing contract. The contractor shall have 15 calendar days to respond to the Director's request to extend the contract. If the contractor agrees to the extension, all terms and conditions of the original contract, including price, will be applicable.

3.3 BID AND PERFORMANCE SECURITY

a. Bid Security - If bid security is required, such security must be submitted with the bid in the amount listed in the Request for Proposal, see N.J.A.C. 17: 12- 2.4. Acceptable forms of bid security are as follows:

1. A properly executed individual or annual bid bond issued by an insurance or security company authorized to do business in the State of New Jersey, a certified or cashier's check drawn to the order of the Treasurer, State of New Jersey, or an irrevocable letter of credit drawn naming the Treasurer, State of New Jersey as beneficiary issued by a federally insured financial institution.

2. The State will hold all bid security during the evaluation process. As soon as is practicable after the completion of the evaluation, the State will:

   a. Issue an award notice for those offers accepted by the State;

   b. Return all bond securities to those who have not been issued an award notice.

   All bid security from contractors who have been issued an award notice shall be held until the successful execution of all required contractual documents and bonds (performance bond, insurance, etc. If the contractor fails to execute the required contractual documents and bonds within thirty (30) calendar days after receipt of award notice, the contractor may be found in default and the contract terminated by the State. In case of default, the State reserves all rights inclusive of, but not limited to, the right to purchase material and/or to complete the required work in accordance with the New Jersey Administrative Code and to recover any actual excess costs from the contractor. Collection against the bid security shall be one of the measures available toward the recovery of any excess costs.

b. Performance Security - If performance security is required, the successful bidder shall furnish performance security in such amount on any award of a term contractor line item purchase, see N.J.A.C. 17: 12- 2.5. Acceptable forms of performance security are as follows:

1. The contractor shall be required to furnish an irrevocable security in the amount listed in the Request for Proposal payable to the Treasurer, State of New Jersey, binding the contractor to provide faithful performance of the contract.

2. The performance security shall be in the form of a properly executed individual or annual performance bond issued by an insurance or security company authorized to do business in the State of New Jersey, a certified or cashier's check drawn to the order of the Treasurer, State of New Jersey, or an irrevocable letter of credit drawn naming the Treasurer, State of New Jersey as beneficiary issued by a federally insured financial institution.

   The Performance Security must be submitted to the State within 30 days of the effective date of the contract award and cover the period of the contract and any extensions thereof. Failure to submit

performance security may result in cancellation of contract for cause pursuant to provision 3.5b,1, and nonpayment for work performed.

3.4 VENDOR RIGHT TO PROTEST - INTENT TO AWARD - Except in cases of emergency, bidders have the right to protest the Director's proposed award of the contract as announced in the Notice of Intent to Award, see N.J.A.C. 17:12-3.3. Unless otherwise stated, a bidder's protest must be submitted to the Director within 10 working days after receipt of written notification that its bid has not been accepted or that an award of contract has been made. In the public interest, the Director may shorten this protest period, but shall provide at least 48 hours for bidders to respond to a proposed award. In cases of emergency, stated in the record, the Director may waive the appeal period. *See* N.J.A.C. 17: 12- 3 et seq.

3.5 TERMINATION OF CONTRACT

a. For Convenience

Notwithstanding any provision or language in this contract to the contrary, the Director may terminate at any time, in whole or in part, any contract entered into as a result of this Request for Proposal for the convenience of the State, upon no less than 30 days written notice to the contractor.

b. For cause:

1. Where a contractor fails to perform or comply with a contract, and/or fails to comply with the complaints procedure in N.J.A.C. 17: 12-4.2 et seq., the Director may terminate the contract upon 10 days notice to the contractor with an opportunity to respond.

2. Where a contractor continues to perform a contract poorly as demonstrated by formal complaints, late delivery, poor performance of service, short-shipping etc., so that the Director is repeatedly required to use the complaints procedure in N.J.A.C. 17:12-4.2 et seq. the Director may terminate the contract upon 10 days notice to the contractor with an opportunity to respond.

c. In cases of emergency the Director may shorten the time periods of notification and may dispense with an opportunity to respond.

d. In the event of termination under this section, the contractor will be compensated for work performed in accordance with the contract, up to the date of termination. Such compensation may be subject to adjustments.

3.6 COMPLAINTS - Where a bidder has a history of performance problems as demonstrated by formal complaints and/or contract cancellations for cause pursuant to 3.5b a bidder may be bypassed for this award. See N.J.A.C. 17:12-2.8.

3.7 EXTENSION OF CONTRACT QUASI-STATE AGENCIES - It is understood and agreed that in addition to State Agencies, Quasi-State Agencies may also participate in this contract. Quasi-State Agencies are defined in N.J.S.A. 52:27B-56.1 as any agency, commission, board, authority or other such governmental entity which is established and is allocated to a State department or any bi-state governmental entity of which the State of New Jersey is a member.

3.8 EXTENSION OF CONTRACTS TO POLITICAL SUBDIVISIONS, VOLUNTEER FIRE DEPARTMENTS AND FIRST AID SQUADS, AND INDEPENDENT INSTITUTIONS OF HIGHER EDUCATION - N.J.S.A. 52:25-16.1 permits counties, municipalities and school districts to participate in any term contract{s), that may be established as a result of this proposal.

N.J.S.A. 52:25-16.2 permits volunteer fire departments, volunteer first aid squads and rescue squads to participate in any term contract(s) that may be established as a result of this proposal.

N.J.S.A. 52:25-16.5 permits independent institutions of higher education to participate in any term contract(s) that may be established as a result of this proposal, provided that each purchase by the Independent Institution of higher education shall have a minimum cost of $500.

In order for the State contract to be extended to counties, municipalities, school districts, volunteer fire departments, first aid squads and independent institutions of higher education the bidder must agree to the extension and so state in his bid. proposal. The extension to counties municipalities, school districts, volunteer fire

departments, first aid squads and Independent Institutions of higher education must 'be under the same terms and conditions, including price, applicable to the State.

3.9 EXTENSIONS OF CONTRACTS TO COUNTY COLLEGES - N.J.S.A. 18A:64A - 25. 9 permits any college to participate in any term contract(s) that may be established as a result of this proposal.

3.10 EXTENSIONS OF CONTRACTS TO STATE COLLEGES - N.J.S.A. 18A:64- 60 permits any State College to participate in any term contract{s) that may be established as a result of this proposal.

3.11 SUBCONTRACTING OR ASSIGNMENT - The contract may not be subcontracted or assigned by the contractor, in whole or in part, without the prior written consent of the Director of the Division of Purchase and Property. Such consent, if granted, shall not relieve the contractor of any of his responsibilities under the contract.

In the event the bidder proposes to subcontract for the services to be performed under the terms of the contract award, he shall state so in his bid and attach for approval a list of said subcontractors and an Itemization of the products and/or services to be supplied by them.

Nothing contained in the specifications shall be construed as creating any contractual relationship between any subcontractor and the State.

3.12 MERGERS, ACQUISITIONS - If, subsequent to the award of any contract resulting from this Request for Proposal, the contractor shall merge with or be acquired by another firm, the following documents must be submitted to the Director, Division of Purchase & Property.

a. Corporate resolutions prepared by the awarded contractor and new entity ratifying acceptance of the original contract, terms, conditions and prices.

b. State of New Jersey Bidders Application reflecting all updated information including ownership disclosure, pursuant to provision 1.5.

c. Vendor Federal Employer Identification Number.

The documents must be submitted within thirty (30) days of completion of the merger or acquisition. Failure to do so may result in termination of contract pursuant to provision 3.5b.

If subsequent to the award of any contract resulting from this Request for Proposal, the contractor's partnership or corporation shall dissolve, the Director, Division of Purchase & Property must be so notified. All responsible parties of the dissolved partnership or corporation must submit to the Director in writing, the names of the parties proposed to perform the contract, and the names of the parties to whom payment should be made. No payment should be made until all parties to the dissolved partnership or corporation submit the required documents to the Director.

3.13 PERFORMANCE GUARANTEE OF BIDDER - The bidder hereby certifies that:

a. The equipment offered is standard new equipment, and is the manufacturer's latest model in production, with parts regularly used for the type of equipment offered; that such parts are all in production and not likely to be discontinued; and that no attachment or part has been substituted or applied contrary to manufacturer's recommendations and standard practice.

b. All equipment supplied to the State and operated by electrical current is UL listed where applicable.

c. All new machines are to be guaranteed as fully operational for the period stated in the Request For Proposal from time of written acceptance by the State. The bidder will render prompt service without charge, regardless of geographic location.

d. Sufficient quantities of parts necessary for proper service to equipment will be maintained at distribution points and service headquarters.

e. Trained mechanics are regularly employed to make necessary repairs to equipment in the territory from which the service request might emanate within a 48-hour period or within the time accepted as industry practice.

f. During the warranty period the contractor shall replace immediately any material which is rejected for failure to meet the requirements of the contract.

g. All services rendered to the State shall be performed in strict and full accordance with the specifications stated in the contract. The contract shall not be considered complete until final approval by the State's using agency is rendered.

3.14 DELIVERY GUARANTEES - Deliveries shall be made at such time and in such quantities as ordered in strict accordance with conditions contained in the Request for Proposal.

The contractor shall be responsible for the delivery of material in first class condition to the State's using agency or the purchaser under this contract and in accordance with good commercial practice.

Items delivered must be strictly in accordance with the Request for Proposal.

In the event delivery of goods or services is not made within the number of days stipulated or under the schedule defined in the Request for Proposal, the using agency may be authorized to obtain the material or service from any available source, the difference in price, if any, to be paid by the contractor failing to meet his commitments.

3.15 DIRECTOR'S RIGHT OF FINAL BID ACCEPTANCE - The Director reserves the right to reject any or all bids, or to award in whole or in part if deemed to be in the best interest of the State to do so. The Director shall have authority to award orders or contracts to the vendor or vendors best meeting all specifications and conditions in accordance with N.J.S.A. 52:34-12. Tie bids will be awarded by the Director in accordance with N.J.A.C.17:12-2.1D.

3.16 BID ACCEPTANCES AND REJECTIONS - The provisions of N.J.A.C. 17:12-2.9, relating to the Director's right, to waive minor elements of non-compliance with bid specifications and N.J.A.C. 17: 12- 2.2 which defines causes for automatic bid rejection, apply to all proposals and bids.

3.17 STATE'S RIGHT TO INSPECT BIDDER'S FACILITIES - The State reserves the right to inspect the bidder's establishment before making an award, for the purposes of ascertaining whether the bidder has the necessary facilities for performing the contract.

The State may also consult with clients of the bidder during the evaluation of bids. Such consultation is intended to assist the State in making a contract award which is most advantageous to the State.

3.18 STATE'S RIGHT TO REQUEST FURTHER INFORMATION - The Director reserves the right to request all information which may assist him or her in making a contract award, including factors necessary to evaluate the bidder’s financial capabilities to perform the contract. Further, the Director reserves the right to request a bidder to explain, in detail, how the bid price was determined.

3.19 MAINTENANCE OF RECORDS - The contractor shall maintain records for products and/or services delivered against the contract for a period of three (3) years from the date of final payment. Such records shall be made available to the State upon request for purposes of conducting an audit or for ascertaining information regarding dollar volume or number of transactions.

3.20 ASSIGNMENT OF ANTITRUST CLAIM(S) - The contractor recognizes that in actual economic practice, overcharges resulting from antitrust violations are in fact usually borne by the ultimate purchaser. Therefore, and as consideration for executing this contract, the contractor, acting herein by and through its duly authorized agent, hereby conveys, sells, assigns, and transfers to the State of New Jersey, for itself and on behalf of its political subdivisions and public agencies, all right, title and interest to all claims and causes of action it may now or hereafter acquire under the antitrust laws of the United States or the State of New Jersey, relating to the particular goods and services purchased or acquired by the State of New Jersey or any of its political subdivisions or public agencies pursuant to this contract.

In connection with this assignment, the following are the express obligations of the contractor;

a. It will take no action which will in any way diminish the value of the rights conveyed or assigned hereunder.

b. It will advise the Attorney General of New Jersey:

   1. in advance of its intention to commence any action on its own behalf regarding any such claim or cause(s) of action;

   2. immediately upon becoming aware of the fact that an action has been commenced on its behalf by some other person(s) of the pendency of such action.

c. It will notify the defendants in any antitrust suit of the fact of the within assignment at the earliest practicable opportunity after the contractor has initiated an action on its own behalf or becomes aware that such an action has been filed on its behalf by another person. A copy of such notice will be sent to the Attorney General of New Jersey.

Furthermore, it is understood and agreed that in the event any payment under any such claim or cause of action is made to the contractor, it shall promptly pay over to the State of New Jersey the allotted share thereof, if any, assigned to the State hereunder.

4. TERMS RELATING TO PRICE QUOTATION

4.1 PRICE FLUCTUATION DURING CONTRACT - Unless otherwise noted by the State, all prices quoted shall be firm through issuance of contract or purchase order and shall not be subject to increase during the period of the contract.

In the event of a manufacturer's or contractor's price decrease during the contract period, the State shall receive the full benefit of such price reduction on any undelivered purchase order and on any subsequent order placed during the contract period. The Director of Purchase and Property must be notified, in writing, of any price reduction within five (5) days of the effective date.

Failure to report price reductions will result in cancellation of contract for cause, pursuant to provision 3.5b.1.

4.2 DELIVERY COSTS - Unless otherwise noted in the Request for Proposal, all prices for items in bid proposals are to be submitted F.O.B. Destination. Proposals submitted other than F.O.B. Destination may not be considered. Regardless of the method of quoting shipments, the contractor shall assume all costs, liability and responsibility for the delivery of merchandise in good condition to the State's using agency or designated purchaser.

F.O.B. Destination does not cover "spotting" but does include delivery on the receiving platform of the ordering agency at any destination in the State of New Jersey unless otherwise specified. No additional charges will be allowed for any additional transportation costs resulting from partial shipments made at contractor's convenience when a single shipment is ordered. The weights and measures of the State's using agency receiving the shipment shall govern.

4.3 C.O.D. TERMS - C.O.D. terms are not acceptable as part of a bid proposal and will be cause for rejection of a bid.

4.4 TAX CHARGES - The State of New Jersey is exempt from State sales or use taxes and Federal excise taxes. Therefore, price quotations must not include such taxes. The State's Federal Excise Tax Exemption number is 22-75-0050K.

4.5 PAYMENT TO VENDORS - Payment for goods and/or services purchased by the State will only be made against State Payment Vouchers. The State bill form in duplicate together with the original Bill of Lading, express receipt and other related papers must be sent to the consignee on the date of each delivery. Responsibility for payment rests with the using agency which will ascertain that the contractor has performed in a proper and satisfactory manner in accordance with the terms and conditions of the award. Payment will not be made until the using agency has approved payment.

For every contract the term of which spans more than one fiscal year, the State's obligation to make payment beyond the current fiscal year is contingent upon legislative appropriation and availability of funds.

The State of New Jersey now offers State contractors the opportunity to be paid through the MasterCard procurement card (p-card). A contractor's acceptance and a State Agency's use of the p-card, however, is optional. P-card transactions do not require the submission of either a contractor invoice or a State payment voucher. Purchasing transactions utilizing the p-card will usually result in payment to a contractor in three days. A Contractor should take note that there will be a transaction processing fee for each p-card transaction. To participate, a contractor must be capable of accepting MasterCard. For more information, call your bank or any merchant services company.

4.6 NEW JERSEY PROMPT PAYMENT ACT - The New Jersey Prompt Payment Act N.J.S.A. 52:32-32 et seq. requires state agencies to pay for goods and services within sixty (60) days of the agency's receipt of a properly executed State Payment Voucher or within sixty (60) days of receipt and acceptance of goods and services, whichever is later. Properly executed performance security, when required, must be received by the state prior to processing any payments for goods and services accepted by state agencies. Interest will be paid on delinquent accounts at a rate established by the State Treasurer. Interest will not be paid until it exceeds $5.00 per properly executed invoice.

Cash discounts and other payment terms included as part of the original agreement are not affected by the Prompt Payment Act.

4.7 RECIPROCITY - In accordance with N.J.S.A. 52:32-1.4 and N.J.A.C. 17: 12- 2. 13, the State of New Jersey will invoke reciprocal action against an out-of-State bidder whose state or locality maintains a preference practice for their bidders.

5. CASH DISCOUNTS - Bidders are encouraged to offer cash discounts based on expedited payment by the State. The State will make efforts to take advantage of discounts, but discounts will not be considered in determining the lowest bid.

a. Discount periods shall be calculated starting from the next business day after the recipient has accepted the goods or services received a properly signed and executed State Payment Voucher form and, when required, a properly executed performance security, whichever is latest.

b. The date on the check issued by the State in payment of that Voucher shall be deemed the date of the State's response to that Voucher.

6. STANDARDS PROHIBITING CONFLICTS OF INTEREST - The following prohibitions on vendor activities shall apply to all contracts or purchase agreements made with the State of New Jersey, pursuant to Executive Order No. 189 (1988).

a. No vendor shall pay, offer to pay, or agree to pay, either directly or indirectly, any fee, commission, compensation, gift, gratuity, or other thing of value of any kind to any State officer or employee or special State officer or employee, as defined by N.J.S.A. 52:13D-13b and e., in the Department of the Treasury or any other agency with which such vendor transacts or offers or proposes to transact business, or to any member of the immediate family, as defined by N.J.S.A. 52:13D-13i., of any such officer or employee, or partnership, firm or corporation with which they are employed or associated, or in which such officer or employee has an interest within the meaning of N.J.S.A. 52: 13D-13g.

b. The solicitation of any fee, commission, compensation, gift, gratuity or other thing of value by any State officer or employee or special State officer or employee from any State vendor shall be reported in writing forthwith by the vendor to the Attorney General and the Executive Commission on Ethical Standards.

c. No vendor may, directly or indirectly, undertake any private business, commercial or entrepreneurial relationship with, whether or not pursuant to employment, contract or other agreement, express or implied, or sell any interest in such vendor to, any State officer or employee or special State officer or employee or special State officer or employee having any duties or responsibilities in connection with the purchase, acquisition or sale of any property or services by or to any State agency or any instrumentality thereof, or with any person, firm or entity with which he is employed or associated or in which he has an interest within the meaning of N.J.S.A. 52: 130-13g. Any relationships subject to this provision shall be reported in writing forthwith to the Executive Commission on Ethical Standards, which may grant a waiver of this restriction upon application of the State officer or employee or special State officer or employee upon a finding that the present or proposed relationship does not present the potential, actuality or appearance of a conflict of interest.

d. No vendor shall influence, or attempt to influence or cause to be influenced, any State officer or employee or special State officer or employee in his official capacity in any manner which might tend to impair the objectivity or independence of judgment of said officer or employee.

e. No vendor shall cause or influence, or attempt to cause or influence, any State officer or employee or special State officer or employee to use, or attempt to use, his official position to secure unwarranted privileges or advantages for the vendor or any other person.

f. The provisions cited above in paragraph 6a through 6e shall not be construed to prohibit a State officer or employee or Special State officer or employee from receiving gifts from or contracting with vendors under the same terms and conditions as are offered or made available to members of the general public subject to any guidelines the Executive Commission on Ethical Standards may promulgate under paragraph 6c.

7. NOTICE TO ALL BIDDERS SET-OFF FOR STATE TAX NOTICE

Please be advised that, pursuant to P.L 1995, c. 159, effective January 1, 1996, and notwithstanding any provision of the law to the contrary, whenever any taxpayer, partnership or S corporation under contract to provide goods or services or construction projects to the State of New Jersey or its agencies or instrumentalities, including the legislative and judicial branches of State government, is entitled to payment for those goods or services at the same time a taxpayer, partner or shareholder of that entity is indebted for any State tax, the Director of the Division of Taxation shall seek to set off that taxpayer's or shareholder's share of the payment due the taxpayer, partnership, or S corporation. The amount set off shall not allow for the deduction of any expenses or other deductions which might be attributable to the taxpayer, partner or shareholder subject to set-off under this act.

The Director of the Division of Taxation shall give notice to the set-off to the taxpayer and provide an opportunity for a hearing within 30 days of such notice under the procedures for protests established under R.S. 54:49-18. No requests for conference, protest, or subsequent appeal to the Tax Court from any protest under this section shall stay the collection of the indebtedness. Interest that may be payable by the State, pursuant to P.L. 1987, c.184 (c.52:32-32 et seq.), to the taxpayer shall be stayed.

8. APPLICABLE LAW - This contract and any and all litigation arising therefrom or related thereto shall be governed by the applicable laws, regulations and rules of evidence of the State of New Jersey without reference to conflict of laws principles.