

# Attachment A

Response to Request for Proposal Number 7002869

## DMV System Modernization Request

### Cost Proposal

SUBMITTED TO:  
Department of Administration  
Division of Purchases  
One Capitol Hill  
Providence, Rhode Island 02908-5855

SUBMITTED BY:  
Saber Corporation  
1800 SW First Avenue, Suite 350  
Portland, Oregon 97201

April 6, 2007  
1:00 p.m.



*Technology Serving Citizens™*



## TRANSMITTAL LETTER

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The cost proposal must be separate, signed, sealed and be reflected as a fixed bid.

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1300 SW FIRST AVE., SUITE 350  
PORTLAND, OREGON 97201  
PHONE: 503.228.0775  
FAX: 503.228.0766  
WWW.SABERCORP.COM

April 6, 2007

Jerome D. Moynihan, C.P.M., CPPO  
Administrator of Purchasing Systems  
State of Rhode Island  
Department of Administration  
Division of Purchases  
One Capitol Hill, Second Floor  
Providence, RI 02908-5855

Dear Mr. Moynihan:

Saber Software, Inc. is pleased to present our fixed bid cost proposal in response to the State of Rhode Island's Request for Proposals (RFP) for Computer System – D.M.V. (RFP# 7002869). Our proposal will clearly communicate why Saber is the best system integrator to assist the Rhode Island Division of Motor Vehicles (RI DMV).

The new DMV system is a major initiative designed to support the automation of registration, licensing, issuance of driver records, accident records, provide standardization, integration, efficient management and a rapid response to citizens, governmental agencies, business and others requesting information, while allowing authorized users restricted access to the centralized, customer centric database and carry out their respective business functions via a Thin Client, PCs or other interfaces. Saber is excited for the opportunity to present our vision for an incorporated, modern DMV system that is customer-centric, service-oriented, intelligent, secure, and easily maintainable.

Saber is a systems integration firm whose focus is solely on the state and local market. We have served forty-six U.S. states and territories in the Motor Vehicles, Retirement, Elections, Health and Human Services, and Unemployment Insurance markets.

We have been actively engaged with the State of Rhode Island delivering other successful projects. In 2000, we partnered with the Employees Retirement System of Rhode Island (ERSRI) to deliver a benefit system, and in 2004, we partnered with the Secretary of State to implement a Statewide Voter Registration System (SVRS). Since 2000, Saber's relationship with the state has grown and we view ourselves as partners and stakeholders. Over the past years, we have developed the relationships and knowledge to work effectively with the separate agencies and counties within Rhode Island and have an intimate knowledge of the tools, operational procedures, and the strategic direction of the state.

Saber is currently implementing a DMV solution for the state of Vermont — a comprehensive DMV system consisting of Titling/Registration, Drivers License, and Commercial vehicle modules integrated with a cashiering/Point of Sale (POS) system. In analyzing the RI DMV requirements in detail, we have determined that there is more than a 90% match between Rhode Island and Vermont requirements. The Vermont business processes, transactions volumes, and number of DMV



1300 SW FIRST AVE., SUITE 350  
PORTLAND, OREGON 97201  
PHONE: 503.229.0775  
FAX: 503.229.0786  
WWW.SABERCORP.COM

offices are also very similar to Rhode Island, making our proposed RI DMV system implementation very efficient. Our Motor Vehicles practice has assisted Vermont, Connecticut, Pennsylvania, Michigan, Kentucky, Tennessee, Louisiana, Arizona, and Oregon in a number of systems integration projects. We have a deep perception of DMV systems currently in the marketplace, an understanding of the processes that RI DMV will need to adopt to achieve success, an appreciation of the uniqueness of RI DMV's needs, and can implement the appropriate solution for the citizens of Rhode Island.

Saber's contact for any requests relating to the proposal is:

Jim Peyton  
1800 SW 1st Ave, Suite 350  
Portland, OR 97201  
Phone (508) 612-0664  
Fax (503) 228-0766  
[jpeyton@sabercorp.com](mailto:jpeyton@sabercorp.com)

Saber acknowledges and accepts the terms and conditions of this RFP request and with this submittal, we tender an offer to the state. We appreciate this opportunity to present our proposal for Rhode Island's new DMV system.

Sincerely,

  
Nitin Khanna  
Chairman and CEO

## COST PROPOSAL

Saber has organized the cost proposal into three main sections. The first outlines the cost associated with each phase of the engagement as well as the breakdown by specific deliverable. The second section outlines Saber's proposed payment milestones to be realized over the course of the project associated with the overall cost. The third section gives details of the hosting option.

### I. Cost Breakdown

Scope of Work	Deliverables	Price
<b>PRODUCT LICENSE</b>		
Saber Motor Vehicle Product License	N/A	\$650,000
<b>PROJECT ADMINISTRATION</b>		
Project Management	Project Plan Statement of Work Scope Management Plan Communication Management Plan Quality Assurance Plan Risk Management Plan Configuration Management Plan	\$515,000
<b>PHASE I - BUSINESS PROCESS REENGINEERING</b>		
Business Process Reengineering	Business Impact Workflows/Recommended Changes  Hardware/Architecture Assessment	\$518,750
<b>Phase I Subtotal</b>		<b>\$1,683,750</b>
<b>PHASE II - DRIVERS LICENSE</b>		
<b>SOFTWARE CUSTOMIZATION</b>		
Requirements Validation	High Level Design UI Specifications Logical Data Model Forms/Reports Specifications	\$586,240

Scope of Work	Deliverables	Price
Design	Class Diagrams Sequence Diagrams System Architecture Model Physical Data Model Coding Standards	\$685,440
Build	Application Code Unit Test Results System Test Plan	\$912,800
System Test	System Test Report User Acceptance Test Plan	\$504,160
<b>INTERFACES</b>		
Requirements Analysis	Interface Specifications	\$220,360
Build	Code	\$450,700
Interface Testing/Pilot Tests	Pilot Test Report User Acceptance Test Plan	\$151,040
<b>DATA MIGRATION</b>		
Data Migration Planning	Conversion Strategy Document Conversion Workplan	\$32,000
Data Acceptance	Converted Data Summary Report	\$243,000
<b>IMPLEMENTATION</b>		
Implementation	Implementation Plan User Manual System & Operations Manual	\$198,400
Training	Training Materials Training Execution Report	\$125,600
User Acceptance Test	UAT Report	\$57,600
<b>Phase II Subtotal</b>		<b>\$4,167,340</b>
<b>PHASE III - TITLE &amp; REGISTRATION</b>		
<b>SOFTWARE CUSTOMIZATION</b>		
Requirements Validation	High Level Design UI Specifications Logical Data Model Forms/Reports Specifications	\$436,500

Scope of Work	Deliverables	Price
Design	Class Diagrams Sequence Diagrams System Architecture Model Physical Data Model Coding Standards	\$318,720
Build	Application Code Unit Test Results System Test Plan	\$856,000
System Test	System Test Report User Acceptance Test Plan	\$455,120
<b>INTERFACES</b>		
Requirements Analysis	Interface Specifications	\$288,820
Build	Code	\$321,500
Interface Testing/Pilot Tests	Pilot Test Report User Acceptance Test Plan	\$161,280
<b>DATA MIGRATION</b>		
Data Migration Planning	Conversion Strategy Document Conversion Workplan	\$32,000
Data Acceptance	Converted Data Summary Report	\$243,000
<b>IMPLEMENTATION</b>		
Implementation	Implementation Plan User Manual System & Operations Manual	\$198,400
Training	Training Materials Training Execution Report	\$162,000
User Acceptance Test	UAT Report	\$57,600
<b>Phase III Subtotal</b>		<b>\$3,530,940</b>
<b>TOTAL COST</b>		<b>\$9,382,030</b>



## II. Proposed Payment Milestones

This section outlines Saber's proposed payment milestones associated with the cost breakdown outlined above in Section I. The table also includes payments to be made after the required holdback amount as well as a projected date for payment based on the proposed project plan.

### Phase I Payments

Scope of Work	Deliverables	Price	Holdback	Payment
<b>PRODUCT LICENSE</b>				
Saber Motor Vehicle Product License	N/A	\$650,000	N/A	\$650,000
<b>PROJECT ADMINISTRATION</b>				
Project Management	Project Plan	\$515,000	N/A	\$515,000
	Statement of Work			
	Acceptance Criteria			
	Communication Plan			
	Quality Assurance Plan			
Risk Management Plan				
Change Management Plan				
<b>PHASE I - BUSINESS PROCESS REENGINEERING</b>				
Business Process Reengineering	Business Impact	\$518,750	N/A	\$518,750
	Workflows/Recommended Changes			
	Hardware/Architecture Assessment			
<b>TOTAL</b>		<b>\$1,683,750</b>	<b>\$0</b>	<b>\$1,683,750</b>

### Phase II Payments

Saber proposes the cost associated with deliverables in the Requirements Analysis, Design, and Build portions of the development lifecycle be broken down by module in order to align payments with the signoff and acceptance of each module during the development lifecycle.

Scope of Work	Deliverables	Price	Milestone	Price	Holdback	Payment
<b>PHASE II - DRIVERS LICENSE</b>						
<b>SOFTWARE CUSTOMIZATION</b>						
Requirements Validation	High Level Design		Core	\$97,707	\$14,656	\$83,051
	UI Specifications		Customer/Common	\$97,707	\$14,656	\$83,051
	Logical Data Model		Drivers License/CDL	\$97,707	\$14,656	\$83,051
	Forms/Reports Specifications	\$586,240	Driver Improvement	\$97,707	\$14,656	\$83,051
			Enforcement	\$97,707	\$14,656	\$83,051
			Revenue	\$97,707	\$14,656	\$83,051
Design	Class Diagrams		Core	\$114,240	\$17,136	\$97,104
	Sequence Diagrams		Customer/Common	\$114,240	\$17,136	\$97,104
	System Architecture Model		Drivers License/CDL	\$114,240	\$17,136	\$97,104
	Physical Data Model	\$685,440	Driver Improvement	\$114,240	\$17,136	\$97,104
	Coding Standards		Enforcement	\$114,240	\$17,136	\$97,104
			Revenue	\$114,240	\$17,136	\$97,104
Build	Application Code	\$912,800	Core	\$152,133	\$22,820	\$129,313
	Unit Test Results		Customer/Common	\$152,133	\$22,820	\$129,313
	System Test Plan		Drivers License/CDL	\$152,133	\$22,820	\$129,313
			Driver Improvement	\$152,133	\$22,820	\$129,313

RESPONSE TO REQUEST FOR PROPOSAL #7002869

Scope of Work	Deliverables	Price	Milestone	Price	Holdback	Payment
System Test	System Test Report User Acceptance Test Plan	\$504,160	Enforcement Revenue	\$152,133 \$152,133	\$22,820 \$22,820	\$129,313 \$129,313
<b>INTERFACES</b>						
Requirements Validation	Interface Specifications	\$220,360			\$33,054	\$187,306
Build	Code	\$450,700			\$67,605	\$383,095
Interface Testing/Pilot Test	Pilot Test Report User Acceptance Test Plan	\$151,040			\$22,656	\$128,384
<b>DATA MIGRATION</b>						
Data Migration Planning	Conversion Strategy Document Conversion Workplan	\$32,000			\$4,800	\$27,200
Data Acceptance	Converted Data Summary Report	\$243,000			\$36,450	\$206,550
<b>IMPLEMENTATION</b>						
Implementation	Implementation Plan User Manual System & Operations Manual	\$198,400			\$29,760	\$168,640
Training	Training Materials Training Execution Report	\$125,600			\$18,840	\$106,760
UAT	UAT Report	\$57,600			\$8,640	\$48,960
<b>Subtotals</b>		<b>\$4,167,340</b>			<b>\$625,101</b>	<b>\$3,542,239</b>

DMV SYSTEM MODERNIZATION REQUEST

Scope of Work	Deliverables	Price	Milestone	Price	Holdback	Payment
Phase II Holdback Release 1			120 Day Post-Implementation Support		N/A	\$208,367
Phase II Holdback Release 2			End of Phase III Warranty		N/A	\$416,734
<b>TOTAL COST</b>		<b>\$4,167,340</b>				<b>\$4,167,340</b>

### Phase III Payments

Saber proposes the cost associated with deliverables in the Requirements Analysis, Design, and Build portions of the development lifecycle be broken down by module in order to align payments with the signoff and acceptance of each module during the development lifecycle.

Scope of Work	Deliverables	Price	Milestone	Price	Holdback	Payment
<b>PHASE II - DRIVERS LICENSE</b>						
<b>SOFTWARE CUSTOMIZATION</b>						
Requirements Validation	High Level Design		Title/Disability Parking	\$72,750	\$10,913	\$61,838
	UI Specifications		Registration/Dealer Reg	\$72,750	\$10,913	\$61,838
	Logical Data Model	\$436,500	Dealer Licensing	\$72,750	\$10,913	\$61,838
	Forms/Reports Specifications		CMV Overweight/Size	\$72,750	\$10,913	\$61,838
			Insurance, IFTA/IRP Enforcement	\$72,750	\$10,913	\$61,838
					\$72,750	\$10,913
Design	Class Diagrams		Title/Disability Parking	\$53,120	\$7,968	\$45,152
	Sequence Diagrams		Registration/Dealer Registration	\$53,120	\$7,968	\$45,152
	System Architecture Model	\$318,720	Dealer Licensing	\$53,120	\$7,968	\$45,152
	Physical Data Model		CMV Overweight/Size	\$53,120	\$7,968	\$45,152
	Coding Standards		Insurance, IFTA/IRP Enforcement	\$53,120	\$7,968	\$45,152
					\$53,120	\$7,968
Build	Application Code	\$856,000	Title/Disability Parking	\$142,667	\$21,400	\$121,267

DMV SYSTEM MODERNIZATION REQUEST

Scope of Work	Deliverables	Price	Milestone	Price	Holdback	Payment
System Test	Unit Test Results		Registration/Dealer	\$142,667	\$21,400	\$121,267
	System Test Plan		Dealer Licensing	\$142,667	\$21,400	\$121,267
System Test	System Test Report User Acceptance Test Plan	\$455,120	CMV	\$142,667	\$21,400	\$121,267
			Overweight/Size	\$142,667	\$21,400	\$121,267
			Insurance, IFTA/IRP	\$142,667	\$21,400	\$121,267
			Enforcement	\$142,667	\$21,400	\$121,267
<b>INTERFACES</b>						
Requirements Validation	Interface Specifications	\$288,820			\$43,323	\$245,497
Build	Code & Unit Test Results	\$321,500			\$48,225	\$273,275
Interface Testing/Pilot Test	Pilot Test Report User Acceptance Test Plan	\$161,280			\$24,192	\$137,088
<b>DATA MIGRATION</b>						
Data Migration Planning	Conversion Strategy Document Conversion Workplan	\$32,000			\$4,800	\$27,200
Data Acceptance	Converted Data Summary Report	\$243,000			\$36,450	\$206,550
<b>IMPLEMENTATION</b>						
Implementation	Implementation Plan User Manual System & Operations Manual	\$198,400			\$29,760	\$168,640

RESPONSE TO REQUEST FOR PROPOSAL #7002869

Scope of Work	Deliverables	Price	Milestone	Price	Holdback	Payment
Training	Training Materials Training Execution Report	\$162,000			\$24,300	\$137,700
User Acceptance Test	UAT Report	\$57,600			\$8,640	\$48,960
Subtotals		\$3,530,940			\$529,641	\$3,001,299
Please III Holdback Release 1			End of Post-Implementation Support		N/A	\$176,547
Please III Holdback Release 2			End of Phase III Warranty		N/A	\$353,094
<b>TOTAL COST</b>		<b>\$3,530,940</b>				<b>\$3,530,940</b>

### III. Optional Cost Table - Hosting and Support

Annual Operations Costing	Recurring Annual Maintenance Cost
Platinum Support (as defined in Section 6 of the technical proposal)	\$725,000
Onsite Application Administration Support	\$197,000
Hosting and Disaster Recovery	\$208,320
<b>SUPPORT SERVICES TOTAL</b>	<b>\$1,150,320</b>

**Hosting Pricing Assumptions:**

All HW and SW licenses will be procured by the State.

Annual Maintenance for Hardware and Software has not been included in this pricing.

Annual Support costs will increase by 4% annually.

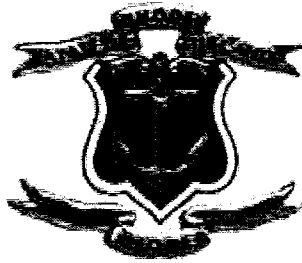


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## Functional and Project Management Assumptions

1. The proposed solution and associated costs are for a .NET technology solution. While Saber can provide an alternative technology such as J2EE the cost proposal would need to be resubmitted.
2. An interface to NMVTIS is out of scope for this RFP.
3. A Plate inventory module is out of scope for this RFP.
4. Ad hoc reporting is not a requirement for this RFP. There is one requirement to support ad hoc letters, this requirement will be supported as defined. No additional requirements have been requested and therefore ad hoc reporting is assumed out of scope.
5. The State will provide the development, testing and production environments and associated software licenses as clarified in response to Question #8 from Vendor #6.
6. The scope of imaging is to interface with the image/scanning system being procured and implemented separately by the State.
7. The State will provide the hardware installation and basic configuration for the proposed solution.
8. Project Scope – During the initial stages of the engagement, both Saber and RI DMV will agree on a point in time where the Scope for a specific portion of the project will be finalized and signed off. Any changes to this defined scope during the associated timeframe will be managed through the Change Control Process and assessed for Time and Cost impacts.
9. If there is an extended lifecycle for the awarding of the associated contract the staffing outlined in the Saber response to the RI DMV System Modernization Project RFP are subject to change. If any proposed Saber staff is unavailable at the time this project is to begin, Saber will replace those resources with individuals possessing equal or greater skills/experience.
10. The State will provide decision-makers and subject matter experts to attend JAD/Focus Group sessions, review drafts of deliverables and respond with suggestions/comments as well as provide the appropriate technical staff to facilitate access to the State mainframe and servers for development and testing as required by the Project Calendar.
11. The State will provide a single point of contact for each deliverable reviews. Additionally, the State will manage the State internal review process to provide final comments to Saber as per agreed time frame.
12. Saber will provide automated processes to the extent possible for cleansing data. However, the data that is missing, incomplete, or incorrect may require manual State intervention to correct. Where possible, Saber will provide the State with reports that identify missing, incomplete or incorrect data. Data cleansing will need to be completed in a timely manner prior to data conversion.
13. Resources from the State, if necessary, will be available to establish required connectivity and provide technical support for network connectivity and operations between the Saber facility and the State facility.
14. After hours access to the State building and facilities may be required and will be available during critical points in the project.

15. The State will provide industry standard server room facility and infrastructure including adequate power, UPS, HVAC, security, racks, storage, and network (switches, routers, etc.) to house the proposed solution.
16. If the new system integrates with any third party software that is currently being used by the State (e.g., VINA, NADA, etc.), the State will provide the development license(s) of these products to Saber to facilitate development and testing.
17. The State will be responsible for the liaison and facilitation with external entities, business partners, and other government departments as required to collect interface related requirements and testing the interfaces.



**Solicitation Information**

14 Dec 06

**RFP # 7002869**

**TITLE: Computer System – D.M.V.**

**Submission Deadline: 15 March 07 @ 1:00 PM (Eastern Time)**

**PRE-BID/ PROPOSAL CONFERENCE: Yes Date: 30 Jan 07 Time: 2:30 PM**  
**Mandatory: YES**  
**Location: Department of Administration / Division of Purchases (Bid Room), One**  
**Capitol Hill, Providence, RI**

Questions concerning this solicitation may also be e-mailed to the Division of Purchases at [questions@purchasing.state.ri.us](mailto:questions@purchasing.state.ri.us) no later than **8 Jan 07 at 12:00 Noon (ET)**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the RFP / LOI # on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

**SURETY REQUIRED: Yes. - \$2,000**

**BOND REQUIRED: Yes. The selected vendor will be required to submit a performance bond for the full contract value.**

**Jerome D. Moynihan, C.P.M., CPPO**  
**Administrator of Purchasing Systems**

**Vendors must register on-line at the State Purchasing Website at**  
**[www.purchasing.ri.gov](http://www.purchasing.ri.gov).**

**NOTE TO VENDORS:**

Offers received without the entire completed three-page RIVP Generated Bidder Certification Form attached may result in disqualification.

**THIS PAGE IS NOT A BIDDER CERTIFICATION FORM**

**RFP # 7002869**

**TITLE: Computer System – D.M.V.**

**Submission Deadline: 15 March 07 @ 1:00 PM (Eastern Time)**

***3.1.1.1 This solicitation is only available in electronic format, as the files contain approximately 21 megabytes of information.***

**To obtain a CDROM of RFP # 7002869:**

- Send your request by fax (401 – 222 – 6387) or email (questions@purchasing.state.ri.us), Remember to reference RFP # 7002869 in your communication. **Your request must include a pre-paid Federal Express Number and your company name, address, telephone number, and contact person.**
- A copy of the CDROM may also be obtained by visiting the Rhode Island Department of Administration / Division of Purchases, One Capitol Hill, Providence, RI., Monday through Friday (excluding State Holidays), from 9:00 AM – 3:00 PM (Eastern Time).
- Requests for the CDROM will be honored though the close of business on 30 Jan 07.



Jerome D. Moynihan, C.P.M., CPPO  
Administrator of Purchasing Systems

**State of Rhode Island  
Division of Motor Vehicles**



**Request for Proposals (RFP)  
DMV System Modernization Request**

**December 2006**

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## 1. RFP INTRODUCTION/PROCESS

The Division of Motor Vehicles (DMV) is a governmental agency within the Department of Revenue for the State of Rhode Island. Under the direction of the Registrar, the Division administers motor vehicle and transportation related laws, specifically Motor Vehicle Titling, Registration and Licensing Laws, Transportation Safety Laws, Motor Vehicle Franchise Dealer and Manufacturer laws, and other Motor Vehicle-related laws and regulations as directed by the Registrar for the State of Rhode Island.

The general purpose of this procurement is to implement a new DMV system that supports the automation of registration, licensing, issuance of driver records, accident records, provides standardization, integration, efficient management and a rapid response to citizens, governmental agencies, businesses and others requesting information. The system will be designed to allow authorized users to have restricted access to the centralized, customer centric database, and to carry out their respective business functions via a Thin Client, PC's or other interfaces.

The Rhode Island Department of Administration/Division of Purchases, on behalf of the Division of Motor Vehicles (DMV), soliciting proposals from qualified firms and organizations to provide professional services to modernize the current DMV systems, in accordance with the terms of this solicitation and the State's General Conditions of Purchase. Any resulting award or engagement from this RFP will be bound by the State General Terms and Conditions (available at [www.purchasing.ri.gov](http://www.purchasing.ri.gov)).

This is a Request for Proposals, not an Invitation for Bid. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to price; there will be no public opening and reading of responses received by the Office of Purchases pursuant to this Request, other than to name those offerors who have submitted proposals.

### Instructions and Notifications to Offerors

- Potential offerors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
- Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this request will be rejected, considered to be non-responsive.
- All costs associated with developing or submitting a proposal in response to this request, or to provide oral or written clarification of its content shall be borne by the offeror. The state assumes no responsibility for these costs.
- Proposals are considered to be irrevocable for a period of not less than one hundred and twenty (120) days following the opening date, and may not be withdrawn, except with the express written permission of the state purchasing agent.



## Division of Motor Vehicles RFP Number 7002869

- All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
- Proposals misdirected to other state locations or which are otherwise not present in the Division of Purchases at the time of opening for any cause will be determined to be late and may not be considered. The “official” time clock is kept at the reception area of the Division of Purchases.
- In accordance with Title 7, Chapter 1.1 of the General Laws of Rhode Island, no foreign corporation shall have the right to transact business in the state until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). This will be a requirement only of the successful bidder (s).
- Offerors are advised that all materials submitted to the State of Rhode Island for consideration in response to this Request for Proposals will be considered to be public records, as defined in Title 38 Chapter 2 of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request, once an award has been made.
- It is intended that an award pursuant to this request will be made to a prime contractor, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered, but subcontracts are permitted, provided that their use is clearly indicated in the offeror's proposal, and the subcontractor(s) proposed to be used are identified in the proposal.
- The State of Rhode Island has a goal of ten per cent (10%) participation by MBE's in all state procurements. For further information, visit the web site [www.rimbe.org](http://www.rimbe.org). To speak with an MBE officer, call 401-222-6253.
- Interested parties are instructed to peruse the Division of Purchases web site on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
- Equal Employment Opportunity (RIGL 28-5.1)  
§ 28-5.1-1 Declaration of policy. (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies in all areas where the state dollar is spent, in employment, public service, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at 401-222-3090.

### **Budget**

Bids from vendors should be within the range of \$9 – \$11 million USD.

## **Contract Terms**

The DMV is requesting a proposal for a project, using a phased, modular approach with an approximate start date of approximately the first week of April 2007. The end of the contract will be proposed by the vendor and by mutual agreement will be made between the vendor and Executive Steering Committee. The vendor will not provide services prior to the issuance of a purchase order by the State of Rhode Island.

## **2. ORGANIZATIONAL OVERVIEW**

The DMV's daily mission is to provide motor vehicle and licensing services to customers throughout the State of Rhode Island. DMV employs 176 full and part-time employees. These employees provide services via eight (8) DMV branches throughout the state. The branch locations are:

- Main Branch - 100 Main Street, Pawtucket
- Middletown – 73 Valley Rd, Middletown
- RI Mall Express Branch– RI Mall, Warwick
- Wakefield – Tower Hill Rd, Wakefield
- Warren – 1 Joyce Street, Warren (Part Time Branch)
- West Warwick – 1237 Main St, West Warwick
- Westerly – 62 Franklin St, Westerly
- Woonsocket – 217 Pond St, Woonsocket

The Operator Control section, located at the Pastore Complex in Cranston handles reinstatement of licenses and registrations and the Safety and Emissions Office, responsible for oversight of the inspection of all Rhode Island vehicles, is located at 325 Melrose Street, Providence. IRP services are provided by CACI. They are located at 45 Park Place, Pawtucket, RI 02860.

Services for licensing and limited motor vehicle processes are also performed at the nine (9) AAA branches located throughout the state. Various dealerships also have the ability to process new and transfer registrations for vehicles sold at the dealership.

## **3. Current Environment**

### **3.2 System**

The current system is comprised of identical production and development environments. The main components are:

- **Hardware**
  - IBM RS6000 S70A
  - AIX 5.2 PL6
  - 8 CPUs
  - 4 GB memory
  - 480 GB Disk storage in various raid configurations
  - 80 Thin Client devices with secure telnet

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- 50 PCs with secure terminal emulation
- 48 legacy DG terminals
- 53 printers branch serial and 2 high speed system
- **Network Connections**
  - Minimum T1 frame relay with ISDN backup within branches and data center
  - Stakeholder connections vary
- **Disaster Recovery**
  - Production environment under cold recovery contract with SunGuard
- **Software**
  - Programming Languages
    - MicroFocus COBOL(applications) = 1500 programs
    - C (application support) = 20 programs
    - Unix Korn shell scripts = 3000 scripts
- **Number of Users**
  - Production – 176 users
  - Development – 7 users
- **Number of Transactions**
  - Registration - 3400 per day
  - License - 3100 per day
- **Data**
  - DMV Database Management System
    - TBAM (Transaction-Based Access Method) revision 2.0.36.5
    - Hierarchical Database Structure
    - Index data is stored separately from record data
    - Product description from [www.datatek-net.com](http://www.datatek-net.com)  
*Datatek's Transaction-Based Access Method (TBAM) data manager is a high-performance, highly reliable replacement for Data General's INFOS II and is available on Open Systems, including AIX, HP/UX, DG/UX, Solaris, and Linux.*
    - Owner contact information  
 Datatek, Inc  
 1735 Guess Road, Suite 200  
 Durham, NC 27701  
 Telephone: 1-(800)-536-4835  
 Fax: 1-(800)-295-0741  
 Email: [info@datatek-net.com](mailto:info@datatek-net.com)  
 Sales: [sales@datatek-net.com](mailto:sales@datatek-net.com)  
 Web: [webmaster@datatek-net.com](mailto:webmaster@datatek-net.com)  
 Website: <http://www.datatek-net.com>
  - 69 Databases/Tables
  - Database descriptions and statistics – see chart below
  - Record layouts
    - To be supplied during vendor conferences

NAME	DESCRIPTION	COMMENTS	RECORD		
			SIZE	DB SIZE	# OF RECORDS
AZTICKLERX.DB	Emissions Temporary Storage		190	10,108,928	53,205
ARMASTER.DB	Registration Accounts Receivable	Daily DB for registration payable transaction	367	671,744	1,830
ATSLEVO.DB	Accident Tracking	Accident information tracking	360	282,148,864	783,747
ATSNONREP.DB	Accident Tracking Non-Reportable	Accident information tracking of non-reportables	52	5,865,472	112,798
CALENDAR.DB	Holiday Calendar	Database of State Holidays	510	16,384	32
CDLLEVO.DB	Commercial Driver License	Commercial Driver License	579	27,557,888	47,596
CDLTMSTX.DB	Commercial Driver License Test	Commercial Driver License Testing results	186	10,108,928	54,349
CSORPENDX.DB	Change State of Record Pending	CDLIS-written to, nothing ever done with	86	32,768	381
DATESX.DB	Date Rollout	Date projection database	40	32,768	819
DMVLEVO.DB	Court Addresses	DMV suspension "where to report" addresses	350	61,440	176
DRVEDLEVO.DB	Drived Education	Driver who've had to take driver retraining	193	13,025,280	67,488
DRVREQX.DB	Batch Driving Record requests	Nightly Request for Driving Records	337	16,384	49

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EXAMLEVO.DB	Exam Fee	Track Monies for people taking written driving tests	200	2,998,272	14,991
FCHIDX.DB	Record Location Fiche	Record Location Fiche	60	16,384	273
FLREFX.DB	Fleet Reference		200	933,888	4,669
FPIDX.DB	Flashing Light Permit		180	311,296	1,729
FRHLEVO.DB	Financial Responsibility History	Financial Responsibility History	211	5,505,024	26,090
FRMLEVO.DB	Financial Responsibility Master	Financial Responsibility Master	211	20,594,688	97,605
FRMTEPO.DB	Financial Responsibility Temp	Financial Responsibility Temp	416	557,056	1,339
FRVLEVO.DB	Financial Responsibility Vehicle	Financial Responsibility Vehicle	39	1,146,880	29,407
HAVA2SSNCOUNT.DB	Secretary of State SSN Lookup Counts	Count of Secretary of State SSN lookups using DMV portal to AAMVA	18	16,384	910
HCAPIDX.DB	Handicap Placards	Handicap permits	344	37,748,736	109,735
HOLD_NADA.DB	Vehicle Pricing Backup	Book value of Vehicle Pricing Backup	194	6,307,840	32,515
IDENTX.DB	Card Identification	Card Identification	300	72,269,824	240,899
INSPCTX.DB	Vehicle Emission Inspection	Vehicle Emission Inspection pass/fail info	130	143,294,464	1,102,265
INSPLETTERX.DB	Vehicle Emission Inspection Notification	Vehicle Emission Inspection letter Notification	270	39,698,432	147,031
IRPTMPX.DB	Apportion Plate Temporary Storage		830	10,240,000	12,337
JOBPARAMX.DB	Nightly Job Run Program Parameters	Set Nightly Job Run Program Parameters	90	16,384	182
LHLEVO.DB	Lienholders	Names and addresses of lienholders	128	114,688	896
LICARLEVO.DB	License Accounts Receivable	Daily DB for license payable transaction	250	425,984	1,704
LICLEVO.DB	License Master	Driver license information	900	1,411,727,360	1,568,586
LICPASS.DB	License Application Password	DMV password for license application	35	32,768	936
MVHISTORY.DB	Registration History	"old history" registration data	814	2,834,143,232	3,481,748
MVMASTER.DB	Registration Master	"current" and "new history" registration data	814	3,225,878,528	3,962,996
MVSUSPMASTX.DB	Registration Suspension Master	Registration suspensions	210	143,523,840	683,447
NADA.DB	Vehicle Pricing	Book value of Vehicle Pricing	194	6,307,840	32,515
NAICTAB.DB	NAIC Insurance Company Codes	for validation	168	229,376	1,365
NCALL.DB	NADA Call Counts	Counts to NADA.DB for vehicle pricing	10	16,384	1,638
ORLEVO.DB	Remake Plate Order	Remake of registration license plate	130	425,984	3,277
OVAUDIT.DB	Overweight Audit Number	P=power, T=trailer	20	16,384	819
OVINDX.DB	Overweight Vehicle Permits	Permits to drive vehicles overweight	320	1,835,008	5,734
PERSEQX.DB	Permit Sequence Number	Track permits to generate the next usable	10	16,384	1,638
PLTISSUEX.DB	Plate Issuance		185	16,384	89
PWORD.DB	Registration Application Passwords	DMV password for registration application	35	32,768	936
RELOCX.DB	Record Location	Locate folders at Operator Control	85	37,715,968	443,717
REFERX.DB	Misc. Revenue for Registrations		110	262,144	2,383
RLAUDITX.DB	Record Location Folder/MicroF Tracking		102	6,701,056	65,697
RLERRX.DB	Record Location Errors	Error transaction log for Record Location	80	16,384	205
RLLOGX.DB	Record Location Log	Transaction log for Record Location	88	16,384	186
SILEVO.DB	SII Master		256	10,108,928	39,488
SARLEVO.DB	Service Agencies	Batch requests from various agencies for driving records	130	16,384	126
SCHBUSX.DB	School Bus Drivers	School Bus Driver License Information	180	393,216	2,185
SELSRVX.DB	Selective Service	Extract license info on people for Selective Service	200	114,688	573
SOAUDITX.DB	Suspension Order Satisfy Audit	Track who satisfies suspension orders	200	73,121,792	365,609
SSNCOUNT.DB	SSN lookups	Count of DMV SSN lookups thru AAMVA portal	30	16,384	546
SUSPMASTX.DB	License Suspension Master	License suspension data	300	719,028,224	2,396,761
SUSPORDX.DB	Suspension Order	Suspension order data	869	15,794,176	18,175
SUSPVIOLCODESX.DB	Suspension/Violation Codes	Store Suspension/Violation Codes information	881	262,144	298
SVPROCESSX.DB	Temporary Salvage Storage		580	65,536	113
SVTITLX.DB	Salvage Title		166	21,676,032	130,579
TABLEX.DB	Table Database	Store old COBOL table data	142	147,456	1,038
TEMPLTX.DB	Temporary Plate	Temporary dealer plates	185	3,375,104	18,244
TITLX.DB	Title Print		580	915,456,000	1,578,372
TPLEVO.DB	Title Master	Title information to be printed	580	16,384	28
TSTMNTX.DB	Title Statement		910	16,384	18
TMASTERX.DB	Temporary Title	Temporary title storage	552	12,140,544	21,994
UNPURGED_SUSPORDX.DB	Unpurged Suspension Order	Temporary storage	869	16,515,072	19,005
VINCKX.DB	Registration Gap Checks		575	1,808,384,000	3,145,016
VIOLMASTX.DB	Violation Master	Driver license violations	351	864,911,360	2,464,135
XREF.DB	Cross Reference Master	Cross Reference number storage		12,822,317,056	

### 3.3 Business

Below are the functions performed by the areas within the DMV:

- **Registration and License Section**
  - Issues driver's licenses, learner's permits and non driver ID cards
  - Issues CDL licenses and endorsements
  - Gives driving permit, CDL tests and road tests for all new drivers
  - Processes voter registrations and registers organ donors
  - Registration section
  - Issues registrations and titles for new/used vehicles
  - Issue plates, duplicate plates and vanity plates
  - Sales tax payment verification
  
- **Title Section**
  - Issues new titles after twenty-eight (28) day statutory hold time
  - Processes lien-holder information and duplicate title applications
  
- **Overweight Permit**
  - Processes overweight/oversize permits including:
    - Trip permits, consortium permits, crane permits
    - Modular and home movement permits and reducible load permits
  
- **Financial Responsibility**
  - Processes mandatory insurance documents (GU-1338, SR-22 & SR-26)
  
- **Data Control**
  - Handles tax delinquencies for thirty-nine (39) cities and towns
  - Handles income tax clearances for Division of Taxation
  - Handles corrections/problems for license and registration
  
- **Operator Control**
  - Issues license and registration suspensions
  - Reinstates licenses and registrations
  - Conducts hearing with the Medical Advisory Board
  - Conducts driver retraining assignments (community service, DUI school, and evaluation treatment)
  - Reviews/determines applications approval for Commercial Drivers Licenses, Chauffeur License
  - Conducts hearings on disability parking privilege placard denials, tinted window denials, medical conditions with regard to the safe operation of a motor vehicle
  - Issues driving abstracts to anyone entitled to receive such documents under law

- **Safety and Emissions**
  - Responsible for the supervision of a decentralized emission and safety inspection program, which inspects over 350,000 vehicles
  - Licenses/supervises 567 emission and safety inspection stations
  - Annually conducts over 3,600 safety inspections for school buses
  - Conducts over 1,700 annual inspections on public plated vehicles and approximately 450 inspections on large jitneys
  - Works in conjunction with law enforcement to conduct roadside inspections
  - Re-inspects over 1,200 vehicles that had previously failed state inspection
  
- **Enforcement**
  - Investigates potentially fraudulent documents
  - Inspects vehicles involved in fatal or serious accidents
  - Review documents/inspects vehicles pursuant to the issuance of salvage titles
  - Review documentation and determine whether or not to issue special plates including farm, in-transit, bailee and transporter plates
  - Investigates complaints involving the misuse of plates, licenses or IDs
  
- **Safety Responsibility (Accident Section)**
  - Enforces the compulsory insurance law
  - Enforces the laws requiring the filing of a state crash report
  - Maintains the accident tracking system; input accident data on to driver abstracts
  - Requires the posting of financial security (bond, cash real estate etc.) by uninsured involved in accident
  - Conducts hearings on pending suspensions involving compulsory insurance and financial responsibility
  
- **Dealer Licensing and Regulation Section**
  - Determines whether new/used car dealers meet the criteria for licensing
  - Issues licenses for car manufacturers, rental and leasing companies, factory distributors and factory representatives to conduct business in Rhode Island
  - Handles consumer complaints against dealerships and franchise protest hearings
  
- **Motor Carrier and School Bus Safety**
  - Regulates the school bus certification of over 1,800 school bus drivers
  - Regulates the route access for twin and 53 ft. trailers
  
- **Disability Parking Placard Section**
  - Processes the applications of over 10,000 disability parking placard requests annually
  - Works with the Medical Review Board to approve/deny application
  
- **License and Regulate Commercial Driving School**

## 4 STATE OF RHODE ISLAND PRIMER ON DMV GOALS AND OBJECTIVES

The DMV will choose one (1) prime contractor to complete the entire project. The successful vendor shall be solely responsible for completing all terms and conditions specified in this Request for Proposal (RFP) and any resulting contract. Any subcontracts/subcontractors must be approved by the State. DMV shall reserve the right to clarify the terms and conditions of any proposal submitted.

The following appendix items are provided to give the vendor an overview of the DMV organization, the numerous stakeholders of the DMV system and the terms which the vendor should become familiar with.

- Organization Charts – Appendix A
- Stakeholder List – Appendix B
- Glossary of Terms – Appendix C

### 4.1 Business Modernization Goals

- Improve Customer Service
  - Decrease customer wait time at all DMV locations
  - Simplify and speed transaction processing time
  - Utilize user friendly on line application
  - Accept credit cards, checks and cash as payment
- Automate Current Manual Processes
  - Overweight permits
  - Dealer licensing
  - Accident reporting and tracking
  - Financial responsibility
  - Driver retraining
- Improve Quality of Database Information
  - Customer centric database
  - Ability to query information for reporting purposes
  - Ability to generate reports
  - Share information with other state agencies; enhance ability for 3<sup>rd</sup> party interfaces
  - Easier implementation of legislative changes, federal mandates and needed enhancements
- Operational Efficiencies
  - Reduce and streamline redundancies
  - Settlement processes and interfaces according to GAAP
  - Tighten accounting processes to minimize potential fraud
  - Reduce the amount of paper transactions
  - Increase processing speed
  -

## 4.2 IT Modernization Goals

- Implement a system architecture that is geared for the long-term and does not require costly maintenance updates
- The hardware should be scalable, but expandable to accommodate years of growth and enhancements
- The software, including relational database software, should be of the highest industry caliber
- The hardware and software security systems should integrate seamlessly with the State of Rhode Island and federal government standards
- The application design should use standard common industry application software which allows for expandability, enhancements and easy maintenance

## 4.3 Database Preferences

### Database Technology

The Department of Administration financial and personnel systems, as well as the judiciary systems, currently uses Oracle technology. The state is interested in building a concentration of skills in the Oracle DBMS within the state. Therefore, the state strongly prefers a DMV system that utilizes Oracle technology and tools as its database technology; however we are open to alternative recommendations. Proposals should describe the recommended database, the rationale for the recommendation, and a strategy for technical support.

### Staged Database

Significant technical and business risk exists with the current DMV system; therefore the state prefers a project approach which recommends the creation of a staged database as soon in the project lifecycle as possible.

This staged database would be used for data cleansing and conversions during the term of the project.

## 5 SCOPE OF WORK

The State of Rhode Island DMV requires a redesign and technological upgrade of its core system, including, but not limited to; database, infrastructure, and interfaces.

The vendor is required to perform a study of equipment, central processes, back-up and recovery, architecture, etc to determine where current DMV hardware is inadequate. Hardware will be bid separately by the state.

Once the vendor has been chosen, it will be the responsibility of the chosen vendor to comply with, but not be limited to, the following Scope of Work:

Become fully knowledgeable of the current business process flows, business context diagrams and system context diagram provided by the state.



The business requirements are outlined by function and indicate if the requirement is mandatory or considered desirable must be completing understood and the purposed bid must meet all the mandatory requirements. The vendor must provide a separate cost proposal and/or indicate if their core system already contains the desirable requirements as well as suggest any other currently developed functionality that the state can benefit from.

- Business Process Flows – Appendix D
- Business Context Diagrams – Appendix E
- System Context Diagram – Appendix F
- Business Requirements – Appendix G

### **5.1 Vendor Qualifications/Requirements**

- A brief history of the vendor's firm, including date of incorporation, the most recent audited annual report or audited statement of income and retained earnings and audited balance sheet for the last two years, size of the business, ownership, organizational chart indicating where the proposed project staff fits on that chart, management and project managers resume/biography, percentage of staff dedicated to this project, support hours available to clients and address for the corporate headquarters and the group providing the proposed services, if different than corporate headquarters location.
- The vendor team must have experience on a DMV system modernization or replacement project over the most recent three years. Include a comprehensive listing of other installations, listing the states and/or Canadian provinces completed and any in progress. Indicate the number of staff dedicated to each development, the number of staff members with DMV system conversion experience and those that have had worked on other government projects.
- The vendor must include at least three (3) most recent customer references from other states which have had a successful DMV implementation. The state agencies name, address, and the contact person's title, organization/agency and phone number. Give a brief project summary and the start and end dates of the project.
- The vendor will be required to re-engineer/re-design the current business processes and must demonstrate previous experience of re-engineering/re-designing by providing examples of business processes before and after the re-engineering/re-designing was applied.
- The vendor will be responsible for furnishing their own development tools including any/all computer hardware and software. The vendor is also responsible for items such as office/clerical/administrative support needed to complete this project.
- The vendor shall be responsible for paying all of their travel, meals and lodging costs incurred during activities undertaken during the scope of work outlined in this RFP.
- All costs associated with the preparation, development or submission of bids or other offers will be the responsibility of the vendor. The state will not reimburse any such costs.

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- All documents, correspondence and other submissions to the Division of Purchases are considered public records, pursuant to Title 38, Chapter 2 of the General Laws.
- The vendor shall provide resumes for all proposed project staff. The resumes should emphasize managerial and technical experience with implementation of previous DMV systems.
- All employees of the vendor assigned to this procurement will be subject to a criminal history background check, including a fingerprint search.
- The vendor will provide as part of the project staff the following roles at a minimum:
  - Vendor Project Manager
  - Vendor Technical Manager
  - Vendor Database Administrator
  - Vendor Documentation Writer
  - Vendor Test/QA Manager
  - Vendor Training Manager
- Explain any past or outstanding lawsuits related to the vendor's past performance under contract on the development or implementation of any business process analysis/redesign, and computer hardware, software, and systems development/implementation projects.
- The vendor must provide the following sample documentation, but not limited to:
  - User documentation
  - Training materials
  - Testing plan
  - Project plan
  - System documentation from similar DMV projects
- The vendor must prepare and submit an initial WBS using MS Project, with target dates and a schedule of deliverables.
- The vendor must submit a high level description of the project approach and proposed time lines.
- The vendor must review the current business processes, determine a time frame for business process re-engineering/re-design, detailed requirements, system design, conversion, testing and implementation and submit a logical WBS and schedule to implement the proposed system including all deliverables requested in this RFP. The vendor must provide a Gantt chart for each component and another Gantt chart which integrates the WBSs of all efforts in order to show any concurrent tasks that might be performed.
- The vendor shall agree that all staff assigned to this project will adhere to state and DMV policies governing confidentiality of individual records and sign a confidentiality agreement.

- Drug Free Workplace: In accordance with Executive Order No 91 - 14, the vendor who does business with the State and their employees shall abide by the state's drug-free workplace policy and the vendor shall so attest by signing a certificate of compliance.

## **5.2 Team Location**

- A local presence in the main office of the DMV is required. All meetings will be held at the main office of the DMV or a place that is mutually agreed upon by the DMV Project Manager and the Vendor Project Manager.
- The state will provide office space for the core vendor staff members at the main office of the DMV.

# **6 PROJECT REQUIREMENTS/CONDITIONS**

## **6.1 Initial Deliverables**

- Project kick off meeting
- Re-engineering/re-design
  - The successful vendor, prior to beginning the system modernization, must review and evaluate the business processes to determine which processes need to be re-designed in order to meet the DMV modernization goals.
  - All agreed upon re-designed processes will be documented and be incorporated in the requirements for the system modernization.

### **6.1.1 DMV Project Manager Deliverables**

- The Executive Sponsor will appoint a Project Manager and anticipates the staff involvement of an Executive Steering Committee, Steering Committee, Project Team and Working Groups. The DMV Project Team and Working groups will consist of a Project Manager, a Business Analyst, an Implementation Aide, supervisors and Subject Matter Experts within the DMV and staff from other stakeholders when applicable.
- The DMV Project Manager will also coordinate the activities of the Project Team, Working Groups and the vendor. In this role, the DMV Project Manager will be responsible for ensuring that the project proceeds toward the goal of implementing a system that is responsive to the DMV's needs. The DMV Project Manager will provide day-to-day oversight of the vendor to ensure that all aspects of the resulting contract are being executed; monitor the progress of the project; ensure that appropriate representatives from all concerned organizations participate in key decisions; facilitate the timely resolution of issues raised by the project participants; coordinate the reporting, review and quality control process; and accept project deliverables.

- In addition, the DMV Project Manager and team members will be responsible for:
  - receipt, control, coordination and review of deliverables
  - approval of contractor deliverables
  - creating the DMV project reports and managing DMV staff
  - correspondence and communication control among the DMV Project Team and Working Group members
  - identification and enrollment of new system users
  - approval of Acceptance Test scenarios and review of Acceptance Test results
  
- The Executive Steering Committee, Steering Committee, Project Team and the Working Groups will contribute to the data validation effort, participate in acceptance and pilot office testing and will assume the lead role in the execution of the state's acceptance testing effort. These teams will also be responsible for providing any additional information needed on the technical environment at DMV. Further, they will be responsible for reviewing the system technical specifications, system compliance with security and audit requirements and approve installations. The teams will work with the vendor throughout the modification and implementation phases to ensure that technical and operations documentation is sufficient to allow the DMV to operate and maintain the system after statewide implementation.

#### **6.1.2 Vendor Project Manager**

- The Vendor Project Manager will be interviewed by Executive Sponsor and the DMV Project Manager.
- The Vendor Project Manager must follow PMBOK methodology and must be PMP certified.
- The vendor shall not change its designation of the Project Manager during the performance of the services without prior written consent of the Executive Sponsor, which reserves the right to interview and accept/reject any new candidate.
- The vendor is responsible for their deliverables and will report and provide the DMV Project Manager with updates related the scope, schedule, resource allocations and budget. (See Project Report Section) All deliverables will be audited by a third party vendor to ensure completeness prior to funds being allocated to the vendor.
- Other project management activities include, but are not limited to, scheduling meetings, taking and distributing meeting minutes, coordinating design group meetings and testing meetings and assuring completion of their deliverables.
- The Vendor Project Manager will inform the DMV Project Manager of any potential risks and urgent issues. Be responsible for producing a project plan and a Work Breakdown Structure (WBS).

- The moving of vendor project participants between vendor projects shall require prior written approval of the Executive Sponsor, which shall not be unreasonably withheld.
- The DMV shall have the right to require the vendor to remove any individual from his/her assignment to this agreement by the vendor or any subcontractor, if, in the opinion of the DMV, such employee is uncooperative, inept, incompetent or otherwise unacceptable. In the event that an employee is removed pursuant to a written request from the Executive Sponsor the replacement provisions above shall apply. The Vendor Project Manager shall immediately notify the DMV Project Manager of the resignation or discharge of any vendor personnel assigned to this project, and such personnel shall be forthwith relieved on any further work under the contract. Transfer of knowledge must occur prior to the departure of all vendor staff members.
- Vendor agrees not to sell, use or display RI DMV customer data or use it for any other purpose unless agreed upon, in writing, by the Chief Purchasing Officer of the State of Rhode Island.
- Vendor will notify DMV immediately if it experiences any security breach that may cause DMV customer data to be compromised.

### **6.1.3 Vendor Project Reporting**

The vendor's project management approach must meet the following project meeting and reporting requirements:

- **Weekly and other meetings.** Throughout the project the Vendor Project Manager and other key individuals must attend brief weekly meetings, and other requested meetings with the DMV Project Manager and other members of the DMV Project Team. The weekly meetings must follow a preset agenda developed by the vendor, but must also allow the vendor or DMV to discuss other issues that concern either party.
- **Weekly status reports.** The vendor must prepare, in writing, a succinct status report at least one day prior to each of the weekly meetings. These reports must list all activities which occurred since the last report, and briefly describe their current status, including, but not limited to:
  - Any problems encountered and their disposition
  - The results of any tests
  - Whether or not deadlines were met
  - Any problems that have arisen that need to be addressed before proceeding to the next task
  - Planned tasks, and priorities, to be completed in the next week

- **Monthly status reports.** The vendor must submit, in writing, a succinct status report due to the DMV Project Manager on an agreed upon day each month while the contract is in effect. The report shall include the following summaries:
  - The overall completion status of the project in terms of the approved project WBS
  - Activities completed during the month
  - Plans for activities for the next month
  - Deliverables status
  - Problems encountered and proposed/actual resolutions
  - Risk updates and any new risks identified
  - Testing status and test results
  - Proposed changes to the project WBS

## 6.2 WBS and Schedule

- The DMV will notify the vendor in writing of the approval or disapproval of the WBS. Any disapproval will specifically set forth the part or parts of the WBS which are unacceptable to the DMV and what corrections or improvements are required by the DMV. The vendor will resubmit the WBS, modified in accordance with the DMV Project Manager's direction, within ten (10) business days of receipt of the disapproval unless it receives from the DMV written permission for an extension.
- If the vendor wishes to receive an extension, it must submit a written request within five (5) business days after receipt of disapproval setting forth the specific reasons why the vendor cannot comply with the requirements, together with a schedule of when the vendor will be able to resubmit the WBS.
- The project WBS must be formally addressed, and needed updates proposed in conjunction with the weekly and monthly status report meetings throughout the project and at least ten (10) days before the start of each new phase of the project. The updated WBS will incorporate any new information into the detailed schedule including realistic dates, activities and deliverables for that project phase. The approval process for the updated WBS is the same as described above for the initial WBS.
- It is understood that in order to expedite the approval process the vendor may submit for the informal comment of the DMV draft versions of any or all parts of the updated WBS, subject to all the terms and conditions of the contract. An updated WBS and any other amendments to the WBS shall be subject to DMV's approval.

## 6.3 Deliverable Submission and Approval

- The vendor will define, perform and produce all tasks associated with deliverables, by the due dates specified in the contract and any resulting updated project WBS(s). The vendor must describe the format and content as well as provide the delivery schedule for all required deliverables identified in this RFP. Each deliverable must be delivered to the DMV dated and clearly identified as a deliverable to distinguish it from preliminary drafts or other material which may be presented to the DMV from time to time.

- If the vendor is unable to provide a deliverable on time it should indicate in writing when the deliverable will be submitted. The payment schedule for work performed under the contract shall be adjusted if the deliverables are not provided to the DMV in accordance with the time schedule in the most recently approved project WBS.
- DMV will review, comment on and approve or disapprove of deliverables in as timely a manner as possible, depending upon the size and content of each deliverable. Not later than ten (10) work days after receipt of a deliverable, the DMV shall notify the vendor either of the DMV approval or disapproval. Reasons for disapproval shall be stated in the notice as specifically as is reasonable under the circumstances.
- Unless otherwise agreed to by the parties in writing, the vendor shall correct and resubmit the deliverable as necessary to qualify it for approval, no later than five (5) business days after receipt of a notice of disapproval.
- Also, unless otherwise agreed to by the parties in writing, the DMV shall notify the vendor either of the DMV approval or disapproval no later than five (5) work days after resubmission of any originally disapproved deliverable. Any disapproval, and the statement of reasons, shall be confined in scope to the reasons specified for the original disapproval, and to deficiencies, if any, introduced by the corrections.
- The time frames stated above for approval or disapproval of a deliverable assumes that the vendor will provide the DMV with interim copies of the deliverable or portions of the deliverable for the DMV review and comments. If that is not the case, then the above time frames are not binding upon the DMV.
- By submitting a deliverable, the vendor represents that, to the best of its knowledge, it has performed the associated tasks in a manner which must, in concert with other tasks, meet the objectives stated or referred to in the contract. By approving a deliverable, the DMV represents only that it has reviewed the deliverable and detected no errors or omissions of sufficient gravity to threaten the attainment of the objectives of this RFP or to warrant the withholding or denial of payment for the work completed. The DMV approval of a deliverable does not discharge the vendor's obligation to make, at its expense, any changes to approved deliverables necessary to meet the specifications set forth in the contract and established during the project. It is understood that in order to expedite the approval process the vendor may submit draft provisions of any and all deliverables prior to the date specified in the MS Project WBS for the informal comment of the DMV.

## **6.4 Documentation**

### **6.4.1 User Manuals**

User manuals must include a detailed description and explanation of how various modules of the system work and their functions e.g., log on procedures, identification of data elements available, print procedures, preprogrammed report procedures, data entry procedures, and error avoidance/correction procedures. It must be provided in the form of both on-line "help" screens and electronic copies.

It must:

- be easy to understand with clear explanations of screens and functions for non-technical users in how to access and update data, and how to generate and understand reports
- include training material and handouts which can be used in formal hands-on training classes
- be organized to match logical business functions and cross-referenced so that all online query explanations, reports, and update functions can be reviewed as a group
- provide explanations of all codes and values, including error codes. These codes should be documented in terms of meaning, along with an explanation of "next step" action or error correction alternatives
- include desk-level procedures for all support functions for all users and include a cross-reference of this material with on-line help screens
- provide specialized components geared to specific user groups such as AAA, automobile dealers, Data Control
- provide a data dictionary, which may be understood by non-technical users. This dictionary should provide a detailed explanation of where the data comes from, where the data resides, what the data means and who has update/delete authority
- include instructions for requesting standard and ad-hoc reports and provide samples of reports. These instructions must also include narrative descriptions of each report
- include instructions for the operation of all workstation equipment and the use of the various systems components, such as the desk top platform products and the business functions
- include instructions for all manual procedures related to the system, such as copying of scanned material and records
- it must update the manuals as vendor changes are made to the system.
- it must provide manuals electronically for training and produce documentation of each process which will be used by the state to train the staff.

#### **6.4.2 Technical Manuals**

Programmer/technical support manuals should document the system from the perspective of programmers and application developers for purposes of ongoing maintenance and troubleshooting, as well as for ease of enhancements and modifications to existing modules. The documentation should include descriptions of the application development environment, database views, and automated tools. Subjects such as diagnostics, trouble shooting, maintenance, installation and system setup procedures must be covered. The vendor will update the manuals as vendor changes are made to the system. This documentation must be in electronic format with capability to print and must:

- include documentation of all system modules, application modules, sub-modules and sub-routines. This will include an inventory of all programs and a narrative description concerning the purpose of the modules, how/where a module is used, the



way a module is invoked and the data utilized or created as a result of running a module

- include all tasks required to clearly explain the software system
- include description of how data is populated in the systems to meet requirements
- provide detailed descriptions of all reports and processes from beginning to end
- provide detailed data-flow, entity-relationship diagrams (ERD), and process flow diagrams along with narrative descriptions linking these diagrams to the individual program modules described above
- include a detailed technical description of all screens and reports indicating the function, uses, inputs and outputs of each one
- describe all error conditions, error codes and remedies resulting from any system function
- include a detailed "how to" description of how to change or modify any screen, report or menu
- provide a technical data dictionary which provides a map of the database, technical data definitions and instructions on how data can be added, deleted or modified from the database
- offer a detailed description of all interfaces
- describe all computational formulas utilized in the applications
- provide adequate documentation and procedures for disaster recovery
- provide adequate documentation for the Database Administrator

### **6.5 Warranty**

All product or service warranties normally offered by the vendor shall accrue to the state's benefit, in addition to any special requirements which may be imposed by the state. Every unit delivered must be guaranteed against faulty material and workmanship for a period of thirteen (13) months unless otherwise specified, and the state may, in the event of failure, order its replacement, repair or return for full credit, as its sole option.

### **6.6 Ownership**

Any data or information system, including licensing software, documentation and manuals, at a minimum, developed by the vendor pursuant to a contract resulting from this RFP, shall be deemed to be owned by the DMV.

Any data, information, source code and reports collected or prepared by the vendor in the course of performing its duties and obligations under a contract resulting from this RFP shall be deemed to be owned by the DMV. These items shall not be used by the vendor for any independent project of the vendor or published or publicized by the vendor without written permission by the DMV. Subject to applicable state and federal laws and regulations, the DMV shall have full and complete rights to reproduce, duplicate, disclose and otherwise use all such data, information and reports. At the termination of the contract, the vendor shall make available all such data, information and reports to the DMV within thirty (30) days.

Such material shall include, but is not limited to:

- all system modifications in their most current version
- all system instructions for operating the DMV system, in their most current version
- all data files in their most current version
- all application computer source code
- any license/licenses bought for the specific use of this project/system will be bought in the name of the State of Rhode Island with the option to transfer any license/licenses for this specific project
- transfer of all software licenses price to be determined upon mutual agreement between the state and the vendor at contract negotiation time
- user and operational manuals and other documentation, if not previously delivered, in their current version
- electronic copies of training programs for DMV staff for the operation and use of the system
- any and all performance-enhancing operational plans and products
- all specialized or specially modified software and programs, including utilities, software and documentation which are required for, or used in the operation of the system but which may not be considered as being developed or modified under the terms of the contract
  
- all documentation must exist in a non proprietary format

After acceptance period, it is the state's desire to maintain and own the entire system but not limited to all application software and source code developed for this project by the selected vendor. This does not preclude the ability for the state to enter into a maintenance contract. The state has owned and maintained the current DMV system for the past twenty seven (27) years.

## **6.7 Testing**

The vendor shall propose a formalized testing approach for the development of the new DMV system which will be approved by the DMV Working Group. The vendor project team is strongly urged to propose a testing approach that, at a minimum, addresses each testing phase listed below:

- Proof of Concept – Validate work flow with end users
- Unit Test – Verify the components work together
- System Test – Verify the system components work together with all interfaces
- User Acceptance Test – Verify DMV users interface, look and feel
- Mock Conversion Test (minimum 2) – Convert & test all components end to end over a period of time.
- Dress Rehearsal Test (minimum 2) – Convert & test all components end to end over a defined weekend.
- Pilot Test – Parallel testing

### **6.7.1 Test Plan and Items**

The vendor shall create a detailed test plan to describe the testing process, methodology to be utilized, approach for developing and maintaining test data, testing tools used, recording of the testing results, tracking and resolution of defects as well as the testing schedule of the components during the unit and system testing tasks. As part of the task initiation effort, the DMV project team shall work with the vendor to formally define the quantitative means to measure the progress of the testing effort and what constitutes its successful completion.

The vendor must develop a test plan for the proposed system. Items the vendor must consider are outlined below, and the vendor should indicate if the testing items are non-applicable due to the customized implementation. If the vendor provides a major modification to its application software for DMV, then unit tests, final system test must also be considered for each of these major modifications.

- **General Testing Overview**
  - Scope – Testing approach
  - General testing objectives
  - Levels of tests
  - Types of tests
  - Areas not to be tested
- **Supporting Documents**
  - Methods
  - Standards
- **Environmental Requirements**
  - Hardware
  - Software
  - Personnel
- **Work Flow and Deliverables**
  - Testing responsibilities
  - Testing milestones
  - Testing deliverables
- **Test Management and Procedure Controls**
  - Testing management
  - Defect identification
  - Defect tracking
  - Testing qualities metrics
  - Testing process improvements metrics
  - Testing procedure controls
  - Test initiation
  - Test execution

- Test failures
- Configuration management
- Document control
- **Screen, Graphical User Interface Test Plan**
  - Testing objects
  - Testing methods
  - Objects to be tested
  - Test case design
  - Test data creation
- **Verification Tests**
  - Testing tools
- **Server Test Plan**
  - Server testing objectives
  - Server testing methods
  - Stress testing
  - Volume testing
  - Test data creation
- **Network Test Plan**
  - Network testing objectives
  - Network testing methods
  - Performance testing
  - Stress testing
  - Test data creation
  - Network testing tools
- **Functional Testing**
  - Functional testing objectives
  - Functional testing methods
  - Test data creation
- **Business Scenarios to be Tested**
  - Business scenario test script creation
  - Business scenario verification testing
  - Business scenario validation testing

### **6.7.2 Testing Process**

The vendor shall complete testing using test scripts and representative test data for every function within the application. During the testing process, the DMV Project Team will define the criteria for the classification of defects into high, medium and low categories. All testing defects reported shall be so classified. In addition, the DMV Project Team and the vendor testing team will establish meaningful metrics prior to the testing phase which will be tracked and reported on.

The vendor shall provide an automated tool which will allow for requirements tracking, test traceability, inquiry into all defect reports and facilitate the monitoring of the defect's status. Ideally, this tool should be integrated with the version control software to allow the identification of version changes due to defect corrections. The vendor should consider, but is not mandated to, the use of IBM Rational Suite.

### **6.7.3 System Test**

The vendor must systems test all DMV software to demonstrate its functionality and performance characteristics prior to acceptance testing. The system test must actively use all of the modules installed, test all interfaces, process all types of input and produce all reports planned for the system at the end of each phase. It is expected that the vendor will develop and use a separate test database for new system testing.

Prior to conducting the system test, the vendor must submit a system test plan that sets forth how the system test is designed to fully test the new system's functions and features. The plan must identify the inputs to the test, the steps in the testing process and the expected results, and any software tools and DMV resources required during testing. DMV reserves the right to require that certain types of cases and/or transactions be included in the system test. A succinct system test results document must be prepared by the vendor that will permit DMV to validate that the test has been successfully executed in accordance with the approved plan. Any software used by the vendor during the system test, including the prepared testing database, or the documentation thereof must be provided to DMV.

### **6.7.4 Acceptance Test**

An initial site acceptance test shall be performed after system delivery and installation is complete. Members of the DMV Project Team and Working Groups will function as system users during the acceptance test and evaluate all test outcomes. The vendor will direct the acceptance test and operate the system in accordance with the acceptance test plan. The vendor will be responsible for error resolution and other technical support as required. At a minimum, the vendor's activities for this phase must include the following:

- Install the system in the test environment (e.g. the DMV and pilot sites)
- Create a test environment with DMV staff assistance, meeting the specifications for the acceptance test plan.
- Lead and direct the DMV Acceptance Test Team in reviewing and finalizing the test cases and conducting the acceptance test
- Incorporate into the acceptance test all test cases/transactions required by the DMV Acceptance Test Team
- Support the operation of the test system and deliver system output to the DMV Acceptance Test Team

- Provide a plan for documenting and resolving any errors encountered during acceptance testing
- Provide adequate technical and other staff dedicated to testing support and problem resolution while the test is in progress
- Provide for forty-eight (48) hour turnaround, unless otherwise agreed by DMV and the vendor, for correction of discrepancies identified by the DMV Acceptance Test Team
- Analyze and evaluate performance of any and all systems, or other modifications necessary under management of appropriate groups and install modifications to ensure system performance reaches required levels in a production environment based on the results of the acceptance test
- Prepare an acceptance test final report that details the outcome of the test and recommends proceeding to pilot test or alternatives to be considered

The successful acceptance test shall demonstrate:

- Conformance to all mandatory requirements
- Performance of all options ordered
- Performance of all vendor proposed desired features

In the event the equipment and/or application does not perform as proposed during the initial acceptance period, the acceptance test shall continue on a day-to-day basis until the system meets all mandatory requirements and desired features.

#### **6.7.5 Mock Conversion Test**

A minimum of two (2) mock conversions will be performed following the user acceptance test. Members of the DMV Project Team, DMV Working Groups and the vendor will evaluate all test outcomes. The vendor will direct the mock conversion test and operate the system in accordance with the mock conversion test plan. The vendor will be responsible for error resolution and other technical support as required.

Mock conversion testing will consist of end to end testing (daily, weekly, monthly, yearly) completed over a period of time established in the mock conversion test plan. Upon completion of two (2) mock conversions, the DMV Project Manager and the Vendor Project Manager will make a determination as to the need for any further conversion testing.

#### **6.7.6 Dress Rehearsal Test**

A minimum of two (2) dress rehearsal conversion tests will be performed following a successful mock conversion test. Members of the DMV Project Team, DMV Working Groups and the vendor will evaluate all test outcomes. The vendor will direct the dress rehearsal conversion test and operate the system in accordance with the dress rehearsal conversion test plan. The vendor will be responsible for error resolution and other technical support as required.

Dress rehearsal conversion testing will consist of end to end daily testing completed as though it were the live conversion weekend. Upon completion of two (2) dress rehearsal conversions, the DMV Project Manager and the Vendor Project Manager will make a determination as to the need for any further conversion testing.

### **6.7.7 Pilot Test**

As part of the testing program, DMV intends to test data handling with parallel processing between the current system and the new system. In addition, each module will be pilot tested with a few off-site partner/providers, such as AAA and chosen automobile dealers. The vendor shall make any needed corrections to the software to ensure that each module performs as agreed.

Pilot testing will focus not only on software functionality, but also on the adequacy of training and the effectiveness of the procedures and workflow required to implement the system. Prior to conducting the pilot test, the vendor will train the DMV staff and off-site users selected for the pilot in the use of the entire module. During the pilot test, DMV and the designated Pilot Test User Staff must perform all routine duties. The vendor will ensure that the system is continually operational and immediately correct any system errors encountered.

The vendor will design and execute a benchmark test (to include any network tests and response times) prior to the conclusion of the pilot test. The benchmark will be designed to produce information that supports projections of system performance characteristics under statewide operations.

The vendor will perform all software modifications or any systems tuning necessary, within the vendor's control, based upon the pilot test results and benchmark test. The system tuning will be performed to ensure system performance reaches acceptable levels in a production environment.

At the conclusion of the pilot test phase, the vendor must prepare a concise pilot operations report that certifies that system is ready for DMV branch-wide rollout.

### **6.8 DMV Branch-Wide Rollout**

The vendor may be requested to assist the DMV in preparing a branch-wide rollout plan, which will include networking and equipment needs and timetables. The branch-wide rollout plan will provide a coordinated approach to the training and implementation of the DMV user sites. The plan will contain details of the branch-wide rollout schedule and provide instructions for each site to prepare for the system implementation. The branch-wide rollout plan will also include the staffing, by staff type and skill level that the state will need to effectively operate and maintain the DMV system.

### **6.9 DMV Turnover/Post Implementation Support**

The vendor will maintain an on-site presence in Rhode Island after completion of the statewide roll-out to ensure a smooth transition to state operations. This support must consist of an appropriate number of high level, highly skilled, experienced staff at the DMV for a period of time to be determined and agreed upon by the Vendor Project Manager and the DMV Project Manager. The time frame will not exceed 120 days. Turnover includes the vendor's warranty of the DMV system that it will be free of errors that cause deviation from the functional and performance requirements specified in this RFP and any resulting contract, for a period of thirteen months from the date of the state's final acceptance of the DMV system.

During the turnover to DMV for day-to-day operations, the vendor must assist the state in maintaining the system by providing technical support and assisting in all other functions that are normally associated with maintenance and operation of a system like DMV's and the technical architecture installed by the vendor. During this phase, the vendor must prepare the state to take over the responsibility of the day-to-day system maintenance, as described in the training for DMV systems administrators.

#### **6.10 Acceptance**

The selected vendor shall submit to an acceptance trial period. The period shall begin on the first full work day after the vendor and the DMV agree and declare the application development to be complete and the system operational, and continue for up to one hundred and twenty (120) days. During the subsequent one hundred and twenty (120) day period, the system shall meet the successful performance criteria required by the DMV and identified in the selected vendor's proposal. The successful performance criteria include the ability of the DMV to operate the system. Security must be reliable and an audit entry trail accessible. The DMV reserves the right to withhold fifteen percent (15 %) after one hundred and twenty (120) days and ten percent (10%) until a full end to end cycle has been performed of the contract price pending satisfactory completion of the project. No charges shall be paid until all acceptance criteria have been met.

In the event that the selected vendor fails to meet all requirements, the DMV shall have the right to declare the vendor's product unacceptable, the vendor in default and to terminate all agreements without penalty or obligation. These actions are consistent with the provisions of the termination for default clause required in the contract. Should the DMV exercise the contract's termination for default clause for failing the performance period, the vendor shall not be entitled to any remaining payment whatsoever for its products or services.

#### **6.11 Training Plan**

The training plan should include detailed descriptions and recommendations for the different types of training, the recipients of training by functional participation in the system, the number of people to be trained, instructors that will be utilized, the training materials to be used, location of training, facilities required, training time required and a detailed training schedule. The training plan, including use of a training database, described below, must be submitted to the DMV Project Manager for review and approval at least 60 days in advance of the initial training sessions, and address the following:

- Identify the courses and description of the course content and materials to train the systems administrators and end users and achieve the training outcomes;
- A schedule for providing user training in no less than thirty (30) days prior to pilot testing;
- Provide vendor support personnel to assist with resolving issues related to either the training materials or technical problems that occur during the training phase;
- Provide a feedback survey instrument, an evaluation mechanism, to determine whether training has successfully prepared DMV users, trainers and system administrators to use, train other users, operate and maintain DMV's new system.
  - **User and Trainer Feedback.** It is anticipated this evaluation will generate a performance evaluation to determine if any additional training is needed. This tool will be used to identify weaknesses of the training program and specific revisions which need to be made, particularly for the state staff trainers of new users in branch-wide rollout.



- **Technical Training.** Training of DMV systems administrators and programming staff is critical to the success of the new system. The vendor must provide a combination of formal and on-the-job training to DMV systems administrators and programming staff throughout the development and implementation of the system which will achieve the outcomes described below. Technical training will be provided either on-site at a state training facility or off-site. This decision will be mutually agreed upon during contract negotiations.

#### **6.11.1 Training Database**

It is expected that the vendor will create separate databases for system training and system testing. The training database will include the capability for trainees to perform all DMV functions. The training database will be used for hands-on use for systems administrators, programming staff and end-user staff training. Written training material, and/or documentation, must be designed for future reference for trainees to achieve and maintain the training performance outcomes described below.

#### **6.11.2 Training Groups**

Based on the project phase, training must be planned for each module and provided on a just-in-time and as needed basis for these groups:

- **Administrators** Approximately 4-6 DBAs (Database Administrators) and SAs (Systems Administrators).
- **End-Users**, including:
  - **DMV Staff:** Approximately 200. The majority are only experienced in using a green screen application
  - **Power User Group:** Approximately 20–25 supervisors and senior staff members
  - **Agency and Vendor Staff:** Approximately 1–2 staff members at the various other State agencies and vendors who utilize the on line system (example: AAA, Courts, Dealerships)

#### **6.11.3 Training Outcomes**

The training shall be designed to provide the following outcomes for the participant groups described below:

#### **6.11.4 Technical Training**

The systems administrators' training shall enable the designated systems administrators to manage operations of the system, in terms of access, security, trouble-shooting; to update tables, screens and menus, and to add new fields/tables; and to create special purpose files, as described elsewhere in this RFP. In addition, DMV programming staff members need training to manage the data in each module, e.g. edits, coding, the query generation process, and updating corrections, etc. The training program/courses include:

- File and data administration and management of the system
- System management and administration (and Operating System, if applicable)
- System performance monitoring
- Error diagnosis

- Application training
- Application development language
- Screen generation/modification
- Program development: updating tables, screens and menus; adding fields and tables; defining/ executing data extracts /ad hoc reports, and creating special purpose files, as needed
- System utilities & maintenance (backup & recovery)
- Disaster recovery

#### **6.11.5 End-User Staff Training**

The system end-user staff at the DMV and the pilot site staff from Courts, AAA and Dealerships need to know how to enter data into the new system, perform searches and print all necessary forms and reports.

The training material for end-user staff must be designed for hands-on use and for the users' future reference. The vendor shall recommend the training program, duration, number of participants per class, training materials and training environment needed to achieve this outcome.

#### **6.11.6 Super User Training**

Supervisor and senior staff members at the DMV will be given in-depth training. These designated users need to demonstrate how the system applications work, need the ability to diagnose problems, have an introduction to database queries, reports, tools, end user training and assist other staff members who have questions regarding the application. The vendor shall specify the training program, duration, maximum number of participants per class and training facility/environment needed to achieve this outcome.

#### **6.11.7 Conducting Training**

In providing the training, DMV will process vendor deliverables as described, resolve questions raised by the vendor requiring clarification of the DMV training requirements, provide input regarding training plans, materials and schedules, review evaluation forms and provide feedback to the vendor on training outcomes.

The vendor will be responsible for, but not limited to, the following tasks:

- Secure a qualified trainer(s) to serve as core training staff for each module
- Follow agreed-upon training plans, materials and schedules to ensure that expectations can be met
- Provide a training database, using converted data or subset of data from the current DMV system
- Conduct on-site user training for the end user, super user staff as well as other defined partners/providers
- Implement a feedback survey instrument to ensure all these parties have been successfully trained

## **7 CHANGE CONTROL**

Change control is defined as the systematic evaluation, coordination, approval or disapproval and dissemination of proposed changes and the implementation of all approved changes in the configuration of any item after formal establishment of its configuration baseline.

Change control must be documented for all stages of the project on all items placed under configuration management. DMV shall establish a Change Control Board (CCB) to review and approve all change requests on items placed under configuration management. As part of each task initiation effort, timing must be identified for deliverables as to when the technical and schedule baselines will be established and what situations constitute a need for a formal change request. Generally, any change which impacts scope, requirements, functionality, cost or project duration must be submitted as a change request. All change requests must document the requested change as well as areas impacted, hours used to determine the impact of the change, hours to implement, cost (excluding items included in software maintenance) and impact to schedule.

During the project it may become necessary to make modifications to specifications and/or programs because of newly mandated federal or state requirements which go into effect during the project time line, new requirements, new system functionalities desired by the DMV, system inadequacies or for other reasons. Requests for modifications to the specifications or programs may be initiated by either the DMV or the vendor. Each request for a modification must be carefully controlled by the vendor to ensure an orderly review, approval and integration of the modification into the DMV system design and programs.

The successful vendor shall submit a change management plan at the beginning of the contract that includes, at minimum, system configuration management through the following processes.

### **7.1 Initiating a Change Request**

Each change request must be documented by the person initiating the request and submitted on a change request control form to the DMV Project Manager and to the Vendor Project Manager. Each change request will include such items as the following:

- Fully describe the change being requested
- Indicate whether the change is an emergency, routine, and the date when the change is needed
- Describe the benefits, tangible or intangible, that will result from the change
- Identify any known constraints that may exist in implementing the change.

Upon receipt of a change request the vendor will assign a unique change identification number, and log the number, to ensure the request is properly identified and can be monitored. Once completed, with a unique change identification number, the change control form should be distributed in three parts:

- One to the DMV Project Manager
- One to the vendor, and
- One retained by the initiator.

The DMV Project Manager, or change management designee, and the vendor will review all change requests. Change requests will be reviewed and categorized so they can be handled as follows:

- **Corrective Changes** – Changes to correct program failures, performance failures, procedural failures, and implementation failures, etc. Change review and approval will be expedited. Requests will be reviewed to ensure that the failure which precipitated the change request is non-compliant with the approved system operations and that the change will bring the system into compliance. Review and approval will be conducted to ensure that reported failures are corrected as quickly as possible with minimum disruption to the operations. All corrective changes will be made at no additional charge to the DMV.
- **Adaptive Changes** – Changes to adapt the system to changes in the data, processing/network requirements, etc.
- **Enhancement Changes** – Changes to improve performance, cost effectiveness, efficiency, maintainability, etc.

Adaptive and enhancement changes will be reviewed to ensure that the benefits derived from the requested change are greater than the costs to implement the change and the risks of degrading the system's quality by implementing the change. Specific criteria to be reviewed and evaluated include, but not limited to:

- Staff requirements to implement the change
- Elapsed time needed to implement the change
- Disruption to current service and operating procedures
- Retraining needed for operations personnel and user groups
- Impact on program integrity
- Compatibility with planned life-cycle development
- Ramifications of planned future changes to the DMV system
- Compliance with state regulations

## 7.2 DMV Review of Change Requests

The DMV will review the categorized, recommended changes to ensure that the modifications are consistent with the purpose and objectives of the project. The DMV will determine:

- Whether the modification is within state regulations
- Whether, in the opinion of the DMV, the change is within the scope of the contract
- The DMV resources required to implement the change
- The additional training needs required if the modification is implemented
- Whether the modification request is consistent with other changes already requested
- If a time and hours estimate for completing the change should be provided

Upon completion of the review the DMV will approve or disapprove the change request for further action. If approved, the DMV will document the decision on the change control form and forward a copy of the change request to the initiator and to the vendor. If the change is not approved a copy of the disapproved change control form will be forwarded to the request initiator indicating the reason for the disapproval.

### **7.3 Vendor Review of Approved Change Requests**

Upon receipt of the DMV approved change request for further action, the vendor will analyze the request and determine how the change may best be implemented. The change request will be analyzed both from a stand-alone perspective and from its relationship to the DMV plan. This will ensure that the change, if implemented, will not affect the integrity of overall system operation. The vendor will provide the following, but not be limited to:

- Estimating the hours and type of resources necessary to implement the change
- Estimating the date when the change may be implemented;
- Determine whether, in the opinion of the vendor, the change is within the scope of the contract
- Determine what modifications need to be made to the DMV system's design/modification and documentation as a result of the change;
- Determine whether any procedural modifications are required as a result of the change
- Document the solution required for the change (and alternatives if appropriate)
- Document the resource requirements, and estimated completion date in the change control form.

When the vendor has completed its review and analysis of the change request, a copy of the change control form, complete with vendor findings, will be forwarded to the DMV for review and approval.

### **7.4 Final Approval of Change Request**

When the vendor has completed its review and analysis of change request and submitted its findings to DMV, a meeting will be scheduled between the appropriate DMV staff and vendor personnel to finalize the disposition of the change request and, if appropriate, schedule it for implementation. During this meeting, the impact of the change and the resources required for implementation will be discussed, and an agreement will be reached to determine whether the change is within or beyond the scope of the contract. Upon completion of the review, the DMV will approve or disapprove the change request.

The decision will be documented. If DMV approves the change for implementation, the change control form will include the solution, resources and schedule required for the change. It will also include whether the change is to be made within the fixed price portion of the contract or is beyond the scope of the contract and will require a change in scope. All documents will be signed by both parties, indicating that both agree to the solution.

The DMV, with vendor assistance, shall determine the priority of the change in relation to other approved changes. The vendor will prepare a detailed WBS for developing and implementing approved changes and will incorporate it into the WBS.

The vendor will monitor the status of all change requests. The vendor shall provide an automated tool, which will allow for the inquiry into all change request items and facilitate the approval process workflow. On a weekly basis, the vendor will provide a listing of all pending change requests to DMV.

### **7.5 Completed Change Requests**

All modifications made to the system will be documented with the same precision as the original DMV system, as set forth in this RFP and the resulting contract.

### **7.6 Change Acceptance Procedures**

The vendor will follow the same approval and acceptance procedures for changes as are followed for the initial system design and development. Implementation of changes will follow the same lifecycle modification/development used during the project. Detailed specifications will be developed before any program modifications or enhancements are made. The modification design will be reviewed by the vendor and then presented to the DMV.

Upon approval of the modification design for the change, the vendor will develop and thoroughly test the modifications. If the modification is major, unit tests, string tests and a final systems test will be designed and conducted to ensure that the change functions properly and does not adversely affect the operations of DMV. Each test will be thoroughly documented and test results reviewed with the DMV. Upon acceptance by the DMV the change will be incorporated into the system.

## **8 SECURITY REQUIREMENTS**

- Security requirements for State of Rhode Island projects must comply with current computer/network best practices. These best practices are defined by NIST ([www.nist.gov](http://www.nist.gov)) Document 800-53 along with other NIST documents.
- Provide security plans, as deliverables under the contract, indicating how the vendor plans to provide confidentiality, integrity and availability into the product.
- Perform impact analyses that include clear and thorough assessments of potential security vulnerabilities prior to installation of IT services or equipment, and throughout the life of the contract.
- The application is subject to security testing for current vulnerabilities as one requirement for acceptance.
- Provide a plan to secure data during the development process including laptop policies. Policies will be agreed upon at contract negotiations.

## 9 SCORING CRITERIA

The state will commission a Technical Review Sub-Committee, which will evaluate and score all proposals, using the following criteria. The vendor must receive a total of 70% of all available technical points in order for the cost proposal to be opened and considered.

### Technical Proposal

- Vendor Qualification – Technical & Business Expertise 25%
- References 15%
- Project Approach 15%
- Training & Documentation 10%

### Cost Proposal

- Cost 35%

The low bidder will receive one hundred percent (100%) of the available points for cost. All other bidders will be awarded cost points based on the following formula:

$$\text{Low bid} / \text{vendors bid} * \text{available points}$$

For example: If the low bidder (vendor A) bids \$65,000 and vendor B bids \$100,000 and the total points available are fifty (50), vendor B's cost points are calculated as follows:

$$\$65,000 / \$100,000 * 50 = 32.5 \text{ points}$$

Vendors eligible for an award will be required to give an oral presentation and system demonstration. DMV will contact selected vendors to make arrangements for times and dates. The selected vendors should expect to conduct one whole day consisting of an oral presentation and system demonstration. DMV will provide selected vendors with scenarios to use for the system demonstration approximately one to two weeks prior to scheduled visit. DMV reserves the right to request follow-up demonstrations from selected vendors. The Technical Review Sub-Committee may revise original scores based on the vendor's oral presentation and system demonstration.

The DMV reserves the right to reject any or all proposals submitted as a result of this bid process. Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The state may, at its sole option, elect to invite the highest scoring candidates back for a second presentation.

The Technical Review Sub-Committee will present written findings, including the results of all evaluations, to the Division of Purchases, who in turn will forward the findings to the state's architect/engineer and consultant services selection committee, which may recommend up to three finalists to the Director of the Department of Administration, who will make the final award per RIGL 37-1-59.

## 10 GOVERNING TERMS AND CONDITIONS

All state purchase orders, contracts, solicitations, delivery orders and service requests shall incorporate and be subject to the provisions of Title 37 Chapter 2 of the General Laws of the State of Rhode Island, the regulations adopted pursuant thereto, all other applicable provisions of the Rhode Island general laws, specific requirements described in the request or contract, and the general conditions of purchase, which may be downloaded from the Internet at [www.purchasing.state.ri.us](http://www.purchasing.state.ri.us)

## 11 PROPOSAL FORMAT

- A completed and signed three-page RIVIP Bidder Certification Cover Form, available at [www.purchasing.state.ri.us](http://www.purchasing.state.ri.us).
- A Cost Proposal
- A separate technical proposal describing the qualifications and background of the applicant and experience with similar projects, as well as the work plan or approach proposed for this requirement. Three (3) references, project approach (WBS), corporation biography, explanation of previous/pending lawsuits, proposed vendor staffing roles and staff resumes, examples of previous re-engineering/re-design work, business process and documents as stated in section 5.2 of the RFP must in the technical proposal
- A completed and signed W-9 (taxpayer identification number and certification). Form is downloadable at [www.purchasing.state.ri.us](http://www.purchasing.state.ri.us).
- In addition to the multiple hard copies of proposals required, respondents are requested to provide their proposal in electronic format (CD or DVD). Microsoft Word/Excel or PDF format is preferable. Only one (1) electronic copy is requested.

### 11.1 Technical Proposal

The detailed technical proposal must contain, at a minimum, the following items, as well as other items requested in this RFP, in the order and format listed below:

- Cover page
- Transmittal letter signed by an owner, officer or authorized agent of the firm or organization, acknowledging and accepting the terms and conditions of this request, and tendering an offer to the state
- Table of Contents
- Glossary of Terms: Vendors are requested to submit a glossary containing an explanation of terms and acronyms used in their proposals.
- Executive Summary: The executive summary is intended to highlight the contents of the technical proposal and to provide state evaluators with a broad understanding of the vendor's technical approach and ability
- Vendor's organization and staffing
- A completed vendor Response Staffing Resource Table must be included in this section. The vendor can submit a customized formatted table.
- Narrative explaining the re-engineering/re-design approach
- Narrative of security process



- Narrative addressing each requirements/conditions;
  - Vendor Project Manager deliverables as detailed in Section 6.1.2
  - Vendor Project Reporting as detailed in Section 6.1.3
  - WBS & Schedule as detailed in Section 6.2
  - Deliverable Submission and Approval as detailed in Section 6.3
  - Documentation as detailed in Section 6.4
  - Warranty as detailed in Section 6.5
  - Ownership as detailed in Section 6.6
  - Testing as detailed in Section 6.7
  - DMV Branch-Wide Rollout as detailed in Section 6.8
  - DMV Turnover/Post Implementation Support as detailed in Section 6.9
  - Acceptance as detailed in Section 6.10
  - Training Plan as detailed in Section 6.11
  - Change Control Process as detailed in Section 7.0
- Sample system documentation
- Completed copy of Appendix G of the RFP

## **11.2 Cost Proposal**

The vendor must submit a cost proposal either in whole (the entire cost of the project) or in part (with breakdown by line item for the proposed scope of services) and conclude with a summary of the total system costs. The proposal must reflect the full bid amount including separate pricing for mandatory and “desirable” requirements which are not part of the software package. The cost proposal must be separate, signed, sealed and be reflected as a fixed bid.