**Updated January 12, 2021**

New York State Education Department

89 Washington Ave

Albany, NY 12234

**Mini-Bid # PBITS 20-001**

**PMIS Data Consolidation Services**

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| **Contract Category: PROJECT BASED INFORMATION TECHNOLOGY CONSULTING SERVICES**  **Group: 73600 Award Number: 22772**  **Fixed-Price basis only**  **Lot # 2** | |
| **DESIGNATED CONTACTS** | |
| Primary **Contact: Richard Duprey**  E-mail address: **PBITS@nysed.gov** | Secondary Contact: **Jonathan Bottisti**  E-mail address: **PBITS@nysed.gov** |
| **Authorized User shall indicate if Procurement Lobbying Law/Restricted Period is in effect: X Yes  No**  *Where Procurement Lobbying Law is deemed applicable by the Authorized User, by signing, Contractor affirms that it understands and agrees to comply with the Authorized User’s policies and procedures relative to permissible contacts.  Information may be accessed at:  Procurement Lobbying:*  [NYSED's Procurement Lobbying Law Policy Guidelines](http://www.oms.nysed.gov/fiscal/cau/PLL/procurementpolicy.htm) webpage. | |

**Questions Submission**

Questions about this Mini Bid MUST be sent electronically to [**PBITS@nysed.gov**](mailto:PBITS@nysed.gov) no later than **1/7/2021**. A Questions and Answers Summary will be posted to <http://www.p12.nysed.gov/facplan/> on or about **1/11/2021**.

**Proposal Submission**

Please complete, attach and deliver the documentation referenced in Section 4.0 Contractor Response to [cau@nysed.gov](mailto:cau@nysed.gov). T**he delivery deadline is (1/27/2021, 5:00 PM): Bids received after the deadline will be disqualified.**

Please DO NOT send questions to [CAU@NYSED.GOV](mailto:CAU@NYSED.GOV).

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| Contract Term, Extensions and No Cost Change Requests/Enhancements |
| **Tentative Start Date** *4/1/2021***through** *3/30/2022*  *.* |
| **Authorized User’s Maximum Enhancement Budget Allowable Percentage** 10%  This figure is applied after the negotiations with Tentative Awardee and should not be included with the Contractor’s submission in response to this document. |

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| MWBE Goals, Utilization and Staffing Plans |
| **Minority and Women-Owned Business Enterprise (M/WBE) Participation Goals Pursuant to Article 15-A of the New York State Executive Law**  For purposes of this procurement, NYS Education Department hereby establishes an overall goal of 30% of the total contract amount for M/WBE participation, in any percentage combination for Minority-Owned Business Enterprises (“MBE”) participation and for Women-Owned Business Enterprises (“WBE”) participation based on the current availability of qualified MBEs and WBEs. All bidders must document good faith efforts to provide meaningful participation by MWBEs as subcontractors or suppliers in the performance of this Contract. Minority and Women-Owned Business Enterprise (M/WBE) participation includes any and all services, materials or supplies purchased from New York State certified minority and women-owned firms. Utilization of certified Minority and Women-Owned firms will be applied toward the goals. Bidders can achieve compliance with NYSED’s Minority and Women-Owned Business Enterprise goals as described below.  **ACHIEVE FULL COMPLIANCE WITH PARTICIPATION GOALS (PREFERRED)**  Bidders should submit subcontracting/supplier forms that meet or exceed NYSED’s participation goals for this procurement. All subcontracting/supplier forms must be submitted with the bid proposal. In addition, bidders must complete and submit M/WBE 100: Utilization Plan, M/WBE 102: Notice of Intent to Participate and EEO 100: Staffing Plan. Instructions and copies of these forms are located in the Submission Documents. All firms utilized must be certified with the NYS Division of Minority and Women Business Development before beginning any work on this contract. For additional information and a listing of currently certified M/WBEs, see the [NYS Directory of Certified Minority and Women-Owned Business Enterprises](https://ny.newnycontracts.com/FrontEnd/VendorSearchPublic.asp?TN=ny&XID=4687).  The contact person on M/WBE matters is available throughout the application and procurement process to assist bidders in meeting the M/WBE goals. NYSED reserves the right to approve the addition or deletion of subcontractors or suppliers to enable bidders to comply with the M/WBE goals, provided such addition or deletion does not impact the technical proposal and/or increase the total cost of the bid proposal.  **DOCUMENTATION OF GOOD FAITH EFFORTS**  Bidders must undertake a good faith effort to solicit NYS Certified M/WBE firms as subcontractors and/or suppliers in fulfillment of this procurement. Means of solicitation may include but are not limited to: advertisements in minority centered publications; solicitation of vendors found in the [NYS Directory of Certified Minority and Women-Owned Business Enterprises](https://ny.newnycontracts.com/FrontEnd/VendorSearchPublic.asp?TN=ny&XID=4687); and the solicitation of minority and women-oriented trade and labor organizations. Bidders will be required to certify and attest to their good faith efforts by completing NYSED’s Certification of Good Faith Efforts (Form M/WBE 105). See the M/WBE Submission Documents for detailed examples of and required forms to document good faith efforts.  NYSED reserves the right to reject any bid for failure to document “good faith efforts” to comply with the stated M/WBE goals.  In the event Bidders cannot comply with NYSED designated participation goals, said bidders must document their “good faith efforts” to comply and submit one of the following requests:  **REQUEST A PARTIAL WAIVER OF PARTICIPATION GOALS**  In order to request a partial waiver of the participation goals for this procurement, Bidders must provide documentation of their good faith efforts to obtain the use of certified M/WBE enterprises along with their bid proposal forms. The subcontracting forms must include the participation percentage(s) for which they seek approval. Bidders will be required to certify and attest to their good faith efforts. Bidders should submit a request for a partial waiver (Form M/WBE 101) and document their Good Faith Efforts (Form M/WBE 105) at the same time as the bid is submitted. Bidders must also complete and submit M/WBE 100: Utilization Plan, M/WBE 102: Notice of Intent to Participate and EEO 100: Staffing Plan. The M/WBE Coordinator is available throughout the procurement process to assist in all areas of M/WBE compliance.  **REQUEST A COMPLETE WAIVER OF PARTICIPATION GOALS**  In order to request a complete waiver of the participation goals for this procurement, Bidders must provide documentation of their Good Faith Efforts to obtain the use of certified M/WBE enterprises along with their bid proposal forms. Bidders will be required to certify and attest to their good faith efforts. Bidders should submit a request for a complete waiver on Form M/WBE 101 and document their Good Faith Efforts (Form M/WBE 105) at the same time as they submit their bid. The M/WBE Coordinator is available throughout the procurement process to assist in all areas of M/WBE compliance.  All payments to Minority and Women-Owned Business Enterprise subcontractor(s) must be reported to NYSED M/WBE Program Unit using M/WBE 103 Quarterly M/WBE Compliance Report. This report must be submitted on a quarterly basis and can be found at NYSED’s [M/WBE Forms and Compliance Forms](http://www.oms.nysed.gov/fiscal/MWBE/forms.html) webpage.  **Service-Disabled Veteran-Owned Business (SDVOB) Participation Goals Pursuant to Article 17-B of New York State Executive Law**  Article 17-B of Executive Law was enacted to ensure that certified SDVOBs are provided opportunities for meaningful participation in the performance of state contracts. To this end, NYSED strongly encourages bidders to make maximum possible use of SDVOBs as subcontractors and/or suppliers under this contract, consistent with the requirements of State Finance Law and State procurement guidelines, as well as NYSED policies and procedures. Bidders should consider fulfilling the requirements of this contract through the participation of SDVOBs at a rate of 6%. For additional information about this program, including a list of SDVOBs, please visit the [Office of General Services, Division of Service-Disabled Veterans’ Business Development website](http://www.ogs.ny.gov/Core/SDVOBA.asp).  **M/WBE AND EQUAL EMPLOYMENT OPPORTUNITIES REQUIREMENTS CONTRACTOR REQUIREMENT AND OBLIGATION UNDER NEW YORK STATE EXECUTIVE LAW, ARTICLE 15-A (PARTICIPATION BY MINORITY GROUP MEMBERS AND WOMEN WITH RESPECT TO STATE CONTRACTS)**  In an effort to eradicate barriers that have historically impeded access by minority group members and women in State contracting activities, Article 15-A, of the New York State Executive Law §310-318, (Participation By Minority Group Members and Women With Respect To State Contracts) was enacted to promote equality of economic opportunities for minority group members and women.  The New York State Education Department (“NYSED”) has enacted its policies Equal Opportunity, Non-Discrimination and Affirmative Action and on Minority and Women-Owned Business Enterprise Procurements, consistent with the requirements as set forth under the provisions of Article 15-A (the “Article”) incorporated by reference, requiring Contracting Agencies to implement procedures to ensure that the “Contractor” (as defined under Article 15-A, §310.3 shall mean an individual, a business enterprise, including a sole proprietorship, a partnership, a corporation, a not-for-profit corporation, or any other party to a state contract, or a bidder in conjunction with the award of a state contract or a proposed party to a state contract, complies with requirements to ensure Equal Employment Opportunities for Minority Group Members and Women, in addition to providing Opportunities for Minority and Women-Owned Business Enterprises on all covered state contracts.  In keeping with the intent of the Law, it is the expectation of the Commissioner and the responsibility of all contractors participating in and/or selected for procurement opportunities with NYSED, to fulfill their obligations to comply with the requirements of the Article and its implementing regulations.  In accordance with these requirements, the contractor hereby agrees to make every good faith effort to promote and assist the participation of certified Minority and Women-Owned Business Enterprises (“M/WBE”) as subcontractors and suppliers on this project for the provision of services and materials in an amount at least equal to the M/WBE goal (Included in the procurement document) as a percentage of the total dollar value of this project. In addition, the contractor shall ensure the following:  1. All state contracts and all documents soliciting bids or proposals for state contracts contain or make reference to the following provisions:  a. The contractor will not discriminate against employees or applicants for employment because of race, creed, color, national origin, sex, age, disability, marital status, gender, religion, veteran status, sexual orientation, genetic disposition or carrier status and will undertake or continue existing programs of affirmative action to ensure that minority group members and women are afforded equal employment opportunities without discrimination.  For purposes of the Article, affirmative action shall mean recruitment, employment, job assignment, promotion, upgrading, demotion, transfer, layoff or termination and rate of pay or other forms of compensation.  b. The contractor shall request each employment agency, labor union, or authorized representative of workers with which it has a collective bargaining or other agreement or understanding, to furnish a written statement that such employment agency, labor union or representative will not discriminate on the basis of race, creed, color, national origin, sex, age, disability, marital status, gender, religion, veteran status, sexual orientation, genetic disposition or carrier status and that such union or representative will affirmatively cooperate in the implementation of the contractor’s obligation herein.  c. The contractor shall state in all solicitations or advertisements for employees, that, in the performance of the State contract, all qualified applicants will be afforded equal employment opportunities without discrimination because of race, creed, color, national origin, sex, age, disability, marital status, gender, religion, veteran status, sexual orientation, genetic disposition or carrier status.  2. The contractor will include the provisions of subdivision one of this section in every subcontract as defined under §310.14, except as provided under §312.6 of the Article, in such a manner that the provisions will be binding upon each subcontractor as to work in connection with the State contract.  3. Contractors or subcontractors shall comply with the requirements of any federal law concerning equal employment opportunity, which effectuates the purpose of this section.  4. Contractors and subcontractors shall undertake programs of affirmative action and equal employment opportunity as required by this section[[1]](#footnote-2). In accordance with the provision of the Article, the bidder will submit, with their proposal, Staffing Plan (EEO 100).  5. Certified businesses (as defined under Article 15-A, §310.1 means a business verified as a minority or women-owned business enterprise pursuant to §314 of the Article) shall be given the opportunity for meaningful participation in the performance of this contract, to actively and affirmatively promote and assist their participation in the performance of this contract, so as to facilitate the award of a fair share of this contract to such businesses[[2]](#footnote-3).  6. Contractor shall make a good faith effort to solicit active participation by enterprises identified in the [Empire State Development (“ESD”) directory of certified businesses](https://ny.newnycontracts.com/FrontEnd/VendorSearchPublic.asp?TN=ny&XID=4687). The contractor must document its good faith efforts as set forth in 5 NYCRR 142.8. This document, Contractors Good Faith Efforts, can be found in the M/WBE Submission Documents.  7. Contractor shall agree, as a condition of entering into said contract, to be bound by the provisions of Article 15-A, §316.  8. Contractor shall include the provisions set forth in paragraphs (6) and (7) above, in every subcontract in a manner that the provisions will be binding upon each subcontractor as to work in connection with this contract.  9. Contractor shall comply with the requirements of any federal law concerning opportunities for M/WBEs which effectuates the purpose of this section.  10. Contractor shall submit all necessary M/WBE documents and/or forms as described above as part of their proposal in response to NYSED procurement.  11. The percentage goals established for this RFP are based on the overall availability of M/WBEs certified in the particular areas of expertise identified under this RFP. These goals should not be construed as rigid and inflexible quotas which must be met, but as targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire Minority and Women-Owned Business Program work.  12. Contractor shall ensure that enterprises have been identified (M/WBE 102) within the Utilization Plan, and the contractor shall attempt, in good faith, to utilize such enterprise(s) at least to the extent indicated in the plan, as to what measures and procedures contractor intends to take to comply with the provisions of the Article.  13. Contractor shall upon written notification from NYSED M/WBE Program Unit as to any deficiencies and required remedies thereof, the contractor, within the period of time specified, will submit compliance reports documenting remedial actions taken and other information relating to the operation and implementation of the Utilization Plan.  14. Where it appears that a contractor cannot, after a good faith effort, comply with the M/WBE participation requirements, contractor may file a written application with NYSED M/WBE Program Unit requesting a partial or total waiver (M/WBE 101) of such requirements setting forth the reasons for such contractor’s inability to meet any or all of the participation requirements, together with an explanation of the efforts undertaken by the contractor to obtain the required M/WBE participation. |

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| Mini-Bid Proposal Validity |
| All Contractor responses to Authorized User Mini-Bids must remain open and valid for at least 90 days from the Mini-Bid opening date, unless the time for awarding the Authorized User Agreement is extended by mutual consent of the Authorized User and the Contractor. A Contractor’s Mini-Bid response shall continue to remain an effective offer, firm and irrevocable, subsequent to such 90 day period until either tentative award of the Authorized User Agreement by the Authorized User is made or withdrawal of the Contractor Submission in writing by the Contractor. Tentative award of the Authorized User Agreement shall consist of written notice to that effect by an Authorized User to a successful Contractor, who shall thereupon be obligated to execute a formal Authorized User Agreement. |

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| **Authorized User Procurement Rights** |
| New York State reserves the following rights. These reserved rights are applicable to an Authorized User’s Mini-Bid. The Authorized User may reserve additional rights in the Mini-Bid.   * 1. Reject any or all Contractor Submissions received in response to the Mini-Bid.   2. Withdraw the Mini-Bid at any time, in Authorized User’s sole discretion.   3. Make an award under the Mini-Bid in whole or in part.   4. Disqualify any Contractor whose conduct and/or Contractor Submission fails to conform to the requirements of the Mini-Bid.   5. Seek clarifications and revisions of Contractor Submission(s).   6. Prior to the Submission opening, amend the Mini-Bid specifications to correct errors or oversights, or to supply additional information, as it becomes available.   7. Prior to the Submission opening, direct Contractor to submit Contractor Submission modifications addressing subsequent Mini-Bid amendments.   8. Eliminate any mandatory, non-material specifications that cannot be complied with by all of the prospective Contractors.   9. Waive any requirements that are not material.   10. The Authorized User may utilize any and all ideas submitted in the Mini-Bids received.   11. Adopt all or any part of a Contractor’s Submission in selecting the optimum solution.   12. Negotiate with the Contractor(s) responding to this Mini-Bid within the Mini-Bid requirements to serve the best interests of the State. This includes requesting clarifications of any or all Contractors’ Submissions.   13. All Contractor Submissions and accompanying documentation shall become the property of the Authorized User and shall not be returned.   14. Require clarification at any time during the Mini-Bid process and/or require correction of arithmetic or other apparent errors for the purpose of assuring a full and complete understanding of a Contractor’s Submission and/or to determine a Contractor’s compliance with the requirements of the Mini-Bid.   15. The Authorized User reserves the right to exclude any price lists that do not fall within the scope of the Mini-Bid.   16. Upon discovery of non-material completeness or conformance issues with a Contractor’s Submission, contact the Contractor to attempt to cure the issue prior to completion of the evaluation of the Contractor’s Submission.   17. OGS reserves the right to post information about Authorized User Contract usage of Centralized Contracts. |

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| Introduction |
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| This Mini-Bid is being distributed to the Contractors awarded under Lot # 2 to acquire Project Based Information Technology (IT) Consulting Services for NYSED, an Authorized User of OGS Centralized Contract Award 22772 on a fixed-price basis.  The purpose of this Mini-Bid is to obtain Proposals for Services as detailed in this document and any attachments(s) that may be included.   * Responses will only be accepted from Contractors listed under Award #22772, Lot # 2. * Responses which include pricing in excess of the “maximum Not-To-Exceed price” must be rejected by the Authorized User. |

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| Key Events and Dates |

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| **Event** | **Date** | **Time** |
| Mini-Bid Release | **12/16/2020** | **N/A** |
| Contractor Question Period End | **1/7/2021** | **5:00 PM** |
| Authorized User Answer Issuance Deadline | **1/11/2021** | **N/A** |
| Mini-Bid Response Due Date | **1/27/2021** | **5:00 PM** |
| Presentations | **2/25/2021** | **N/A** |
| Tentative Project Start Date (contingent upon CMS Implementation Contract Start) | **4/1/2021** | **N/A** |
| **Please note: NYSED will not accept any Mini-Bid responses received after the Response Due Date.** | | |

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| Pre-Bid Conference |
| Not Applicable |

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| Intent to Bid |
| Not Applicable |

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| Question and Answer Period |
| Questions regarding the mini bid must be submitted by E-mail to [PBITS@nysed.gov](mailto:cau@nysed.gov) no later than January 7th, 2021. Questions regarding this request should be identified as Program, Fiscal or M/WBE. A Questions and Answers Summary will be posted on or about January 11th, 2021. |
| Downstream Prohibition |
| N/A |

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**ATTACHMENTS**

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2. **Contractor References**
3. **Administrative Proposal**
4. **NYSED PBITS Checklist and Forms**
5. Project Overview

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| * 1. Project Background |

The Office of Facilities Planning in the New York State Education Department (NYSED) is responsible for managing capital building projects that are in need of state aid. A comprehensive system has been developed, to replace the existing clipper system, needed to support and maintain the status and information associated with the following phases of the building project process: Project Initiation, Submission, Review and Approval and Finalization. Data cleansing and migration of data is needed to complete the transition from the clipper system to a web-based system.

Due to the age of their current system, as well as using outdated Clipper technology that is no longer supported, NYSED has engaged in work to replace the existing system with a Java based web system using an Oracle database so it can be maintained and supported with the currenting staffing.

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| * 1. Project Purpose / Objectives |

NYSED is pursuing this Mini-Bid PBITS 20-001 to procure services that will execute the migration, cleansing and conversion of data from the current legacy dBase system used by Facilities Planning for existing Upstate and NYC portions of the data storage in a new Oracle database as well as perform analysis on the related document storage system to create a gap analysis to be used for integration with a new system.

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| * 1. Business Processes Impacted |

If the data cleansing and migration does not occur, approval of building projects for NY State Schools and distribution of funds to complete projects funded by this aid will be negatively impacted because of potential loss or incorrect distribution of funds.

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| * 1. Customers / End Users Impacted |

NYSED Staff, School districts, Building Architects and Engineers.

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| * 1. Existing System Description |

The current PMIS system has been in use for over 30 years is responsible for managing capital building projects that need state aid. The system facilitates this process through the intake and review of a building project request. NYSED staff review the request and provide the school district on requirements for the project. NYSED staff then take that information and review it entering relevant fiscal information and either approve or deny the request. During approval a decision is made if the project is aidable and will be required to supply information to the State Aid Management System.

This legacy system was written in Clipper with a dBase backend for data storage. The new web-based system is written in Java using the Spring Framework and Hibernate. Data storage occurs in Oracle tables.

1. Detailed Project Scope

***If qualifications are identified by the Authorized User as “mandatory” or “minimum”, such qualifications are deemed to be material and hence not waivable. Any Contractor proposal that does not meet or exceed the requirement must be disqualified from consideration.*** *[Enter text in clear boxes provided.]*

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| * 1. Project Requirements |

* + 1. Minimum Bidder Qualifications

The Bidder responding to this Mini-Bid must meet the following minimum bidder qualifications:

* Must be a current Contractor listed under OGS Award #22772, Lot # 2
* Pricing may not be excess of the “maximum Not-To-Exceed price” established by OGS Award 22772
* Must provide a Senior Project Manager with a minimum of five (5) years of experience leading IT projects
* Must provide a Data Conversion Specialist with a minimum of three (3) years of experience in data conversion sourced from multiple data sources and expertise in data migration processes including the use and configuration of ETL and data migration and conversion tools to perform extractions and cleansing.
  + 1. Preferred Qualifications
* Senior Project Manager with PMP certification
* Experience managing large IT projects
* Developing and maintaining technical documentation
* Experience utilizing various testing tools
* Experience conducting full dress rehearsals
* Experience in use of issue tracking tools such as JIRA
* Experience in the use of system development tools such as Confluence
  + 1. Project Timeline

It is anticipated that a contract resulting from this Mini-Bid will be effective on or about the anticipated start date of April 1, 2021 and the contract term will span a period of approximately 12 months..

* + 1. Contractor Requirements

#### Project Kickoff Meeting

At the beginning of the contract, the Contractor shall participate in an on-site meeting with the NYSED Project Team. This meeting will be conducted at NYSED offices in Albany, NY. The objectives of this meeting include:

* introduce Contractor staff
* establish the working relationship between Contractor and the NYSED Project Team
* review the project schedules and plan for the work to begin

#### Project Work Environment

The Contractor is expected to work with other project contractors in an efficient and professional manner. The Contractor shall report to the NYSED Project Manager. Any disputes between the Contractor and other project contractors or staff shall be resolved by the NYSED Project Team.

The Contractor’s key personnel shall be available to work on-site at the NYSED Offices in Albany, NY during normal business hours. Some remote work may be performed with prior agreement of the NYSED Project Manager.

The Contractor will be provided workspace and computers with NYSED network access. The Contractor is responsible to provide all needed equipment for its personnel including cell phones, offices supplies, etc.

#### Project Document Repository

NYSED will establish a JIRA project board along with Confluence web site that shall be the repository for all project related documents and tasks. The Contractor key personnel will be provided access to this site and shall be expected to post and maintain all project related documents and tasks there.

#### Change Management

The Contractor shall develop and maintain a plan to manage and coordinate proposed changes to the project work scope. No changes to work scope shall be undertaken without the prior, documented approval from approved NYSED project team.

#### Contractor’s Project Team

The contractor awarded under this Mini-Bid shall provide staffing in adequate numbers and with appropriate expertise to fulfill the duties of the project as outlined in this Mini-Bid.

The contractor shall submit resumes of staff hired under the terms of this contract for the NYSED Project Manager’s review prior to the start of work. The NYSED Project Team reserves the right to approve or disapprove the contractor’s proposed staffing.

#### Changes to the Contractor’s Project Team

Any changes to the Contractor’s project team must be approved by the NYSED Project Team. The Contractor shall provide for the continuity of the responsibilities of any position that must be reassigned or replaced with a qualified replacement made available within ten (10) business days, subject to the review and approval of the NYSED Project Team. Should the need arise to make substitutions for any member of the project team, the Contractor will promptly provide resumes of comparably experienced staff for the NYSED Project Team’s review and approval.

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| * 1. Project Consulting Key Personnel Requirements | | |
| Job Function / Description | Requirements | Key Personnel |
| Senior Project Manager | The Senior Project Manager is a key role that will report to the NYSED Project Team and be responsible for the overall client relationship and leading the project delivery.  To fulfill this role, the Senior Project Manager will have the the authority to act for the awarded contractor in all asepcts of the services to be performed under the executed agreement and have the following responsibilities:   * Manage communications between the awarded contractor’s staff and the NYSED Project Team * Directing the work of the awarded contractor’s staff * Directing the overall project delivery * Developing and managing the project schedule * Managing the resources and deliverables through the entirety of the project lifecycle * Manage risks and timeline to ensure timely delivery * Provide support on reviewing work plans and developing risk assessments and mitigation strategies as needed * Provide input to communication plans * Provide updates to NYSED Project Team and Leadership regarding milestone progress * Initiate any change control document reviews and work with NYSED team to develop an impact assessment and cost review |  |
| Senior Data Conversion Specialist(s) | The Senior Data Conversion Specialist will be responsible for creating a data map according to specifications to map the data from NYSED’s current legacy system to intermediate tables and finally into the new system’s database, peform data analysis and data transformation/cleansing  To achieve this, the Specialist will need to:   * Have expertise with the use of ETL and data conversion tools to perform the extraction, transformation and loading of legacy data into the new system * Work with NYSED technical and program area staff to understand the data structures tables in the new system and be able to map legacy data to the new data structures using ETL and data conversion tools, Excel and intermediate databases * Have expertise with Oracle * Analyze existing databases, to include developing a data dictionary of the tables, columns, fields and table relationships such as primary and foreign key constraints to facilitate data mapping and conversion * Perform data analysis to design data transformation and data cleansing rules * Participate in the creation of a data conversion plan * Recommend data fixes for data patterns, anomalies and errors * Write data transformation rules to convert legacy data for insertion into the target system * Validate the data in the migration staging tables and work with the vendor and NYSED program area staff to analyze and resolve data differences * Write data cleansing scripts to clean up legacy data * Determine the best course of action to remediate data based on the data, the business needs and technical constraints |  |

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| * 1. Project Deliverables Narrative |

The PMIS Data Consolidation project will be implemented in phases in accordance with the anticipated project timeline shown in Section 2.1. At the time that the Contractor begins work, the project may already be in progress.

The Contractor shall provide the required deliverables and shall work with NYSED to ensure that said deliverables are provided within the timeframes outlined in the Section 2.4 Project Deliverables.

These deliverables shall be the basis against which the Contractor's performance shall be evaluated and upon which payments will be made. Payment for the on-going project reporting deliverables will be distributed equally, monthly, across the term of the contract. All payment of project deliverables will be based on NYSED acceptance of the deliverable per Section 2.4.3.

All deliverables shall be identified with the NYSED numbering scheme shown in the ID # column below. When there are multiple items for a single deliverable, they shall be numbered with appropriate indexing. For purposes of this Mini-Bid, the terms “shall,” “must,” and “will” are used interchangeably, and all are to be assumed as mandatory deliverables.

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| * 1. Project Deliverables |

* + 1. On-going Project Reporting

The following is the reporting that will be conducted during the duration of the 12-month contract. The total hours bid within Attachment 1 – #PBITS 20-001 Financial Proposal must include the total hours needed for the duration of the contract. See Section 2.4.3 Acceptance Process and Criteria.

| ID # | Description of Ongoing Project Reporting | Frequency |
| --- | --- | --- |
| FPMS-01 | **Monthly Status Report Presentation**  Contractor shall provide a presentation to NYSED Project Manager and Executive Stakeholders to identify project progress, risks, and to provide sugestions for how to address any issues.   * PPT presentation, organization to be determed as part of DED * Review of progress and what risks/issues need to be addressed * Suggestions of improvements to be made to mitigate risks/issues * Once conversion is begun, include review of bugs or potential incompatible data | Monthly on the third week of the month |

* + 1. Document-Based Deliverables

The following are the Document-Based Deliverables required for the contract. The total hours bid within Attachment 1 – Mini-Bid #PBITS 20-001 Financial Proposal must include the total hours needed to complete each deliverable. See Section 2.4.3 Acceptance Process and Criteria.

| ID # | Description of Document Based-Deliverable Milestones | Due Date |
| --- | --- | --- |
| FPMS-02 | **Project Management Documentation**  Initial and Final version of the following documents, with NYSED comments incorporated after review:   * Project Management Plan * Deliverables Expectation Documents (DED) * Work Plans and Schedule * Staffing Plan * Communications and Risk Management plans | Within 20 Business Days of Project Kick-Off |
| FPMS-03 | **Data Migration Plan**  Contractor shall work with SED program and technical staff to develop a data migration plan that shall, at the minimum, include the following:   * Definition of Data Migration Scope * Key Data Migration Phase stakeholders * Risk Management * Issues Management * Change Management * Data Migration schedule * Migration approach * Schedule * Work Plan * Deliverable definitions | TBD |
| FPMS-04 | **Data Migration Legacy Data Source (LDS) Catalog**  Contractor shall work with SED staff to create a LDS Catalog that shall, at a minimum, include the following:   * Creation of unique project identifier, name, location and description * Identify key stakeholders * Creation of a data quality assessment report * Creation of Legacy System Retirement Plan | TBD |
| FPMS-05 | **Data Migration Data Quality Rules**  Contractor shall work with SED Program and Technical staff to create Data Quality Rules (DQR) for conversion and migration that shall include the following:   * Creation of rule name * Cross references * Rule owner * Date rule created * Unique Identifier * Rule Priority * Rule Status * Definition * Correction strategy * Acceptable quality limit | TBD |
| FPMS-06 | **Data Quality Analysis Report**  Contractor shall work with SED to create Data Quality Analysis Reports on data within the legacy databases.  These reports shall be run against the legacy data stores using the DQR deliverables from FPMS-05 and should include metrics for each field/column being analyzed according to the data quality rules that apply to it. | TBD |
| FPMS-07 | **Source to Target Mapping**  Contractor shall work with SED Program and Technical staff to establish documentation that shows the mapping of data elements from legacy system into new PMIS system.  The documentation shall include the following:   * Fields being migrated from legacy system * Fields in target system that data will be migrated into * Transformation Rules * Technical data such as field type and size * Cross Reference to Data Quality Report | TBD |
| FPMS-08 | **Data Migration Test Plan**  Contractor shall work with SED Program and Technical staff to develop test plans that include the following:   * Testing methodology * Testing criteria * Expected results * Experienced results * Acceptability of testing item | TBD |
| FPMS-09 | **Data Migration Execution**  Contractor shall work with SED Program and Technical staff to execute the data migration and cleansing process using the approach and rules documented in deliverables FPMS-03 through FPMS-08.  Contractor shall also confirm the converted data is successfully inserted, conforms to the database formatting rules and is useable in the new Java-based system. | TBD |
| FPMS-10 | **Project Summary Report**  Contractor shall provide a summary document to be reviewed by SED Program Area and ITS Management and should minimally contain the following items:   * Statement of the project scope * Description of the successes and challenges/difficulties encountered during the project * Description of the project results, including, but not limited to, the following:   + Project Goals, Objectives, Deliverables   + Project Performance Measures (if any were agreed on during the project)   + Quality of Final Deliverables   + Suggestions for Improvement   + Descriptions and/or links to all project artifacts, including (but not limited to) all documentation and code or scripts used to perform the conversions   + Lessons Learned | TBD |

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| * + 1. Acceptance Process and Criteria |

The Contractor shall provide document-based Deliverables in the form and format agreed to by the NYSED Project Team, based on the Deliverables Expectation Document (DED) (FPMS-02). The deliverable expectation documentation shall include, but not be limited to, deliverable ID number, title, frequency, draft and final due dates, approval requirements, outline of contents, and delivery of media.

1. For each document-based Deliverable (as defined in Section 2.4.2) other than status reports, NYSED shall have an acceptance period beginning on the date written notification of completion was received from the Contractor and as outlined herein. All document-based Deliverables shall require written approval by NYSED Project Team or written designee that such Deliverables comply with the terms of the Agreement. The number of business days for any NYSED initial review of a document-based Deliverable shall be no more than five (5) business days, unless otherwise mutually agreed to by NYSED Project Manager and the Contractor’s Project Manager in the Project Work Plan. The five (5) day period shall begin upon written transmittal by the Contractor Project Manager to NYSED Project Manager that the Deliverable is in final form and ready for approval and shall be counted from and include the first working day following the delivery of the Deliverable to NYSED. NYSED shall provide Contractor (i) with approval of the Deliverable or (ii) with a written statement, of the itemized deficiencies preventing approval.

The Contractor shall have five (5) business days to complete all corrective actions or changes in order for such document-based Deliverable to conform in all material respects with the requirements set forth in the Agreement. The count of such business days shall begin on the first business day following Contractor's receipt of the written statement of required corrective actions or changes.

If NYSED cannot approve the document-based Deliverable after correction by Contractor, the Contractor's Project Manager and NYSED Project Team may mutually agree to further steps to correct outstanding material deficiencies. However, in no event shall the total time allocated for review, correction, and re-review of material deficiencies in a Deliverable exceed forty (40) business days, except for good cause in the sole discretion of the State.

NYSED will have final approval of all document-based Deliverables.

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| * 1. Project Risk Assessment |

| Known Risk | Suggested Mitigation Strategy (if known) |
| --- | --- |
| N/A | N/A |

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| * 1. Authorized User Security Requirements |

The contractor and all of its subcontractors performing work on the contract resulting from this procurement must sign a Non-Disclosure Agreement (Information Protection Agreement) provided by NYSED, assuring the confidentiality of all work and discussions carried out under this contract after the contract is awarded. These signed agreements must be submitted to NYSED within seven (7) days after the contract has been executed, and prior to any work being done.

It is anticipated that access to the new system will be controlled using NY State’s NY.govID identity and password services for employees, consumers, and vendors.

The contractor and the solution must comply with NYSED security policies and procedures ).

In particular, the new system must comply with New York’s data encryption standards for data in transit and data at rest. In addition to the Security Requirements included with this PBITS procurement, the Contractor agrees to comply with all NYSED security requirements throughout the term of the contract.

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| * 1. Authorized User Insurance Requirements |

No additional requirements

1. General Terms and Conditions

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| --- |
| * 1. Definitions |

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| --- | --- |
| Term | Description |
| PMIS | Project Manangement Information System |

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| * 1. Mini-Bid With Statement of Work Document And Attachments |

This Statement of Work is comprised of the following:

* Mini-Bid #PBITS 20-001 PMIS Data Consolidation Services (this document)
* Mini-Bid #PBITS 20-001 PMIS Data Consolidation Services Attachments
* Technical Proposal Submission as defined in Section 4.2
* Financial Proposal Submission (Completed Attachment 01)
* Administrative Proposal Submission (Completed Attachment 03)

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| * 1. Additional Terms and Conditions |
| **PROCUREMENT LOBBYING LAW**  Pursuant to State Finance Law §§139-j and 139-k, this solicitation includes and imposes certain restrictions on communications between the New York State Education Department (NYSED) and an Offerer/bidder during the procurement process. An Offerer/bidder is restricted from making contacts from the earliest notice of the solicitation through final award and approval of the Procurement Contract by NYSED and, if applicable, Office of the State Comptroller (“restricted period”) to other than designated staff unless it is a contact that is included among certain statutory exceptions set forth in State Finance Law §139-j(3)(a). Designated staff, as of the date hereof, is identified below. NYSED employees are also required to obtain certain information when contacted during the restricted period and make a determination of the responsibility of the Offerer/bidder pursuant to these two statutes. Certain findings of non-responsibility can result in rejection for contract award and in the event of two findings within a four year period, the Offerer/bidder is debarred from obtaining governmental Procurement Contracts. Further information about these requirements can be found at [NYSED's Procurement Lobbying Law Policy Guidelines](http://www.oms.nysed.gov/fiscal/cau/PLL/procurementpolicy.htm) webpage.  Designated Contacts for NYSED  Program Office – Jonathan Bottisti  Contract Administration Unit – Richard Duprey  M/WBE – Brian Hackett |

As noted under section 2.6, the selected contractor must execute NYSED’s Information Protection Agreement (See Attachment 06) within 7 days after the contract has been executed and prior to any work being done.

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| * 1. Authorized User Responsibilities |

NOT APPLICABLE

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| * 1. Authorized User Dispute Resolution Procedure |

Disputes involving this contract, including the breach or alleged breach thereof, may not be submitted to binding arbitration (except where statutorily authorized), but must, instead, be heard in a court of competent jurisdiction of the State of New York.”

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| * 1. Enhancement Budget Provision |

Following the initial contract award, NYSED may wish to negotiate an Enhancement Budget in excess of the total cost proposal. These enhancements shall not exceed 10% of the initial total cost proposal. This figure is applied after the negotiations with the tentative Awardee and should not be included with the Contractor’s submission in response to this document. The total cost including any enhanced budget amount may not exceed the Lot parameters from which the award was made. Enhanced deliverables agreed to with the Contract Awardee shall be included and paid in the final deliverable payment.

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| * 1. Travel |

Not separately reimbursable.

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| * 1. Retainage |

NYSED will retain an amount equal to ten percent (10%) of the cost of each Deliverable performed by Contractor for services under this Agreement. The retained amount shall be paid to Contractor upon the occurrence of the following:

Acceptance by SED of all Deliverables for services under this agreement.

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| * 1. Additional Incentives |

NOT APPLICABLE

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| * 1. Debriefing and Protest Procedure |

All unsuccessful bidders may request a debriefing within fifteen (15) calendar days of receiving notice from NYSED of non-award. Bidders may request a debriefing by submitting a written request to cau@nysed.gov.

Bidders who receive a notice of non-award or disqualification may protest the NYSED award decision subject to the following. The protest must be in writing and must contain specific factual and/or legal allegations setting forth the basis on which the protesting party challenges the contract award by NYSED. The protest must be filed within ten (10) business days of receipt of a debriefing or disqualification letter. The protest letter must be filed with [cau@nysed.gov](mailto:cau@nysed.gov). A protest review committee will be formed, which will include NYSED counsel, Counsel’s Office will provide the bidder with written notification of the review team’s decision within seven (7) business days of the receipt of the protest. The NYSED Contract Administration Unit (CAU) may summarily deny a protest that fails to contain specific factual or legal allegations, or where the protest only raises issues of law that have already been decided by the courts

1. Contractor Response

**Contractor: Please convert the Administrative Proposal and Technical Proposal to PDF, attach the PDFs with the Contractor’s full submission, and e-mail before the Mini-Bid Deadline as specified on page 1.**

**The Contractor’s full submission shall consist of four responses:**

* **Administrative Proposal (PDF format, including Attachment 03)**
* **Technical Proposal (PDF format)**
* **Financial Proposal (Excel format of completed Attachment 01)**
* **Contractor References (PDF of completed Attachments 02)**
* **NYSED PBITS Checklist and Forms Attachment 04**
  1. Administrative Response

**The Contractor Submission must be fully and properly executed by an authorized person.  By signing you certify your express authority to sign on behalf of yourself, your company, or other entity and full knowledge and acceptance of this Mini-Bid (including any Questions/Answers or addendums), the OGS Centralized Contract and that all information provided is complete, true and accurate.**

Contractor affirms that it understands and agrees to comply with the Authorized User’s procedures relative to permissible contacts.  Information may be accessed at:

Procurement Lobbying:  [NYSED's Procurement Lobbying Law Policy Guidelines](http://www.oms.nysed.gov/fiscal/cau/PLL/procurementpolicy.htm)

The Authorized User will not be held liable for any cost incurred by the Contractor for work performed in the preparation of a response to this Mini-Bid or for any work performed prior to the formal execution of an Authorized User Agreement. Responses to the Mini-Bid must be received as specified in Key Dates and Events. Contractor assumes all risks for timely, properly submitted deliveries of this Mini-Bid response. A Contractor is strongly encouraged to arrange for delivery of Mini-Bid responses prior to the date of the bid opening. Late mini-bid responses will be rejected. The received time of Mini-Bid responses will be determined by the clock at the Authorized User’s location.

* 1. Technical Response

The purpose of the Technical Proposal is to demonstrate the qualifications, competence, and capacity of the Bidder to perform the services contained in this Mini-Bid. The Technical Proposal should demonstrate the qualifications of the Bidder and of the staff to be assigned to provide the defined services.

**A Technical Proposal that is incomplete in any material respect may be eliminated from consideration. The following outlines the required information to be provided by Bidders, in the following order. The information requested should be provided in the prescribed format. Responses that do not follow the prescribed format may be eliminated from consideration. All responses to the Mini-Bid shall be subject to verification for accuracy.**

Please provide the information in the same order in which it is listed below, with tabulated format to match each criterion. For example, Tab I – Title Page, Tab II – Table of Contents, Tab III – Executive Summary, etc. The Bidder’s proposal should contain sufficient information to ensure NYSED of its accuracy. The Bidder’s Technical Proposal (excluding attachments, work samples and project plan), should be limited to **no more than 25 pages**. Failure to follow these instructions may result in disqualification.

If the Contractor’s proposal includes use of a subcontractor to meet the bid requirements and / or complete work on the Mini-Bid’s required deliverables, the Contractor must note throughout the technical proposal when Contractor resources and when subcontractor resources will be used. The Contractor must also note in the technical proposal the name and business address of the subcontractor and the Contractor’s previous work with the subcontractor. NYSED reserves the right to require proof of the selected contractor and subcontractor agreement for work on the required deliverables prior to executing a final agreement with the selected contractor.

***Cost information should not be included in the Technical Proposal documents.***

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1. **Title Page**

The Title Page should identify the Mini-Bid subject and number; the Bidder's name and address; the name, address, telephone number, and e-mail address of the Bidder’s contact person; and the date of the Proposal.

1. **Table of Contents**

The Table of Contents should identify each major section of the Bidder’s proposal, along with its initial-page number. It shall also include all attachments or addendums to the Proposal.

1. **Executive Summary**

The Bidder should provide a brief and concise description of the proposed approach and work effort. The Bidder should describe any unique capabilities that speak to why its services may be superior to those of its competitors.

1. **Minimum Qualifications**

The Bidder must provide certification (contained in forms package) and documentation proving it meets the requirements defined in Section 2.1.1, Minimum Bidder Qualifications.

1. **Experience and Staffing**

In addition to meeting the Minimum Qualifications in Section 2.1.1, the Bidder shall elaborate and provide qualitative details about its experience and ability to meet the preferred qualifications in Section 2.1.2. This experience should include the following:

*Work Samples*

The Bidder should provide relevant work samples that provide tangible evidence of experience similar in nature to the work defined in this Mini-Bid.

*Company References*

Using Attachment 02 – Contractor References, the Bidder should provide three references from recent engagements, preferably other public sector entities.

*Personnel*

The Bidder should provide profile information for each of the proposed key staff, including subcontracted staff. Profile information should include

* Name
* Proposed role on this project and planned time to be spent on this project
* Years of relevant experience
* Description of relevant experience
* Educational qualifications and professional certifications
* Indication as to which referenced projects this individual worked on

1. **Project Schedule and Staffing Plan**

The project schedule should include:

* Tasks and milestones
* Start and finish dates/task durations
* Task/Milestone dependencies (i.e., predecessors and successors)
* Resource allocations
* Critical path

The Bidder should also provide an accompanying staffing plan that includes, at a minimum:

* Details of how staffing will be provided to meet the project deliverables over the entire lifecycle of the engagement
* The degree to which Bidder staff will work on-site at NYSED
* Any assumptions that the Bidder has made about the expected level of effort of staff on the project

1. **Approach**

The Bidder should describe its approach to executing the project and achieving all required deliverables, including:

* How its experience, practices, and procedures will ensure a successful project
* How its approach will ensure a quality product and timely completion
  1. Financial Response

The Bidder shall complete and submit Attachment 01 – Mini-Bid Financial Proposal. **Failure to comply with the mandatory format and content requirements may result in disqualification.** The bid price shall cover the cost of furnishing all of the defined services and deliverables, including but not limited to materials, equipment, travel expenses, profit and labor, and the performance of all work set forth in this document. The Mini-Bid Financial Template requires the Bidder to provide pricing for each deliverable and a Total Fixed Price for the Project. Totals will be automatically calculated based on the hours and pricing entered.

The Total Fixed Price for the Project as shown in Attachment 01 - Mini-Bid Financial Proposal will be used for the cost evaluation.

1. Mini-Bid Evaluation Process

NYSED will evaluate each proposal based on the “Best Value” concept. This means that the proposal that best “optimizes quality, cost, and efficiency among responsive and responsible offerors” shall be selected for award (State Finance Law, Article 11, §163(1)(j)).

NYSED, at its sole discretion, will determine which proposal(s) best satisfies its requirements. NYSED reserves all rights with respect to the award. All proposals deemed to be responsive to the requirements of this procurement will be evaluated and scored for technical qualities and cost. Proposals failing to meet the requirements of this document may be eliminated from consideration. The evaluation process will include separate technical and cost evaluations, and the result of each evaluation shall remain confidential until both evaluations have been completed and a selection of the winning proposal is made.

The evaluation process will be conducted in a comprehensive and impartial manner, as set forth herein, by an Evaluation Committee. The Technical Proposal and compliance with other Mini-Bid requirements (other than the Cost Proposal) will be weighted at 70% of a proposal’s total score, and the information contained in the Cost Proposal will be weighted at 30% of a proposal’s total score.

Bidders may be requested by NYSED to clarify the contents of their proposals. Other than to provide such information as may be requested by NYSED, no Bidder will be allowed to alter its proposal or add information after the Deadline for Submission of Proposals listed in Key Events and Dates.

In the event of a tie, the determining factors for award, in descending order, will be: (1) lowest cost; and (2) proposed percentage of M/WBE participation.

* 1. Submission Review

NYSED will examine all proposals that are received in a proper and timely manner to determine if they meet the proposal submission requirements, as described in Section 4 (Contractor Response), and include the proper documentation, including all documentation required for the Administrative Response, as stated in this Mini-Bid. Proposals that are materially deficient in meeting the submission requirements or have omitted material documents, in the sole opinion of NYSED, may be rejected.

* 1. Technical Evaluation

A Technical Evaluation Committee (TEC) comprised of NYSED staff will review and evaluate all proposals that meet minimum Bidder Qualifications and submission requirements. The TEC members will independently score each Technical Proposal that meets the submission requirements of this Mini-Bid. The Technical Evaluation is 70% (up to 70 points) of the final score.

| **Technical Evaluation** | **70 Points** |
| --- | --- |
| Written Technical Proposal  Experience and Staffing (20 points)  Project Schedule and Staffing (20 points)  Approach (20 points) | 60 |
| Technical Presentation | 10 |

* 1. Cost Evaluation

The Cost Evaluation Committee (CEC) will review and evaluate all Financial Proposal documents. The Financial Proposals will be opened and reviewed for responsiveness to cost requirements. If a Financial Proposal is found to be non-responsive, that proposal will not receive a cost score, and will be eliminated from consideration.

Each proposal that meets the submission requirements and meets the Financial Proposal requirements will receive a cost score. The Financial Proposal will be scored based on a maximum of 30 points. The Total Bid Price submitted in Attachment 01 - Mini-Bid Financial Proposal will be used for the cost evaluation.

The maximum cost score will be allocated to the proposal with the lowest, all-inclusive not-to-exceed maximum price. All other responsive proposals will receive a proportionate score based on the relation of their Financial Proposal to the proposals offered at the lowest final cost, using this formula:

C = (A/B) \* 30 points

* A is Total price of lowest cost proposal;
* B is Total price of cost proposal being scored; and
* C is the Cost score.

The Cost Evaluation is 30% (up to 30 points) of the final score.

* 1. Preliminary Composite Score

After completion of the Technical and Cost evaluation, a preliminary composite score will be calculated by the CEC by adding the technical evaluation points and the cost evaluation points.

The CEC will determine which Bidders are susceptible to a contract award based on the preliminary composite scores. The highest preliminary composite scoring Bidder and those Bidders within 10 points of the highest score will be invited for a technical interview.

* 1. Presentation

Presentations will be held either via WebEx or at the Department's main office located in Albany, New York when possible. All members of the Contractor’s key personnel must be at the presentation.

The presentation will last approximately one hour. Finalists are expected to make a presentation setting forth their qualifications and experience. The presentation must also address the project approach described in the mini-bid proposal. Throughout the interview, the interview committee will be free to ask questions of the finalist

* 1. Final Composite Score

A final composite score will be calculated by NYSED by adding the presentation evaluation points to the preliminary technical evaluation points and the cost evaluation points. The proposals will then be ranked based upon each Bidder’s Final Composite Score. The highest scoring proposal will be eligible for award.

* 1. Reference Checks

The Bidder will submit references using Attachment 03 (Contractor References). **.**

* 1. Best and Final Offers

NYSED reserves the right to request best and final offers. In the event NYSED exercises this right, all Bidders who submitted a proposal that met the minimum mandatory requirements will be asked to provide a best and final offer. Bidders will be informed that, should they choose not to submit a best and final offer, the offer submitted with their proposal will be construed as their best and final offer.

* 1. Award Recommendation

The contract issued pursuant to this proposal will be awarded to the vendor whose aggregate technical and cost score is the highest among all the proposals rated. NYSED will make one award.

1. Notice – Contractors are provided with notice herein, NYSED may require a contractor to submit proof of an equal opportunity program after the proposal opening and prior to the award of any contract. In accordance with regulations set forth under Article 15-A §312.5, contractors and/or subcontractors will be required to submit compliance reports relating to the contractor’s and/or subcontractor’s program in effect as of the date the contract is executed. [↑](#footnote-ref-2)
2. Should the contractor identify a firm that is not currently certified as an M/WBE, it should request that the firm submit a certification application [Empire State Development](http://www.esd.ny.gov/MWBE/Certification.html) by the deadline for submission of proposals for eligibility determination. It is the responsibility of the contractor to ensure that a sufficient number of certified M/WBE firms have been identified in response to this procurement, in order to facilitate full M/WBE participation. [↑](#footnote-ref-3)