

## **Scope of Work**

### **A. Background**

The CTA operates the nation's second largest public transportation System covering the City of Chicago and 35 surrounding suburbs. CTA averages more than half a billion rides each year and nearly 1.7 million rides each weekday.

The CTA has more than 11,000 employees. The Human Resources department supports both union and nonunion recruitment efforts for approximately 30 departments. In 2014, HR processed 39,818 applicants, resulting in 1,202 hires.

All of these employees require some form of training: from New Employee Orientation which is attended by a11 new employees to heating and cutting which is required for a very few. Many of these trainings provide certifications that must be renewed annually and many more are used to determine competency during legal hearings. Training records are currently maintained by the department that performed the training. A centralized storehouse of all training records which can produce an employee training transcript and is accessible by varying degrees by individuals and management is a necessity.

### **B. Objective**

The CTA's goal is to provide a centralized Learning Management solution to manage training and administer eLearning programs across all departments. Merging of mutually shared data must be interfaced with the Authority's Enterprise Resource Planning (ERP) System and Trapeze.

Training and Workforce Development (TWD) is tasked with creation, delivery, and record retention of Authority-wide training initiatives which are currently being created on paper, delivered in person, and records are retained in multiple spreadsheets transcribed from handwritten attendance sheets. The depth and breadth of this data needs to be contained in one comprehensive database capable of producing user-friendly reports and comprehensive student transcripts. We are required to transition some of our training programs to an eLearning platform. In addition, we intend to make all trainings more accessible to potential students across the Authority through a searchable catalog.

The project objective is to implement a cloud-based learning management System that provides a unified and comprehensive user-friendly platform for eLearning, training registration, attendance tracking, and real time reporting. The solution should align with the business needs defined in this scope of work and increase overall workforce productivity of the Authority.

## C. System Features

### Reporting and Tracking

- a. The Contractor must provide CTA with out of the box (OOTB) reports supported by data analytics.
- b. The System must be capable of collecting real time information and generating reports supported by data analytics.
- c. The System must have the capability to customize user reporting dashboards.
- d. The System must give users the ability to save reporting preferences.
- e. The System must be capable of generating both ad hoc and canned reports that include real time data on registration, wait lists, course completion, transcripts, testing results, evaluations, and completion rates based on a variety of search criteria including but not limited to individual employee, training type, department name, job title, and date range of training.
- f. The System must produce student transcripts which include external training.
- g. Reporting must be user friendly and allow end users to generate and maintain reports without assistance from vendor or IT department.
- h. System must retain current and historical training information for trending and analysis.
- i. System must track usage history of all aspects of the System (administrator and end user activity) and allow administrators to **view** and report on audit history.
- j. System must allow export of all training data for further manipulation in Excel or other tools.
- k. As new data elements are added to the System through upgrades, these must be reflected in the provided (OOTB) reports and capable of being added to existing or new ad hoc reports.

### Integrations and Executions

- a. The System must seamlessly integrate bi-directionally all updates with Oracle and with Trapeze to provide a comprehensive up to date employee profile including employment status, type, classification, hire **date**, department, supervisor, and other relevant data such as training, certification, and qualification events.
- b. The System must be compatible with Microsoft Outlook.
- c. The System must be capable of uploading historical data and personnel information from CTA's ERP System and providing records and/or training summaries to be uploaded into the ERP System.
- d. The Contractor must migrate legacy learning System data to the new System. This includes transcripts, training records, internal course curriculums, certifications, qualifications, attendance, instructor records and other information housed in including but not limited to Excel spreadsheets, Access, Oracle, and Trapeze.
- e. The System must be compatible with the user's network account and the lowest level of browser and operating System on CTA's field desktops.
- f. Vendor must provide at least 3-month notification of upgrades to allow sufficient time for testing.
- g. Vendor must provide access to 2 more identical environments for training new users and testing upgrades and patches.

### Document Management

- a. The System must allow users to easily incorporate external training into their transcript.
- b. The System must have the capacity to upload certificates and licenses either as images or PDFs.

- c. The System must allow uploaded documents to become a part of the educational transcript.
- d. Educational transcripts must be easily accessible for view and print by individual employees as well as management for all direct and indirect reports.
- e. The System must be able to produce a certificate of completion for a-learning courses completed through the System.
- f. The System must be able to assign and track certification expiration dates.
- g. The System must allow training documents to be uploaded for instructor use (view and print).
- h. The System must contain a document library for resource materials easily accessible to end users without registering for the associated course.
- i. The System should allow multiple versions of the same document type e.g., yearly certification certificate.
- j. Documents in the document library must be searchable by keywords / tags.
- k. The System must have the capacity to retain a minimum of five years of training history.

### Training Management

- a. The System must enable Training and Workforce Development (TWD) to manage training for existing employees and new hires.
- b. The System must have the ability to support a document approval process for training documents including facilitator guides, tests, evaluations, etc.
- c. The System must be capable of creating robust SCORM compliant eLearning with a variety of authoring tools such as Microsoft Office, Adobe Creative Suite, Articulate and Camtasia Studio, etc.
- d. The System must be capable of handling uploaded files of up to 1GB in size.
- e. The System should allow for revisions of eLearning created and saved to allow for different versions of the same training to be available for different employee types.
- f. The System must contain a training program library for e-learning programs provided by either the System vendor or an interface from a third-party vendor.
- g. The System should be accessible from any standard computer connected to the internet for training. The System may also provide a mobile learning platform.
- h. The System must be capable of hosting live web-based courses which allow for interaction between course participants and the instructor, the instructor and course participants and participant to participant interaction.
- i. Registration for instructor led training and access to online training courses must be accessible within two clicks from CTA's landing page in the System.
- j. The System must support a training calendar where all classes are displayed by date and students can register for classes by choosing them from the calendar.
- k. The training catalog and training calendar must be accessible within one click from CTA's landing page.
- l. The System must have the capacity to filter the training catalog by date, course title, topic, and target audience.
- l. The System must have a key word search function for the catalog.
- m. The System should have the ability to allow for a course to be either repeatable or one time only.
- n. The System should allow training to be configured with or without a course survey and/or test.
- o. Course Survey and test responses must be reportable for instructors and administrators, responses should be anonymous for surveys and associated with an employee for tests.
- p. Test scores must become a part of the employee training record for the test taker.
- q. The System should retain employee training profile and history after an employee is separated from the CTA.
- r. The System should allow discharged or retired employees to return and continue with their training profile where they left off.

- s. The System should maintain an instructor profile which includes the history of which courses the instructor has taught and when, as well as any survey results collected.
- t. The System should have the ability to schedule multiple repeating sessions of a course (Monthly, yearly etc.).
- u. The System should allow a course to be categorized by multiple dimensions beyond a simple training type."
- v. Enrollment
  - a. The System must give students the ability to self-register for online and instructor led courses.
  - b. The System must be capable of automatic class enrollment based on employee type.
  - c. The System must allow administrative adjustments to required training paths for employee types.
  - d. The System must allow management and administrative staff to enroll in training courses on behalf of employees.
  - e. The System must provide for manager's approval for enrollment based on training course type or employee type.
  - f. The System must only allow training registration if all prerequisites are met.
  - g. The System should allow mass enrollments by department or other groupings.
  - h. The System should allow for a configurable waitlist which will allow for preferential enrollment based on employee type.
- w. The System must restrict instructor's access to course materials to read only.
- x. The System should suggest training based on employee's job classification, courses previously attended or other profile information.
- y. The System should allow for a minimum of 20 video feed interactive attendees for live web-based training, a minimum of 500 for webinar type training with live chat, and up to 2,000 attendees for view only courses.

#### Training Notifications

- a. The System must generate notifications to employees when they register for a course which is specific as to whether they registered themselves or were registered by an administrator or manager. (Customizable notifications would be preferable.)
  - b. The System must generate a notification to employees who are placed in a course from a waitlist.
  - c. The System must generate a reminder of course registration 24 hours prior to the course start time.
  - d. The System must generate notifications to direct managers of employees with incomplete training.
  - e. The System must generate notifications to direct managers of employee recertification needs 30 days out with a second notification one week prior to the certificate expiration.
  - f. The System must generate automatic reminders for training recertification on the employee landing page.
  - g. The System must display the assigned training path course requirements on the employee landing page.
- **User License Description:**
- o **Licensing for All CTA Employees: 11,000**
  - o **Licensing for Contracted Employees: 3,000**

## Implementation and Integration

The Contractor must provide the System and perform the installation, implementation, and integration of data. The Contractor must work closely with Information Technology and TWD during all stages of the development, installation, implementation, and integration of the System.

### System Performance

The System must meet the minimum required performance as listed below:

- **Network:** The System must handle large volumes of data and interface with other Systems, without degrading the System response or performance. The System will be used 24 hours, 7 days a week, and 365 days a year.
- **Response Time:** The System must acknowledge all user requests within one second and provide results within 5 seconds. A longer response time should be indicated via a percentage status bar or change in UI appearance.
- **Failover:** The System must support and provide standard failover capabilities of application data and functionality. The Contractor is expected to assist CTA in defining and establishing the failover procedures for the System.
- **Uptime:** System must be available minimally 99.9% of the time, each month.

## System Security

### 1. Data Security

Security is critical. The System is required to secure information and Systems against the full spectrum of threats; use multiple, overlapping protection approaches; and address the people, technology, and operational aspects of information Systems. Attributes to secure System data should include:

- Application-level security. User authentication and **access** controls which allow password reset by the end user. Ability to support strong password complexity requirements.
- Malware detection and remediation.
- External threat- DDOS defense and remediation.
- Protection of access of CTA data by other tenants collocated in the same System.
- Comprehensive security mechanisms to safeguard access to the System.
- Control access privileges to software functionality, data attributes, and software screens and prevent unauthorized use of data.
- CTA or appropriate designee shall have the right to audit Contractor operations and have access to log information.

### 2. Reporting Services

The System must have standard reporting capabilities with the option for customization. Data imported into the System must be available for reporting. The reporting tool must have the ability.

to select/configure output columns, filter the results, group the results, graph the results, sort the results, or drill down to required granularity by input parameters.

### 3. Terminology

The User Interface screens, controls and reports must use language and terminology acceptable to CTA, and have the ability to customize the software screen, all captions, messages, and reports to meet CTA industry and business specific terminology wherever requested.

## Program Infrastructure Requirements & Post Deployment Support

Vendor to detail and document a high-level solution architecture diagram and clearly outline vendor versus CTA areas of responsibility for the required architecture and provide Instance Strategy requirements.

1. Network Connectivity-Vendor recommendation on how best to connect this cloud-based application to the CTA network.
  - Vendor to provide internal CTA network requirements, so that the CTA network team may analyze the request, against the available throughput of the CTA's network.
  - Data Transfers/Security - Contractor to specify preferred methods for secure data transfers, between the CTA environment and Contractor data center. Encrypted interfaces will be required in support of these transfers which must happen at a minimum of once daily.
2. Ongoing Support- Vendor recommendation as to the number of IT personnel and skill sets required to support this application as well as FTE support hours for licensing support, enhancements and interface builds.

## Ownership

The contained data of the System is owned by the CTA. Any access to the actual data for updates will be provided on authorization from the CTA. The Contractor shall not reveal any confidential or non-confidential information without prior authorization from CTA. Upon termination of this agreement or any future agreements, the Contractor shall assist in migration of contained data of the System to a new System.

## Project Management

### *1. General Requirements*

The Contractor is required to demonstrate the planned project management processes including, but not limited to, project requirements, schedule, cost, risk management, communication management, quality management, contract management, change management, and administration.

### *2. Communications*

The Contractor shall be responsible for ensuring all project milestones and dates are met for the System. The Contractor must develop a realistic schedule, a comprehensive work plan, and a project management and communications approach.

The Contractor must work with the CTA's project manager at regular project meetings and must document project status reports, risk mitigation plans, open and closed issues, accomplishments, milestones, quality control, and meeting notes. The Contractor shall also coordinate and work with a change management team for approvals in baseline changes of scope, cost, schedule and quality.

### 3. *Project Management Tools*

The Contractor is required to use project management tools and technology aligned or compatible with those used by the CTA (Microsoft Office, Project Management, Visio, and SharePoint 2013). The tools used must be licensed, compatible and versioned like the ones used by the CTA. Ideally, the Contractor should provide an online management tool to record project findings - risks, issues, concerns, change management, and bugs, with the ability to generate extensive reports. Both parties should use the same tool to record and monitor project progress. The Contractor will be responsible for maintaining the System throughout the project cycle. Post project implementation of data will be owned by the CTA.

### 4. *Testing*

The Contractor must develop a test plan and scripts that verifies all the requirements of the Scope of Work. Success and failures criteria are to be established before the testing occurs.

Testing should cover:

- System Testing: The Contractor must ensure all the components of the System are working properly and meet business and technical requirements. System testing must also include all imports/exports with other Systems. System testing shall be conducted on production Systems with artificial data; and
- User Acceptance Test (UAT): CTA users will test the usability of the application. The Contractor must verify the interfaces and integration points as defined in scope. All test scripts and test plans must be developed by the Contractor.

### 5. *End User Training*

The Contractor is required to provide in person training at CTA's location or locations or at a location approved by the CTA. The Contractor is required to conduct a separate training session for each user level for each module of the System in addition to the following:

- a. Learning Management System Training will be in groups of no more than 8 at a time.
- b. The Contractor shall provide all training agendas and materials.
- c. Materials must be approved of by project lead for each module before training begins and shall include but is not limited to:
  - I. Instructor Guides
  - II. Student Workbooks which include:
    - i. Screen shots to accompany System walk through.
    - ii. Hands on activities
- d. Training shall be delivered end user format for the following user groups:
  - I. LMS System administrator
  - II. LMS super user
  - III. Help Desk System administrator.
  - IV. IT System administrator

The Contractor must also provide train-the-trainer training for each module for at least eight LMS designees identified by team leaders of each module as trainers for end users of each module which shall include but is not limited to:

- i. Train the trainer activities
- ii. Feedback
- iii. Instructor guides
- iv. Student manuals

**All training materials must be developed for the sole use and ownership of the CTA.**

#### *6. Deployment*

The Contractor is responsible for the final implementation and installation of the System and must ensure that the System contains all necessary data inputs, ancillary data, configuration settings, and required initial data transfers. The Contractor is required to provide a data readiness checklist for each department and is responsible for compliance before each department is integrated into the System. The Contractor is responsible for deployment of the final System, following approval testing and acceptance by CTA. The Contractor must provide a deployment schedule. Contractor must provide Go-Live plans for deployment of the System. The Contractor must provide dedicated onsite resources for go live and post live support to TWD users.

### **I. Project Schedule**

Timing is of critical importance to the CTA and the System must be developed on an accelerated time schedule. The System should be tested, fully functional and in operation within nine (9) months after Notice to Proceed. Opportunities to condense this timeframe even further should be outlined in the proposals. Proposers should also list specific risks (and mitigation tactics) that arise from the schedule constraints. Final approval of the project schedule will be at the sole discretion of the CTA. Proposers must also provide a milestone deliverables schedule for the System implementation, including proposed earned value of professional services at each milestone. The CTA will review and approve the requirements modifications and implementation plan. Upon acceptance of each milestone, the Contractor will be authorized to submit invoices for payment.

### **J. Warranty**

Warranty is required for the System and each component of the System including any software, firmware, services, or other services provided after the Go-Live launch date. Should the manufacturer's standard warranty coverage exceed this minimum requirement, said manufacturer's standard warranty shall apply. The Go-Live launch date is defined as the date the System is in deployment post-acceptance of the last department implemented and integrated into the System.

### **K. Maintenance and Technical Support**

The Contractor is required to provide ongoing maintenance and technical support to CTA throughout the term of the contract. The Contractor's support must consist of a variety of technical and administrative areas including, but not limited to, installing and configuring the product, installing and configuring product updates, providing corrections to identified defects, troubleshooting the System, reviewing the generated. log, tracing files, and providing solutions for continuous improvements.

The Service Level Requirements are as follows:

**Support Mode:** Availability of support staff via email, phone, or online to provide technical support and assistance to user concerns in a timely fashion.

**Hosting/availability support** must be 24 hours a day, 7 days a week, and 365 days a year.

**Application support** must be Monday - Friday 7 a.m. - 7 p.m., Central time. E-mail and online application support issue submission must be available 24 hours a day, 7 days a week, 365 days a year. In addition, a dedicated Account Manager must be assigned as a single point of contact for escalation.



**Password Resets:** The System must include a feature for automatic password resets initiated and managed by the user.

**Issue Response Time:** Response time in case of **System downtime** should be no longer than 2 hours. A high **priority** issue should be assigned to technical staff within 2 hours with 24 hours turnaround time to identify a solution. A **medium priority** issue should be assigned to technical staff within 24 hours with 72 hours turnaround time to identify a solution. A **low priority** issue must have a turnaround time of 5 days to identify a solution. CTA will determine the level of priority for each issue and may consider the advice of Contractor in making this determination.

**Software Management:** Any corrections, fixes, upgrades, or enhancement to the software revision should include, at a minimum, user training when applicable, accompanied with release documentation indicating what was changed, what was fixed, test cases, and configuration changes.

**Continuous Improvements:** The Contractor must provide 960 hours during the contract term for continuous improvement of services, which shall include, but are not limited to, software customization and integration, user training on client premises, custom reports, or other needs authorized by the CTA. Improvements made to the base software System for other clients should be provided to the CTA for consideration and approval before such improvements are included in the CTA software package. All such additions included into CTA's software package shall be at no additional cost to CTA.

## **L. Service Level Agreement**

The Contractor must include within its Proposal the service levels to which it will perform, the methodology used to measure and report against service levels, and the remedy the Contractor will provide the CTA should such service levels not be satisfied.

Suggested SLAs for uptime of the System are as follows:

- 99.90% uptime over 24x7x365 basis.
- No individual unscheduled downtime shall exceed 10 minutes; and
- Monthly unscheduled downtime shall not exceed 15 minutes.

The Contractor must provide a license, maintenance, and support for a period of three (5) years with two option years.

## **M. Other Requirements**

The Participation Agreement and an Attachments attached thereto are incorporated herein by reference and shall be binding on the selected contractor as provided in the Participation Agreement. Unless otherwise provided in the Participation Agreement, the terms of the GSA Federal Supply Schedule 70 Contract referenced in the Proposal are incorporated by reference into the Participation Agreement as if fully set forth therein.

## **V. PROPOSAL REQUIREMENTS**

### **A. Format**

Submittals shall be prepared on standard size paper (8 ½" x 11") with removable binding on the left-hand side. The Proposal shall contain sufficient detail to enable the CTA to evaluate it according to the criteria outlined in **Section VI. Evaluation Process and Criteria**. The CTA may request additional written information and/or oral presentations.

Each Proposal is to consist of three parts, each to be bound separately, with removable binding, binder clips, or stapled in the upper left-hand corner, as follows:

**Part 1** - Technical Proposal (2 originals and 8 copies)

**Part 2** - Cost Proposal (2 originals and 8 copies)

Include completed Disclosure of Ownership, Certification Regarding Debarment, Lobbying Certifications, Drug Free Workplace Certification, History of Firms, Insurance, Non-Disclosure Statements, and Vendor Reference Form  
**(Appendices E - M)**

**Part 3** - DBE Proposal (2 originals and 2 copies)

The cover letter must contain a commitment to provide the services described in this RFP. Each cover letter must include the name and address of your company, the requisition number, the project name ("Learning Management System"), and the name, title, address and telephone/fax numbers and signature of a representative of the vendor who is authorized to negotiate a contract with the Authority and/or whom we may contact with questions regarding your response.

Proposers should refrain from using expensive materials for their Submittals. All Submittals become the property of the CTA and will not be returned. All costs incurred in the preparation and presentation of the Proposal are the responsibility of the Proposer. Issuance of this RFP does not commit CTA to pay any cost incurred in the preparation of this Proposal. Proposers are advised to adhere to the submittal requirements. Failure to comply may be cause for rejection of the submission. CTA reserves the right to accept or reject any or all submittals or parts thereof, to extend the time for submission of Proposals, to negotiate with any or all Proposers, and to award a contract to the Proposer whose initial Proposal is most advantageous to CTA, without further discussion or negotiation.

Additional documents describing the firm should be submitted as separate items. The cover letter lists the due date and time when Proposals must be returned.

## **B. Content**

### **PART 1. TECHNICAL PROPOSAL**

This is a technical document which details the firm's understanding of the project purpose, the scope of work, technical work required, and necessary deliverables that must be submitted. The document should include, but is not limited to, the following:

#### **1. Cover Letter**

A cover letter should be signed by an official of the firm who is authorized to bind the respondent contractually to the extent of the commitment sought by this RFP. The cover letter must contain a commitment to provide the services described with the personnel specified in the Proposal and DBE commitment. The cover letter must additionally provide the GSA Federal Supply Schedule 70 Contract Number.

#### **2. Executive Summary**

The Executive Summary shall be limited to a brief narrative highlighting the firm's proposal. Please note that the executive summary shall identify the primary vendor including contact name, address, phone number and a valid email address. All subcontractors or partners must also be identified.

### **3. Response to Implementation Plan**

Proposers shall submit a comprehensive implementation plan including estimated timelines that details the Proposer's implementation methodology and approach to meeting all items listed in Section III Scope of Services described in this RFP.

### **4. Response to Technical Requirements**

The Proposer must include the proposed application architecture for a hosted solution. This section should be in narrative form using diagrams and schematics as appropriate. All hardware and software used for the solution should be listed in the appropriate table in **APPENDIX A**.

### **5. Project Management**

The Proposer must outline how it intends to manage the development effort. The following components should be addressed:

- **General Requirements:** The Proposer is required to demonstrate the project management processes planned.
  - **Communications:** This section must include a communication approach for how the Contractor proposes to work with and update the CTA project manager. Please describe what information will be communicated, how often, and in what format.
  - **Project Management Tools:** This section must include the tools the Contractor plans to use throughout the project.
  - **Testing:** The vendor must describe its testing plan, demonstrating how it meets the requirements laid out in the RFP. The test plan will be subject to the review and approval of the CTA.
  - **End User Training:** The table in **APPENDIX O** must be used to illustrate training activities. The Proposer must provide one example of each: Survey, Instructor Led Training, eLearning Course, and the training must include catalogs, calendars, curriculum input, and registration, wait lists, pre and post course materials, testing and reporting.
  - **Deployment:** The Contractor must submit its recommended deployment plan.
- 6. Project Plan.** Proposals should include a detailed project plan including all tasks with start/end dates, dependencies, and resources (including CTA resources as applicable) necessary to meet CTA schedule constraints. An approximation of the project completion in chart, such as a Gantt chart, displaying the relevant information should be included. The Proposer must provide a milestone deliverables schedule for the System. Opportunities to condense this time frame even further should be outlined. Proposers should also list specific risks (and mitigation tactics) that arise from the schedule constraints.

### **7. Qualification and Experience**

a) Firm

1. Applicable firm qualifications must be presented in this section covering the Proposer's experience on similar or related engagements including experience, if any, with transit or municipal accounts. A Contractor having experience of at least 5 years with providing LMS Solutions to clients of a similar size to the CTA is especially beneficial to CTA. Proposers must provide three client references for similar projects completed within the last five years with companies of a similar size to the CTA, using the attached Vendor References Form provided in **APPENDIX M**. Proposers must be licensed to do business in the State of Illinois.
2. Describe the types of learning management Systems available through your organization. Indicate whether services are provided locally/nationally or by a subsidiary organization.
3. Define your Learning Management System as provided through your firm's organization to clients.
4. Provide a summary of new and creative products which your firm has recently brought to your clients to improve their LMS. Advise how the expandability of software and products may be positively adapted to CTA's operations.

b) Staffing

This section must contain the resumes for all personnel who will be involved in the engagement. Proposers must identify their representatives, including the representatives' specialized experience and professional qualifications as they relate to this contract as described in **Section IV. Scope of Work**. At least one of the Proposer's top key personnel must have at least five years of experience in performing work similar to that of this RFP. The CTA reserves the right to request and secure replacement personnel from the firm to substitute for any or all persons previously selected, for any reason. The Proposal should be explicit about CTA resource requirements, outlining what time commitments will be required of CTA staff.

## 8. Financial Background

Each Proposer shall submit information in this section by completing the form attached in **Appendix J**, which asks for high-level corporate and financial **data**. Documents supporting a firm's and subcontractor(s)' financial stability and ability to perform the contract **must** be included as well. Proposers must provide audited financial statements for the past three years and information pertaining to any past bankruptcy, contract defaults, and violations of any regulatory acts. This information will be used to determine vendor responsibility.

## 9. Table of Exceptions

The summary must state whether the Proposal does or does not fully comply with the requirements as defined in this RFP and shall provide a detailed list of **exceptions to the RFP, the Sample Contract or other RFP requirements including all exhibits and appendices**. This list must be in table form and must identify the page, section number, provision, and the specific exception, non-conformance and/or substitute language proposed. Failure to identify any specific items of non-compliance will result in CTA assuming compliance. The CTA, at its sole discretion, may reject any exception.

## B. Cost Proposal (2 originals and 8 copies)

A Cost Proposal should contain complete details on pricing structure. **The Proposer must recommend a milestone payment plan.** Payment structure may consist of bundled and unbundled services throughout the conversion, implementation, roll out, and training aspects of the contract. A Cost Proposal form is included in **APPENDIX A**, which addresses costs associated with the work described herein. This form must be completed. In addition, Proposers may propose an alternative pricing model for consideration.

A fully completed Cost Proposal must include the following items:

1. Specify payment terms and describe exactly how the fee is determined. Indicate whether you provide your clients with a breakdown of the components of your service including a breakout of maintenance and user fees for each of the base three years and the two one-year contract options.
2. Signed copies of all CTA certification forms provided in **APPENDICES E - M**. Additionally, please include completed Disclosure of Ownership and Lower-Tier Debarment Certification forms as required for any proposed subcontractors.
3. The Cost Proposal must be valid for six (6) months from submission date.
4. Competitiveness of Cost Proposal and price will be evaluated separately for overall reasonableness.

### **C. Disadvantaged Business Enterprise (DBE) Involvement (2 originals and 2 Copies)**

Submit two originals and two copies of this section separate from the Technical and Cost Proposals. Describe your firm's policy and approach to using disadvantaged firms in order to comply with the DBE Requirements. Complete Schedules B or C, and D, provided in **APPENDIX C - DBE Requirements**, as appropriate. The CTA encourages any team arrangements that will work to benefit this project if such arrangements are made the Contractor must assume full responsibility for the work performed by all subcontractors.

## **VI. EVALUATION PROCESS AND CRITERIA**

All Proposals will be evaluated by the CTA, which reserves the right to make an award or choose not to award to any Proposer, on the basis of greatest benefit to the CTA. The evaluation will be based primarily on the written Proposal. However, the CTA may also require oral presentations by those Proposers in the competitive range. All responses will be evaluated by one or more evaluation committee(s). Following the evaluation process the CTA may select Proposers in the competitive range for negotiations.

The CTA reserves the right to reject any or all Proposals, or parts thereof, as it deems necessary for any reason. In addition, the CTA reserves the right to make an award to one responsible Proposer whose offer best conforms to the requirements of this solicitation and is most advantageous to the CTA.

In reviewing and evaluating the responses to this RFP, the CTA will consider the following factors, which are listed in the order of their relative importance, beginning with the most important:

1. Ability to perform the requirements of the Scope of Services and provide CTA with a comprehensive learning management solution.
2. Timeliness of project plan.
3. Project teams and Proposer's experience with clients similar to CTA and projects of a similar size and nature; and
4. Thoroughness of project management approach.

Award will be made to the Proposer whose Proposal most comprehensively satisfies the Scope of Services. The CTA is more concerned with obtaining superior technical or management features than with making an award at the lowest overall cost. However, the CTA will not make an award at a significantly higher overall cost in order to achieve slightly superior technical or management features. Cost is not expected to be the controlling factor in the selection of a Proposer for this RFP. The degree of importance of cost as a factor could become greater depending upon the equality of the Proposals for the other listed criteria evaluated; where Proposals are determined to be substantially equal, total price and other price factors would become the controlling factor.

The CTA retains the right to require additional information including revised pricing information from any Proposer, and to determine the veracity of the information in the Proposal. A Proposal found to be based on inaccurate or misrepresented information may be dismissed from further consideration.

Firms in the competitive range, in contention for negotiations or award of the contract, may be required to make oral presentations. Failure of a firm to report for an oral presentation will be cause for dismissal of the Proposal from further consideration, provided that the CTA has given adequate notice for the Proposer to prepare the oral presentation. However, the CTA is not required to hear a presentation from any Proposer and reserves the right to issue a contract based on the initial Proposal submitted without providing any firm an opportunity for oral presentations or negotiations.

After determining which Proposers are in the competitive range, the CTA may conduct negotiations with those Proposers to discuss any deficiencies in their Proposal and to ensure that the Proposers fully understand all the requirements of this RFP and have, or can obtain, the required equipment, personnel, materials, insurance, software, hardware, or services. Should negotiations occur, the CTA will issue to those Proposers remaining in the competitive range an invitation to submit a Best and Final Offer (BAFO). The BAFO will reflect the Proposer's final cost proposal to the CTA based on all the clarifications to the proposed Scope of Work included in the oral presentation and/or negotiations.

At the conclusion of negotiations and following receipt of any and all additional materials requested, CTA may determine a relative ranking of Proposers based on an all-inclusive evaluation.