



**REQUEST FOR PROPOSALS FOR
ON-CALL IT PROJECT MANAGEMENT SERVICES**

RFP #2024-D-001

Notice Inviting Proposals

THE OPPORTUNITY

The Golden Gate Bridge, Highway and Transportation District ("District") acting as lead agency for Axia Cooperative, is seeking proposals from qualified firms in response to this Request for Proposals ("RFP") for On-Call IT Project Management Professional Services (the "Services").

The purpose of this RFP is to establish a bench of contractors to assist the District with various IT projects, providing the District the ability to quickly engage with contracted IT project management partners. The District intends to award up to five contracts as a result of this solicitation for the Services to the proposers selected based on the procurement process detailed herein ("Selected Proposer"), subject to approval by the District's Board of Directors. The base term will be three years with up to two additional one-year options terms. The District's total spend across all contracts issued from this RFP will not exceed \$1,500,000, and all services will be performed on an on-call, task order basis. There is no guaranteed compensation for any contract awarded as a result of this RFP.

The following are examples of hypothetical task orders the District may issue under the contract:

- The District is upgrading an enterprise system and needs a project manager to keep the project on track. The project manager will work with the District's application engineers, end users and the vendor. Project progress would be reported to the manager of the Applications' group and the District's PMO manager.
- The District is implementing new functionality to an enterprise system that will change business procedures. The District needs a business analyst to work with affected departments/end users to map out to-be processes. The District may also need a resource to create appropriate training material.
- The District wants to replace a major enterprise system and will go out for competitive procurement. A business analyst is needed to define business requirements, create as-is and to-be process maps and help define scope for the competitive procurements. The District may also need resource to identify and define system interfaces and create a requirements matrix. A contractor issued a task order to assist the District with such a solicitation may not submit a proposal in response to any solicitation on which it has assisted.

When the District requires support on a project or initiative, the District PM may solicit proposals from one or multiple vendors on the bench. Proposals may be structured on a Firm Fixed Price or a Time and Materials basis. Typical task orders under similar District contracts can range in value from \$5,000 - \$200,000, depending on project scope.

THE RFP

This RFP sets forth the requirements for the preparation, submission, and evaluation of proposals submitted to the District. This RFP is organized into the following four parts and applicable attachments:

Index of RFP and Attachments	
RFP	
Part 1	Instructions
Part 2	Scope of Services
Part 3	Sample Professional Services Agreement (Attachment B)
Part 4	Required Forms
Attachments	
Attachment A	Sample Certificate of Insurance
Attachment B	Sample Professional Services Agreement <ul style="list-style-type: none"> • Attachment A: Insurance Requirements • Attachment B: Federal Terms and Conditions • Attachment C: Data Privacy and Security • Attachment D: Software Development & System Maintenance Policy • Attachment E: Task Order Process
Attachment C	Price Proposal Form
Attachment D	Exception Form
Attachment E	Indemnification Form
Attachment F	Prime Consultant and Subcontractor/ Subconsultant/Supplier Report
Attachment G	Description of the Selection Process of Subcontractors/Subconsultants/Suppliers
Attachment H	Lobbying Certification
Attachment I	Axia Cooperative Information <ul style="list-style-type: none"> • Exhibit A: Axia Cooperative Requirement for National Cooperative Contract Exhibit B: Axia Cooperative Advertising Compliance Requirement
Attachment J	Axia Agreements Between Axia and Vendor <ul style="list-style-type: none"> • Exhibit C: Axia Cooperative Administration Agreement, Example • Exhibit D: Axia Cooperative Contract Sales Reporting Template

Proposers are responsible for examining, with appropriate care and diligence, all documents contained in this RFP and fully informing themselves of all relevant aspects of the Services. By submitting a proposal in response to this RFP, proposers represent that they have examined this RFP and are familiar with the Scope of Services.

The District is committed to and has adopted a Diversity Program for Contracts for the participation of Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) in the District's contracting opportunities in accordance with 49 C.F.R. Part 26, as may be amended. It is the District's policy to ensure nondiscrimination on the basis of race, color, national origin, or sex in the award and administration of contracts. Proposers are required to cooperate with the District's efforts to meet these commitments and objectives. Proposers are strongly encouraged to obtain DBE and SBE participation on this project, although there is no contract-specific DBE or SBE goal established. Please refer to Part 4 of this RFP for the DBE/SBE requirements and forms applicable to this RFP and any contract awarded pursuant to this RFP. For DBE/SBE assistance, please contact Artemisé Davenport, Manager, DBE and Workforce Inclusion, at (415) 257-4581.

A contract awarded in connection with this RFP will be financed in part with federal funds. The Selected Proposer will be expected to provide the Services in compliance with applicable federal laws, rules and regulations.

PROCUREMENT PORTAL

To download and respond to this RFP, proposers must register on the District's Procurement Portal at <https://ggbhtd.bonfirehub.com>. Once registered, proposers may view and download the RFP documents on the District's Procurement Portal by visiting the "Open Public Opportunities" page, clicking on "View Opportunity" next to this RFP, and selecting "Supporting Documentation" for this RFP.

DESIGNATED PROCUREMENT CONTACT

For general questions regarding this RFP, please contact Kimberly Barnard at kbarnard@goldengate.org or 415-923-2255.

BACKGROUND

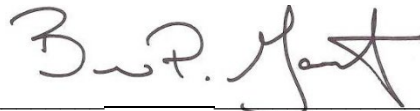
The Golden Gate Bridge, Highway and Transportation District (District) is a California Special District created by the Legislature in 1923 pursuant to California Streets & Highways Code Section 27000 et seq. The District is governed by a 19-member board composed of members representing the City and County of San Francisco, Marin County, Sonoma County, Napa County, Mendocino County and Del Norte County. The District is based in San Francisco and consists of three operating divisions, Bridge, Bus, and Ferry, as well as an administrative District Division. The District Division has no revenues and all its expenses are allocated to general and administrative expenses in the operating divisions. The District operates and maintains the Golden Gate Bridge and a fleet of buses and ferryboats. Golden Gate Ferry currently operates seven passenger ferries from Larkspur, Tiburon, and Sausalito in Marin County to San Francisco. An active fleet of buses

operates in Marin, Sonoma, Contra Costa, and San Francisco counties. The District receives funds primarily from Bridge tolls, transit fares and federal, state and local grants.

AXIA COOPERATIVE INFORMATION

The District, as the Lead Procurement Agency, as defined in Attachment I, has partnered with Axia Coop LLC (“Axia Cooperative”) to make the contract resulting from this solicitation (also known as the “Master Agreement” in materials distributed by Axia Cooperative) available to other public agencies nationally, including state and local governmental entities, public and private primary, secondary and higher education entities, non-profit entities, and agencies for the public benefit (“Public Agencies”), through Axia Cooperative’s cooperative purchasing program. In order to use the Master Agreement a Public Agency must be registered with Axia Cooperative as a Participating Public Agency in Axia Cooperative’s cooperative purchasing program. Attachment I contains additional information on Axia Cooperative and the cooperative purchasing agreement. The District expects the Proposer to agree to all Axia Cooperative terms and conditions, and to enter into all necessary agreements with Axia Cooperative contained in Attachment J. However, the District reserves the right to enter into an agreement with a selected Proposer that does not participate in the Axia Cooperative.

The District will not be a party to any agreement entered into between the Proposer and the Public Agencies. All disputes, claims, or other issues arising from the Proposer and the Public Agencies’ use of the Master Agreement through the Axia Cooperative will be solely between the Public Agencies and the Proposer. The District will not be liable in any way for any claims arising from the use of the Master Agreement by the Public Agencies.



Brian P. Garrity, CPSM, C.P.M, CPPB
Director of Procurement

Dated at San Francisco, this 22nd of May, 2024

PART 1: RFP INSTRUCTIONS

A. CONFIDENTIALITY

The California Public Records Act (CPRA) (Government Code Section 7920.000 et seq.) mandates public access to public records not exempt from disclosure under the CPRA. Therefore, unless the information is exempt from disclosure by law, the content of the proposal, as well as any other written communication between the District and a proposer, is a public record that must be made available to the public upon request.

1. Confidentiality Index and Waiver of Claims

If the proposer believes its proposal, any other communications with the District, or any other documents or materials of any kind provided to the District to supplement or explain its proposal, or in response to any District inquiry or request in connection with this RFP ("supplemental materials"), contains information exempt from disclosure under the CPRA, including trade secrets or other proprietary information that the proposer believes would cause substantial injury to the proposer's competitive position if disclosed, the proposer must request that the District withhold from disclosure the exempt information by submitting:

- a. An unredacted copy of the proposal, communication and/or supplemental materials marking each page containing such exempt information as confidential; and
- b. A redacted copy of the proposal, communication and/or supplemental materials that redacts the purportedly exempt information; and
- c. A "confidentiality index" that complies with the following requirements:
 - i. For proposals, the confidentiality index must include: (i) the section and page number of the proposal where the information except from disclosure is located; and (ii) an explanation of why the information is exempt from disclosure under the CPRA.
 - ii. For communications and supplemental materials, the confidentiality index must include: (i) the section and page number of the communication or supplemental document where the information except from disclosure is located, as appropriate; and (ii) an explanation of why the information is exempt from disclosure under the CPRA.
- d. A signed Indemnification Form provided in Part 4 of this RFP, in which the Proposer agrees to indemnify, defend, and hold harmless the District, its directors, officers, employees and agents, from any and against all damages (including but not limited to attorneys' fees that may be awarded to the party requesting the proposer information), and pay any and all cost and expenses, including attorneys' fees, related to the withholding of the information included in the confidentiality index or in the redacted version of the record.

By submitting a proposal, communication, or supplemental material, proposer:

- a. Consents to the release of the redacted version of the proposal, communication, or supplemental material; and
- b. Consents to the release of any portion of its proposal, communication, or supplemental material not included in the confidentiality index; and
- c. Waives all claims against the District, its directors, officers, employees and agents, for the disclosure of such information.

If the proposer does not include an unredacted copy, redacted copy, confidentiality index and signed Indemnification Form, with its proposal, communication, or supplemental material in accordance with the requirements of this section, the District will have no obligation to withhold any information in the proposal, communication, or supplemental material from disclosure and may release the proposal, communication, or supplemental material without liability to the District.

A proposer may not designate its entire proposal or major portions of its proposal as confidential. A proposer may not designate District forms as confidential. The District will not honor such designations, and will disclose submittals so designated to the public.

2. Review of Confidentiality Index

Upon receipt of a request pursuant to the CPRA seeking a proposal, supplemental material, or communications relating to this RFP, the District may provide the redacted version of the requested record or may withhold information designated in the confidentiality index that is exempt from disclosure. If the District determines that information in the confidentiality index is not exempt from disclosure, the District will give reasonable notice to the proposer prior to releasing any material listed in the confidentiality index.

In the event of conflicts between the redacted version of a record, the confidentiality index, and confidentiality designations in the body of the record, the redacted version of the record prevails.

B. SOLICITATION TIMELINE

The District intends to adhere to the following solicitation timeline, which is subject to change at the District's sole discretion:

Wednesday, May 22, 2024	Issuance of RFP
Wednesday, June 5, 2024 11:00 a.m., Pacific Time	Optional Pre-Proposal Conference on Teams Join the meeting now
Wednesday, June 12, 2024 4:00 p.m., Pacific Time	Written requests for clarifications are due
Wednesday, June 19, 2024 4:00 p.m., Pacific Time	Response to requests for clarifications will be uploaded on the District's Procurement Portal
Friday, June 28, 2024 4:00 p.m., Pacific Time	Proposals due
August 15 th and 16 th , 2024	Proposer interviews, if held
October 1, 2024	Tentative Contract Start Date

C. PRE-PROPOSAL CONFERENCE

The District will conduct a Pre-Proposal Conference. Attendance is not mandatory but is recommended. The purpose of the Pre-Proposal Conference is to answer questions about the RFP, including questions concerning the District's Diversity Program for Contract requirements. All statements and interpretations provided by District representatives at the Pre-Proposal Conference are non-binding on the District unless contained in a subsequent written Addendum. Please refer to the Solicitation Timeline in [Section B of Part I](#) for relevant dates and times for requests for and responses to clarifications.

D. REQUESTS FOR AND RESPONSES TO CLARIFICATIONS

Any requests for clarifications of this RFP must be submitted in writing on the District's Procurement Portal. Any interpretation, change, or correction of any part of this RFP will be made by addenda on the District's Procurement Portal. Proposers that accessed the RFP will be notified of the issuance of any addenda via the District's Procurement Portal. Oral modifications of the RFP are void and ineffective. Please refer to the Solicitation Timeline in [Section B of Part I](#) for relevant dates and times for requests for and responses to clarifications.

Requests for exceptions to the Sample Agreement contained in Part 3 must be made on the Exception Form contained in Part 4 and accompanied by a redline of any proposed changes to contract language. See Section B.3 of Part 4 for more information.

E. EX PARTE COMMUNICATION

Proposers and proposers' representatives may not communicate orally with an officer, director, employee, or agent of the District, with the exception of the Procurement contact designated in this RFP, Secretary of the District or DBE Program Administrator regarding this RFP until after a Notice to Proceed has been issued by the District. Proposers and their representatives are not

prohibited, however, from making oral statements or presentations in public to one or more representatives of the District during a public meeting.

In the context of this RFP, an “ex parte communication” is any communication regarding this RFP between a proposer (or the proposer’s representative) and the District’s General Manager, Board Member, officer, employee or contractor, regardless of who initiates the communication, other than as part of the procurement process specified herein, before the District issues a Notice to Proceed, unless the communication is in writing and available for disclosure to the general public.

F. PROPOSAL CONTENT AND REQUIRED FORMS

1. Proposal Content

Proposals submitted in response to this RFP must respond fully to the requirements of this RFP and include the following elements in the sequence listed below. Although there is no page limit, clarity and conciseness are essential.

- a. **Cover Letter.** Include a signed cover letter on company letterhead that contains the following information:
 - (1) Firm name, address, telephone and facsimile numbers and email address.
 - (2) Name(s) of firm principals authorized to negotiate and contractually bind the firm.
 - (3) Firm size, organizational structure, and location(s).
 - (4) A statement that binds the proposer to its proposal and Cost Proposal Form for 120 calendar days from the date the proposal is due.
 - (5) A statement confirming acceptance of the Sample Agreement included in Part 3 of this RFP, or that the proposer has submitted exceptions to the Sample Agreement on the Exception Form included in Part 4
 - (6) A statement indicating whether the proposer has any conflicts of interest that would limit the firm's ability to provide the Services. See Section M for more information.
 - (7) Provide any required disclosures pursuant to the Levine Act. See Section N for more information.
 - (8) Acknowledge receipt of all addenda by including the addendum number for each addendum received.
 - (9) If applicable, a statement indicating that the proposal includes a "confidentiality index" and Indemnification Form in accordance with Section A, or a statement indicating that there are no portions of the proposal that contain confidential information. See Section A for more information.

- b. **Qualifications, Experience and Expertise.** Include the following information:

A description of the proposer’s qualifications to perform the Scope of Services (included in Part 2 of this RFP). Describe at least 3 relevant projects your company has worked on in an IT project management capacity, including for local government agencies and transportation agencies, if any.

For each example of previous experience, include a brief summary of work performed, the period over which the work was completed, for whom it was performed, the location where it was performed, and the size of the proposer’s effort (i.e., cost and period of time). Include details such as if the work performed was a turn key project or in a supplemental staffing capacity.

- (1) "Key Personnel" are those individuals who are essential to the successful delivery of the Services. See Section L for terms and conditions applicable to Key Personnel. For each Key Personnel, provide the following:
 - a. Name and title;
 - b. A description of their qualifications and experience, including experience with public agency clients and transportation agencies, if any;
 - c. Number of years of experience performing work similar to or related to the Services;
 - d. A resume; and
 - e. A list of two references, including a brief description of the nature of the work performed by the individual for each reference.
 - (2) An organization chart that identifies the proposed client management team. Identify by name and title: the primary staff person who will oversee the District's account; Key Personnel; and other individuals who will support the District's account. Explain the manner in which the firm's management and primary staff person will direct and supervise the team.
 - (3) A detailed staffing plan that explains how the proposer will staff positions if Key Personnel are temporarily or permanently unavailable.
- c. **Approach to IT Project Management Services and Project Delivery.** Outline how your company typically approaches IT Project Management services as detailed in the Scope of Services (Part 2 of this RFP) including your company's approach to:
- a. Availability and responsiveness to providing resources. What is a typical turnaround time for resources to be assigned and ready to work?
 - b. Flexibility and adaptability, including your company's ability to adapt to changing project requirements and priorities and flexibility in adjusting the scope of services based on project needs.
 - c. Communication and collaboration, including your company's approach to building effective working relations with client teams and stakeholders.
 - d. Risk and Issue Management, including your company's strategy for identifying and mitigating project risks and past experience in managing project risks and resolving issues effectively.
 - e. Dealing with client feedback on performance.
 - f. Use of Artificial Intelligence (AI) tools, with answers to the following questions:
 - i. Does your firm use AI tools? If so, please describe how your firm uses AI and what specific tools you use.
 - ii. If your firm uses AI tools, please describe how your use of AI is beneficial to the District.
 - iii. If your firm uses AI tools, describe the guardrails your firm will use to ensure that your use of AI complies with the District's proposed Professional Services Agreement, particularly in regards to ownership of deliverables and other intellectual property, confidentiality, and PII.
 - iv. If your firm uses AI tools, how do you review the work product for accuracy, and how close is the final work product to what was produced by AI tools?

- d. **Financial Stability.** Provide information that will allow the District to reasonably assess the proposer's financial stability and strength, such as financial references, financial statements (Dun & Bradstreet report, Securities and Exchange Commission Form 10-K, company balance sheets) or other relevant documentation. Describe any administrative proceedings, claims lawsuits, settlements, or other exposures pending against the proposer.
- e. **References.** Provide contact information (name, title, company, e-mail, address and telephone number) for three references for which the proposer has provided similar services within the past three years. For each reference, include a brief description of the work performed if not already detailed under Section F.1.b above.
- f. **Price Proposal.** Provide a complete Price Proposal using the Price Proposal Form (Attachment C). All job classifications and hourly rates that may be required to perform the Services must be included on the Price Proposal Form in the section labeled "Proposed Hourly Rates by Classification." If awarded a contract, the hourly rates on the Price Proposal Form will serve as the basis for rates charged under the Contract that may be executed between the District and the selected Proposer(s). All rates will remain firm for at least the first two years.
- g. **Social Equity.** Social equity refers to business practices that positively impact the public, environment, and economy by promoting fairness, justice and equity in the distribution of public services, implementation of public policy, and business relationships that are essential to an organization's operations. Provide the following information regarding the proposer's business practices that support social equality:
 - (1) How do you approach on-the-job training, mentoring, technical training and/or professional development opportunities for employees?
 - (2) Describe your company's internal policies for ensuring your company is providing employees with competitive pay and comprehensive benefits including but not limited to health insurance, retirement plans and compensated days off.

2. Required Forms

Complete and submit with the proposal, the forms listed in Section B of Part 4 of this RFP in accordance with the instructions provided therein.

G. PROPOSAL SUBMISSION INSTRUCTIONS

Please refer to the Solicitation Timeline in [Section B of Part I](#) for relevant dates and times for the proposal due date. Proposals must be uploaded to the District's Procurement Portal. The time the proposal is successfully uploaded on to the District's Procurement Portal is the official time the proposal is received by the District. Proposals received after the proposal due date will not be considered. The District is not responsible for any delayed proposal submissions for any reason or for any damages associated with late proposal submissions.

Hard copy submissions will NOT be accepted. Hard copies received will be returned (unopened) to proposers without consideration.

H. WITHDRAWAL OF PROPOSAL

Submission of a proposal constitutes a firm offer to the District for 120 calendar days from the proposal due date. A proposer may withdraw its proposal any time before the date and time when proposals are due, without prejudice, by submitting a written request for its withdrawal via the District's Procurement Portal by clicking on the "Opportunity Q&A" tab of the "Message" section for this RFP. Telephone or email requests to withdraw a proposal are not acceptable and will be ineffective.

I. PROPOSAL EVALUATION PROCESS

1. Evaluation Committee

The District will establish an Evaluation Committee responsible for reviewing and evaluating all proposals and conducting interviews, if any. The District reserves the right to reject or accept any and all proposals, to waive any irregularities in proposals or in the RFP, and to request additional information from proposers at any stage of the evaluation.

2. Evaluation Criteria

The District intends to award up to five (5) contracts to the most qualified, responsible firms submitting a responsive proposal. Ranking will be based on a maximum of 100 points, weighted as indicated below. In determining the number of points a proposal will receive in each category, the District will consider the proposal material submitted, oral interviews (if applicable), additional information requested by the District, client references and any other relevant information about a given proposer. The District will use the following criteria to evaluate proposals:

Proposer's Qualifications, Experience and Expertise	0-40 Points												
<p>Specific areas evaluated:</p> <p>(1) Experience in providing IT Project Management Professional Services for similar operations and/or entities.</p> <p>(2) Experience and qualifications of staff assigned to the account, including the proposed staff committed (identified by name), the quality of such staff, relevant certifications, and the proper balance of relevant skills.</p> <p>(3) Demonstrated expertise in managing a diverse range of IT projects.</p>													
Approach to IT Project Management Services and Project Delivery	0-35 Points												
<p>Specific areas evaluated:</p> <p>(1) Knowledge of IT Project Management Professional Services as it relates to the District's needs.</p> <p>(2) Approach to flexibility, adaptability, communication and collaboration.</p> <p>(3) Approach to risk and issue management, including strategy for identifying and mitigating project risks and past experience in handling project risks and issues effectively.</p> <p>(4) Availability of resources to start an engagement, i.e. typically how long will it take to provide resources?</p> <p>(5) The size and composition of the proposed team and ability to cover the range or project professionals defined in the scope.</p>													
Social Equity	0-5 Points												
<p>Specific areas evaluated:</p> <p>(1) How do you approach on-the-job training, mentoring, technical training and/or professional development opportunities for employees?</p> <p>(2) Describe your internal policies ensuring you are providing employees with competitive pay and comprehensive benefits including but not limited to health insurance, retirement plans and compensated days off.</p>													
Price	0-20 Points												
<p>Price will be evaluated on an objective basis, using the proposed rates to calculate the price of a <i>hypothetical sample project</i> comprised of the following hours:</p> <table border="1"> <thead> <tr> <th colspan="2">Hypothetical Sample Project</th></tr> <tr> <th><i>Classification</i></th><th><i>Number of Hours</i></th></tr> </thead> <tbody> <tr> <td>Project Manager</td><td>86</td></tr> <tr> <td>Senior Project Manager</td><td>38</td></tr> <tr> <td>Project Professional – Business Analyst</td><td>47</td></tr> <tr> <td>Project Professional – Change Management</td><td>55</td></tr> </tbody> </table> <p>The proposer with the lowest total hypothetical project price will receive 100% of the 20 maximum points for the Price criteria. Proposers with higher project price will receive a proportionate percentage of the maximum number of points.</p>	Hypothetical Sample Project		<i>Classification</i>	<i>Number of Hours</i>	Project Manager	86	Senior Project Manager	38	Project Professional – Business Analyst	47	Project Professional – Change Management	55	
Hypothetical Sample Project													
<i>Classification</i>	<i>Number of Hours</i>												
Project Manager	86												
Senior Project Manager	38												
Project Professional – Business Analyst	47												
Project Professional – Change Management	55												

3. Preliminary Responsiveness Check

The District will conduct a preliminary evaluation of the proposals to confirm that each proposal contains all the required documentation and information necessary to be deemed responsive to the RFP.

4. Evaluation and Interviews

The District will evaluate each proposal based on the Evaluation Criteria set forth above. The District may also consider sub-criteria that, even if not specifically stated above, are reasonably related to the stated evaluation criteria. The District may seek clarifications or additional information from any or all proposers. The District may also contact any reference listed in the Proposal or otherwise seek input about proposers.

The District reserves the right to select a limited number of proposers deemed in the competitive range for further consideration. The competitive range will include proposals that stand a reasonable chance of being found acceptable. Proposers within the competitive range may be invited to participate in an oral interview or asked to provide additional information. The District reserves the right to complete the evaluation process without any interviews or additional information. The District may reject any proposal the District determines is not within the competitive range. The District reserves the right to reject any Proposal in response to this RFP that contains unauthorized conditions or exceptions.

At the end of the evaluation process, the District will select the highest ranked proposers based on the evaluation criteria above and based on proposals, written submissions, interviews and any other additional information obtained by the District. The District reserves the right to determine that the highest ranked provides the best value to the District, even if the highest ranked proposer does not offer the lowest price.

5. Negotiations

The District will rank the proposers within the competitive range in accordance with the Evaluation Criteria above. The District may accept the proposal of the highest ranked firm or enter into negotiations regarding cost and/or terms and conditions with the top-ranked firm or firms. Negotiations with multiple firms may be held sequentially or concurrently. If negotiations with the top-ranked firm or firms are unsuccessful, the District will terminate the negotiations with that firm or firms, and may open negotiations with the next highest-ranked firm or firms. The District may repeat the negotiations process with the next-highest-ranked firms, or, at its sole discretion, the District may reject all remaining proposals.

Given that Agreements may be awarded to a bench of Consultants, the District may elect to hold concurrent negotiations with two or more Consultants following the processes set forth above.

The District reserves the right to conduct pre-award negotiations with any or all proposers, and the right to award the Contract without negotiations. The District reserves the right to accept the proposal it considers most favorable to the District's interests, and the right to waive irregularities, at its sole discretion. The District further reserves the right to reject all proposals and re-solicit the Services if such procedure is reasonable and in the best interest of the District.

J. CONTRACT AWARD

1. Recommendation for Contract Award and Notice of Intent to Award

Contracts valued over \$250,000 (including options) that are not routine procurements of equipment or materials, must be approved by the District's Board of Directors. For such contracts, the Office, Division, or Department of the District initiating the procurement will make a recommendation for contract award to the appropriate Committee of the Board. Proposers will be notified of the District's intent to award the contract at least 72 hours before the meeting at which the District Board of Directors intends to award the contract.

2. Contract Award and Execution

The District reserves the right to not award any contract as a result of this procurement and may terminate the procurement and commence a new procurement for part or all of the Services at any time. The District also reserves the right to award up to five (5) contracts as a result of this RFP. The District will not reimburse any firm for costs incurred as a result of preparing or submitting a proposal, or participating in the evaluation process, including negotiating with the District on any matter related to this RFP.

In the event that an award of contract is recommended to more than one firm, the firms will constitute a pre-qualified bench, to which Task Orders will be awarded during the contract term. See Attachment E, Task Order Process, to the Sample Professional Services Agreement for additional information regarding the award process for individual task orders.

Contract award is subject to approval by the General Manager or the Board of Directors, depending on the dollar amount and type of procurement, as described above. If action is taken to award a contract in connection with this RFP, the Selected Proposer(s) must execute the Professional Services Agreement (included in Part 3 of this RFP) with the District within 15 calendar days after receiving it for execution. Proposers choosing to participate in the Axia Cooperative program must execute all required Axia Cooperative Agreements (Attachment K) within 15 calendar days after receiving them for execution. If a Proposer chooses not to participate in the Axia Cooperative program, the District, nevertheless reserves the right to enter into an agreement with a Selected Proposer.

If a Selected Proposer is an individual, the Agreements must be executed by the individual personally. If a Selected Proposer is a co-partnership, the District prefers that the Agreements are executed by all of the partners, but they may be executed by one of them. If a Selected Proposer is a corporation, the Agreements must be executed by two corporate officers, consisting of: (1) the president, vice president or chair of the board; and (2) the secretary, assistant secretary, chief financial officer or assistant treasurer. Alternatively, the Agreements may be executed by a single officer, or a person other than an officer, provided that the Selected Proposer provides evidence satisfactory to the District that demonstrates the individual is authorized to bind the corporation (e.g. a copy of a certified resolution from the corporation's board or a copy of the corporation's bylaws). If a Selected Proposer is a joint venture, the Agreements must be executed on behalf of each participating firm by officers or other authorized individuals. If a Selected Proposer is an LLC, the Agreements must be executed by an officer or member who is authorized to bind the LLC.

If a Selected Proposer fails to execute the Agreements in accordance with this section, the award may be annulled and an award may, at the discretion of the General Manager or Board of Directors, be made to another proposer. Such proposer will fulfill every stipulation of the RFP as if it were the party to whom the first award was made.

K. PROTEST PROCEDURES

The District maintains written procedures that must be followed for all protests in connection with this RFP. Please contact the Secretary of the District at districtsecretary@goldengate.org for a copy of the complete Protest Procedures. Failure to comply with any of the requirements set forth in this Section and the District's written Protest Procedures may result in rejection of the protest.

1. Protests Based Upon this RFP

Proposers must first utilize the "Requests for and Responses to Clarifications" procedure set forth in Section D, prior to submitting a protest. If the proposer disagrees with the District's decision on such requests, the proposer may submit a protest in accordance with this section.

Protests based upon restrictive requirements or alleged improprieties in the RFP procedure or specifications must be filed in writing by emailing the Secretary of the District at districtsecretary@goldengate.org at least five calendar days prior to the proposal due date. The written protest must clearly specify the grounds and evidence on which the protest is based. If the protestor later raises new grounds or new evidence that reasonably could have been raised, such information will not be considered by the District.

District staff will respond to the protest in the form of a written determination to either accept or deny the protest prior to the proposal due date. Where the staff determination could affect proposals, an appropriate extension of the proposal due date may be granted by the District.

If the protest is denied, the protester may appeal its protest to the General Manager. Within 48 hours of receipt of the staff's written determination to deny the protest, the proposer must submit in writing to the General Manager a statement of the reasons for the protest, with supporting evidence, and document that it has exhausted all administrative remedies at the District staff level, by emailing the Secretary of the District at districtsecretary@goldengate.org. The General Manager or designee will issue a final decision prior to the proposal due date.

2. Protests Based Upon the Recommendation for Contract Award

For contracts awarded by the Board of Directors, protests based upon the recommendation for contract award must be submitted in writing by emailing the Secretary of the District at districtsecretary@goldengate.org within 48 hours of receipt of notice of the recommendation for award. The written protest must clearly specify the grounds and evidence on which the protest is based. Upon the receipt of the protest, the Secretary of the District will make best efforts to notify the other proposers of the protest, and the time and place it will be considered by the appropriate Board Committee or by the full Board. The protestor may appear before the reviewing Board Committee to present evidence in support of its appeal. After full consideration of the protestor's evidence, and any other relevant information, the Committee may make a recommendation to the Board of Directors to reject or allow the appeal. The Board of Directors will consider the

Committee's recommendation regarding the protest. If the matter is referred directly to the Board without prior Committee review, the Board shall afford the protestor an opportunity to address the full Board. After consideration of the protestor's evidence, the staff recommendation, and any other relevant information, the Board may determine whether to reject or allow the protest. Upon Board action, a written statement of the reasons therefore shall be included in the record. The decision of the Board of Directors on the protest and the award of contract, if such a decision is made, shall be final.

For contracts awarded by the General Manager, protests based upon the recommendation for contract award must be submitted in writing to the General Manager by emailing the Secretary of the District at districtsecretary@goldengate.org within 48 hours of receipt of notice of the recommendation for award. The written protest must clearly specify the grounds and evidence on which the protest is based. Upon the receipt of the protest, the Secretary of the District will make best efforts to notify the other proposers of the protest. The General Manager or designee will issue a final decision on the protest.

L. KEY PERSONNEL

The proposer's submission of a proposal in response to this RFP is an acknowledgment and certification that the proposer has the necessary resources and capacity to perform and is committed to assigning to a contract awarded in connection with this RFP the resources identified in its proposal, including Key Personnel and other staff identified by name, equipment, material, supplies and facilities, to the extent that assigning these resources remains within the proposer's control.

The District requires that the proposer's organization, including Key Personnel identified in the proposal, remain intact for the duration of the procurement process and for a reasonable time after contract execution. Selected proposed Key Personnel must be made available to participate in an interview with the District during the proposal evaluation process.

A proposer may propose substitutions for Key Personnel after the proposal due date. However, such changes will require written approval by the District, which approval may be granted or withheld in the District's sole discretion. If the proposer wishes to change the Key Personnel identified in its Proposal during the evaluation period, the proposer must submit a (a) request to change its Key Personnel in writing, and (b) the information listed in Section F.1.b.(2) for the replacement Key Personnel including, but not limited to, a resume. The District specifically reserves the right to accept or reject the requested change in its sole discretion. The District's rejection of the requested change, or the failure of the proposer to request District approval of the change, may result in a reduced score or, in certain circumstances at the District's discretion, in the proposer's disqualification.

After contract award, Key Personnel may not be substituted without prior written approval by the District. The District reserves the right to request the removal of any proposed individual, including Key Personnel.

M. CONFLICTS OF INTEREST

By submitting a proposal, the proposer represents and warrants that no director, officer or employee of the District is in any manner interested directly or indirectly in the proposal, or in the contract executed in connection with this RFP, or in any expected profits to arise therefrom, as set forth in Article 4, Division 4, Title I (commencing with Sec. 1090) of the Government Code of the State of California.

The proposer warrants and represents that it presently has no interest, and agrees that it will not acquire any interest, which would present a conflict of interest under California Government Code Sections 1090 et seq. or Sections 87100 et seq. during the performance of a contract awarded in connection with this RFP. The proposer further covenants that it will not knowingly employ any person having such an interest in the performance of a contract awarded in connection with this RFP. Violation of this provision may result in proposer being deemed ineligible to participate in the solicitation, or a contract awarded in connection with this RFP being deemed void and unenforceable.

Depending on the nature of the work performed, the proposer may be required to publicly disclose financial interests under the District's Conflict of Interest Code. The proposer agrees to promptly submit a Statement of Economic Interest on the form provided by the District upon receipt. No person previously in the position of director, officer, employee or agent of the District may act as an agent or attorney for, or otherwise represent, the Proposer by making any formal or informal appearance, or any oral or written communication, before the District, or any officer or employee of the District, for a period of twelve (12) months after leaving office or employment with the District if the appearance or communication is made for the purpose of influencing any action involving the issuance, amendment, awards or revocation of a permit, license, grant or Contract.

The proposer warrants that it has no organizational conflicts of interest at this time. Alternatively, the proposer must disclose all known organizational conflicts of interest. An organizational conflict of interest occurs when, due to other activities, relationships, or contracts, a firm or person is unable, or potentially unable, to render impartial assistance or advice to the District; a firm or person's objectivity in performing the contract work is or might be impaired; or a firm or person has an unfair competitive advantage in proposing for award of a contract as a result of information gained in performance of this or some other agreement.

N. THE LEVINE ACT

The Levine Act (Government Code Section 84308) is part of the Fair Political Practices Act that applies to elected officials who serve on appointed Boards such as the District. The Levine Act prohibits any District Board Member from participating in or influencing the decision on awarding a contract with the District to anyone who has contributed \$250.00 or more to the Board Member within the previous twelve months. The Levine Act also requires a member of the District Board who has received such a contribution to disclose the contribution on the record of the proceeding. In addition, District Board Members are prohibited from soliciting or accepting a contribution from a party applying for a contract while the matter of awarding the contract is pending before the

District or for twelve months following the date a final decision concerning the contract has been made.

Proposers must disclose on the record any contribution of \$250.00 or more that they have made to a District Board Member within the twelve-month period preceding submission of its proposal. This duty applies to the proposer, any member of its team, any agents for the proposer or other team members and to the major shareholders of any closed corporation that is part of the proposer's team. If the proposer has made a contribution that needs to be disclosed, the proposer must include this information with its cover letter submitted with its proposal.

O. WAIVER

By submitting a proposal, the proposer represents and warrants that it has sufficiently informed itself in all matters affecting the performance of the work or the furnishing of the labor, supplies, material, or equipment called for in the Scope of Services; that proposer has checked its proposal for errors and omissions; that the prices stated in its proposal are correct and as intended by it and are a complete and correct statement of its prices for performing the Scope of Services. The proposer waives any claim against the District for costs incurred in preparing a proposal and responding to this RFP.

P. DIVERSITY PROGRAM FOR CONTRACTS

The District, a recipient of federal financial assistance from the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA), is committed to and has adopted a Diversity Program for Contracts in accordance with Federal Regulation 49 C.F.R. Part 26, issued by the U.S. Department of Transportation (U.S. DOT).

It is the policy of the District to ensure nondiscrimination in the award and administration of all contracts and to create a level playing field on which Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) can compete fairly for contracts and subcontracts relating to the District's construction, procurement and professional services activities. To this end, the District has developed procedures to remove barriers to DBE and SBE participation in the bidding and award process and to assist DBEs/SBEs to develop and compete successfully outside the Diversity for Contracts Program. Proposers will cooperate with the District in meeting these commitments and objectives in connection with this RFP.

Pursuant to 49 C.F.R. §26.13 and as a material term of any agreement with the District, the Selected Proposer will be required to make the following assurance and agree to include this assurance in any agreements it makes with subcontractors in the performance of a contract awarded in connection with this RFP:

The Contractor will not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. The Contractor will carry out applicable requirements of 49 C.F.R. Part 26 in the award and administration of U.S. DOT-assisted contracts. Further, the Contractor agrees to comply with all provisions prohibiting discrimination on the basis

of race, color, or national origin of Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. §§ 2000d et seq., and with U.S. DOT regulations, "Nondiscrimination in Federally-Assisted Programs of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act," 49 C.F.R. Part 21. The Contractor will obtain the same assurances from its joint venture partners, subcontractors, and subconsultants by including this assurance in all subcontracts entered into under this Contract. Failure by the Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or such other remedy as the District deems appropriate. This may include, but is not limited to, withholding payments; assessing sanctions; liquidated damages; and/or disqualifying the Contractor from future bidding as non-responsible.

By submitting a proposal, the proposer is deemed to have made the foregoing assurance and agree to be bound by its terms.

The District reserves the right to require that the Contractor provide additional DBE/SBE information upon request. For DBE/SBE questions or assistance, contact Artemisé Davenport, Manager, DBE and Workforce Inclusion, , at (415) 257-4581.

Q. FEDERAL REQUIREMENTS. This RFP is subject to financial assistance from the U.S. Department of Transportation, Federal Transit Administration. Therefore, the provisions set forth in Attachment B to the Sample Agreement contained in Part 3 of this RFP apply.

R. ECONOMIC SANCTIONS

On March 4, 2022, Governor Gavin Newsom issued Executive Order N-6-22 regarding Economic Sanctions against Russia and Russian entities and individuals. “Economic Sanctions” refers to sanctions imposed by the U.S. government in response to Russia’s actions in Ukraine, as well as any sanctions imposed under state law. As a recipient of state and federal funds, the District is prohibited from contracting with individuals or entities that are determined to be a target of Economic Sanctions. By submitting a bid or proposal, Contractor represents that it is not a target of Economic Sanctions. Should the District determine Contractor is a target of Economic Sanctions or is conducting prohibited transactions with sanctioned individuals or entities, that shall be grounds for rejection of the Contractor’s bid/proposal any time prior to contract execution, or, if determined after contract execution, shall be grounds for termination by the District.

END OF PART 1

PART 2: SCOPE OF SERVICES

1. BACKGROUND

The District's Information Systems (IS) Department has a sizeable portfolio of technology projects that range in scope from backend infrastructure projects to complex technology-led business change projects. The IS Department has its own Project Management Office (PMO) with a total of three full time project managers. At times, there is insufficient internal project management capacity to deliver all projects that are committed to be delivered. Additionally, the District does not always have the range of resource skills required to deliver some projects successfully, particularly in the area of business analysis, testing and training. To this end the District seeks to award agreements to up to five firms to provide resources to cover the gaps in skill and capacity.

The IS PMO uses a combination of Microsoft tools for project management. These include Microsoft Planner and Microsoft Project for tracking actions/ tasks and timeline scheduling, Excel for issues and risks tracking and OneNote for meeting minutes and notes. Microsoft Teams is used to aggregate all project related data.

2. SCOPE OF SERVICES

A. Project Management Services

With the limited resource capacity of the IS PMO there are only so many technology projects that can be undertaken in a given fiscal year. However, with the increased demand for change, delaying the start of projects is not desirable. The District also requires support in specific areas such as requirements gathering, business analysis, software testing and change management and may need to supplement project teams with expert resources. The District is interested in two methods of project delivery:

- (1) **Balanced Engagement** – Consultant provides key project resources to augment the Project Management Office's existing team. This may include a single project manager and/or other project professionals as detailed in section B. This type of service can be considered as a point-in-time engagement.
- (2) **Full Engagement** – Consultant provides a project team to work with the Information Systems department and other departments to fully manage and support a specific project to completion. This team will consist of a single project manager and/ or other project professionals as detailed in Section B. Such projects could range in duration from 4 months to 3 years.

B. Classifications of Project Professionals

Based on the needs of the project(s), the IS PMO will require any one of the project professionals listed below for either a Balanced or Full Engagement. The project professional would work as a member of the IS PMO for the duration of the assignment.

Required Classifications – Proposers must provide rates for the following classifications:

Project Manager

The Project Manager's primary duties would include:

- RFP Preparation for IS Services
- Working with the chosen vendor(s) and the participating parties within the District to deliver the project.
- Working with the procurement department as needed, e.g. contract amendments.
- Responsible for setting up and managing the project schedule, the project budget and project controls; actions, risks and issues logs.
- Overseeing and directing the project ensuring it is moving forward. This includes managing the project team, the vendor, stakeholder expectations, project meetings, and directing communications and work, ensuring that deliverables are being met and issues are resolved or escalated appropriately.

Senior Project Manager

The Senior Project Manager would perform the same duties as a Project Manager, however they would either be assigned as primary, depending on if the project is complex and/ or high profile, or as oversight to an assigned Project Manager.

Project Professional – Business Analyst

The Business Analyst's primary duties would include:

- Working with the business to analyze current business processes to identify problems, opportunities and solutions. Create as-is/ to be process maps. Assess process optimization and process re-engineering.
- Working with the business user community to define business requirements that meet business goals.
- Help to develop functional and non-functional requirements from the defined business requirements.
- Document the requirements needed for procurement documentation.
- Review contract requirements during contract negotiations.

Project Professional – Change Management

The change management resource would assist with:

- Developing an organizational change management plan.
- Help with the execution of the change management plan.

Additional Classifications Desired:

Project Coordinator

The Project Coordinator is responsible for:

- Maintaining project tracking documents and tools with direction from the Project Manager.
- Coordinate meetings.
- Help prepare meeting material with direction from the Project Manager.

Project Professional – Requirements Management

The requirements management resource is expected to:

- Manage and track requirements to ensure that they are delivered, tested and accepted. Capture and track requirement changes.

Project Professional – Data Management

The data management resource is expected to:

- Develop data conversion/ migration plans.
- Develop and implement data cleansing strategies.
- Work with IS application engineers to establish a practical methodology for converting and migrating data from legacy systems to new systems.

Project Professional – Interface Management

The interface management resource is expected to:

- Identify and define system interfaces.
- Develop interface management plans.

Project Professional – Systems Architect

The System Architect's primary duties include:

- Work with the business and Information Systems to analyze and design IT systems based on requirements and existing architecture.
- Design and maintain systems for hardware and software.
- Create and monitor end-to-end integrated systems.
- Create and update documentation for existing and/or new systems.

Project Professional – Test Management

The test management resource is expected to:

- Work with IS Application engineers to develop comprehensive Test Management plans.
- Work with IS Application engineers and/ or application vendors to develop plans for user acceptance testing and system testing.
- Help to develop test cases and test scripts.

Project Professional – Training Management

The training management resource is expected to:

- Develop a training management plan.
- Develop customized training material as necessary.
- Deliver training.

Project Professional – Implementation Management

The implementation management resource is expected to:

- Develop implementation plans.
- Work with the Project Manager to identify activities that will need to be included in the project plan.
- Be responsible for communicating the implementation plan to the business and ensuring readiness for the rollout.
- Monitor rollout.

3. LOCATION

The District anticipates that the work assigned under some task orders could be completed remotely, while some work may require on-site services at District locations, including but not limited to:

- Golden Gate Bridge District's Headquarters, Golden Gate Bridge Toll Plaza, San Francisco, CA
- Golden Gate Transit Administration Offices, 1011 Anderson Drive, San Rafael, CA
- Ferry Terminal, 101 East Sir Francis Drake Blvd., Larkspur, CA

Proposers do not need to have a local office to submit a proposal.

4. ELIGIBILITY REQUIREMENTS

The District prefers that, proposers meet the following requirements:

- (1) Proposer has been regularly and continuously engaged in the business of providing IT project management services for at least the past two years.
- (2) Proposer has provided IT project management services for at least one public or private entity within the past five years.

END OF PART 2

PART 3: SAMPLE AGREEMENT

The sample Professional Services Agreement (PSA) and its corresponding Attachments have been posted separately. These documents are comprised of the following:

- Attachment B - Sample PSA
 - Sample PSA Attachment A – Insurance Requirements
 - Sample PSA Attachment B – Federal Terms and Conditions
 - Sample PSA Attachment C – Data Privacy and Security;
 - Sample PSA Attachment D – System Maintenance and Policy
 - Sample PSA Attachment E – Task Order Process

END OF PART 3

PART 4: RFP FORMS

A. INSTRUCTIONS

All forms listed in this Part 4 of the RFP are posted separately on the District's Procurement Portal located at <https://ggbhtd.bonfirehub.com>. Once registered on the District's Procurement Portal, proposers may access and download these form by visiting the "Open Public Opportunities" page, clicking on "View Opportunity" next to this RFP, and scrolling down to "Supporting Documentation" for this RFP.

B. FORMS TO BE SUBMITTED WITH PROPOSAL

Please download, complete, and submit with the proposal, the forms listed below in accordance with the following instructions:

1. **Sample Certificate of Insurance.** Provide a completed sample Certificate of Insurance evidencing the coverage types and the minimum limits required as described in Section 14 of the Sample Agreement contained in Part 3 of the RFP. The District requires this information to facilitate completing contract formalities in a timely manner, if an award is made.
2. **Cost Proposal Form.** All job classifications and hourly rates that may be required to perform the Services must be included on the Cost Proposal Form in the section labeled "Proposed Hourly Rates by Classification."
3. **Exception Form.** It is the District's strong preference to retain consistent language in all contracts that may be issued as a result of this RFP. All requests for exceptions to the Sample Agreement and Sample Agreement Attachments contained in Part 3 of this RFP must be in writing, separately identified, and delineated on the Exception Form included in Part 4 of this RFP. Proposers must specifically identify the change(s) they are seeking and propose alternative language on the Exception Form. Additionally, proposers must submit a redlined version of the Sample Agreement and/or all Sample Agreement Attachments the proposer is taking exception to. Including a comment to provide the District with additional context or information regarding the requested change is acceptable. Should there be a conflict between the Exception Form and the redline document provided in the submittal, the redline version shall prevail.

All requests for exceptions to Attachment I, Exhibit A, "Axia Cooperative Requirement for National Cooperative Contract" must be in writing, separately identified, and detailed on the Exception Form included in Part 4 of this RFP. Proposers must specifically identify the change(s) they are seeking and propose alternative language on the Exception Form. The District will evaluate each requested exception to determine if the exception serves the District's interests and objectives. The District reserves the right to request further clarification of any requested exception during negotiations and to reject any exception it finds unacceptable, in its sole discretion. The District will only evaluate exceptions to Attachment I, Exhibit A that affect the Sample Agreement; all other exceptions to Attachment I, Exhibit A will be approved or rejected by Axia Cooperative, in its sole

discretion. If proposer fails to enter into the Axia Cooperative Agreements contained in Attachment I, District reserves the right to proceed with executing the Sample Agreement contained in Part 3 of this RFP.

4. **Indemnification Form.** Proposers who submit a confidentiality index pursuant to Section A of Part 1 of this RFP must also submit an executed Indemnification Form.
5. **Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) Documentation and Forms.** This contract will be assisted by FTA funds. The District's annual overall DBE goal for Federal Fiscal Year 2023/2024 is 1.4% for FTA-assisted contracts. Proposers are strongly encouraged to obtain DBE participation on this project, although there is no contract-specific DBE or SBE goal. Complete and submit the following forms contained in Part 4 of this RFP:
 1. *Prime Consultant and Subcontractor/ Subconsultant/Supplier Report.* In a form (Attachment F) provided by the District, proposer is required to identify all subbids it received whether subbidders were selected for the project team or not.
 2. *Description of the Selection Process of Subcontractors/Subconsultants/Suppliers.* Each Proposer shall provide, in a form, (Attachment G) provided by the District, a description of the steps taken to identify and select the small business subcontractors/subconsultants and suppliers proposed to be included in this work.
 3. Copies of DBE and SBE certification for the Proposer's firm and for any DBE or SBE subcontractors/subconsultants/ suppliers proposed for this project, if applicable.

The District reserves the right to request further information or clarifications with regard to any of the information and/or forms listed in this section, including the right to request that Proposers re-submit incomplete forms. Submittals that fail to document the solicitation of DBE participation may be rejected as non-responsive.

6. **Lobbying Certification.** Complete the lobbying certification form contained in Part 4 of this RFP.

END OF PART 4