

Common Benefit Identification Card (CBIC) - Request for Proposals  
RFP Amendment  
October 1, 2010

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**SECTION 2**

**Section 2.24, Contractor Qualifications and Project Staffing Requirements are amended as follows:**

**2.24 Contractor Qualifications and Project Staffing Requirements**

OTDA strongly encourages proposals from companies with experience in procurements of this type. Proposals from firms without appropriate experience and financial resources will be rejected. Offerors must have a minimum of four (4) full years of experience in the production of cards used for financial transactions. (i.e. Debit, Credit or EBT). A qualified Offeror must be a single, totally responsible prime contractor. The exact roles of any proposed subcontractors or vendors in relation to the work outlined in this RFP must be specified within the Offeror's proposal.

Key Personnel are those positions that are considered to be critical and essential to the effective management and performance. It is essential that key positions are filled with qualified, experienced staff committed to the success of supporting the State's mission critical applications. It is essential that there is stability of the staff chosen to fill the key positions.

In the event that the Offeror's proposed Project Manager is not currently employed by the Offeror, or the proposed Subcontractor, the Offeror must provide Appendix F, Letter of Intent to Accept Employment – Key Staff.

Please note that for the period spanning from the proposal due date until an award has been announced, in the event that the Offeror's proposed Project Manager identified within an Offeror's proposal becomes unwilling or unable to participate under the terms of a resultant contract, the Offeror must formally notify OTDA within one business day of the time that the Offeror knew or should have known of the key personnel non-availability. Within five business days thereafter, the Offeror must then identify and substitute a replacement candidate with qualifications that are equal to or better than the original candidate as determined at the sole discretion of the OTDA. Failure to meet either of these timelines will result in the Offeror's disqualification from award consideration unless the Offeror can demonstrate good cause for failure to comply with such time requirements. The original candidate's qualifications will remain the basis for proposal evaluation purposes.

The contractor must assign the key personnel identified to perform the services described throughout this RFP effective with the agreement start date and for the duration of the agreement, except in the cases of death, illness, disability, termination, or other severance of association, or extenuating personal circumstances, unless

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otherwise agreed upon by the OTDA. In the event it becomes necessary to replace key personnel during the term of this contract, the contractor must:

- Provide the OTDA with written notification of such replacement;
- Provide the OTDA with documentation describing the circumstances of the need for the replacement;
- Provide a completed candidate experience and reference information for the proposed replacement personnel; and
- Obtain prior written approval from the OTDA.

Approval by the OTDA of such request(s) will not be unreasonably withheld. The OTDA reserves the right to request replacement of any staff, regardless of their employer in (Contractor or Subcontractor) during the term of this agreement if their continued presence would be detrimental to the State or the success of the project. All requests shall comply with applicable anti-discrimination and employment laws. The OTDA will submit such requests in writing stating its reasons for the request and will not be unreasonable in its request(s).

The Contractor will, within seven (7) calendar days of the request, either respond with detailed objections to the OTDA's request or have said person(s) removed from the project. The contractor must provide a qualified replacement for the staff removed as soon as possible, but no later than thirty (30) calendar days from the date of the Contractor's receipt of written notice by OTDA.

Offerors must provide details for the positions below using the format illustrated in Appendix C of this RFP and submit Appendix E forms for each individual proposed as Key Personnel. Offerors must also include an organizational chart showing where the CBIC Project positions will be placed within the existing structure of their organization.

If an Offeror is requesting OTDA staff to be a reference for Appendix E, forward any such requests in writing to Helen Callahan, who is the Primary Contact for this procurement. Ms. Callahan will be the conduit between the vendor and the individuals in OTDA and will forward such requests to the appropriate party. The appropriate party will respond back to the vendor through Ms. Callahan at [otda.sm.ops.bit.frp@nysemail.state.ny.us](mailto:otda.sm.ops.bit.frp@nysemail.state.ny.us).

Contractor staff working in both the mailed and OTC environments will have confidential client information available to them. In addition, contractor staff in the OTC sites will be handling cards and issuing PIN's to clients. Therefore, the Offeror must detail what security screening procedures will be in place during the hiring process to assure all staff assigned to the CBIC Project have the appropriate background and experience.

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Each Offeror's proposed Project Manager, will be required to participate in interviews with OTDA staff during the proposal evaluation process.

Each Offeror's proposed New York City OTC Director, New York City OTC Site Supervisors, and Mailed Card Production Manager will be required to be identified and to participate in interviews with OTDA staff no less than four months prior to system start up. While the approval process for these positions will not occur until after contract award, OTDA retains final approval of these proposed candidates until such time as the interviews are conducted. Approval for these positions will be based on, but not limited to, the qualifications as described in Sections 2.24.1, 2.24.2, and 2.24.3. Such activities will be included in the final agreed upon workplan.

OTDA considers the following staff to be Key Personnel. The requirements for Key Personnel positions follow:

## **2.24.1 Project Manager**

This individual will be responsible for the overall operation of the CBIC Project including mailed card production, OTC operations and vault card distribution. The Project Manager must be OTDA's primary contact for all operational, financial and administrative issues related to the Project. A detailed description of the qualifications of the Project Manager must be submitted to OTDA as part of the proposal. In addition, Offerors must submit to OTDA, as part of the proposal, a complete Appendix E – Key Personnel Experience and Reference Form to be used for evaluation purposes.

Individuals proposed must meet the following mandatory qualifications:

- Three years of supervisory experience in a card production environment;
- Three years experience in the procuring or manufacturing of card production hardware; and,
- Three years experience in the operations and management of a debit, EBT or credit card issuance system, producing a minimum of 500,000 cards per year.

The following experience is desirable but not required:

- Three years experience in the management of sub-contractors and their staff.

## **2.24.2 New York City OTC Director**

The NYC OTC Director will oversee the operation of both NYC OTC sites. This individual must be located in NYC and assume responsibility for the day-to-day operation of the sites. A detailed description of the qualifications for this position must be included in the Offeror's proposal.

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Each Offeror's proposed New York City OTC Director will be required to be identified and to participate in interviews with OTDA staff no less than four months prior to system start up. The Offeror must provide the OTDA's Project Director a completed Appendix E - Key Personnel Experience and Reference Form upon identification of the Offeror's proposed New York City OTC Director.

Individuals proposed must meet the following minimum qualifications:

- Three years of supervisory experience; and,
- Three years operational experience in the day to day activities and management of any commercial or government enterprise where the principal activity requires full time or nearly full time face to face interaction with the general public.

The following experience is desirable but not required:

- One year manufacturing or maintaining "over the counter" card production hardware.

## **2.24.3 Site Supervisors for OTC Sites**

Each OTC site in New York City must have a Site Supervisor. These individuals must be responsible for supervising all contractor staff on site and assuring that the day-to-day OTC operations run smoothly. Each Offeror's proposed Site Supervisors will be required to be identified and to participate in interviews with OTDA staff no less than four months prior to system start up. The Offeror must provide the OTDA's Project Director a completed Appendix E - Key Personnel Experience and Reference Form upon identification of the Offeror's proposed Site Supervisors.

Individuals proposed must meet the following minimum qualifications:

- Three years operational experience in the day to day activities and management of any commercial or government enterprise where the principal activity requires full time or nearly full time face to face interaction with the general public; and,
- Three years of supervisory experience managing multiple employees.

Experience in the following areas is highly desirable:

- Computer literacy in dealing with minor maintenance issues (i.e. replacing printer cartages, cooperating with "computer help desk" personal); and,
- Experience with hardware and software systems utilized in debit/credit card production.

## **2.24.4 Mailed Card Production Manager**

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This individual is responsible for the overall mailed card operations. Each Offeror's proposed Mailed Card Production Manager will be required to be identified and to participate in interviews with OTDA staff no less than four months prior to system start up. The Offeror must provide the OTDA's Project Director a completed Appendix E - Key Personnel Experience and Reference Form upon identification of the Offeror's proposed New York City OTC Director.

Individuals proposed must meet the following minimum qualifications:

- Three years operational experience in bulk and volume mail operations using the USPS; and,
- Three years of supervisory experience managing multiple employees.

Experience in the following areas is highly desirable.

- Three years managerial experience in a high volume, debit/credit card production environment;
- One year experience with the USPS' regulations governing bulk and volume mail; and,
- Two years experience with hardware and software systems utilized in debit/credit card production.

**SECTION 3**

**Section 3.5, Procurement Table, has been amended as follows:**

**3.5 Procurement Timetable**

|  |               |
|--|---------------|
| Release of RFP                                   | June 2, 2010  |
| Letters of Intent                                | June 28, 2010 |
| Closing Date for Submission of Written Questions | June 28, 2010 |
| Official Answers to Written Questions Posted     | July 27, 2010 |

**Closing Date for Receipt of Proposals**

**Noon-October 18, 2010**

|                                  |                                |
|----------------------------------|--------------------------------|
| Proposal Evaluation Period**     | October 18 – December 30, 2010 |
| Oral Presentations/Interviews    | December 1-7, 2010             |
| Pre-Award Benchmark Requirement  |                                |
| Site Visits to Operational Sites | December 8 -14, 2010           |

**Contract Award Announcement\*\***

**February 11, 2011**

|                                      |               |
|--------------------------------------|---------------|
| Estimated Control Agency Approvals** | June 15, 2011 |
| Contract Start Date**                | June 15, 2011 |

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Satisfactorily Complete Acceptance Test\*\*

May 1, 2012

**Production Transition to New Vendor\*\***

**June 1, 2012**

\*\*NOTE: These dates are target dates and are subject to change at OTDA's sole discretion.

Please note that OTDA has elected not to conduct a Pre-Bid Conference.

## **SECTION 4**

**Section 4.1.2.1, Statement of Offeror Ability, has been amended as follows:**

### **4.1.2.1 Statement of Offeror Ability**

State the ability of your firm to provide sufficient staff to meet the OTDA's production and operational requirements. Identify all proposed subcontractors. Explain whether qualified staff will be provided by using existing on-staff resources, through direct recruitment, through subcontractors or a combination thereof. Provide, in detail, the Project Manager and staffing projections as described in Appendix C.

Provide Appendix E - Key Personnel Experience and Reference Forms for the Offeror's Proposed Project Manager assigned to the project including those hired through a subcontractor. The Appendix E must list three (3) references for this position. The Offeror is responsible for ensuring that all physical addresses, telephone numbers, and email addresses provided in Appendices E reference contacts are current and that the reference contacts are available and willing to provide prompt response to OTDA inquiries. OTDA will contact the references by email.

Appendix E, Key Personnel Experience and Reference Form must be submitted for any additional key personnel that are being proposed and so designated on the Appendix C – Project Team Resource Chart. Appendix F, Letter of Intent to Accept Employment – Key Staff must be submitted for each proposed Key Personnel who are not currently employed by the Offeror or its proposed agent.

## **SECTION 5**

**Section 5.2.1.3, Technical Scoring Criteria, has been amended as follows:**

### **5.2.1.3 Technical Scoring Criteria**

All proposals deemed responsive as a result of the existence and adequacy reviews above will then be evaluated in detail against weighted criteria. The weighted criteria

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against which each proposal will be evaluated are described below. The maximum number of percentage points given to that criterion in the scoring of the proposals is also stated below.

**Criteria 1. Understanding of the Problem and the Nature and Scope of Work to be Performed (15 percent)**

An assessment will be made of the Offeror's understanding of OTDA's needs and objectives and of the scope of work to be performed under this RFP. The proposal will be reviewed with respect to its definition of the work required to adequately design and implement the project. Included in the assessment of this criteria is an examination of the proposed work plan that details tasks and how end products will be delivered, proposed staffing resources, the overall project organization and administration of the project.

**Criteria 2. Project Manager (5 percent)**

An assessment of the qualifications and experience of the Offeror's proposed Project Manager will be made based upon the submitted Appendix E, references, and interview.

The proposed Project Manager will be required to participate in an interview with OTDA staff. The Project Manager interview will be individually scored. Based on the information received during the Project Manager interview, OTDA staff may adjust the technical scores for criteria 1 to 4 either up or down.

**Criteria 3. Offerors Experience and Capability (40 percent)**

An assessment will be made of the Offeror's experience with projects of similar size and scope, the Offeror's technical experience and success with similar projects, and the Offeror's corporate capacity to assume the work. Included in the assessment of this criteria is an evaluation of the manpower and technical resources available to support the project, the project's relationships within the corporate structure, the use of subcontracted or in-house resources, and references verifying experience, success, and the ability to meet time frames.

**Criteria 4. Quality of Technical Approach (40 percent)**

The evaluation will be based on an assessment of how well each specific requirement identified in Section 2 of this RFP is met inclusive of the processing requirements as defined in Section 2.5.2, OTC Requirements, with higher scoring assigned based on proposed shorter timeframes.

Bidders not committing to the maximum one hour timeframe will be eliminated from contract award consideration.

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A bidder's technical score will be adjusted upward to reflect committed timeframes of less than one hour client turnaround at the over the counter sites and for mailed cards less than two (2) business days.

**APPENDIX A – Article 4**

**Appendix A, Standard Terms and Conditions, Article 4, Obligations of the Parties to this Agreement, has been amended as follows:**

**ARTICLE 4  
Obligations of the Parties to this Agreement**

A. Contractor Obligations

1. The Contractor agrees to provide services as outlined in the Contractor's proposal and the RFP, which will be attached to this agreement as an Appendix, and the State agrees to pay for such system as specified in Article 6. The requirements and provisions contained in the RFP and in the Contractor's proposal shall be performed by the Contractor except where expressly superseded in this Agreement.
2. Conditioned upon and subject to OTDA's timely performance of its obligations hereunder, the Contractor accepts sole and complete responsibility for the timely accomplishment of all of Contractor's activities required under this Agreement. Specifically, the Contractor:
  - a. Must maintain an adequate administrative organizational structure sufficient to discharge its responsibilities under this contract.
  - b. Must identify, for the OTDA's prior written approval, a Project Manager who will be responsible for the overall operation of the CBIC Project including mailed card production, OTC operations, and vault card distribution.
  - c. The person designated as Project Manager cannot be changed without the written approval of the OTDA.
  - d. The OTDA's Project Director and the Contractor's Project Manager will hold regular meetings in such form, frequency, and at the time and place specified by the OTDA's Project Director that are mutually convenient. Such meetings must occur no less than monthly. At the election of OTDA, this requirement may be satisfied in an informal manner.

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3. The Contractor and any proposed subcontractors must utilize the same Project Manager identified in the proposal, effective with the Agreement start date and for the duration of the Agreement, unless otherwise agreed upon by the OTDA. The Contractor and any proposed subcontractors must utilize the same Key Personnel as designated under Section 2.24 of the RFP and as required by the deliverable schedule in Exhibit 11. Key Personnel, who are approved by the OTDA upon Contractor selection, contract award and at any time thereafter, are considered to be essential to the Contractor's ability to successfully perform. In the event it becomes necessary to replace one of these key personnel during the project, the Contractor must:
- a. Provide the OTDA with 30 days prior written notification.
  - b. Provide the OTDA with documentation describing the circumstances of the need for the replacement.
  - c. Provide the résumé(s) and references for proposed replacement personnel. The résumé must be in the same format as, or equivalent to, that required in response to this RFP.
  - d. Obtain prior written approval from OTDA for any key personnel changes. Approval by OTDA shall not be unreasonably withheld. Unauthorized change of key personnel may be considered material breach of the Agreement and grounds for immediate termination or assignment of liquidated damages.
  - e. Provide, at no additional cost to the OTDA, the services of the replacement personnel for a period of thirty (30) days following the date the replacement personnel commences work on the Project.
    - 1) In the event of a long-term illness, death, personal emergency, or termination of personnel employment, the thirty (30) day no-additional cost replacement period may be negotiated.
    - 2) Replacement of personnel will not be grounds for an increase in the Agreement rates or extension of the time for completion of the Agreement.

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4. Each Offeror's proposed New York City OTC Director, and New York City OTC Site Supervisors will be required to be identified and to participate in interviews with OTDA staff no less than 4 months prior to system start up. OTDA retains final approval of these proposed candidates until such time as the interviews are conducted. Such activities will be included in the final agreed upon workplan. OTDA will not unreasonably withhold approval of these candidates.
5. Must remove any employee whose continued presence, in the judgment of the OTDA Project Director, would be detrimental to the success of the OTDA's efforts in implementing the terms of this contract. Contractor must replace the removed employee with an employee of equal or better qualifications. The OTDA Project Director will exercise reasonable and exclusive judgment in this matter and will be required to make such a request in writing to the Contractor's Project Manager.
6. Must notify the OTDA in writing of any changes in the persons designated to bind the Contractor to this agreement.
7. Must assume responsibility for the cost and timely accomplishment of all of its activities and duties required by this Agreement and carry out those activities and duties in a competent and timely manner.
8. The Contractor must provide immediate oral and written electronic notification to the OTDA pursuant to Article 20 of any incidents, issues, or problems including a description of each problem which threatens either parties' performance hereunder including a recommendation for resolution whenever possible. Problem notification and resolution must provide immediate and open communication between the Contractor and the individual OTDA personnel to allow for maximum OTDA involvement in the planning, execution, and evaluation of any action(s) taken. Immediate oral and written notification must be followed up within a reasonable amount of time, but in no instance more than seven (7) calendar days from the initial oral and electronic written notification, with specific written information documenting the nature of the problem, the necessary actions/steps to resolve/correct the problem; estimated timeframes for implementation of the resolution; and the lead person responsible for execution of the resolution
9. Must agree that no aspect of Contractor performance under this Agreement will be contingent upon the assistance of State personnel or the availability of

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State resources with the exception of any proposed actions of the Contractor specifically identified in this Agreement that require OTDA acquisition, approval, policy decisions and policy approvals and the normal cooperation which can be expected in such a contractual relationship. Such actions by the OTDA will not be unreasonably delayed, and except as stated specifically herein, the Contractor shall not be liable for any damages for delays caused by the OTDA or other State agencies.

10. Must reasonably cooperate with any other contractors who may be engaged by the OTDA to carry out responsibilities associated with this Agreement.
11. Must recognize and agree that any and all work performed outside the scope of this Agreement shall be deemed by the State to be gratuitous and not subject to charge by the Contractor, unless such work has been requested by the OTDA.
12. Must establish and maintain for the duration of this agreement a New York City OTC Director headquartered in New York City from which New York City OTC operations will be managed. The OTC sites must comply with the requirements as identified in this RFP as amended.
13. Must provide authorized representatives of the State or Federal Government access at all reasonable times to sites operated by the contractor under this contract for the purposes of inspecting or to otherwise evaluate the workplace(s) and work performed under this Agreement.
14. Must, in the event of changes mandated by Federal regulatory agencies or the State due to changes in policies, regulations, statutes, operational needs or judicial interpretations, provide detailed work plans and charges, where applicable, for the OTDA's approval and implement such changes upon the OTDA's approval. Such proposed work plan and charges will be submitted within 30 calendar days of receipt of a request for such documents from OTDA.
15. For the term of this Agreement, and for six months after its termination or expiration, each party agrees not to offer employment to any employee of the other party, except as required by law, unless mutually agreed to by the OTDA and the Contractor.

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16. The Contractor or sub-contractor staff performing under this RFP must commit to and sign a Non-Disclosure Agreement, located in Appendix B.2 – Form 13, “Non-Disclosure Agreement”. Such signed agreements must be submitted to the OTDA Project Manager prior to staff commencing work on the project.
  
17. Except as approved by OTDA, the Contractor must conduct its work during standard State work hours, Monday through Friday.
  
18. The following State of New York and local district holidays should be considered during the course of this Agreement:
  - a. New Year’s Day
  - b. Martin Luther King Day
  - c. President’s Day
  - d. Memorial Day
  - e. Independence Day
  - f. Labor Day
  - g. Columbus Day
  - h. Veterans Day
  - i. Thanksgiving Day
  - j. Christmas Day

**B. New York State Responsibilities**

The following summarizes the responsibilities of the New York State OTDA (NYS OTDA), the New York State Department of Health (NYS DOH), and the New York State Office for Technology (NYS OFT) under this agreement.

NYS OTDA Responsibilities:

1. OTDA will designate a staff member to perform as the Project Manager for the agency and as a primary contact for the Contractor.

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2. The OTDA shall ensure elements of the system or services not provided by the Contractor are delivered in a timely manner and comply with all applicable Federal and State laws and regulations. OTDA is responsible for the WMS and CBIC systems. As it relates to this Agreement, these systems perform the following functions:
  - Identify all individuals in need of a CBIC.
  - Differentiate those recipients needing a card to be mailed from those needing Over the Counter cards.
  - Differentiate those needing a photo card from those needing a nonphoto card.
  - Allow local district users to request replacement cards.
  - Assign unique numbers to each card.
  - Identify the correct mailing address for mailed cards.
  - Pass card request records to the CBIC Contractor.
  - Support a card inquiry process and make it available to eligibility workers statewide.
  - Provide training for CBIC Contractor staff at the two OTC sites in New York City on the operation of the two emergency back-up systems, the State's vault card system and the EBT Contractor's vault card system. Provide training for CBIC Contractor staff at the two OTC sites in New York City on the operation of the EBT PIN selection devices.
3. The OTDA will provide the resources described throughout this RFP.

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4. OTDA shall cooperate and provide the Contractor with timely access to data, information, and personnel of OTDA. OTDA shall be responsible for the performance of its personnel and agents and for the accuracy and completeness of data and information provided to the Contractor for purposes of the performance of the Services. OTDA acknowledges and agrees that Contractor's performance may be dependent upon the timely and effective satisfaction of the OTDA's responsibilities and the timely decisions and approvals of OTDA on all decisions and approvals duly authorized by OTDA. OTDA shall be responsible for:
  - a. Making Project Management decisions and performing Project Management functions;
  - b. Evaluating the adequacy and results of the services.

NYS OFT Responsibilities:

1. The installation and maintenance of the data communications network between the State and the CBIC Contractor and between the CBIC Contractor's primary and backup sites.
2. The installation and maintenance of the data communications network from the AFIS Contractor's office in Albany to the CBIC Contractor for transmission of photo and signature images.
3. Maintaining the data center in which the WMS and CBIC systems exist.
4. Defining the requirements and standards for data communication software and protocols.
5. Providing technical expertise and support to OTDA in technical matters associated with the NYS Network and State's Data Center.

NYS DOH Responsibilities:

1. Defining the requirements of the structure, usage and issuance of the CBIC in the Medicaid environment.

Maintenance of the eMedNY and eMedNY Contractor systems which use the CBIC in eligibility verification transactions.

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**Exhibits**

- **Please see the revised Exhibit 11 – Deliverables – Revised 10-1-10**

**Appendices**

- **Please see the revised Appendix C – Project Team Resource Chart – Revised 10-1-10**