



Request for Proposal
Plan Administration Firm
Unified Carrier Registration
Plan

MM/DD/2017

The Unified Carrier Registration Plan Board of Directors is seeking proposals from qualified service providers in support of the administration of the Unified Carrier Registration Agreement.

Recipients

This tender document is open to all interested administrative firms with offices located in participating states, which include: AK, AL, AR, CA, CO, CT, DE, GA, IA, ID, IL, IN, KS, KY, LA, MA, ME, MI, MN, MO, MS, MT, NC, ND, NE, NH, NM, NY, OH, OK, PA, RI, SC, SD, TN, TX, UT, VA, WA, WI, WV.

Eligibility is also open to firms based in Washington, D.C., although preference may be given to firms located in a state participating in the UCR Plan.

Process

This RFP will be released to a relevant market segment of potential vendors. Vendors must acknowledge receipt of the tender documentation and send a formal response to the Board's designated contact.

Placeholder: In-person meeting/Q&A session held in XX, on MM/DD/YY at TIME.

Vendor proposals will then be evaluated, and **a shortlist of finalists will be selected and invited to Atlanta, Georgia on April 27, 2017 for an in-person interview** with the Board.

The following timeframes will be adhered to during this process:

Release RFP	3/1/2017
Expression of vendor interest due	3/10/2017
Vendor questions due	3/17/2017
UCRA provides answers to questions	3/24/2017
In-person information /Q & A session	Placeholder; not 100% sure if this is happening.
RFP responses due	3/31/2017 (tentative)
UCRA completes review of responses	4/12/2017
Finalists notified	4/12/2017
In-person finalist interviews (held in Atlanta, Georgia)	4/27/2017
Final selection made	4/28/2017

Negotiations completed/contract signed	6/1/2017
--	----------

Changes and Revisions: Vendors who submit an expression of interest will be notified of changes to this schedule or edits to this RFP via email.

Response Instructions

RFP responses should be emailed to: scott.morris@psc.alabama.gov and UCRA.Board.of.Directors@gmail.com no later than 5 PM CST on March 31, 2017.

Responses to this RFI should provide a thorough overview of Administrator capabilities, not to exceed 25 pages (formatted in 12-point font), exclusive of appendices.

Responses may be submitted in either DOC or PDF files.

Expression of Interest

If you are considering responding to the RFP, please indicate your expression of interest by emailing scott.morris@psc.alabama.gov and UCRA.Board.of.Directors@gmail.com no later than March 10, 2017.

Please note, if you do not express interest in responding, you may still respond. However, you may not receive the responses to vendor questions or updates and/or revisions to the schedule.

Questions

Questions about this RFP must be submitted by March 17, 2017. Please submit questions by email to scott.morris@psc.alabama.gov and UCRA.Board.of.Directors@gmail.com.

Responses to vendor questions will be sent via email to all potential vendors who (a) submitted questions, or (b) indicated an expression of interest in responding to the RFP.

In-Person Information/Q & A Session

May need a blurb here? Placeholder

Modifications, Withdrawals, and Late Submissions

Vendors may modify or withdraw their proposals at any time before the final submission deadline of 5 PM CST on March 31, 2017.

Proposals received after the deadline of 5 PM CST on March 31, 2017 will not be considered.

Organizational Overview

The federal Unified Carrier Registration (UCR) Agreement requires individuals and companies that operate commercial motor vehicles in interstate or international commerce to register their business and pay an annual fee based on the size of their fleet. With regard to interstate and international operations, provisions of the UCR affect the following:

- Motor carriers
- Motor private carriers
- Freight forwarders
- Brokers
- Leasing companies

The UCR Plan is the organization of state, federal and industry representatives responsible for developing, implementing and administering the UCR Agreement. The UCR Agreement is the interstate agreement, developed under the UCR Plan, governing the collection and distribution of registration information and fees generated under the UCR Plan.

Under the Plan, motor carriers and other registrants pay fees annually to their designated base state. UCR fees are based on the total number of commercial motor vehicles operated in interstate commerce. The UCR Depository collects and distributes carrier revenue from participating states, and ensures that each participating state receives the designated amount of total revenue.

The Plan currently supports 425,000 registrants and generates \$113 million in annual funds. The UCR Depository collects and distributes approximately \$35 million to participating states.

The following states participate in the UCRA: AK, AL, AR, CA, CO, CT, DE, GA, IA, ID, IL, IN, KS, KY, LA, MA, ME, MI, MN, MO, MS, MT, NC, ND, NE, NH, NM, NY, OH, OK, PA, RI, SC, SD, TN, TX, UT, VA, WA, WI, WV.

Evaluation and Contract Negotiation

The Board will review each proposal and award the contract to the firm whose proposal is most advantageous to the Board in terms of pricing, capabilities, staffing, and previous experience.

Contract terms and conditions will be negotiated upon the selection of the winning firm. All contractual terms and conditions will be subject to review, including, but not limited to, scope of work, budget, and project schedule.

Please note that the Board reserves the right to reject proposals for any reason, including:

- Proposals that are submitted after the stated due date
- Proposals that fail to address all of the components of the RFP
- Proposals that include falsified or fraudulent information
- Responses that are too broad or vague to provide a clear view of your firm's experience and capabilities
- Proposals that are not formatted as requested
- Proposals that exceed the designated page limit
- Proposals from firms that do not have offices in a participating state or in Washington, D.C.

Nondiscrimination Policy

The UCRA Board is an equal opportunity employer and does not discriminate based on race, gender, religion, age, or disability. Proposals will be judged solely on the vendor's ability to perform the duties outlined in the Scope of Work.

Conflict of Interest

To avoid a conflict of interest and ensure fair and open competition, the Board will not consider proposals from:

- Businesses owned by current Board members
- Businesses owned by a current Board member's spouse or dependent children
- XXX
- XXX

Vendors are prohibited from engaging in any practices that restrict or eliminate competition.

Award/Contract Information

The initial contract will be for a term of 2 to 3 years, with the option to renew for another 1 to 2 years. The contract will include a semiannual review of services, which will be held either in person or via teleconference, depending on the preference of the Board.

Cancellation/Termination Policy

The Administrator will be given 90 days' notice if UCRA decides to terminate the contract. During the contract negotiation, the Board and the selected vendor will discuss and finalize policies, grounds, and processes for termination.

Place of Performance/Work Schedule/Travel

All day-to-day administrative tasks will be conducted at the offices of the selected firm or another agreed-upon location. The Board's only non-negotiable requirement is that all day-to-day tasks take place within a participating state or the District of Columbia.

The Administrator will be expected to maintain office hours every weekday, from 8 AM to 5 PM, CST, unless an alternate schedule is agreed upon.

We anticipate that this job will require occasional travel, including but not limited to:

- 3-6 trips to vendor locations
- 3-4 trips to in-person Board meetings
- 3-4 trips to in-person subcommittee meetings
- Travel associated with audit functions, as needed

Please note, this is an estimate only. Travel requirements may be more or less than this depending on several factors, including updates to policies.

The Board will reimburse the Administrator for the actual cost of all travel expenses in accordance with UCRA policy.

Confidentiality

The information contained in this RFP is confidential and proprietary to the Board of Directors of the UCRA. In accepting this RFP, vendors agree to the following conditions, under USA law:

- During the course of this tender process, you may acquire confidential information relating to our business, project and/or customers.
- You agree to keep this information strictly confidential at all times (even after the project has been completed).
- You will not use or attempt to use it for your personal gain or for the gain of any other person.
- You may disclose confidential information only to the extent that such disclosure is necessary for the submission of a formal vendor response.
- This does not apply to information which must legally be disclosed or becomes available to and known by the public.

If the vendor does not agree with the respective clauses, then s/he should explicitly state it within his/her response.

All information submitted in response to this RFP shall be considered public information.

Scope of Work

The UCR Board of Directors is seeking qualified service providers for the Administration of the UCRA. Since its inception, the Board has managed the UCRA. The Board has identified three main objectives in the multi-year administrative contract:

1. Move workload from volunteers to paid contractors
2. Engage relevant management and administration experience
3. Bring best practices in efficiency and organization to program administration

The Board estimates that managing the UCRA will require from 3 to 5 full-time equivalent (FTE) employees. However, if your firm believes that the duties outlined in this scope of work will require more or fewer FTE employees, the Board is open to your suggestions and input.

The Administrator will be expected to take over the following plan administration and management duties:

1. Project Management and Website Development

Project management duties/responsibilities include:

- **Managing and overseeing all upgrades and enhancements to online registration system and depository management system.** The current system is operated by the Indiana Department of Revenue (IDOR). The plan Administrator will be expected to work directly with IDOR to ensure that all currently planned upgrades and enhancements are completed on schedule. The Administrator will also be involved in testing the system after all upgrades and enhancements are completed.

The Board sees this as a role that will evolve over time, as the Administrator becomes more familiar and comfortable with IDOR's system. Initially, the Administrator will function solely as a project manager, overseeing updates and enhancements requested by Board members and other end-users. The Board expects that eventually – in addition to managing the improvement process – the Administrator will be able to identify areas of need and request upgrades and enhancements.

Based on the current project schedule, the Board anticipates that the Administrator will be required to travel to Indiana to conduct system testing on-site. The Administrator should expect about 4 to 6 trips to Indianapolis during the first year of the contract, with additional trips

as needed. The Board anticipates that the need for travel will be scaled back considerably after the first year.

- **Managing the Board's relationship with Iteris.** The Administrator will take over the Board's role in working with Iteris, the company that provides data and web-based reporting tools related to the Plan. In addition to being a daily user of data and reports generated by Iteris, the Administrator will also act as the Board's representative in guiding the development of any new data reporting tools and/or helping other end-users troubleshoot or resolve problems with the system.

Travel associated with this role will be minimal. The Administrator may be expected to take 1 or 2 trips to Iteris' Idaho Falls facility as needed.

- **Development of a UCR website.** The Administrator will work directly with the Board to build a new website for the UCR.

The Board needs a static website with approximately 5 to 7 pages, including, but not limited to:

- A home page
- An About the Board page
- A directory page with links to other sites and documents
- An FAQ page
- A calendar of events

In addition, the website will need to house and make available for download public documents such as policies and procedures, financial statements, and meeting minutes. For this phase of the project Board does not require a searchable database or a large site with many moving parts. Any additional phases to a website project would be discussed with the Administrator and quoted separately.

In addition, the Administrator will need to migrate all of the UCRA Plan documents and meeting minutes that are currently hosted on the National Conference of State Transportation Specialists (NCSTS) website (click [here](#) to view the documents that will need to be moved to the new site).

The Board would like to have the new site up and running 3 to 6 months after the Administrator is hired and the contract is signed. However, if your firm doesn't feel that is a realistic timeline, we are open to your suggestions and recommendations.

2. Depository and Financial Administration

Duties and responsibilities include:

- **Managing email and phone inquiries from participating states.** The Administrator will be expected to act as the Board's representative to answer and respond to emails and all phone calls related to receipt of payment and payment disbursement, as well as questions about issues or problems related to the IDOR system.

The Administrator will need to set up a dedicated telephone line for handling inquiries and ensure that the line is staffed from 8 AM to 5 PM CST each weekday, excluding holidays.

- **Creating and managing a monthly electronic newsletter.** The Administrator will create, manage, and distribute an e-newsletter that will keep all participating states current on policy changes, new information, and updates to the Plan. We expect that the newsletter will need to be monthly for at least the first year of the Administrator's contract, as we will be creating and establishing new policies and procedures for administration of the Plan. The newsletter may be scaled back to bi-monthly at some point after the first year.
- **Maintaining depository records and developing a records retention policy.** The Board currently has no established records retention policy. As a result, we currently maintain a combination of hard copies and electronic depository records, many of which may be outdated and/or unnecessary. For reference/estimating purposes, the Board estimates that the current hard copies of our depository records would fill 4 to 5 bankers' boxes; additional hard copy records would fill an additional 1 or 2 bankers' boxes.

Documents maintained by the Board include:

- Financial records
- Meeting minutes
- Contracts
- UCR Agreement and Board policies
- Other miscellaneous documents and agreements

The Board expects that the Administrator will take the following steps to help establish a clear records retention procedure:

- 1) Review all existing documents (electronic and hard copies) maintained by the Board;
- 2) Recommend a policy for electronic recordkeeping going forward, including but not limited to recommendations on what

documents to keep, how long they should be kept, and how they will be stored and backed up.

- 3) Review all existing documents and get them up to date per the new policy. This may include shredding and disposing of unnecessary documents, storing and/or converting them to electronic format, and migrating and backing up electronic files as needed.
- 4) Maintain all records based on the newly established policies and procedures.

- **Compiling and submitting monthly financial, depository, and registration reports.** The Administrator will compile and submit any and all typical monthly financial reports to the Board. Financial reports can be pulled from the Administrator's chosen software (i.e., QuickBooks, etc.)

Depository and registration reports include monthly budget reports, financial reports, and registration reports. Other reports may be required as deemed necessary. The Board currently compiles these reports in Excel, but we will leave it up to the Administrator to determine the best format and/or template.

- **Handling day-to-day accounting tasks.** The Board currently relies on Jackson Thornton, an outside accounting firm, to provide consulting and handle all day-to-day bookkeeping and accounting tasks related to the Plan. We anticipate that the Administrator will take over many of the bookkeeping and accounting tasks that have been previously handled by Jackson Thornton.

The Board will continue its relationship with Jackson Thornton to some degree, most likely in a consulting relationship. Jackson Thornton will also be responsible for ensuring, at a high level, that all accounting practices are in line with best practices.

When the contract begins, the Administrator will be expected to work directly with Jackson Thornton to transition accounting and bookkeeping duties. Jackson Thornton uses QuickBooks, but as they can support a number of different systems, the Administrator is not required to use QuickBooks and migrating the data to a system other than QuickBooks does not present a problem.

The Administrator will be expected to have a strong finance or accounting background and to be familiar with accounting and financial reporting and management.

- **Collecting and distributing monthly revenues from and to participating states.** The Administrator will take over all collection and distribution activities now being handled by the Board. The Administrator can expect approximately 100 transactions per month (about 3 transactions per state, per month). States are invoiced monthly and they pay by check or electronic funds transfer (EFT).
- **Processing travel reimbursement.** The Board currently uses Concur to handle all Board and subcommittee members' travel expenses. The Administrator will take over the entire travel expense review and authorization process, including reviewing all requests filed on Concur, authorizing the payment, and disbursing reimbursement.

3. Policy Recommendation

The Administrator will work directly with Board members and subcommittees to recommend and create policies and procedures necessary for administration of the UCR Plan. Policies and procedures are currently under development, and we anticipate significant Administrator input as we continue development and implementation.

Policies in most need of development/of greatest concern include:

- Compliance auditing
- Financial auditing
- Procurement
- Conflict of interest
- Records retention

After the highest priority policies are in place, the Board will look to the Administrator to recommend new policies or updates to existing policies on their own initiative.

As mentioned previously, the Administrator will also be responsible for creating and distributing a monthly e-newsletter to keep participating states up to date and informed of any new policies or changes to existing policies.

4. Auditing

As noted above, the Board is still in the process of developing and implementing auditing policies in support of the Plan, and will expect the Administrator's support and recommendations to put all auditing policies in place. The Board will expect the Administrator to provide assistance and support with two types of audits:

- **Compliance auditing.** Once policies have been established and implemented, the Administrator will be responsible for conducting compliance audits to ensure all participating States are in compliance with the UCR Agreement.
- **Financial auditing.** There are currently 6 states that have their own registration system in addition to IDOR, and the Board is in the process of developing an auditing policy for those states and IDOR. Once a financial auditing policy has been developed and implemented with the assistance of the Administrator, the Board will look to the Administrator to engage one or more outside accounting firm(s) to conduct all financial audits.

At this time, we do not anticipate that the Administrator will have a role in auditing individual carriers.

5. Organizing, Coordinating, and Recording Meeting Minutes

The Administrator will be responsible for organizing 10 to 12 Board meetings per year. Typically, 2 to 4 of these meetings are in person; the rest are conducted by telephone.

As of January 2017, meeting dates are as follows:

Date	Location	In Person or Teleconference?
March 14, 2017	N/A	Teleconference
April 27-28, 2017	Atlanta, GA	In person (tentative)
June 5-7, 2017	Santa Fe, NM	In Person (tentative)

In addition to the above scheduled meetings, an additional telephone/teleconference meeting is expected in May 2017. An additional in-person meeting between February and June 2017 is also possible.

Please note, some subcommittees will require additional telephone and in-person meetings throughout the year. Requirements for subcommittee meeting attendance will be determined by the subcommittee chair. For telephone meetings, the Administrator will notify the Board and subcommittee members of meetings and set up a dedicated teleconference/WebEx line. *(NOTE: The Board currently uses Citrix for all WebEx and teleconference services, but our contract will be set to expire by the start of the Administrator’s contract. The Board will consider other providers in accordance with the Administrator’s recommendations.)*

For on-site meetings, the Board expects the Administrator will be responsible in an “all-hands-on-deck” capacity and available to handle all related logistics, including but not limited to:

- Finding an appropriate meeting location, such as a hotel or conference center.
- Booking a conference room and arranging for all necessary technology, including telephone linkups, A/V equipment, etc.
- Handling any additional requirements, such as arranging for delivery of meals.

NOTE: Currently, 2 of the Board’s in-person meetings are held in conjunction with NCSTS meetings; therefore most of the meeting planning is handled by NCSTS. In these cases, the Administrator would have a greatly reduced role in planning and logistics, although they would be expected to attend the meetings and work directly to support NCSTS as needed.

In addition to arranging meetings, the Administrator will be required to attend and take minutes for all in-person and telephone Board and subcommittee meetings. Meeting minutes are currently hosted on the National Conference of State Transportation Specialists (NCSTS) website (click [here](#) for past minutes), but after the development of the new UCRA website, all minutes will be migrated to the appropriate section of the new website.

All Board meetings are open pursuant to federal statute, and the Administrator will also be required to coordinate the announcement of all meetings in the Federal Register.

6. Management and Administration of Operating Funds

The current system is driven primarily by Board resolutions to expend funds and by some subcommittee budgets. The Board requires assistance in analyzing past expenditures and projected revenues, and developing fiscal policies and comprehensive budgets for future years.

7. Supporting Revenue and Fee Subcommittee

The Administrator will work directly with the Revenue and Fee Subcommittee to analyze and determine whether an annual fee adjustment is necessary.

There has been one fee adjustment since the program began in 2007. The Board has recommended a 2018 fee adjustment. The board anticipates the possibility of annual fee adjustments for the next several years.

Input/resources used to consider fee adjustments include:

- Registration totals
- Revenue collections
- Budget requirements

8. Manage Relationships with Existing Outside Vendors

The Administrator will be expected represent the Board and manage relationships with all of the Board's existing vendors, including:

- **Bank of North Dakota.** The Board desires to maintain its current banking relationship with this bank, which is our primary bank. The Administrator will represent the Board and handle all banking transactions with the Bank of North Dakota; occasional travel for on-site meetings may be required.

In addition to our primary account with the Bank of North Dakota, the Board maintains an account with another small bank. We keep a small balance in this account and have an associated debit card that we use to handle expenses requiring a debit/credit card. The Board is open to proposals regarding the small account, if the Administrator wants to use an alternative bank.

- **Indiana Department of Revenue (IDOR).** The Indiana Department of Revenue operates and maintains the national online registration system where motor carriers can self-register and pay online or through a mobile app. IDOR also operates and maintains a depository management system that manages the flow of funds into and out of the depository. The IDOR system is used by 35 of the 41 states participating in the UCRA Agreement for reporting registrations completed by state staff. The Administrator will become the representative of the UCR Board under the agreement with IDOR for all matters pursuant to this agreement. The Administrator will be a daily user of the depository management system and will interact with IDOR on a daily basis.
- **I teris.** I teris provides web-based data and tools to the UCR Board and participating states, to include carrier registration and other data, various reports, and an email engine through which carriers may be contacted. The Administrator will become the UCR Board's representative in all matters involving the relationship with I teris pursuant to the contract. Administrator would be a regular, if not daily, user of I teris.
- **Bradley Arant Boult Cummings, LP.** Bradley provides legal counsel to the UCR Board. We anticipate that the Administrator would work

with Bradley as needed, to address any legal issues related to the UCR Plan.

- **Jackson Thornton.** As mentioned in the Scope of Work, Jackson Thornton currently provides a full range of accounting and bookkeeping services to the UCR Board. We anticipate that this relationship will continue to some degree, but we also anticipate that the Administrator will take over all of the bookkeeping and some accounting tasks that have been previously handled by Jackson Thornton.
- **Concur Solutions.** Concur handles travel reimbursement filing for UCR Board-related travel. We anticipate continuing this relationship, at least in the near term.
- **Citrix.** Citrix currently provides teleconference and Webex services to the UCR Board. We would consider using another provider after the expiration of our current commitment.
- **DSL Transportation Services, Inc.** DSL provides general management consulting services to the UCR Board. We anticipate that most of the services currently provided by DSL would be provided by the Administrator. A more limited or different role for DSL may be considered.

Response Requirements and Format

All interested vendors should respond to this RFP by submitting information provided to the Board regarding capabilities, service offerings, and tools available to support the Scope of Work as described above.

Responses to this RFI should provide a thorough overview of Administrator capabilities, not to exceed 25 pages (formatted in 12-point font), exclusive of documentation and appendices.

Responses may be submitted in either DOC or PDF files.

With the exception of the information to be supplied in the appendices, the response proposal should provide the following information in the order listed below:

Cover Letter

Include a cover letter that provides a brief overview of your organization's qualifications and identifies the person who will act as the single point of contact during the selection process. Include the main contact's name, phone number, email address, and the location and address of his or her office.

The cover letter should also include a statement to the effect that your proposal will remain valid for at least 90 days from the date of submission date.

Table of Contents

Please include a table of contents that clearly identifies all parts of your proposal by section and page number.

Company Overview

An overview of your firm that includes the following information:

- Company history, including years in business and growth milestones;
- Information about any relevant awards, licenses, or certifications;
- The location of your firm's headquarters and any satellite offices;
- The location in which you expect to perform the day-to-day tasks associated with this contract.

Part 1: Experience and Stability

- 1. Relevant experience and references.** Please provide a minimum of 3 examples of similar projects your firm has completed in the past 5 years. Include a name and contact information for a representative who can discuss the project.

2. Financial Standing and Bonding

- a. Provide a general description of your firm's financial condition and identify any conditions – such as bankruptcy, pending litigation, planned office closures, impending mergers – that may affect your firm's ability to perform the tasks outlined in the Scope of Work.
 - In the appendix of this proposal, please include your firm's financial statements for the past 3 years.
- b. In the appendix, please provide up-to-date copies of your firm's proof of insurance and bonding.

Part 2: Technical Proposal

1. Implementation and Approach

- a. What is your firm's proposed implementation and transition plan? Please include a suggested timeline for implementation.
- b. What are your reporting capabilities? How does your firm typically handle financial reporting?
- c. Describe your experience in policy creation. How would your firm help the Board create policies?
- d. Describe any tools or processes you use to streamline communications between administrative team, stakeholders, board members, task forces, and subcommittees.
- e. Describe your firm's capabilities and experience in creating monthly or quarterly newsletters, e-newsletters, or similar communications.
 - In the Appendix of this proposal, please include 2 to 3 samples of newsletters (or similar products) that your firm has produced for other clients.
- f. Describe your firm's capabilities to travel and perform work on-site at various UCR member locations.
- g. Describe how you would handle the audit functions for all UCR systems.
- h. What would be your standard process for transitioning out of administrative duties, either to return duties to the Board, or to another firm?
- i. Please describe your proposed plan and timeline for the development and launch of a 5- to 7-page static UCR website as described in item #1 of the Scope of Work.
 - In the Appendix of this proposal, please submit links and/or screenshots of 3 to 5 websites you have created for clients.
- j. Please describe your capabilities for handling meeting logistics as outlined in item #5 of the Scope of Work.

2. Security/Data Integrity

- a. Please provide a detailed description of your firm's policies and procedures regarding security and data integrity.
- b. Please describe, in detail, your firm's incident response plan: What policies and procedures do you have in place in the event of a data loss, hacking, breach, or other security incident?

3. Staffing Plan

- a. An organizational chart that includes the job titles of all team members who will be working on this project
- b. A list of key personnel with a 1- to 2-paragraph corporate biography for each person listed
 - Please submit a current resume/CV for each person on the key personnel list (resumes/CVs should be included in the Appendix of your proposal)
- c. If you plan to use subcontractors for any of the work outlined in the Scope of Work, please submit the following information:
 - Each subcontractor's company name, physical address, telephone number, and email address
 - A brief description of your firm's experience working with the subcontractor
 - A brief list or description of the specific projects the subcontractor(s) will be working on for this contract
- d. Hiring policies and procedures
- e. Training policies and procedures
- f. Background checks/screening
- g. Location
 - Please provide the physical address of your firm's headquarters.
 - Do you have an office in a state that participates in the UCRA Plan? Please provide the physical address of this facility.

4. Pricing

Due to the unique nature of this contract, the Board has broken the pricing into two sections: Phase 1 and Phase 2. The tasks listed in Phase 1 are one-time transition and implementation jobs that will need to be completed before any of the general administrative work can begin. Phase 2 is a much broader category that includes day-to-day administrative functions.

Please fill out the tables below, providing your best estimate for the amount of time the project would take, the work hours, and the total cost.

Phase 1: Transition and Implementation			
Task	Estimated completion time	Estimated hours to complete work (if applicable)	Cost per quarter
<p>Project management of all first-year upgrades and enhancements to IDOR online registration system and depository management system.</p> <p>(This includes approximately 4 to 6 trips to Indiana for project management and testing as needed)</p>	<p><i>NOTE: The Board estimates that upgrades and enhancements will be ongoing for the first year of the contract.</i></p>		
Development of a static, 5- to 7-page UCRA website; migrating all documents from NCSTS site to new site			
Establish/launch a monthly newsletter			
Policy development: Records retention, auditing, procurement, and conflict of interest			
Reviewing and updating backlog of records per the new records retention policy			
Miscellaneous tasks (please describe)			
Total per quarter:			

Phase 2: Ongoing/Day-to-Day Operations			
Task	Estimated completion time	Estimated hours to complete work (if applicable)	Cost per quarter
General administrative tasks, including but not limited to: <ul style="list-style-type: none"> ▪ Communication ▪ Records management ▪ Monthly reporting ▪ Day-to-day accounting ▪ Collection and distribution activities 	N/A; ongoing	N/A; ongoing	
Routine maintenance and admin of new UCRA website			
Production and distribution of monthly newsletter			
Ongoing policy-related tasks, including, but not limited to: <ul style="list-style-type: none"> ▪ Updating or revising policies ▪ Auditing activities ▪ Policy-related communications with participating states 			
Meeting organization and coordination			
Routine/ongoing administration, upgrades, and project management of IDOR			
Auditing and/or coordinating auditing activities			
Miscellaneous expenses (please describe)			
Total per quarter:			

Appendices:

Please submit the following documents in an appendix:

- A. Key personnel resumes
- B. Insurance/bonding documentation
- C. Financial reports
- D. Samples of newsletters (or similar client communications) created by your firm
- E. Samples/links to websites created by your firm