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Office of the State Treasurer
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**The Commonwealth of Massachusetts
Office of the State Treasurer**

**Request for Qualification (RFQ) for Implementation
Services for the Development of a**

**Treasury Information Technology (IT)
Cannabis Control Commission
Electronic Licensing and Tracking System
(C3ELTS)**

October 25, 2016

Request for Qualification for Treasury IT C3ELTS

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I. GENERAL PROCUREMENT INFORMATION

Purchasing Department: The Massachusetts Office of the State Treasurer and Receiver General

Address: One Ashburton Place, 12th Floor
Boston, MA 02108

Internet Address: <https://www.commbuys.com/bs0>;
<http://www.mass.gov/treasury/about/procurements>

Procurement Contact: Jameel Moore, Esq.

E-Mail Address: procurements@tre.state.ma.us

File Name and Title: Treasury Information Technology Cannabis Control Commission Electronic
Licensing and Tracking System

File Number: TRE-001-C3ELTS-RFQ

Attachments: ATTACHMENT A. Bidder Response Questions
ATTACHMENT B. Cost Response
ATTACHMENT C. Statement of Work Template
ATTACHMENT D. Mandatory Attachments

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II. INTRODUCTION AND BACKGROUND

The Commonwealth of Massachusetts Office of the State Treasurer and Receiver General (“Treasury”) is preparing for the outcome of a ballot question vote in November 2016 for the legalization, regulation, and taxation of recreational marijuana. If voted in the affirmative, this initiative petition, most notably, “would legalize under Massachusetts law the possession, use, and transfer of marijuana and products containing marijuana concentrate (including edible products) and the cultivation of marijuana, all in limited amounts, by individuals twenty-one years of age or older.” Hensley v. Attorney General, 474 Mass. 651, 653 (2016).

Of relevance, the proposed law would create a Cannabis Control Commission (“CCC”) within the Treasury and whose commissioners will be appointed by the Treasurer. Hensley, 474 Mass. at 654. The new agency’s three commissioners “would ‘have general supervision and sole regulatory authority over the conduct of the business of marijuana establishments’ in the Commonwealth.” Id. To that end, the initiative empowers the CCC to enact regulations on retail stores, growers and cultivators, processors, testing facilities, and manufacturers of marijuana products.

In anticipation of the vote, the Treasury requests qualification statements from companies interested in providing an Information Technology System that will enable the Treasury and the CCC, once constituted, to:

- license recreational marijuana growers/cultivators, processors, manufacturers, deliverers, testing facilities, and retailers;
- track recreational marijuana product production chain of custody at each stage of the growing, processing, manufacturing, delivery, storage, sale, and testing, e.g., from seed to sale; and
- enforce the regulation and taxation of recreational marijuana.

A vendor responding to the RFQ may respond with respect to any and of all of the categories, on its own or by partnering with another to provide as comprehensive a solution as possible. A vendor may ultimately be qualified to provide the desired solution in more than one category. It is the Treasury’s intent for the RFQ to result in the selection of separate groups of companies qualified to provide solutions with respect to each category. Although the purpose of the RFQ is to establish a qualified list of firms, the Treasury provides no assurance that any company chosen to be part of a particular group will be requested to provide services for the requested category.

A. Anticipated Key Dates:

- November 8, 2016 – Massachusetts citizens vote on the initiative petition
- December 15, 2016 – Law goes into effect if initiative petition passes
- February 1, 2017 – Governor makes initial appointments to the Cannabis Advisory Board
- March 1, 2017 – Treasurer makes initial appointments of CCC
- September 15, 2017 – CCC shall promulgate regulations
- October 1, 2017 – Applications shall be accepted for testing facility licenses and from experienced marijuana establishment operators*
- January 1, 2018 – Upon certain conditions, applications shall be accepted from all applicants for marijuana retailer, manufacturer and cultivator licenses**

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- October 1, 2018 – Applications shall be accepted from all applicants for marijuana retailer or product manufacturer licenses
 - October 1, 2019 – Applications shall be accepted from all applicants for cultivator licenses
- * *Experienced marijuana establishment operators can apply for one of each retailer, manufacturer and cultivator licenses.*
- ***If fewer than 75 provisional registrations to operate medical marijuana treatment centers have been issued on October 1, 2017.*

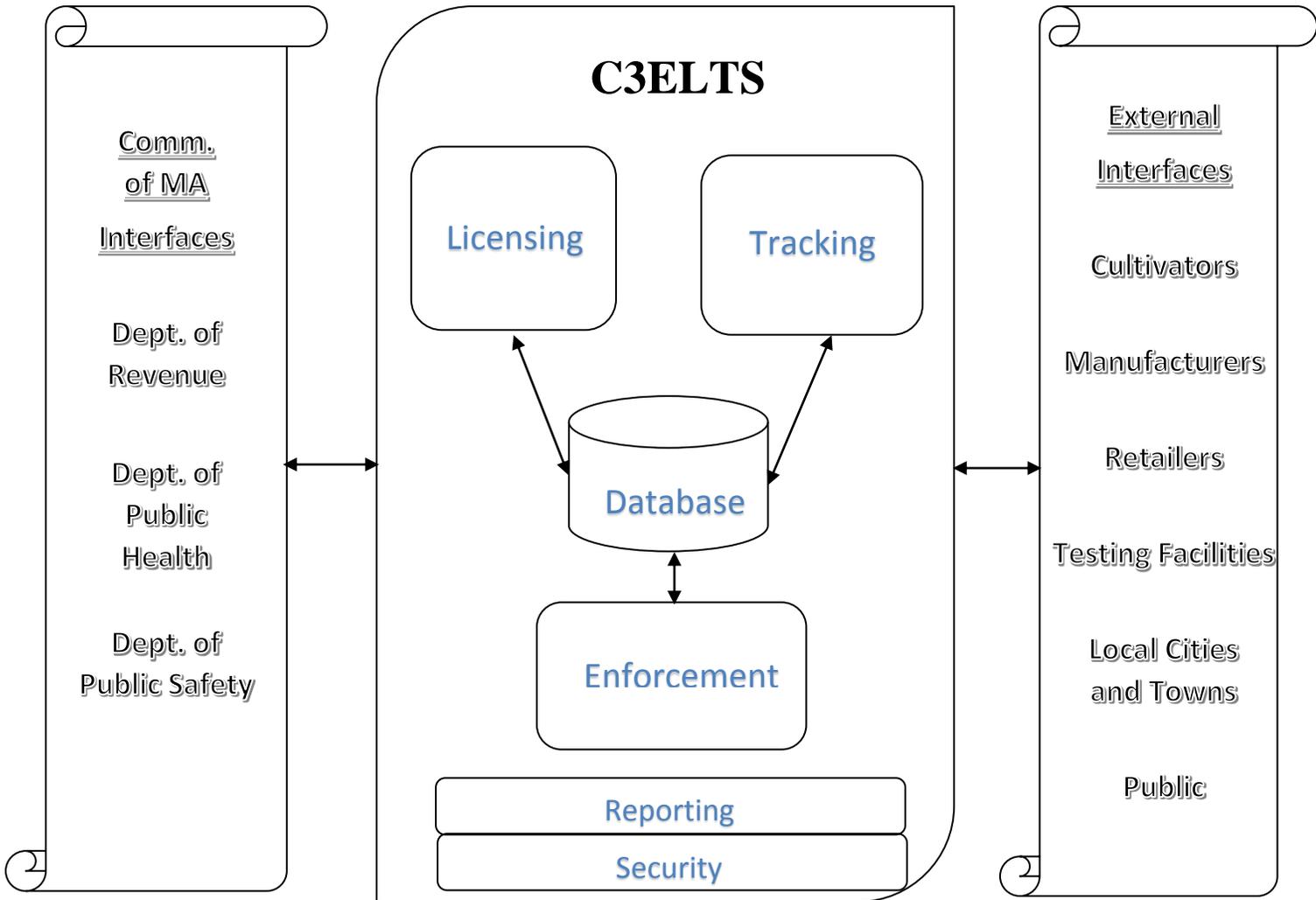
If passed, the law sets clear and, in some cases, aggressive milestones that the Commonwealth will strive to meet. As such, the RFQ is a proactive measure that the Treasury is taking to ensure an efficient and successful implementation of the law.

B. Cannabis Control Commission Electronic Licensing & Tracking System

It is anticipated that the Treasury and the CCC, once constituted, will need to procure an Electronic Licensing and Tracking System (“C3ELTS”) to facilitate the licensing of recreational marijuana retailers, growers/cultivators, manufacturers, processors, deliverers, and testing facilities. Further, as seed-to-sale tracking is likely to be a core component of marijuana regulation, the CCC will also need the C3ELTS to incorporate the requirement for RFID tracking of seeds to plants to products. The C3ELTS must have the ability to integrate with hardware/equipment needed for the inventory and point of sale management.

Figure 1 depicts a high level view of the C3ELTS. The list of Commonwealth Interfaces are provided for illustrative purposes only and may be subject to change.

Figure 1. C3ELTS Overview



C. Functional Requirements

At a high level, the system must incorporate the following functional requirements:

Licensing:

- Application Processing
- Renewal Processing
- Payment Processing
- eSignature Processing
- Workflow Management
- Licensee Self Service

Tracking:

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- RFID Tagging
- Seed-to-Sale Tracking
- Inventory Management
- Point of Sale Processing

Enforcement:

- Complaint Intake
- Mobile Inspections
- Hearings
- Fines

System Functions:

- User Security
- System Security
- Ad hoc search capability
- Reporting

D. Solution Considerations

The Treasury desires an initial phase of the C3ELTS to deliver, at a minimum, basic licensing and tracking functionality by September 1, 2017, sufficient to accept and process license applications from retailers, growers and cultivators, manufacturers, processors, deliverers, and testing facilities. This must be followed by additional phases to add remaining functionality with a required completion date of September 1, 2018.

The Treasury desires that the C3ELTS be a COTS/MOTS solution, which is flexible enough to quickly adapt to likely changes due to the nature of a newly regulated industry.

A C3ELTS system must comply with all Accessibility requirements as detailed in the Commonwealth's website: <http://www.mass.gov/anf/research-and-tech/policies-legal-and-technical-guidance/tech-guidance/accessibility-guidance/web-accessibility/web-accessibility-standards.html>

III. PROCUREMENT CALENDAR

It is the Treasury's intent to review the qualifications, invite a subset of respondents in for an interview, review references of the invited respondents, then potentially host a technology demonstration, in order to better understand the technology and process capabilities. The following is a tentative schedule. All dates are subject to change by the Treasury with notice on COMMBUYS.

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Table 1: Event Calendar

Step	Calendar Event	Timeframe (estimated)
1	RFQ Posted	October 25, 2016
2	Deadline for Vendor Questions	November 8, 2016
3	Response to Vendor Questions Posted	November 15, 2016
4	Deadline for RFQ Responses	November 29, 2016
5	Oral Presentations (if appropriate)	January 4 to January 11, 2017
6	Qualified Vendors Announced	January 13, 2017

*Questions must be emailed to procurements@tre.state.ma.us no later than 3:00 PM Eastern Time, on the date listed under “Deadline for Vendor Questions” in *Table 1: Event Calendar*, above. It is the vendor’s responsibility to verify the receipt of their questions.

IV. GENERAL PROCUREMENT INFORMATION AND TERMS AND CONDITIONS

The purpose of this Request for Qualification (“RFQ”) is to obtain information and establish a pre-qualified list of vendors to provide electronic licensing and tracking systems. The RFQ does not commit the Treasury to proceed to a subsequent Request for Proposal (“RFP”) Bidding Phase for the project, approve a Statement of Work, pay any costs incurred in the preparation of a Bidder’s response, or to procure or contract for services. The Treasury reserves the right to accept or reject any and all proposals received as a result of the RFQ. The Treasury further reserves the right to negotiate with any or all qualified Bidders and to cancel in part or in its entirety the RFQ if doing so is in the best interest of the Commonwealth. As the purpose of the RFQ is to establish a qualified list of vendors, the Treasury provides no assurance that any vendor chosen to be part of the list will be requested to provide any services.

Participation in a subsequent RFP Bidding Phase of this project will be limited to ONLY those bidders who have submitted a Statement of Qualifications (“SOQ”) in response to the RFQ and who have been deemed qualified by the Treasury.

All responses and information submitted in response to the RFQ are subject to the Massachusetts Public Records Law (M.G.L. c. 66, § 10, and c. 4, § 7(26)). Any statements in responses that are inconsistent with these statutes will be rejected and disregarded.

The legality of recreational marijuana may be subjected to both administrative and legislative/regulatory change on the state and federal level throughout the duration of any agreement. The Treasury is interested in solutions that ensure flexibility and enable it to adapt to new requirements with a minimum amount of effort and costs.

To the maximum extent possible the Treasury follows the rules and regulations set forth in 801 Code of Massachusetts Regulations (“CMR”) 21.00: Procurement of Commodities and Services in the RFQ. All terms, conditions, requirements, and procedures included must be met for a response to be qualified as responsive. A response that fails to meet any material term, condition, requirement or procedure may be deemed unresponsive and disqualified. The Treasury reserves the right to waive or permit cure of non-material errors or omissions.

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The Treasury reserves the right to modify, amend or cancel the terms of the RFQ at any time. Unless otherwise specified, all communications, responses, and documentation must be in English, all measurements must be provided in feet, inches, and pounds and all cost proposals or figures in U.S. Currency. All responses must be submitted in accordance with the specific terms of the RFQ.

Reasons for disqualifications include, but are not limited to:

- a. **Nonresponsive Proposals.** Proposals that are not responsive or that fail to comply with mandatory requirements of the RFQ shall be deemed nonresponsive and shall be disqualified. Nonresponsive proposals shall include, but not be limited to those that fail to address or meet any mandatory item, submitted in insufficient number, or submitted in incorrect format.
- b. **Collusion.** Collusion by two or more Bidders agreeing to act in a manner intended to avoid or frustrate fair and open competition is prohibited and shall be grounds for rejection or disqualification of a proposal or termination of any contract executed as the result of the RFQ.
- c. **Debarred Bidders or Subcontractors.** A Bidder who is currently subject to any Commonwealth or federal debarment order or determination shall not be considered for evaluation by the Procurement Management Team (“PMT”). If a Bidder’s proposal is dependent upon the services of a named subcontractor and the disqualification of the named contractor would materially alter the proposal, then that proposal shall be deemed unresponsive if the named subcontractor is found to be debarred. Proposals that indicate that subcontractors will be used but do not rely on any specifically named subcontractors shall not be deemed unresponsive if the disqualification of a proposed subcontractor will not materially alter the proposal.

V. EVALUATION PROCESS: GENERAL SUMMARY

The RFQ evaluation process will be conducted in three phases that will be evaluated separately. The PMT consisting of staff from the Treasury will complete Phase One Evaluation for all proposal submissions. The purpose of Phase One Evaluation is to eliminate any bids that are non-responsive to the mandatory requirements of the RFQ. Bids that are deemed to be qualified based on the Phase One Evaluation will be submitted to the PMT for Phase Two Evaluation. Bids that are deemed qualified based on the Phase Two Evaluation will be submitted to the PMT for Phase Three Evaluation.

The purpose of the RFQ is to establish a qualified list of firms for a full range of solutions. Accordingly, the Treasury provides no assurance that any firm deemed qualified and selected to be on that list will be requested to provide solutions for any particular purpose or at any time. Any future RFPs related to the RFQ will ONLY be issued to the qualified vendors selected as a result of the RFQ. In order to receive any future RFP related to the RFQ, the vendor MUST be included in the qualified list of vendors.

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A. Phase One Evaluation

Bidder's responses will be evaluated based on listed criteria, completeness of response, including mandatory attachments and compliance to submission criteria. Bids that do not comply with these requirements will be rejected and will not proceed to Phase Two Evaluation. Please be aware that if any Bidder does not meet a Phase One requirement, Treasury staff reserves the right to allow that Bidder to cure.

B. Phase Two Evaluation

In this phase, Technical Proposals will be evaluated based upon the proven ability of the Bidder to satisfy the requirements and qualifications necessary to perform the requested services. The Phase Two Review may also include any oral presentation/interview in the discretion of the PMT.

C. Phase Three Evaluation

In this phase, Cost Proposals will be evaluated based upon Bidder assumptions, proposed phases, and hourly rates as more specifically requested in Attachment B. It is anticipated that information contained in the Cost Proposals may be used as part of any budgeting process. Bidders are advised that costs may be the subject of any subsequent RFP process.

VI. BIDDER RESPONSES: GENERAL SUMMARY

Responses should be a straightforward description of the Bidder's proposed services. Responses must include the following:

- (1) A signed cover letter in which the Bidder states that it agrees to the terms of the RFQ. The letter should include the Bidder's affirmative agreement to provide the services as stated in the RFQ.
- (2) The Bidder's response to the questions posed in Attachment A. All responses must be presented using the same numbering and ordering sequence used in the RFQ or as otherwise specified.
- (3) A separate Cost Proposal, as described in Attachment B.
- (4) A draft Statement of Work ("SOW") which should include the Bidder's proposed description of project scope and responsibilities of the parties. The SOW template is shown in Attachment C. The Statement of Work submitted with the business response should not include pricing; any pricing should instead be separately submitted with the Cost Proposal.
- (5) Mandatory Attachments, as found in Attachment D and described more fully in Section VII.H below.
 - a. Commonwealth Terms and Conditions;
 - b. Standard Contract Form;
 - c. W-9 Taxpayer Identification Number and Certification;
 - d. Contractor Authorized Signatory Listing;

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- e. Certificate of Non-Collusion;
- f. Treasury Supplier Diversity Form;
- g. Invest in Massachusetts Form;
- h. Certificate of Tax Compliance in Good Standing;
- i. Fidelity Bond or Certificate of Liability Insurance; and
- j. Electronic Funds Transfer.

Bids will be considered valid for a minimum of one hundred (120) calendar days from the submission deadline and thereafter until either the Bidder withdraws the response in writing or the procurement is canceled, whichever occurs first.

***The Cost Proposal must be submitted in a separate sealed envelope, using Attachment B of the RFQ. Failure to do so may result in disqualification.**

VII. PHASE ONE EVALUATION: MANDATORY RESPONSE REQUIREMENTS

The following are mandatory requirements for the Bidder's response to satisfy the Phase One Evaluation criteria and remain in consideration for the Phase Two Response Evaluation. The Treasury reserves the right to reject Bidders based upon their responses to any of the categories below.

It shall be the Bidder's responsibility to read this entire document, review all referenced attachments, and comply with all requirements. Bidders are responsible for reviewing COMMBUYS for all the listed specifications and the required attachments/forms that should be submitted with the RFQ Response (in order to be considered for selection). Any change or electronic alteration to the official version of these forms is not permitted and will not be accepted. Failure to submit the required attachments/forms with the RFQ Response as specified, will be considered sufficient grounds for rejection of a Bidder's Response. Specific instructions for completing these documents are included on the forms.

The Bidder must submit a Letter of Transmittal that includes the name, title, address, and telephone number of one or more individuals who can respond to requests for additional information. Please include the name, title, address, email, and telephone number of one or more individuals who are authorized to negotiate and sign a Contract for the Bidder. Please also include a statement that the Bidder has read and understands the technical and business specifications of the RFQ and agrees that its proposal meets all the technical and business requirements of the RFQ.

A. Mandatory Bidder Requirements

The Bidder shall demonstrate compliance with each of the conditions outlined below. The Bidder must provide a written statement that they meet the qualifications outlined below.

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B. Minimum Bidder Qualifications

The following list provides the minimum qualifications for any Bidder interested in providing a response for the work defined in the RFQ. If the Treasury receives a response from a Bidder that does not meet the minimum qualifications the Bidder is automatically disqualified from the selection process.

Bidder must provide a written statement that its response meets the following minimum qualifications:

- The Bidder must be operating in a business similar to that which is described in the RFQ with the capacity to accommodate all needs contained in the RFQ and have demonstrable and relevant experience.

C. Bidder Good Standing

If incorporated, identification of the Bidder's state of incorporation and a statement that it is in good standing in that state, and, if the state of incorporation is not Massachusetts, a statement that the Bidder has complied with all filing requirements of the Massachusetts Secretary of State.

D. Bidder Litigation and Other Proceedings

The Bidder shall provide details of any judgment, criminal conviction, investigation, litigation pending or other proceedings against Bidder or any of its officers, directors, employees, agents, or subcontractors of which Bidder has knowledge or a statement that there are none. Bidder shall list any contract to which it was a party that has been terminated for default or cause. For each contract listed, Bidder must submit full details, including the other party's name, address, and telephone number.

The Bidder shall list all investigations of Bidder by any regulatory body within the last ten (10) years, indicating the dates and any resulting fines or other penalties.

Bidder shall list any formal protests or other actions against Bidder within the last ten (10) years, indicating the dates and the outcomes.

Bidder shall indicate if Bidder's own software proposed as part of the technical solution has ever been, or is currently, the subject of any claim, whether actual or threatened, relating to infringement of the intellectual property rights of another or to limit Bidder's rights with regard to such software. If so, provide the details of such claim(s), including their present disposition.

Bidders must, if applicable, list and describe all litigation (including outcome) for the last five (5) years that relates to any action taken by a private, state or federal actor against Bidder as a whole or an employee(s) specifically, which emanates from the improper conduct of any employee(s)/former employee(s) during their term of employment with Bidders, including but not be limited to, actions of perjury, bribery, corruption, conflict of interest, larceny, environmental violation, and other civil and/or criminal actions that would be contrary to the accepted conduct of a Vendor working in partnership with a State Agency.

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In addition, to the extent not listed in response to the above, Bidder shall list all current or pending litigation against Bidder, including case name, brief summary, and court in which the litigation is pending. Bidder shall list any final judgments entered against Bidder within the last five (5) years.

The successful Bidder must continue to provide any such new information, including but not limited to notices of bankruptcy, litigation, and contract defaults, during the life of the contract period. The successful Bidder must also include: last bankruptcy, current/pending litigation, and any defaults on contracts.

E. Bidder Licenses and Registrations

The Bidder's response must include a statement that the Bidder meets all applicable state and federal requirements, and has all the licenses and registrations necessary to perform the contract.

The Bidder's response must include a copy or proof of any fidelity bond or liability insurance policy extending coverage to any or all employees or subcontractors who perform work under the contract.

F. Indemnification

The Bidder must submit a statement acknowledging that it accepts the provisions of *Section 11. Indemnification* of the Commonwealth Terms and Conditions. Specifically by accepting the provision that the term "other damages" shall include, but shall not be limited to, the reasonable costs the Commonwealth incurs to repair, return, replace or seek cover (purchase of comparable substitute commodities and services) under a contract. "Other damages" shall not include damages to the Commonwealth as a result of third party claims, provided, however, that the foregoing in no way limits the Commonwealth's right of recovery for personal injury or property damages or patent and copyright infringement under Section 11 nor the Commonwealth's ability to join the contractor as a third party defendant. Further, the term "other damages" shall not include, and in no event shall the contractor be liable for, damages for the Commonwealth's use of contractor provided products or services, loss of Commonwealth records, or data (or other intangible property), loss of use of equipment, lost revenue, lost savings or lost profits of the Commonwealth. In no event shall "other damages" exceed the greater of \$100,000, or two times the value of the product or service (as defined in the contract scope of work) that is the subject of the claim. Section 11 sets forth the contractor's entire liability under a contract. Nothing in this section shall limit the Commonwealth's ability to negotiate higher limitations of liability in a particular contract, provided that any such limitation must specifically reference Section 11 of the Commonwealth Terms and Conditions.

G. Mandatory Forms

The following forms referenced below, as a document required to be filed, are attached as Attachment D. All mandatory forms and enclosures must be signed by an individual having authority to bind the bidding company and the "originals" should have an original signature in blue ink. Furthermore, the signatory must be listed on the *Contractor Authorized Signatory Listing* form.

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1. Commonwealth Terms and Conditions

The Commonwealth Terms and Conditions shall be incorporated by reference into any contract executed pursuant to any subsequent RFP. Complete all blanks and required information fully and accurately without modification.

This form must be unconditionally signed by one (1) of the authorized signatories (see the Contractor Authorized Signatory Listing (Attachment D)), and submitted without alteration. If the provisions in this document are not accepted in their entirety without modification, the entire Response offered in response to this Solicitation may be deemed non-responsive. The Bidder's correct legal name and legal address must appear on this form, and must be identical to the legal name and legal address on the Request for Taxpayer Identification and Certification Number (MA Substitute W9 Form).

2. Standard Contract Form and Instructions

The Standard Contract Form must be executed in order to be awarded any contract. This form must be completed and returned as part of the Bidder's RFQ response. This document shall not become a final contract unless and until the Treasury accepts the Bidder's response and the Standard Contract Form is executed by the Bidder and the Treasury.

By executing this document, the Bidder certifies, under the pains and penalties of perjury, that it has submitted a Response to the RFQ that is the Bidder's Offer as evidenced by the execution by its authorized signatory, and that the Bidder's Response may be subject to negotiation by the PMT. If the Bidder does not have a Vendor Code beginning with "VC," or does not know what their Vendor Code is, the Bidder should leave the Vendor Code field blank. The Bidder should not enter a Vendor Code assigned prior to May 2004, as new Vendor Codes have been assigned to all companies since that time.

Signature and date must be handwritten in blue ink, and the signature must be that of one of the people authorized to execute contracts on behalf of the Bidder on the Contractor Authorized Signatory Listing.

3. Request for Taxpayer Identification Number and Certification (W-9)

The information on this form will be used to record the Bidder's legal address and where payments under any state contract will be sent. The Bidder's correct legal name and legal address must appear on this form, and must be identical to the legal name and legal address on the Commonwealth Terms and Conditions.

4. Contractor Authorized Signature Listing Form

If Bidder is a corporation, partnership or other business entity, complete the form as indicated.

The Contractor Authorized Signatory Listing is to be submitted on paper with original blue ink signature and date. In the table entitled "Authorized Signatory Name" and "Title," type the names and titles of those individuals authorized to execute contracts and other legally binding documents on behalf of the Bidder. Bidders are advised to keep this list as small as possible, as Bidders will be required to notify the

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Procurement/Contract Manager of any changes. If the person signing in the signature block on the bottom of the first page of this form will also serve as an “Authorized Signatory,” that person’s name must be included in the typed table. With regard to the next paragraph, which begins “I certify that I am the President, Chief Executive Officer, Chief Fiscal Officer (CFO), Corporate Clerk or Legal Counsel for the Bidder,” if your organization does not have these titles, cross them out and handwrite the appropriate title above the paragraph. The signature and date should be in blue ink. The title, telephone, fax, and email should be typed or handwritten legibly.

The second page of the form (entitled “Proof of Authentication of Signature”) states that the page is optional. In the case of Treasury Contracts, this page is required, not optional. The Treasury also requires documentation, i.e., corporate vote, manager’s certificate, authorizing the person so named with the authority to execute any and all documents in connection with this contract.

Please note: In two (2) places where the form says “in the presence of a notary,” this should be interpreted to mean “in the presence of a notary or corporate clerk/secretary.” Either a notary or corporate clerk/secretary can authenticate the form; only one (1) is required. Organizations whose corporate clerks/secretaries authenticate this form are not required to obtain a Corporate Seal to complete this document.

5. Certificate of Non-Collusion

Bidders are advised that they are required to certify that the bid that they are submitting has not been arrived at because of any collusive activity.

This requirement does not prohibit Bidders partnering with another to provide as comprehensive solution as possible to meet the needs outlined in the RFQ.

6. Treasury Supplier Diversity Form

The Treasury requires all responsive Bidders to submit a Treasury Supplier Diversity Program Plan Form (“TSDP Plan Form”) with its response.

Instructions: ***Firms are required to fill in and submit this form even if they choose not to participate in the program.*** *If a firm does not wish to participate it should fill in Part I of the form only and sign the form. Firms are welcome to cross out the other Parts of the form to make it clear that they are not participating. Firms are not obligated to participate in this program. However, 5% of the scoring points are allocated to a high quality TSDP.*

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7. Invest in Massachusetts Form

The Treasury encourages investment in the local Massachusetts economy and is committed to advancing the creation and preservation of jobs in the Commonwealth. Bidders are required to fill in and submit this form even if they choose not to participate in the program. If a Bidder does not wish to participate they should fill in Part I completely and in Part II check the “no” box. Bidders are welcome to cross out the other parts of the form to make it clear that they are not participating. Bidders are not obligated to participate in this program. However, 5% of the scoring points are allocated to a high quality Invest in Massachusetts Plan.

8. Certificate of Tax Compliance in Good Standing

The Bidder must demonstrate that it is in compliance with all Federal and Commonwealth tax laws, including M.G.L. c. 62C, § 49A. The Bidder must submit an original or photocopy of a Certificate of Tax Compliance in Good Standing, which has been issued by the Department of Revenue within the past year. This Certificate may be obtained by submitting a request to:

Taxpayer Services Division, Certificate Unit
Department of Revenue
PO Box 7066
Boston, Massachusetts 02204
(617) 887-6550

The application must list the tax types for which the business is liable, including such items as meals, room occupancy, sales, use, withholding, corporate income and others as applicable. The issuance of the certificate normally takes several weeks, so Bidders should also indicate that their request for a certificate is sought in connection with a Commonwealth solicitation (with a deadline). If the Bidder does not submit the requested tax certificate with the proposal, the Bidder must submit documentation verifying that the appropriate application has been filed and the Certificate must be issued and provided prior to final execution of the Standard Contract Form.

9. Fidelity Bond or Certificate of Liability Insurance

Bidders must provide a copy of any fidelity bond or certificate of liability insurance that would provide coverage for the services contemplated to be provided pursuant to the RFQ.

10. Electronic Funds Transfer

All Bidders responding to this RFQ must agree to participate in the Commonwealth Electronic Funds Transfer (“EFT”) program for receiving payments.

Successful bidders, upon notification of contract award, will be required to enroll in EFT as a contract requirement by completing and submitting the *Authorization for Electronic Funds Payment Form* (Attachment J) to the Treasury for review, approval and forwarding to the Office of the Comptroller. If the Bidder is already enrolled in the program, it may so indicate in its response.

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VIII. PHASE TWO EVALUATION: STATEMENT OF QUALIFICATIONS (SOQ)

To demonstrate qualifications, the Bidder must provide the information requested in this section. The Bidder must also provide this same information for subcontractors (where pertinent) and make clear when information refers to a subcontractor.

A. Company Background

Well-qualified Bidders capable of ensuring the success of this project are required. In order to prove such qualification, the Bidders must provide information about the organization's background and experience that qualifies them to complete the scope of work expressed in the RFQ.

The Bidders must have experience in the following areas:

- Management of projects of similar size and scope to the C3ELTS;
- Experience with implementation licensing, tracking, and enforcing for a regulated industry (the recreational or medical marijuana industry preferred but not required);
- Design, development, deployment, and support of RFID technology solutions; and
- Design, development, deployment, and support of web application solutions.

The Bidder may partner with other vendors to provide parts of the solution; however, the Bidder must provide management of the partners and is responsible for all project performance. The Bidder is responsible for ensuring that each subcontractor acknowledges and is contractually bound by all plans outlined in the Bidder's SOQ.

To demonstrate qualifications, the Bidder must provide the following information:

- A-1. Information about your company's business objectives, its capabilities, and why it should be selected to compete for the C3ELTS project. Identify if you are proposing the use of subcontractors to provide portions of the system and/or services described in the RFQ.
- A-2. Company information including number of employees, and company location(s), including any presence in Massachusetts. Provide high-level corporate organization charts of your company.
- A-3. Provide company history including the number of years in business, buyouts, takeovers, bankruptcies, litigations and claims, etc. within the last five (5) years, or for that period which your firm has been in business, if less than 5 years.
- A-4. Provide company history with the cannabis industry. Specify if listed history is with medical or recreational marijuana including dates.
- A-5. If the Bidder proposes to subcontract any part of the work, provide the plan for managing the subcontractors on the project. Describe each proposed subcontractor's role in the project, qualifications to perform that role, management structure, key staff assignments and qualifications of assigned staff.
- A-6. Describe your relevant experience in design, development and deployment with a project similar in size and scope to the RFQ completed within the past five (5) years. Include the location of the project, type of project, and what the project goals and objectives were and how they were met.

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B. Personnel Experience/Qualifications

A well-qualified project team committed to the success of this program is required. The following applies to the project team:

- This project shall not be adversely impacted by any other projects the Bidder and/or subcontractors are conducting.
- Key personnel assigned to this project will not be reassigned unless agreed to by the Treasury and/or CCC.
- Treasury and/or CCC must approve any changes of key personnel assigned to the project.
- All personnel that would potentially work on-site must be pre-approved for site access via a criminal background check to be administered by the Treasury and/or CCC.
- In the event that the Treasury and/or CCC agrees to or requests removal of specific personnel, the Bidder will provide acceptable replacement with no impact to the project.

To demonstrate qualifications, the Bidder must provide the following information:

- B-1. Provide a staffing plan for this project showing the proposed key management and technical team for the project that can ensure the success of the project. The staffing plan will include the job title, job role, and the number of resources for the project and the percent of their involvement in the project.
- B-2. Provide the resumes for all proposed program staff. Each resume should include education, training, technical experience, functional experience, names of employers, dates of employment for each assignment, relevant and related experience, particularly in the cannabis industry, past and present projects, and applicable certifications.

C. Project Management

The Bidder will assign a dedicated project manager for the project. It is anticipated that the project manager will report to the Treasury Chief Information Officer and C3ELTS Program Manager and have relevant project manager experience with project similar in size and complexity to this project.

At minimum the project manager will:

- Be the primary contact to the Treasury and/or CCC.
- Create a Project Management Plan.
- Ensure the project deliverables meet Treasury and/or CCC expectations, performance specifications and deadlines.
- Provide weekly status reviews with the Treasury.
- Attend all project briefings called, established, or requested by the C3ELTS Program Manager, attend established and impromptu project status meetings.
- Scheduling, preparation, facilitation, meeting minutes, and action item follow-up.
- Be responsible for managing and updating the Project Management Plan, which will contain, at a

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minimum:

- Work break-down structure
- Due dates for deliverables
- Security Plan
- Configuration Management Plan
- Release Management Plan
- Communications plan between the Bidder and the Treasury
- Quality assurance plan
- Risk assessment plan
- Risk management plan
- Change control plan
- Master Test Plan

To demonstrate qualifications, the Bidder must provide the following information:

- C-1. Provide a high-level project plan for this project to include scope, timeframe, milestones, and deliverables.
- C-2. Provide a sample status or performance report from one of your prior engagements.
- C-3. Describe the project manager's role in this project.
- C-4. Describe the project manager's experience with project of similar size and scope.
- C-5. Provide an example of a difficult project successfully completed by your company/team that is similar in size and scope to the RFQ. What obstacles were overcome and how?
- C-6. Identify potential challenges and risks for your company or for the Treasury regarding the execution of this project, and how you plan to mitigate the risks.

D. C3ELTS System

The C3ELTS must be able to fulfill the requirements described in Section II.C of the RFQ. In addition, it is preferable for the system to also include:

- A web application interface for Industry System Users;
- An application interface for State System Users;
- A web service for Industry submission of inventory data;
- Ad hoc and standard reporting functions; and
- A RFID based inventory tracking solution including mobile device applications for state use and Industry Organization use.

Additional consideration will be given for Bidders who can demonstrate a solution/system that provides:

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- Seamless marijuana life cycle with a single system, including registration, licensing and inventory management with easy integration to key external system like Point-of-Sale and product tracking (seed to sale).
- Continuous configuration by the Treasury (or the CCC, once constituted) after go live. This ensures that as statutes, rules and associated business needs change, the system can be modified by the Treasury (or the CCC, once constituted) without additional costs for professional services. Marijuana regulation is evolving. The proposed systems must have the innate ability to evolve with it.
- Unified business process and case management platform, both of which are required for effective cannabis regulation – business process management for fixed processes and case management for flexible processes.
- Offer a data first approach that ensures correct focus on end results rather than ensuring efficient processes that may or may not yield the required result.
- Interoperability – Integrates easily with other state systems to ensure compliance and integrated processes.
- FedRAMP certification, if the Treasury (or the CCC, once constituted) decides to have the respondents host the solution.

The Bidder's system must be able to adapt to changes in technology, legislation, and business practices.

It would be preferable for the solution to be a COTS or MOTS solution capable of providing 50-75% of the desired functionality from the core product.

The system must provide a scalable architecture to meet future needs without significant modifications to the delivered system.

To demonstrate qualifications, the Bidder must provide the following information:

- D-1. Provide a detailed description of each component of your proposed solution. Indicate which components of the proposed system are parts of a currently operational system. Describe parts of your proposed system that are not explicitly requested in the RFQ.
- D-2. Provide a description of what can be delivered in the initial phase by September 1, 2017 (Assume a start date of approximately March 10, 2017.)
- D-3. Provide a description of your plan to deliver the project in an initial phase and a follow-on phase that maximizes the amount of the system as is feasible in the initial phase while ensuring the quality of the final delivered product.
- D-4. What percentage of the requirements for this project can be delivered with your core COTS product?
- D-5. Provide examples and references for organizations where the core product has been deployed before.
- D-6. Indicate which components of the proposed system are parts of a currently operational system.
- D-7. Describe how your system will support changes in Treasury business rules or changes in State

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legislation without the need to make programming modifications.

E. Infrastructure

The Bidder shall provide a detailed Infrastructure Plan, which will include all components required for development as well as for production, which ensures 24/7 uptime, security and disaster recovery best practices, and sub 3-second response time, including:

- Hardware
- Software
- Network
- Databases
- Hosting Requirements
- Disaster Recovery

To demonstrate qualifications, the Bidder must provide the following information:

E-1. Describe your Infrastructure Plan for the C3ELTS project.

F. Requirements Gathering, Analysis, Design and Development

The Bidder will provide their approach to design and development of each component of solution. Each phase of design and development will include a requirements sign-off by the Treasury and/or CCC.

To demonstrate qualifications, the Bidder must provide the following information:

- F-1. Provide a detailed description of the approach to requirements gathering and analysis for your proposed system. Describe how this approach may change for the different components.
- F-2. Identify challenges that might be encountered for requirements gathering and analysis during this project and how those challenges can be mitigated.
- F-3. Describe overall approach to system design for this project.
- F-4. Provide a draft design for the proposed solution. Include in the description each of the major components of the system and their relationships. Include logical physical layouts of the proposed system.
- F-5. Identify challenges that might be encountered for design during this project and how those challenges can be mitigated.
- F-6. Provide a description of the overall approach to testing your proposed system.
- F-7. How will you ensure all requirements for this project are tested?

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G. Cyber Security

Commonwealth's Cyber Security Policies are found at: <http://www.mass.gov/anf/research-and-tech/cyber-security/security-for-state-employees/security-policies-and-standards/>

The system will be subject to security reviews by the Treasury, the CCC, and possibly MassIT during the design phase and prior to Treasury and/or CCC acceptance.

To demonstrate qualifications, the Bidder must provide the following information:

- G-1. Provide a description of the overall approach to security in your proposed system.
- G-2. Describe how you will meet the cyber security policies of the Commonwealth of Massachusetts.
- G-3. Identify challenges that might be encountered for meeting cyber security standards during this project and how those challenges can be mitigated.

H. Training

The Bidder must describe how they will provide training tailored specifically for this solution.

To demonstrate qualifications, the Bidder must provide the following information:

- H-1. Provide a description of the overall approach to training for your proposed system.
- H-2. How will you ensure the proper training for the different levels of users: CCC staff, System Administrators, retailers, etc.

IX. PHASE THREE: COST

Bidders must complete the Cost Proposal at Attachment B.

X. EVALUATION CRITERIA

The responses to this RFQ will be evaluated based on the criteria listed below, which are listed in the order of priority:

1. Technical proposal;
2. Bidder experience in the cannabis industry;
3. Bidder experience providing similar services;
4. References; and
5. Cost.

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XI. SUBMISSION REQUIREMENTS

A. General

Interested Bidders must submit **one (1) signed** original hard copy response to the RFQ, and **two (2) USB memory sticks** of the original response. The submission must be delivered to the address below. Emailed or faxed responses will not be accepted. Responses not received at the designated address by the date and time indicated below will not be evaluated.

Responses must be sealed, labeled and received by the Treasury no later than 4:00 PM Eastern Time on the date listed under “Deadline for RFQ Responses” in *Table 1: Event Calendar*, above.

Responses and attachments must be delivered to:

Jameel Moore, Esq.
Procurement Analyst/Associate General Counsel
Office of the Treasurer and Receiver General
ATTN: TRE-001-C3ELTS-RFQ
One Ashburton Place, 12th Floor
Boston, Massachusetts 02108

Bids must be clearly marked “TRE-001-C3ELTS-RFQ”.

Important: Bids enclosed in Federal Express or UPS type shipping packages must be clearly marked with the bid number and title on the outer most container in order to be distinguished from regular delivery items.

B. Alternatives & Samples

Any proposal failing to meet any materials term or condition of the RFQ, including submission of required attachments, may be deemed unresponsive and disqualified. Unless otherwise specified, Bidders may submit proposals offering alternatives, which provide equivalent or better or more cost effective performance than achievable to enhance performance during the period of the contract. The response should describe how any alternative achieves substantially equivalent or better performance to that of the Bid specifications.

Unnecessary samples, attachments, or documents not specifically asked for should not be submitted.

C. Communications

From the issue date of the RFQ until a Bidder is qualified, Bidders are not allowed to communicate with any Treasury staff or contractors working for the Treasury regarding the procurement except the designated point of contact. The only point of contact for the RFQ is:

Jameel Moore, Esq.
Procurement Analyst/Associate General Counsel
Office of the Treasurer and Receiver General
One Ashburton Place, 12th Floor
Boston, Massachusetts 02108

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procurement@tre.state.ma.us

No individual, Commonwealth employee or representative is authorized to provide any information or respond to any question or inquiry concerning the RFQ. An exception to this rule applies to individuals or firms that currently do business with the Treasury, but shall be limited to that business, and should not relate to the RFQ. Failure to observe this rule will result in disqualification. Bidders may contact the contact person using the contact information provided above in the event that the RFQ is incomplete or information is missing.

In addition to the certifications found in the Commonwealth's Standard Contract Form, by submitting a response to the RFQ, other than instances where a Bidder is partnering with another to provide a fulsome solution, the Bidder certifies that the response has been arrived at independently and has been submitted without any improper communication, collaboration, agreement, understanding and/or planned common course or action with any other Bidder of the services described in the RFQ.

D. Reasonable Accommodation

Bidders with disabilities or hardships that seek reasonable accommodation, which may include the receipt of the RFQ information in alternative format, must communicate such requests in writing to the contact person. Requests for accommodation will be addressed on a case-by-case basis. A Bidder requesting accommodation must submit a written statement, which describes the Bidder's disability and the requested accommodation to the contact person for the RFQ. The PMT reserves the right to reject unreasonable requests.

E. Duty to Disclose

Each Bidder is under a continuing duty to disclose promptly any material changes in information provided in its response or any related materials submitted in connection therewith.

Further, during the course of the RFQ or Qualification Period (defined in Section XII.A), Bidders must immediately inform the Treasury contact person in writing of any major change in the company's good standing in its state of incorporation or organization. Misrepresentation or failure of the Bidder to notify the Treasury of such changes shall be grounds for disqualification.

The Treasury reserves the right to request a business profile and financial condition report on any corporation, parent company, directors, principals, officers, partnerships or sole proprietorships involved in submitting a response to the RFQ.

F. Alterations

Bidders may not alter (manually or electronically) the Bid language or any Bid component files, except as directed by the RFQ. Any estimates and/or past or current procurement volumes referenced in the RFQ are included only for convenience of Bidders, and are not to be relied upon as any indication of future purchase levels.

G. Conflict of Interest

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Prior to announcing a Bidder's qualification, the vendor shall certify in writing to the Treasury that no relationship exists between the vendor and the Treasury that interferes with fair competition or is a conflict of interest, and no relationship exists between the vendor and another person or organization that constitutes a conflict of interest with respect to a state contract. The Treasury may waive this provision, in writing, if these activities of the vendor will not be adverse to the interests of the Commonwealth. No official or employee of the Commonwealth who exercises any function or responsibility in the review or approval of the undertaking or carrying out of this project shall, prior to the expiration of the Qualification Period (defined in Section XII.A), voluntarily acquire a personal interest, either directly or indirectly, in the Bidder or contracts that may arise out of any future associated RFP.

The Bidder shall provide assurance that it presently has no interest and shall not acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its services hereunder. The Bidder shall also provide assurances that no person having any such known interest shall be employed during the performance of this contract.

H. Brand Name or Equal

Unless otherwise specified in the RFQ, any reference to a particular trademark, trade name, patent, design, type, specification, producer or supplier is not intended to restrict the RFQ to any manufacturer or proprietor or to constitute an endorsement of any service. The Treasury will consider clearly identified offers of substantially equivalent services submitted in response to such reference.

I. Costs

The Commonwealth, including the Treasury, will not be responsible for any costs or expenses incurred by the Bidders responding to the RFQ.

J. COMMBUYS

COMMBUYS is the official source of information for this RFQ and is publicly accessible at no charge at www.commbuys.com. Information contained in this document and in COMMBUYS, including file attachments, and information contained in the related Bid Questions and Answers (Q&A), are all components of the RFQ, as referenced in COMMBUYS, and are incorporated into the RFQ and any resulting qualification.

Bidders are solely responsible for obtaining all information distributed for this RFQ via COMMBUYS.

It is each Bidder's responsibility to check COMMBUYS for:

- Any amendments, addenda or modifications to this RFQ, and
- Any RFQ Q&A records related to this RFQ.

The Commonwealth accepts no responsibility and will provide no accommodation to Bidders who submit a response based on an out-of-date RFQ or on information received from a source other than COMMBUYS.

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Bidders may not alter (manually or electronically) the RFQ language or any RFQ component files. Modifications to the body of the RFQ, its specifications, or terms and conditions, which change the intent of this RFQ are prohibited and may disqualify a response

K. Environmental Response Submission Compliance

In an effort to promote greater use of recycled and environmentally preferable products and minimize waste, all responses submitted should comply with the following guidelines:

- All copies should be printed double sided.
- All submittals and copies should be printed on recycled paper with a minimum post-consumer content of 30% or on tree-free paper (i.e., paper made from raw materials other than trees, such as kenaf). To document the use of such paper, a photocopy of the ream cover/wrapper should be included with the response.
- Unless absolutely necessary, all responses and copies should minimize or eliminate use of non-recyclable or non-reusable materials, such as plastic report covers, plastic dividers, vinyl sleeves and GBC binding. Three ringed binders, glued materials, paper clips and staples are acceptable.
- Bidders should submit materials in a format that allows for easy removal and recycling of paper materials.
- Bidders are encouraged to use other products that contain recycled content in their response documents. Such products may include, but are not limited to, folders, binders, paper clips, diskettes, envelopes, boxes, etc. Where appropriate, Bidders should note which products in their responses are made with recycled materials.
- Unnecessary samples, attachments, or documents not specifically asked for should not be submitted.

L. Restriction on the Use of the Commonwealth Seal

Bidders and contractors are prohibited by law from displaying the Commonwealth of Massachusetts Seal in their bid package or subsequent marketing materials.

M. Restrictions on Use of Information

Any Bidder qualified under the RFQ is prohibited from selling or distributing any information collected or derived from the qualification process, including lists of participating or eligible Treasury employee names, telephone numbers, or addresses.

N. Security and Confidentiality

All materials and information provided to a Bidder by the Treasury or acquired by a Bidder on behalf of the Treasury shall be regarded as confidential information in accordance with Federal and State law, and ethical standards. Bidders must take all necessary steps to safeguard the confidentiality of such materials or information and must comply with any and all state and federal statutory and regulatory requirements in connection with the transmittal of personally identifying information or information that may be used to identify individuals, including but not limited to email and IP addresses. The successful Bidder shall comply fully with all of the Commonwealth's and the Treasury's security procedures and data security and privacy requirements

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throughout the Qualification Period (defined in Section XII.A). The successful Bidder shall not divulge to third parties any confidential information it obtained or obtained by its agents, distributors, resellers, sub-Bidders, officers or employees responding to the RFQ or during the Qualification Period (defined in Section XII.A), including, but not limited to, commercial proprietary information in the possession of the Treasury, and any data and/or information provided to, received, maintained, derived, or generated by successful Bidder in the performance of configuring, testing, or system/data loading or conversion by successful Bidder, unless expressly authorized in writing by the Treasury solely for the express purpose of accomplishing the objective for which the RFQ is issued.

XII. COMPONENTS OF PROCUREMENT

A. Duration and Renewal Options

The expected duration of any qualification arising from the RFQ is five (5) years (“Qualification Period”). The Treasury reserves the right to request updated information from qualified Bidders during the Qualification Period. The Treasury from time to time, may review and assess its needs in connection with the provision of services, and reserves the right to amend the scope to reflect the needs and best value for the Treasury. The Treasury and any successful Bidder may mutually agree to add additional services if in the Treasury’s discretion determines such need has or will arise to accomplish the objectives stated herein.

B. Single or Multiple Qualifications

The Treasury reserves the right to qualify a single vendor or multiple vendors.

C. Agreement Performance and Business Specifications

1. Evaluation and Selection of Contractor

The Treasury shall have the sole authority to evaluate and make the final selection of qualified Bidder(s) identified pursuant to the RFQ. The selection will be made after the PMT’s evaluation of the Bidder’s submission, Cost Proposal, and any oral presentation.

2. Change in Terms

The Treasury reserves the right to amend the RFQ prior to the closing date. Amendments may include, but are not limited to: contract dollars, contract performance, increased or decreased obligations, scope of work, quantity, etc.

The Treasury reserves the right to modify, increase, reduce or terminate any activity related to any qualification approved based on the RFQ in its sole discretion whenever, in the judgment of the Treasury, the goals of the RFQ have been modified or altered in a way that necessitates such changes.

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3. Termination or Suspension

During the Qualification Period, a successful Bidder may be disqualified for poor performance, breach of regulatory requirements, covenants, duty or other obligation, unauthorized disclosure of information, misrepresentation, fraud or other cause with two (2) weeks prior written notice by the Treasury. Further during the Qualification Period, a successful Bidder may be disqualified without cause with sixty (60) days prior written notice.

4. Permits and Compliance

If qualified, the Bidder shall procure and pay for all permits, licenses and approvals necessary to perform the services solicited in the RFQ. The contractor shall comply with all applicable laws, ordinances, rules, orders, and regulations related to the performance of the services solicited.

5. Rejection of Proposals

The Treasury reserves the right to reject any and all proposals submitted under this solicitation.

6. RFQ Expansion

If sufficient funds become available during any Qualification Period, the Treasury reserves the right to issue RFPs for Information Technology System or solutions not included in the initial RFQ process.

7. Failure to Agree to the Terms and Conditions

Failure by Bidder to agree to the Commonwealth, Treasury, and RFQ terms and conditions may result in Treasury's rejection of the Bidder's response.

8. Ethics in Public Contracting

By submitting a response, Bidders certify that their responses are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other Bidder, supplier, manufacturer or subcontractor in connection with their response, and that they have not conferred with any public employee having official responsibility for this procurement transaction, or given any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged. Bidders further certify that pursuant to M.G.L. c. 7, § 22(20) under the penalties of perjury that their proposal is in all respects *bona fide*, fair and made without collusion or fraud with any other person. As used in this paragraph, the word "person" shall mean any natural person, joint venture, partnership, corporation or other business or legal entity.

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ATTACHMENT A **BIDDER RESPONSE QUESTIONS**

Complete the following sections to describe your company and your services. If your bid represents a Prime and Subcontractor(s), answer each section for all companies on the bid.

Note: Successful Bidders may be asked to provide an in-person presentation of their response.

Bidder Qualifications, Experience, and Good Standing

1. Company Information: List company name, address and contact for this bid.
2. Provide all information requested in Sections VII and VIII.
3. Provide references from at least three (3) different clients (governmental or private entities) for which the Bidder has conducted similar services in the past five (5) years, even if not in the recreational or medical marijuana industry. Provide the same for each proposed subcontractor. Client references should include description of the project, project start and end dates, company name, contact person, title, phone number, and email address. Ideally, at least one reference should be for work done on a project relating to the recreational or medical marijuana industry. The Treasury reserves the right to contact any former client with whom the Bidder and/or the subcontractors are known to have done business. The Treasury also reserves the right to obtain and consider information from other sources concerning a Bidder.

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ATTACHMENT B COST PROPOSAL

NOTE: Send the Cost Proposal under separate cover in a sealed envelope and the electronic version of the cost response must be submitted on a separate memory stick. ANY COST INFORMATION FOUND IN THE BUSINESS AND TECHNICAL RESPONSE MAY CAUSE THE ENTIRE RESPONSE TO BE DISQUALIFIED.

1. Identify the assumptions relied upon in preparing the Cost Proposal and the significance of those assumptions on the Proposal below:

2. Submit the firm fixed price cost for each proposed phase of the project.

Phase	Functional Title/Role	Cost*
		\$
		\$
		\$
Total Cost		\$

Insert additional rows if necessary.

3. Indicate an *Hourly Rate* for each proposed staff member. These rates (as negotiated and agreed upon by the Treasury and the Bidder) will determine the cost of services to be performed for the Treasury that are not specifically called for in the RFQ, but that are related to such services.

Name of Proposed Staff	Functional Title/Role	Hourly Rate*
		\$
		\$
		\$

Insert additional rows if necessary.

*Each *Cost* and *Hourly Rate* listed in the above Tables must be “fully loaded.” The Treasury will not pay for travel, lodging, meals or similar costs.