

PURCHASING AND SUPPLY SERVICES

Keith Stewart, Director | keith.stewart@pgcps.org
13300 Old Marlboro Pike | Upper Marlboro, MD 20772 | 301-952-6560

NOTICE OF CONTRACT

September 15, 2023

4MATIV Technology
959 Dayton Ave
St Paul MN 55104
Tel No.: 763 242-2510
Contact Name: Carl Allen
Email: carl@4mativ.org

Diane Forde
Telephone: 301.952.6560
Email: Diane.Forde@pgcps.org

Technical Representative: Keba Baldwin
Email: Keba.Baldwin@pgcps.org

SUBJECT: Contract # 20-7367 Consulting, Contracted Services, Staff Development & Related

4MATIV. has been selected as the Awardee to provide services in accordance with the above-referenced **Contract # 20-7367 Consulting, Contracted Services, Staff Development & Related**. This contract sets forth the terms and conditions and is provided for your review and acceptance. Any changes or additions made by your company must first be accepted by Prince George's County Public Schools (PGCPS) before this contract is valid.

The intent of this contract is to provide the Board of Education of Prince George's County with an expedited means of procuring qualified goods and services. This contract is for the convenience of the Board and is considered by the Board to be a "Non-Exclusive" use contract. The Board does not guarantee any usage. The Board will not be held to purchase any particular brand, in any groups, prices or discount ranges.

THIS NOTICE OF AWARD IS NOT AN ORDER TO COMMENCE SERVICE/WORK OR TO MAKE DELIVERIES at this time. Authorization for mobilization or commencement of work is forbidden unless a Notice to Proceed (NTP) has been issued. If a NTP has not been issued, work shall not commence until Awardee is in receipt of a Purchase Order signed by the Purchasing Agent.

Failure to sign the contract award via ADOBE and return all required documents within the specified time of **five (5)** days, may rule your offer null and void and, therefore, award shall be made to the next lowest responsive bidder.

The Director of Purchasing and Supply Services will execute the NOA upon review and acceptance of required documents electronically.

iSUPPLIER REGISTRATION

All Awardees must be registered in iSupplier in order to conduct business with PGCPS. To access iSupplier, please utilize the following link: <https://www.pgcps.org/offices/purchasing/isupplier>

Awardees must provide their iSupplier Number at the time the **Notice of Award is signed**.

- If your company is not properly registered as an Awardee, PGCPS will not sign the contract. Further, failure to register in iSupplier within the time period specified, shall rule your offer null and void. PGCPS reserves the right to rescind the award notice issued in favor of your company and award the contract to the next lowest responsive bidder.

PERFORMANCE/PAYMENT BOND – N/A

A 100% Performance Bond and 100% Labor and Material Payment Bond or Certified Check in the amount of **\$0.00** made in favor of the **BOARD OF EDUCATION OF PRINCE GEORGE'S COUNTY, UPPER MARLBORO, MARYLAND**, must be submitted to the Office of Purchasing and Supply Services in Room 20 with the returned signed NOTICE OF AWARD WITHIN **TEN (10) DAYS**.

INSURANCE

Certificate of Insurance, made in favor of the **BOARD OF EDUCATION OF PRINCE GEORGE'S COUNTY, UPPER MARLBORO, MARYLAND**, must be submitted to the Office of Purchasing and Supply Services in Room 20 with the returned signed NOTICE OF AWARD WITHIN **FIVE (5) DAYS**. The Certificate should reference the bid number and project name as it appears on this contract document. It will be the responsibility of the Contractor to ensure that a **current** Certificate of Insurance in compliance with the current contract is on file with the Office of Purchasing and Supply Service during the entire period of the contract.

CONTRACT AWARD AMOUNT**Total Estimated Contract****\$210,600****CONTRACT TERM**

The term of the contract will be **through June 30, 2024**

OPTION TO RENEW CONTRACT - N/A**LIQUIDATED DAMAGES/FAILURE TO PERFORM WORK**

The successful Awardee accepts this contract with the understanding that should they fail to complete the work in an acceptable manner and in the time stated, shall be subject to the payment of liquidated damages as stated in the solicitation.

AVAILABILITY OF FUNDS

This contract shall be deemed executory only to the extent of appropriations available to the BOARD for the purchase of goods and services as defined in the scope of work. The obligation of the BOARD on all contracts, including those which envision funding through current and successive fiscal years, shall be contingent upon actual BOARD appropriations. Approval of this contract award for funding by the Interagency Committee on Maryland Public School Construction, for the fiscal year(s) involved is required (if applicable).

FINGERPRINT CRIMINAL HISTORY BACKGROUND CHECKS, CHILD PROTECTIVE SERVICE CLEARANCES, AND SAFE SCHOOLS TRAINING REQUIREMENTS

- a. Pursuant to [Administrative Procedure 4215](#) - *Criminal History Checks, Employee Self-Reporting of Arrests, Criminal Charges, CPS Investigations and Findings & Incarceration*, any and all Awardees, which includes Independent Contractors, Subcontractors, Outsourced Agency Employees and Outsourced Temporary Staffing, who have uncontrolled access to students must complete a fingerprint criminal history background check, child protective service (CPS) clearance and required online Safe Schools training course(s).
- b. All fingerprint background checks and CPS clearances must be completed 15 business days prior to beginning work in and around PGCPs property or engaging in any authorized activities involving PGCPs students. The fingerprint background checks and CPS clearances must be completed through PGCPs at one of the authorized locations listed on the PGCPs website <https://www.pgcp.org/offices/humanresources/fingerprinting> **No person may begin working in PGCPs until fingerprint background check results are received.**
- c. Required online Safe Schools training course(s) must be completed before providing contractual services in PGCPs schools and can be accessed through the PGCPs website [Required Training for Contractors \(pgcp.org\)](#).

- d. Safety Management System (reserved).
- e. Pursuant to Md. Education Code Ann. §6-113.2 (Code), an Awardee of a Board of Education contract who provides a service to a school or to the students of a school shall meet the requirements set forth for screening its employees assigned to work at a school site to determine whether such employees have a history of child sexual abuse and/or sexual misconduct. The Awardee shall be solely responsible for completing the screening set forth in the Code, shall maintain records of employee screenings, and shall make such records available to PGCPs upon request.
- f. Prior to initiating any work at a school building, current and future employees of Awardee must sign in and sign out via the Raptor Visitor Management System, which requires a copy of their government issued identification.
- g. Prior to initiating any work at a school building, the Awardee agrees to provide the designated PGCPs representative and the PGCPs Purchasing Department with a list of all current employees and an immediate update of changes in personnel, employees, contractors, subcontractors, agents, volunteers, outsourced temporary staff and any instructors. It is the responsibility of the Awardee to make certain that its employees, contractors, subcontractors, agents, volunteers, outsourced temporary staff, consultants and any instructors meet the background check and training requirements specified.

All correspondence should include the following information as applicable:

- i. title of the project
- ii. school/office
- iii. solicitation number
- iv. contract number; and
- v. PGCPs representative/project manager

RESTRICTIONS ON EMPLOYEE ASSIGNMENTS

Awardees are prohibited from assigning the following persons from working at a PGCPs location:

- a. Registered sex offenders (Maryland Code, Criminal Procedure Article Section 11-722)
- b. Individuals convicted of a crime involving third- or fourth-degree sexual offence under sections 3-307 or 3-308 of the Criminal Law Article; child sexual abuse under Section 3-602 of the Criminal Law Article; a crime of violence as defined in Section 14-101 of the Criminal law Article; or comparable offenses in another state. (Annotated Code of Maryland, Education Article Section 6-113)
- c. Individuals identified as an alleged abuse or neglect or following completion of a Child Protective Services investigation with a finding of “indicated” child abuse or neglect.

PERSONALLY IDENTIFIABLE INFORMATION (PII)

Personally Identifiable Information includes any information that can be associated with or traced to any individual, including an individual’s name, address, telephone number, e-mail address, credit card information, social security number, or other similar specific factual information, regardless of the media on which such information is stored (e.g., on paper or electronically) and includes such information that is generated, collected, stored or obtained as part of this Agreement, including transactional and other data pertaining to users. The parties will comply with all applicable privacy and other laws and regulations relating to protection, collection, use, and distribution of Personally Identifiable Information. In no event may PII be sold or transferred to third parties, or otherwise provide third parties with access thereto. If there is a suspected or actual breach of security involving Personally Identifiable Information, the parties will notify each other within twenty-four (24) hours of a management-level employee becoming aware of such occurrence.

LAWS AND PERMITS

The Awardee shall, without additional cost to the BOARD, be responsible for paying for and obtaining any necessary licenses, inspections and permits for complying with any and all FEDERAL, STATE AND LOCAL LAWS, CODES AND REGULATIONS, in connection with the performance of the work. Laws of the STATE OF MARYLAND and PRINCE GEORGE’S COUNTY shall govern the contract.

TERMINATION FOR NON-APPROPRIATION OF FUNDS

The Board may terminate this contract, in whole or in part, due to insufficient funding or non-appropriation of funds with written notice to the Awardee. The Board shall pay for all of the purchases, if any, incurred up to the date of the termination notice.

TERMINATION FOR DEFAULT



When the Awardee has not performed or has unsatisfactorily performed the contract, payment shall be withheld at the discretion of The Board. Failure on the part of an Awardee to fulfill contractual obligations shall be considered just cause for termination of the contract, and the Awardee is not entitled to any costs incurred up to the date of termination. In the event of a default by the Awardee, this Contract may be terminated.

TERMINATION FOR CONVENIENCE

The Board has the right to terminate this Agreement at any time, without any liability, upon five (5) days prior written notice to Awardee, provided that Awardee shall be compensated for services rendered prior to the date of termination.

THIS NOTICE OF AWARD and all documents associated with the solicitation and offer will constitute the entire contract after acceptance by your firm and the BOARD. Please refer **Montgomery County IFB 1124468** for applicable terms and conditions.

ACCEPTED BY:

FOR THE FIRM:		FOR THE BOARD OF EDUCATION:	
 <small>Mary Dillman (Sep 15, 2023 15:55 EDT)</small>		 <small>keith.stewart@gcps.org keith.stewart@gcps.org (Sep 15, 2023 16:07 EDT)</small>	
SIGNATURE	DATE	SIGNATURE	DATE
Mary Dillman	Sep 15, 2023	Keith Stewart, Director, Purchasing & Supply Services	Sep 15, 2023
NAME and TITLE		FOR THE BOARD OF EDUCATION OF PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS	
Chief of Client Services			
4MATIV Technologies			
FIRM			

iSUPPLIER ID No. _____

CONTRACT PRICING



II. Service Options

#1. Opportunity Analysis + Comprehensive Audit (\$120,000)

4MATIV will allocate a minimum of 800 hours of staff time to this project, at the rate of \$150 per hour. Any staff time in excess of the minimum project hours will be free of charge.

4MATIV comprehensively assesses your existing transportation system to identify areas of strength, uncover areas for improvement, and recommend solutions for immediate, medium-term, and long-term improvement. In addition to proposing adjustments, we will estimate the potential gain from implementing proposed solutions.

A 4MATIV *Opportunity Analysis + Comprehensive Audit* provides a truly holistic evaluation of a district's current transportation system, integrating a broad range of qualitative and quantitative evidence in order to construct a thorough assessment. Much deeper than a mere site visit or document review, and much richer than a straight statistical or geospatial evaluation, 4MATIV's mixed methods approach ensures that all conclusions and recommendations are grounded in authoritative evidence.

Moreover, the *Opportunity Analysis + Comprehensive Audit* is oriented towards improvement and positioning a district to take meaningful and urgent action. While some audits may recommend analysis as a follow up action, 4MATIV integrates such rigorous evaluation into its audit in order to gather all relevant facts for consideration, pressure test assumptions, address likely questions, and prepare the district for swift and responsible action. The *Opportunity Analysis* also estimates the potential gains that could be achieved from each recommended solution in order to clearly define the opportunity and necessary change management.

Lastly, 4MATIV's *Comprehensive Audit* outlines prioritized recommendations for near-term and longer-term implementation—thereby enabling a district to take immediate steps to further stabilize and improve student transportation during the current school year while the community explores and plans solutions for subsequent years. Our multifaceted recommendations balance the need to make urgent and substantive progress for the students and families experiencing transportation challenges today with the acknowledgement that lasting change requires thoughtful strategic planning and continuous improvement over time.

The Opportunity Analysis + Comprehensive Audit includes the following components:

- ***Gather a diverse set of data*** to inform the evaluation, including:
 - Observation of system operations during a site visit
 - Interviews and focus groups with key stakeholders, including district leadership
 - transportation staff, school-based staff, caregivers, and students
 - Document & qualitative review of relevant district processes, practices, policies and state regulations
 - Quantitative analysis of system configuration details, including fleet, routes, and stops
 - Financial analysis of in-house and outsourced contracts in order to evaluate costs
- ***Complete a panoptic diagnostic*** of the existing transportation system, yielding a top-to-bottom descriptive assessment of the client's system and opportunities for efficiency.



- **Identify improvement opportunities**, both near-term and long-term, to enhance efficiency, equity, and sustainability—operational, financial, and environmental.
- **Outline prioritized recommendations** for immediate implementation in order to stabilize the system as well as revisions to systemic practices and policies. Identify opportunities for phasing adjustments where possible and potential articulation of proposed extended or varied implementation timelines where appropriate.
- **Estimate the potential impact from implementing solutions** in terms of vehicle and driver reductions, cost containment, emissions reduction, elimination of outcome disparities, and/or performance improvement.

The Opportunity Analysis + Comprehensive Audit examines the following areas:

1. Landscape

- District policies (eligibility, boundaries, student assignment, capital planning)
- State regulations (driver requirements, vehicle allowances and equipment)

2. Supply

- Vendor options
- Fleet/vehicle assets
- Alternative modes

3. Organizational Capabilities

- Leadership
- Management
- Communication
- Technology Systems
- Strategic Data Use

4. Service Configuration

- Bell time balance and alignment
- Service levels (e.g., walk-to-stop distance)
- Route distance and duration
- Vehicle seat and trip utilization
- Service differentiation
- Modal mix

5. System Performance

- Route coverage
- On-time status
- Vehicle tracking
- Staff attendance

6. Costs/Resource stewardship

- Breakdown of cost structure and allocations
- Analysis by student, mode, program, and student-mile



#2. Solution Implementation: Planning + Launch (\$90,000)

4MATIV will allocate a minimum of 600 hours of staff time to this project, at the rate of \$150 per hour. Any staff time in excess of the minimum project hours will be free of charge.

4MATIV works shoulder-to-shoulder with your district team to move from theory to action, considering real-life trade-offs, risks, and constraints to implementing recommended solutions on timelines that work and meet stakeholder objectives.

4MATIV's *Solution Implementation* service applies a design thinking process to plan and launch innovative student mobility solutions—moving through stages to empathize, define, ideate, prototype and test. 4MATIV starts by cultivating shared knowledge and understanding of the *Opportunity Analysis + Comprehensive Audit* findings. We do this by facilitating presentations of results and engaging in discussion with the Board of Education, district leadership team, and transportation staff members. Next, 4MATIV facilitates asynchronous and synchronous design sessions in which we generate ideas and prototype solutions. We craft useful models and support decision makers to commit to specific changes for policy and practice in order to seize momentum and respond to community expectations. Then, 4MATIV develops a feasible plan for how the district will test and execute new solutions. Lastly, we guide your team via technical assistance and coaching sessions to practically operationalize solutions and monitor progress.

The Solution Implementation support includes the following:

- **Generation of Shared Knowledge:** Build stakeholder data literacy and conceptual fluency in student transportation—specifically new ways of thinking “beyond the yellow bus”. Enable PGCPs staff and stakeholders to better understand their transportation system and can see how and why it produces current results (performance, safety, equity, costs, sustainability).
- **Requirements Gathering:** Collaborate with the PGCPs team to define the baseline challenges they wish to address, stakeholder participation requirements, and improvement goals.
- **Solution Design:** Facilitate design sessions with district staff and other identified contributors in order to shape and scope solutions. Craft inspiring and informative models for utilization by district staff, including sample process flows, data flows, and system configurations. Designs will seek to improve transportation performance and efficiencies for all students by centering the needs of the most vulnerable—including students with accommodations, experiencing homelessness, and in foster care—and taking a learner-centric view that tailors solutions.
- **Commitment to Improvement:** Support decision makers to refine ideas and then commit to implementation of specific solutions that will enhance efficiency, improve service, expand options/adaptability, and improve sustainability.
- **Project Planning Support:** Chart pathways to implementation by articulating resource needs, key actions, defaults, trade-offs, risks, and benefits of various options. Outline a recommended implementation timeline for selected solutions, detailed in a ready-to-use project plan.
- **Cost Modeling:** Detailed cost and feasibility modeling including analysis by student, student-mile, vehicle, vehicle type, mode, and school program
- **Guidance to Operationalize Solutions:** Technical assistance and coaching sessions with district transportation team members on how to implement solutions, including recommended process flows, conceptual frameworks to guide actions, and initial data sets for execution. During sessions, 4MATIV will provide guidance, share relevant resources, support thoughtful problem solving, cultivate effective decision-making, and facilitate employee reflection.



#3. Strategic Performance Management Partnership (\$24,000/quarter)

4MATIV will allocate a minimum of 160 hours of staff time per quarter, at the rate of \$150 per hour. Any staff time in excess of the minimum project hours will be free of charge.

4MATIV serves as your ongoing data inquiry and performance management facilitator, also taking on the design, development and implementation of data dashboard infrastructure to help district leadership drive performance.

Following planning and design of the district's chosen practice and/or policy solutions for SY 2024-2025, 4MATIV serves as a strategic performance management partner with PGCPs, monitoring progress, coaching the team as they implement solutions, and developing transportation performance management dashboards.

Strategic Performance Management Partnership includes the following regularly activities:

- **Data Dashboard:** Develop data dashboard modules that integrate key performance indicators that 4MATIV recommends based on industry best practice as well as others that are requested by the district.
- **Data Inquiry Sessions:** Monthly data inquiry sessions and workshops with key transportation staff members and other stakeholders to look at relevant data together (from 4MATIV's dashboard or other sources), identify opportunities for new data to gather or measures to develop, and coach/support the department on how to leverage and expand its data and KPI program to manage regular system performance and inform long term strategy
- **Professional Development & Coaching:** Monthly one-on-one professional coaching sessions with a seasoned and successful student transportation leader. During sessions, the professional coach will provide guidance, share relevant resources, support thoughtful problem solving, cultivate effective decision-making, and facilitate employee reflection.
- **Technical Advisement:** Function as your in-house subject matter expert, available to provide technical assistance and advisement on pertinent transportation-related matters such as vehicle purchasing, workforce development, bid specifications, interpretation of relevant state and local regulations, etc.
- **Annual Checkup:** One annual high-level "physical" summarizing key efficiency and performance measures of the operation. Get the pulse on the overall health of the operation by understanding system vital stats related to efficiency, performance, and cost.
- **Updates & Presentations:** Facilitated sessions with, or presentations to, key stakeholders (e.g., district leadership team, school board members) to share findings, recommendations, and progress updates on the performance management work.



III. Proposed Scope of Work

We have outlined a proposed scope of work for illustrative purposes based on our understanding of PGCPs's needs, preferences, and capacity. Our engagement could begin as soon as September 25, 2023, running through September 30, 2024.

PREPARATION

Launch + Validation

Price Incl. (4 Weeks) SEP

ENGAGEMENT

Opportunity Analysis + Comprehensive Audit

\$120,000 (4 Months) OCT–JAN

- *Draft report for internal review by Dec 22nd*
- *Final audit report by January 29th*

Solution Implementation: Planning + Launch

\$90,000 (5 Months) FEB–JUNE

Performance Management Partnership

\$24,000 (Quarterly) JUL 1–SEP 30

The total price for the components included in this scope of work is \$234,000. If a contract is entered into within 45 days of receiving a proposal, 4MATIV will apply a 10% discount to any engagement that includes two or more service options. As such, **the total cost for the above enumerated services would be \$210,600.**

While the most important considerations for any school system entail enhancing safety, service, and reliability of student transportation, fiscal stewardship is also vitally important. 4MATIV guarantees that we will identify SY24-25 achievable savings of *at least three times* our engagement cost through implementation of proposed solutions. Many clients identify 10x or greater in annual savings.