



Request for Proposals

PROJECT contract #25T10

IMPROVE LOCAL TRANSPORTATION PROJECT DEVELOPMENT, DELIVERY AND TRACKING

ISSUE DATE

December 6, 2024

DUE DATE

January 30, 2025 (2:00 p.m.)

Submit Questions and Proposals (by email only) to:

Staff Name: Keith Kucharek, kkucharek@baltometro.org

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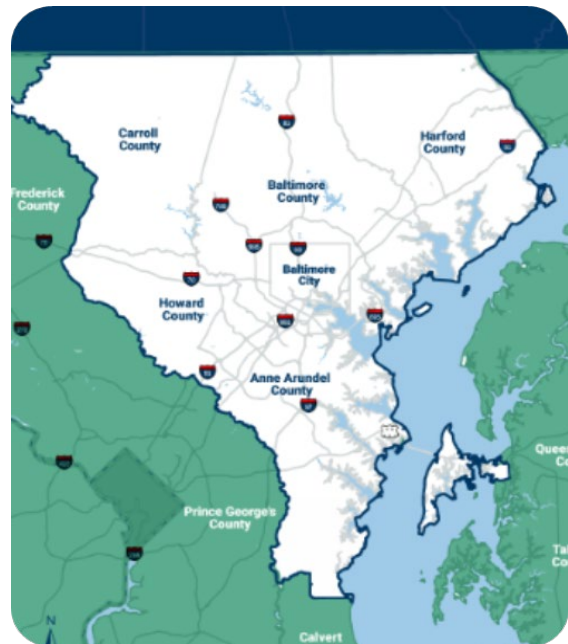
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Introduction

BMC is a private nonprofit organization committed to identifying regional interests and developing collaborative strategies through plans and programs, which will improve the quality of life and economic vitality throughout the region. BMC’s Board of Directors includes the Mayor of Baltimore City, Executives of Anne Arundel, Baltimore, Harford and Howard counties, a Carroll County Commissioner, a Queen Anne’s County Commissioner, a Delegate and Senator from the State of Maryland, and a gubernatorial appointee.

The Baltimore Regional Transportation Board (BRTB) is the designated Metropolitan Planning Organization (MPO) for the Baltimore region. The members consist of designated representatives from Baltimore City, Anne Arundel County, Baltimore County, Carroll County, Harford County, and Howard County, Queen Anne’s County, the City of Annapolis, plus the Maryland Department of Transportation, the Maryland Department of the Environment, the Maryland Department of Planning, the MDOT Maryland Transit Administration, and RTA of Central Maryland. The Baltimore Metropolitan Council (BMC) staff provides technical support to the BRTB.



The work of BMC staff includes transportation forecasting and analysis, economic and demographic research, computer mapping applications, air and water quality programs, multimodal planning, cooperative purchasing, workforce development, housing and rideshare coordination and project management.

Purpose

The Baltimore Metropolitan Council (BMC) is soliciting proposals from qualified firm(s) or organization(s) to provide professional services to develop guidelines to **Improve Local Project Development, Delivery and Tracking**. This Request for Proposals (RFP) seeks to identify potential providers for this work.

Recently, the U.S Department of Transportation (USDOT) launched the Project Delivery Center of Excellence to help recipients of federal infrastructure funds deliver projects “more efficiently and effectively” from concept to completion.

Delivering transportation infrastructure projects on time and on budget requires keeping projects on task at the earliest phases, such as the permitting, design and public engagement processes. Getting the pre-implementation phase right is essential to keeping projects on time and on budget, as resolving issues early prevents later—and more expensive—disruptions.

The purpose of this effort is to:

- document and review the current project development and delivery process (and how they are currently tracked) of BRTB member jurisdictions and MDOT State Highway Administration
- review new research and best practices for improved project development and delivery (including potential project management software reviews)
- provide suggested regional best practice improvements
- provide a training session for BRTB members and BMC staff

This project should reference the National Cooperative Highway Research Program (NCHRP) Project 20-69 “Guidance for Transportation Project Management” and other national best practices.

The study should also review the MDOT SHA Office of Construction (OOC) Sub-recipient Construction Manual. This Manual is used as guidance for Local Public Agencies (LPA), such as cities or counties, to administer construction of Federal-Aid projects. The document also serves as a reference for the MDOT SHA detailing its oversight role for projects on state owned facilities. This task will not consider transit projects.

The study will include staff participation from BRTB member jurisdictions and State Highway Administration to understand current practices and to review potential improvements.

Scope of Work

Outlined below is a preliminary scope of work, including a list of tasks and deliverables for this project. This project is identified in the BRTB's Fiscal Year 2025 Unified Planning Work Program (UPWP) with a maximum Consultant budget of \$250,000. The Consultant is encouraged to suggest modifications to these tasks that would facilitate a successful work program and stay within the project budget of \$250,000.

The methodology to accomplish each task will be agreed upon prior to initiating the work. A prime Consultant may assemble a team of sub-consultants who can conduct these services in accordance with the Scope of Work. The prime Consultant shall be required to organize, manage and direct the work of any sub-consultants.

The proposed Scope of Work shall include sufficient detail to determine how each task shall be accomplished; it shall include, but not be limited to, descriptions of the anticipated deliverables and a project timeline in Gantt chart format. The scope will describe how the Consultant proposes to complete the project, including the allocation of resources to accomplish each task. The Scope of Work must be sufficiently detailed for BMC to determine the effectiveness of the proposal and should explain how this work can be performed in a cost-efficient and timely manner. Material referenced in the earlier Purpose section should be considered germane to the overall scope.

The proposed Scope of Work shall address the following components:

Task 1 – Project Management

The successful bidder shall coordinate with the BMC project manager to schedule and facilitate an initial meeting to launch the work program for the project and clarify roles, project schedule, scope of work, deliverables and project approach. The emphasis of this task will be on the Consultant's planned management, administrative, and technical approach as described in their work program. The kickoff meeting will also provide the Consultant with a forum to meet project team members and solicit input from BMC on the individual elements of the project approach, and refine the work program as applicable. BMC will facilitate a project Stakeholder Group from local jurisdiction applicable departments and state agencies. This Stakeholder Group is expected to include approximately eight members and is expected to meet approximately twice during each task to provide input and review on the tasks (one at initiation and one during review of draft task memorandum). The consultant should be prepared to work with the BMC project manager in developing materials including meeting agendas and meeting documentation.

The Consultant shall commence work and communicate progress regularly with the BMC Project Manager, through short (30 minute) phone calls or virtual meetings that are scheduled approximately every two weeks throughout the project; coordinate reviews of deliverables; and provide updates to the project manager and BRTB at key milestones (at meetings or through e-mail correspondence). Invoices should be prepared and submitted monthly to the BMC Project Manager in the first week of each month following the invoice period.

Task 1 Deliverables:

- Facilitation of a kickoff meeting (likely virtual)
- Finalized work plan, including project schedule and list of deliverables
- Bi-weekly status meetings/calls with BMC Project Manager and Consultant Project Manager (and key team members as needed)
- Develop materials for and participate in Stakeholder Group meetings (anticipated twice during each task)
- Documentation of project meetings and check-in calls
- Submittal of Invoices

Task 2 – Survey and Documentation of Current Transportation Project Management Practices at BRTB member jurisdictions, State Highway Administration and Maryland Department of Transportation Secretary’s Office

Transportation Capital Improvement Projects can be initiated and tracked by multiple departments at the state and local jurisdictional level. Sometimes projects are initiated through: the Comprehensive Planning Process typically by a Planning & Zoning Department, Capital Improvement Program (CIP) by the Department of Transportation and/or Department of Public Works or in conjunction with the State Highway Administration and/or the Maryland Department of Transportation Secretary’s Office. Projects are then either informally tracked by departmental systems or spreadsheets through their different stages of development or through Administration tracking software programs.

An ideal transportation project management system would provide online up to date status on all the project details that would be available to all pertinent departments and potentially across agencies (ie County/City/SHA/MDOT) for cross jurisdictional projects (ie crossing jurisdictional boundaries or involving state and local agencies). In addition, this system should also track progress versus architectural/engineering and construction invoices and budget status.

To begin the study process, the consultant team, working with BMC staff, will schedule survey and review meetings with all of the pertinent BRTB jurisdiction agencies and SHA/MDOT. This review of the project management systems currently in place will include: project identification / initiation, project scheduling, public involvement/input/hearings, capital budgeting process, early project development (including feasibility studies, NEPA and early permitting), Project Design, Construction, Inspections, and Project Close-Out. The consultant will document whom and how projects are tracked, including if multiple departments track overlapping milestones through different systems. The consultant team will also work with BMC staff to schedule and review current project management tracking at the State Highway Administration (including both headquarters and at the District level), and at Maryland Department of Transportation (CMAPS). These reviews will include if there are any threshold values for which projects are formally tracked and/or milestone achievement points at which tracking begins or ends.

The consultant team will then document the information gathered in this review providing a snapshot of how transportation capital projects are currently managed and tracked.

Task 2 Deliverables:

- Technical Memorandum #1 summarizing current transportation project management practices at BRTB member jurisdictions, State Highway Administration, and Maryland Department of Transportation Secretary's Office
- Meeting with Stakeholder Group at initiation of scoping and for review of draft deliverables

Task 3 – Review and Document Best Practices

The Consultant team will then review and document best practices in transportation capital project management and tracking. This will involve a literature review and documentation of best practices from the survey of local BRTB members and state agencies as well as other national best practices. The review should consider what should be included in the tracking system, to what level of detail, and who should be allowed to provide updates.

This review should examine the National Cooperative Highway Research Program (NCHRP) Project 20-69 "Guidance for Transportation Project Management" and other applicable studies. The consultant should also review materials from the U.S. DOT Project Delivery Center of Excellence.

The consultant will be asked to perform a cursory review and evaluation of several project management software programs. This review should consider functionality, applicability to the goals of this project, ability for customization and ease of use, file sharing, ability to share across various applicable departments and costs.

Task 3 Deliverables:

- Technical Memorandum #2 summarizing best practices (local and national examples as appropriate) and recommended improvements to processes
- Document findings as a series or set of potential best practices, processes, techniques and improvements to current practices and processes
- Meeting with Stakeholder Group at initiation of scoping and for review of draft deliverables

Task 4 – Summary of Findings and Recommendations for Improvements

Based upon the survey and review completed in Task 2 and the Review of Best Practices identified in Task 3, the consultant team will work with the BMC project manager and the Stakeholder Group to develop recommendations for improvements to local and state transportation capital project management systems. These recommendations should consider: ability to track project milestones and associated budget, contracts and invoices; level of effort required for tracking, potential software solutions, and ability for the system to provide accurate up to date information to local and statewide stakeholders when appropriate (and the potential for limited public facing components). The recommendations should also consider the potential for cooperative purchases to save development and maintenance costs for system enhancements.

Task 4 Deliverables:

- Technical Memorandum #3 summarizing recommendations to improve local and/or state transportation capital project management systems
- Meetings with Stakeholder Group at initiation of scoping and for review of draft deliverables
- Develop presentation materials and present to the BRTB Technical Committee and to the County Engineers Association of Maryland

Consultant Qualifications

BMC is seeking a firm, or team, with demonstrated experience in all aspects of Transportation Project Management. A qualified applicant shall possess the requisite technical capability and professional expertise to provide the type of services required and outlined in this Scope of Work. A qualified offeror's firm or team should have knowledge of the Baltimore region and the local and state agencies involved as well as very specific experience working on Transportation Capital Project Management.

Proposal Content and Requirements

The proposal shall consist of two separate parts: (1) a Technical Proposal, and (2) a Cost Proposal. Each offeror shall provide their technical proposal and cost proposal in separate .pdf files. Proposals shall meet, at a minimum, the following requirements.

Technical Proposal

The Technical Qualifications shall contain the following:

- *Cover Letter* – summarizing the offeror’s expertise and availability to do the work, all firms on the team and DBE commitment. Letter must be signed by an executive with authority to commit the offeror and stating the period for which the proposal is valid. (1 page maximum)
- *Experience and Qualification* – The offeror shall list the qualifications of the prime and subconsultants, as applicable, with regard to the selection criteria identified in this RFP. The summary should contain information on projects of a similar nature that offeror has completed, including brief descriptions, dates, and names of contact persons. In the project descriptions, identify the roles of the identified project manager and key personnel. Please include links to relevant work if possible. (10 pages maximum)
- *Work Program* – Offerors shall provide a discussion of each task to be undertaken, how it will be performed, and the products/deliverables to be provided. An overall schedule of work in Gantt chart or similar format should be included. Offerors may include but are not limited to the tasks identified in the Scope of Work, and are encouraged to suggest modifications that would facilitate a successful work program. One to two pages of this section should contain a preliminary suggested

list of project milestones that should be tracked for a typical roadway design from concept development to construction closeout. (14 pages maximum)

- *Project Management* – Designation of a project manager and the responsibilities of the manager and key personnel. Provide a summary of qualifications of the project manager and key staff for each firm. Note that the resulting contract will require commitment of the specified personnel; include a breakdown of key staff hours by task in this section. (9 pages maximum)
- *DBE Participation* – The offeror shall present the program for assuring the maximum opportunity for participation by Disadvantaged Business Enterprises (DBEs) in accord with BMC’s goals. See the section of MANDATORY STATEMENTS for statement of DBE participation goals.
- *Other Information* – Any other material that the offeror wishes to provide. Please limit to relevant information. (4 pages maximum)

The body/narrative of all documents will be formatted to a 12-point font size. Headers and cover pages may utilize larger font sizes. Cover, table of contents or divider pages without content will not be counted toward the page limits. Digital signatures are acceptable for all documents.

Cost Proposal

The Cost Proposal shall be composed of two parts: (1) Project Budget and (2) Affidavits and Certifications.

- *Project Budget* – Proposers shall provide a price quote as a fixed price in United States dollars. The price quote shall include the number of labor hours and cost by staff member and total hours and cost estimated for each task, including the prime firm and all subconsultants. Direct costs shall be itemized by category (e.g., travel, per diem, printing and reproduction, /etc.) for the entire project. The invoice submission schedule is anticipated monthly.
- *Affidavits and Certifications* – An electronic signature is acceptable on the Proposal Affidavit attached at the end of this RFP and shall be included in the Cost Proposal.
- Additionally, if there are any proposed exceptions to the “sample” form contract located on page 13, these should be noted in this section.

BMC reserves the right to reject proposals that do not meet the Technical and Cost Proposal requirements.

Submission of Proposals

All offerors shall submit by email two (2) separate digital pdf files – one (1) for each of the Technical and Cost Proposals to kkucharek@baltometro.org.

The proposal must be received by BMC no later than 2:00 PM on January 30, 2025. Proposals arriving after the deadline will not be accepted. Note that BMC's email will accept files up to 25MB. If your proposal documents exceed 25MB, please upload the documents to a file sharing service like Google Drive or Dropbox and email the link to the files.

Please direct any questions to Keith Kucharek at kkucharek@baltometro.org no later than January 15, 2025. All questions will be collected and answers will be posted to BMC's website by January 21, 2025. Questions arriving after January 15, 2025 will not be answered.

BMC will not pay for the development and submission of proposals in response to this RFP. BMC reserves the right to reject any proposals without cost or detriment to BMC.

The offeror shall not make changes in the specifics put forth in a proposal, including staff participation, without the prior written consent of BMC.

The BMC Staff member listed above shall be the sole point of contact for any offeror during the procurement process.

BMC reserves the right to waive minor irregularities, to negotiate in any manner necessary to best serve the public interest, and to make a whole award, multiple awards, a partial award, or no award. BMC reserves the right to cancel this RFP, in whole or in part, any time before the closing date.

Tentative Schedule

RFP Issued	Friday, December 6, 2024
Proposal Questions Due	Wednesday, January 15, 2025; 2:00 p.m.
Answers to Questions Posted	Tuesday, January 21, 2025
Proposals Due	Thursday, January 30, 2025; 2:00 p.m.
Consultant Selection	February 2025
Start of Work	February 2025
Completion of Work	December 2025

Consultant Selection Criteria

BMC staff and/or appropriate project partners will conduct an evaluation of proposals. All proposals will be evaluated on the basis of technical merit and proposed cost. Teaming is permissible but the offeror will be with a single prime contractor. Technical merit will be evaluated as follows:

Topic	Considerations	Maximum Points
Project Management	Staff Roles and Responsibilities; Subconsultant/DBE Integration; Staff Availability and Commitment	25 pts
Experience and Qualifications	Firm Experience with Similar Projects; Staff Experience	30 pts
Work Program	Understanding of Issues/Objectives; Technical Approach; Clarity of Deliverables	30 pts
Proposal Quality	Cover Letter; Adherence to Proposal Requirements; Proposal Presentation	15 pts
Available Technical Score		100 pts

This is not a low-bid procurement. The FY 2025 UPWP budgeted **\$250,000** for the consultant part of this task but proposals will be considered outside of this range if the proposed work program will provide a greatly superior product.

BMC reserves the right to negotiate with one or more offerors selected based on the initial technical merit and proposed cost. Offerors may be asked to make personal appearances or to provide additional information regarding their proposals.

“Sample” Form Contract

BMC’s form contract is available on BMC’s website and is incorporated into this solicitation.

https://www.baltometro.org/sites/default/files/bmc_documents/RFP/sample-rfp-contract_fy2022.pdf

By the act of submitting a proposal, the offeror expressly acknowledges that he/she/it accepts the terms and conditions as stated in the form contract unless exceptions are submitted in writing with the proposal. Any exceptions should be noted at the end of the Cost Proposal. BMC reserves the right to amend the terms of the form contract as it sees fit during contract negotiation.

The offeror’s acceptance of, or deviations from, the form contract terms and conditions are considered during the evaluation and subsequent award.

If the offeror submits an exception that alters BMC’s risk, liability, exposure in, or the intent of this procurement, BMC reserves the right in its sole and absolute discretion to deem the offeror non-responsive.

Confidentiality

Offerors must specifically identify any portions of their proposals deemed to contain confidential information, proprietary information or trade secrets. Those portions must be readily separable from the balance of the proposal. Such designations will not be conclusive, and offerors may be required to justify why such material should not, upon written request, be disclosed by BMC under the Public Information Act, State Government Article, Title 10, Sub-Title 6, of the Annotated Code of Maryland, as amended. BMC may disclose such information if required by law, court order or subpoena.

Maryland

Registration/Qualification Requirements

BMC requires vendors to register or qualify to do business with Maryland Department of Assessments and Taxation (SDAT) in accordance with the Annotated Code of Maryland, Corporations and Associations Article: §2-102 Formation generally, §7-202 Registration to do interstate and foreign* business, and/or §7-203 Qualification to do intrastate business.

For information on registering or qualifying a corporation, LLC, LLP or LP, call SDAT at 410-767-1340. Sole Proprietors and General Partnerships should call 410-767-4991 or you may download the SDAT forms at

<http://www.dat.state.md.us/Pages/sdatforms.aspx>

The successful offeror may be required to submit a Good Standing Certificate (also known as "Certificate of Status") issued by SDAT within 10 days of being notified of potential award.

(*Note: "a corporation, association, or joint-stock company organized under the laws of the United States, another state of the United States, a territory, possession, or district of the United States, or a foreign country," Md. Code Ann., Corporations & Associations, §1-101.)

Mandatory Statements

Public Information Act Notice

Offerors should give specific attention to the identification of those portions of their proposals they deem to be confidential, proprietary information or trade secrets and provide any justification why such materials, upon request, should not be disclosed.

Disadvantaged Business Enterprise Notice

Disadvantaged business enterprises (DBEs) are encouraged to respond to this solicitation. It is the intent of BMC that certified minority business enterprises and sub-contractors be given the opportunity to submit proposals to this RFP and will not be subject to discrimination on the basis of race, color, sex, or national origin in consideration for an award.

All selected contractors will be required to abide by the DBE Program of the Baltimore Regional Transportation Board (BRTB). The DBE Program may be found on BMC's website.

Disadvantaged Business Enterprise Subcontract Participation Goal

The Baltimore Metropolitan Council hereby notifies all offerors that in regard to any contracts entered into pursuant to this advertisement; MBEs and WBEs will be afforded full opportunity to submit expressions of interest in response to this notice and will not be subject to discrimination on the basis of race, color, sex or national origin, in consideration for an award.

It is the goal of BMC that certified businesses participate in all competitively bid federal-aid contracts. A DBE subcontract participation **goal of 26.2 percent** of the total contract amount has been established for this procurement. Prime contractors holding a DBE certification will be awarded full (100 percent) credit for the DBE goal. Offerors must make a good faith effort to meet this goal in order to receive appropriate consideration. The offeror can demonstrate that it has made a good faith effort by meeting the goal or by documenting good faith efforts to do so in its proposal. Determination of good faith efforts will be made at the discretion of appropriate BMC staff. All offers submitted in response to this RFP must include a statement specifying the Maryland Department of Transportation (MDOT) has certified the DBE or DBEs utilized to meet this requirement. If the DBE has not been certified by MDOT but has been certified by other state transportation agencies receiving federal funding, the name of the agency should be included in the proposal. BMC reserves the option to accept this certification in lieu of MDOT certification.

Proposal Affidavit

A. (ANTI-BRIBERY AFFIRMATION). I HEREBY CERTIFY THAT

(1) I am the (title)_____and the duly authorized representative of (offeror) _____and that I possess the legal authority to make this Affidavit on behalf of myself and the offeror for which I am acting.

(2) Except as described in paragraph 3 below, neither I, nor to the best of my knowledge, information, and belief, the above offeror, nor any of its officers, directors, or partners, nor any of its employees directly involved in obtaining contracts with the State or any county, bi-county, multicounty agency or subdivision of the State has been convicted of, or has pleaded nolo contendere to a charge of, or has during the course of an official investigation or other proceeding, admitted in writing or under oath acts or omissions committed after July 1, 1977, which constitute bribery, attempted bribery, or conspiracy to bribe under the provisions of Article 27 of the Annotated Code of Maryland or under the laws of any state or federal government.

(3) State "none" or, as appropriate, list any conviction, plea or admission described in paragraph 2 above, with the date; court official, or administrative body; and the sentence or disposition, if any:_____.

(4) **I ACKNOWLEDGE THAT** this Affidavit is to be furnished to the Procurement Officer, and may be furnished to the Attorney General pursuant to Sections 16-201, et seq., of the State Finance and Procurement Article of the Annotated Code of Maryland. I acknowledge that if the representations set forth in this Affidavit are not true and correct, the Council may terminate any contract awarded and take any other appropriate action.

B. (NON-COLLUSION AFFIRMATION). I HEREBY FURTHER AFFIRM THAT neither I nor, to the best of my knowledge, information and belief, the above firm nor any of its other representatives I here represent have:

(1) Agreed, conspired, connived or colluded to produce a deceptive show of competition in the compilation of the bid or offer being submitted herewith;

(2) In any manner, directly, or indirectly, entered into any agreement, participated in any collusion to fix the bid price or price proposal of the offeror herein or any competitor, or otherwise taken any action in restraint of free competitive bidding in connection with the contract for which the within bid or offer is submitted.

C. (PROCUREMENT AFFIRMATION). I HEREBY FURTHER AFFIRM THAT

(1) Neither the above business nor, to the best of my knowledge, information, and belief, any officer, controlling stockholders, partner, principal, or other person substantially involved in the contracting activities of the business has in the past five (5) years: (a) been convicted under state or federal statute of a criminal offense incident to obtaining or attempting to obtain or performing a public or private contract, fraud, embezzlement, theft, forgery, falsification or destruction of records, or receiving stolen property; (b) been found civilly liable under state or federal antitrust statutes for acts or omissions in connection with the submission of bids or proposals for a public or private contract; (c) been convicted of any violation of a state or federal antitrust statute; (d) been convicted under the provisions of Title 18 of the United States Code for violation of the Racketeer Influenced and Corrupt Organizations Act, 18 USC Section 1961 et seq.; or (e) the Mail Fraud Act, 18 USC Section 1341 et seq., for acts arising out of the submissions that would constitute grounds for conviction or liability under any statute described above. Also, the undersigned offeror was not founded or established or is not operated in a manner designed to evade the application or defeat the purpose of the Debarment Regulations, COMAR 21.08; is not currently suspended or debarred pursuant to COMAR 21.08 or by the action of any other public entity; and is not a successor, assignee, subsidiary, or affiliate of a suspended or debarred business.

(2) (a) If the affirmation described in subsection (1) cannot be given and debarment proceedings have not been instituted against the business pursuant to COMAR 21.08, indicate the reasons why the affirmation cannot be given, including any conviction or admission described in subsection (1), above, with the date, court and sentence or disposition, if any; the name(s) of the person(s) involved, and their current positions and responsibilities with the business; the activity specified in COMAR 21.08 in which each person was involved; and the details of the person's participation in the activity, including the name(s) of an entity involved and the person's positions and responsibilities with the entity. (Attach additional sheets as necessary.)

(b) If the affirmation described in subsection (1) cannot be given, and debarment proceedings have been instituted against the business pursuant to COMAR 21.08, indicate the status of such proceedings.

I ACKNOWLEDGE THAT this Affidavit is to be furnished to the Procurement Officer and may be distributed to units of: (1) the State of Maryland; (2) counties or other subdivisions of the State of Maryland; (3) other states; and (4) the federal government. I further acknowledge that this Affidavit is subject to applicable laws of the United States and the State of Maryland, both criminal and civil, and that nothing in this Affidavit or any contract resulting from the submission of this bid or proposal shall be construed to supersede, amend, modify or waive, on behalf of the State of Maryland or any unit of the State of Maryland having jurisdiction, the exercise of any statutory right or remedy conferred by the Constitution and the laws of Maryland in respect to any misrepresentation made or any violation of the obligations, terms and covenants undertaken by the above firm in respect to (1) this Affidavit, (2) the contract, and (3) other Affidavits comprising part of the contract.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

(Date)

(Affidavit)

