RFP With Changes/Additions as Made in the Amendments

STATE OF ALASKA
Department of Administration
Division of Administrative Services
10th Floor, State Office Building
333 Willoughby
Juneau, Alaska 99801

Request For Proposals

RFP 2010-0200-9388

Date of Issue: August 2, 2010

Title and Purpose of RFP:

STATEWIDE ADMINISTRATIVE SYSTEMS REPLACEMENT-PROJECT: THE STATE OF ALASKA IS SEEKING PROPOSALS FROM OFFERORS THAT ARE CAPABLE OF REPLACING EXISTING STATEWIDE ADMINISTRATIVE SYSTEMS AND ADDING ADDITIONAL FUNCTIONS TO CREATE AN INTEGRATED STATEWIDE ADMINISTRATIVE SYSTEM. THIS SOLUTION IS REQUIRED TO INTERFACE WITH THE CURRENT TIME AND ATTENDANCE, DATA WAREHOUSE, AND OTHER ADMINISTRATIVE SYSTEMS.

Offerors Are Not Required To Return This Form.

Important Notice: If you received this solicitation from the State of Alaska's "Online Public Notice" web site, you must register with the procurement officer listed in this document to receive subsequent amendments. Failure to contact the procurement officer may result in the rejection of your offer.

Staci Augustus, CPPB
Procurement Officer
Department of Administration
staci.augustus@alaska.gov

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SECTION ONE
INTRODUCTION AND INSTRUCTIONS

Introduction to Best Value Process: This solicitation will utilize a best value selection process that is significantly different than the traditional method. The best value selection process uses a series of Filters to identify the best value Offeror. More information regarding the best value process can be found in Section Seven. The State plans to hold an educational session to discuss the best value process as it applies to this solicitation on the same day as the Pre-proposal Conference. Details are available in Section 2.02. The State has a project website at: http://fin.admin.state.ak.us/dof/sysrepl/index.jsp

1.01 Return Mailing Address, Contact Person, Telephone, Fax Numbers and Deadline for Receipt of Proposals

Offerors must submit proposals in sealed packages to the procurement officer in the manner described in this section and Sections Six and Seven. The proposal submission will contain:

1. One hard copy of the Offeror's response to Attachments A – F of this Request for Proposal (RFP) document, and
2. One electronic copy of the Offeror's response to Attachments A – F of this RFP, in the format specified in Sections Six and Seven.

Please Note: References within this RFP to "Attachments" mean the specific documents issued with this RFP. These Attachments provide additional information to Offerors and represent the proposal templates that the Offeror must complete and return as Exhibits to their proposal. References to "Exhibit" mean the Offeror's completed forms submitted as the proposal in response to this RFP.

Delivery:

Proposals must be mailed or delivered to one of the following addresses, formatted as shown. Whether a single package or multiple packages are used to transmit proposals, each package must be clearly labeled with the package sequence and total number of packages (for example, 1 of 1 or 1 of 2).

Department of Administration
Division of Administrative Services
Staci Augustus
RFP Number: 2010-0200-9388
Project name: Statewide Administrative Systems Replacement

For US Mail Service: PO Box 110208, Juneau, AK 99811-0208

For Courier Delivery Service: 10th Floor, State Office Building
Commissioner's Office Receptionist Desk
333 Willoughby Ave. Juneau AK 99801

All questions concerning this RFP must be directed to the State's sole point of contact, the procurement officer:

Procurement Officer: Staci Augustus
Phone (907) 465-5656, FAX (907) 465-2194, TDD (907) 465-2205

E-mail address: staci.augustus@alaska.gov (**Preferred method of communication)**

Offerors are instructed to avoid contacting any other State of Alaska personnel with regard to this RFP.

Proposals must be received no later than 1:30 pm, Alaska Time on Friday, October 1 ~~October 15~~, 2010. Faxed, oral, or emailed proposals are not acceptable. **Please note that overnight delivery to and within Alaska rarely occurs.**

An Offeror's failure to submit a proposal prior to the deadline will cause the proposal to be disqualified. Late proposals or amendments will not be opened or accepted for evaluation.

1.02 Contract Term and Work Schedule

The contract term and work schedule set out herein represents the State of Alaska's best estimate of the schedule that will be followed. If a component of this schedule changes, the rest of the schedule may be shifted as appropriate.

The length of the contract will be from the date of award, with work to begin approximately July 1, 2011 for the timeframe identified in Offeror's proposal. The contract may be renewed, at the sole discretion of the State of Alaska, for up to ten additional years for maintenance and support of the implemented solution. The maintenance and support contract renewals will be structured in the following increments: four years, two years, two years, and two years. The Offeror must ensure that licensing and maintenance for this period is provided to the State per the Cost Proposal Forms in Attachment E. Note that the State will NOT purchase software prior to the initiation of the implementation effort for that software. For example, the State will not purchase the human resources modules until the associated services begin.

Unless otherwise provided in this RFP, the State and the successful Offeror/Contractor agree: (1) that any holding over of the contract excluding any exercised renewal options, will be considered as a month-to-month extension, and all other terms and conditions shall remain in full force and effect and (2) to provide written notice to the other party of the intent to cancel such month-to-month extension at least 30 days before the desired date of cancellation.

Statewide Administrative Systems Replacement Project Timetable	Date	Time (Alaska Time)
RFP Release	Monday, August 2, 2010	
Best Value Educational Meeting	Tuesday~~Wednesday~~, August 17, 2010	8:00 am
Pre-proposal Conference (refer to Section 2.02 for details)	Tuesday~~Wednesday~~, August 17, 2010	1:00 pm
Deadline for Receipt of Proposals	Friday, October 1 October 15, 2010	1:30 pm
Client Demonstrations and Team Interviews	Tuesday, October 19 through Friday, December 17, 2010	As scheduled for short list
Best Value Offeror Notification	Friday, December 31, 2010	
Pre-award Phase with apparent best value Offeror	Monday, January 3 through Tuesday, May 31, 2011	
Notice of Intent to Award	Tuesday, May 31, 2011	

Statewide Administrative Systems Replacement Project Timetable	Date	Time (Alaska Time)
Award Contract (sign contract)	Thursday, June 30, 2011	
Contract Start Date	Friday, July 1, 2011	

1.03 Purpose of the RFP

The State of Alaska, Department of Administration (the State) is soliciting proposals from Offerors that are capable of replacing existing statewide administrative systems and adding additional functions to create an integrated statewide administrative system. A number of applications comprise the State's current administrative systems with some of them scheduled for decommissioning as different integrated components of an Enterprise Resource Planning (ERP) solution are implemented. This solution is required to interface with the current time and attendance, data warehouse, and other administrative systems. See Attachment I for more information on these applications.

The project includes implementation of integrated automation for financial, procurement, and human resources administrative processes. The procurement also includes associated process re-engineering services and ten years of software maintenance. Products and services are further described in Section Five, Scope of Work.

1.04 Budget

Department of Administration, Division of Finance, estimates a budget of between $30 and $35 million dollars for completion of this project to implement the solution. If a competitive procurement determines the cost to be higher, the department may request additional funding or reduce the scope of the implementation.

Although the State is soliciting proposals for a fully integrated ERP solution, the State envisions a phased approach for the different modules with related software and maintenance payment schedules based on the implementation timeframe for each module.

1.05 Location of Work

The location the work is to be performed, completed and managed is Juneau, Alaska; however, not all work is required to be performed onsite in Juneau.

The State will provide workspace for the Contractor. The Division of Finance has two separate locations across the street from the State Office Building that will be dedicated to this project. State and Contractor personnel will share this space which will accommodate approximately 50 people total in both locations with individual cubicles and shared workspace, with phone and network access, and at least one conference room per location.

The Contractor must include in their System and Implementation firm fixed price proposal all costs, including transportation, lodging, and per diem costs, sufficient to pay for all Contractor personnel required to perform all of the services described in this RFP. The State will not pay separately for travel costs associated with work performed in Juneau, Alaska.

Any necessary travel outside of Juneau, Alaska that is approved by the Contractor's and State's project managers will be reimbursed in accordance with State travel policies as provided in Alaska Administrative Manual (AAM) 60 - Travel, which allows reimbursement for coach airfare, actual

lodging cost, and allowable rates for meals and incidental expenses. Potential travel costs may include travel to meet with system users, testing of system functionality, or train-the-trainer sessions outside of Juneau. Contractor will use good faith, diligent efforts to minimize such expenses.

By signature on their proposal, the Offeror certifies that:

(a) all services provided under this contract by the Contractor and all subcontractors shall be performed in the United States or Canada; and

(b) the Offeror is not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: http://www.state.gov/g/tip/.

Failure to comply with (a) or (b) of this requirement will cause the State to reject the proposal as non-responsive, or cancel the contract.

1.06 Assistance to Offerors with a Disability

Offerors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the procurement officer no later than ten days prior to the deadline for receipt of proposals.

1.07 Required Review

Offerors should carefully review this solicitation for defects and questionable or objectionable material. Comments concerning defects and objectionable material must be made in writing and received by the procurement officer at least ten days prior to the deadline for receipt of proposals. This will allow sufficient time for the issuance of any necessary amendments. It will also help prevent the opening of a defective solicitation and exposure of Offeror's proposals upon which award could not be made. Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the procurement officer, in writing, at least ten days prior to the deadline for receipt of proposals.

1.08 Questions Received Prior to Opening of Proposals

All questions must be in writing and directed to the issuing office, addressed to the procurement officer. The interested party must confirm telephone conversations in writing.

Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. These questions may be answered over the telephone. Other questions may be more complex and may require a written amendment to the RFP. The procurement officer will make that decision.

1.09 Amendments

If an amendment is issued, it will be provided to all who were mailed a copy of the RFP and to those who have registered with the procurement officer as having downloaded the RFP from the

State of Alaska Online Public Notice web site. All such amendments issued by the State of Alaska shall be considered part of this RFP and may become part of the resulting contract.

1.10 Alternate Proposals

Offerors may submit multiple proposals for evaluation, including:

1. Traditional licensed software models, under which the State will purchase, house, and operate the hardware/software; and
2. Hosted models, under which the Offeror hosts and operates the software and supplies the software as a service.

Multiple proposals for different software products may be submitted by a single Offeror, as well. Each proposal must be a complete proposal that stands alone for evaluation and must be submitted separately as described in Section 1.01.

In accordance with 2 AAC 12.830 alternate proposals (proposals that offer something different than what is asked for) may be rejected as nonresponsive, or may be accepted, at the discretion of the State.

1.11 Right of Rejection

Offerors must comply with all of the terms of the RFP, the State Procurement Code (AS 36.30), and all applicable local, state, and federal laws, codes, and regulations. The procurement officer may reject any proposal that does not comply with all of the material and substantial terms, conditions, and performance requirements of the RFP.

Offerors may not qualify the proposal nor restrict the rights of the State. If an Offeror does so, the procurement officer may determine the proposal to be a non-responsive counter-offer and the proposal may be rejected.

Minor informalities that:

(a) do not affect responsiveness;
(b) are merely a matter of form or format;
(c) do not change the relative standing or otherwise prejudice other offers;
(d) do not change the meaning or scope of the RFP;
(e) are trivial, negligible, or immaterial in nature;
(f) do not reflect a material change in the work; or
(g) do not constitute a substantial reservation against a requirement or provision;

may be waived by the procurement officer.

The State reserves the right to refrain from making an award if it determines that to be in its best interest. A proposal from a debarred or suspended Offeror shall be rejected.

1.12 State Not Responsible for Preparation Costs

The State will not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal. This shall include all Offeror costs incurred during Pre-award Phase and up to the point of contract approval as defined in Section 3.02 Contract Approval.

1.13 Disclosure of Proposal Contents

All proposals and other material submitted become the property of the State of Alaska and may be returned only at the State's option. AS 40.25.110 requires public records to be open to reasonable inspection. Other than the risks identified on the individual Risk Assessments, all proposal information, including detailed price and cost information, will be held in confidence during the evaluation process and prior to the time a Notice of Intent to Award is issued. Thereafter, proposals will become public information.

Trade secrets and other proprietary data contained in proposals may be held confidential if the Offeror requests, in writing, that the procurement officer does so, and if the procurement officer agrees, in writing, to do so. Material considered confidential by the Offeror must be clearly identified and the Offeror must include a brief statement that sets out the reasons for confidentiality.

1.14 Subcontractors

Subcontractors may be used to perform work under this contract. If an Offeror intends to use subcontractors, the Offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform.

The Offeror must provide the following information (refer to Attachment A14) concerning each prospective subcontractor with their proposal:

(a) complete name of the subcontractor;
(b) complete address of the subcontractor;
(c) type of work the subcontractor will be performing;
(d) percentage of work the subcontractor will be providing;
(e) evidence that the subcontractor holds a valid Alaska business license; and
(f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

An Offeror's failure to provide this information will cause the State to consider their proposal non-responsive and reject it. After contract approval, the Contractor may substitute a subcontractor for another only at the discretion and prior written approval of the State project directors.

1.15 Joint Ventures

Joint ventures are acceptable. If submitting a proposal as a joint venture, the Offeror must submit a copy of the joint venture agreement which identifies the principals involved and their rights and responsibilities regarding performance and payment. If responding to the RFP as a joint venture, one party must be identified as the prime Offeror and will be held responsible for delivery of all requirements of this RFP. All joint venture partners must possess an Alaska business license at the time the proposal is submitted.

1.16 Offeror's Certification

By signature on the proposal, Offerors certify that they comply with the following:

(a) the laws of the State of Alaska;
(b) the applicable portion of the Federal Civil Rights Act of 1964;

(c) the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;
(d) the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;
(e) all terms and conditions set out in this RFP;
(f) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury;
(g) that the offers will remain open and valid for at least 365 days; and
(h) that programs, services, and activities provided to the general public under the resulting contract conform to the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government.

If any Offeror fails to comply with (a) through (h) of this paragraph, the State reserves the right to disregard the proposal, terminate the contract, or consider the Contractor in default.

1.17 Conflict of Interest

No employee, officer or agent of the State shall participate in the selection, the award, or administration of the contract if a conflict of interest, real or apparent, exists. Such a conflict would arise when one of the following has a financial or other interest in any firm submitting a proposal or selected for the award:

(a) the employee, or an officer or agent of the employee;
(b) any member of the employee's immediate family;
(c) the employee's business partner; or
(d) an organization which employs, or is about to employ, any of the above.

State of Alaska's officers, employees, or agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from responders, potential responders, subcontractors, or other parties to sub-agreements whereby the intent could reasonably be inferred as influencing the employee in the performance of his or her duties or was intended as a reward for any official act on his or her part.

Each proposal shall include a statement indicating whether or not the firm or any individuals working on the contract has a possible conflict of interest (e.g., currently employed by the State of Alaska or formerly employed by the State of Alaska within the past two years) and, if so, the nature of that conflict. The Commissioner, Department of Administration, reserves the right to consider a proposal non-responsive and reject it or cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the Offeror. The Commissioner's determination regarding any questions of conflict of interest shall be final.

1.18 Right to Inspect Place of Business

At reasonable times, the State may inspect those areas of the Contractor's place of business that are related to the performance of a contract. If the State makes such an inspection, the Contractor must provide reasonable assistance.

1.19 Solicitation Advertising

Public notice has been provided in accordance with 2 AAC 12.220.

1.20 News Releases

News releases related to this RFP or the resulting contract will not be made without prior approval of the State project directors.

1.21 Assignment

Per 2 AAC 12.480, the Contractor may not transfer or assign any portion of the contract without prior written approval from the procurement officer.

1.22 Disputes

Any dispute arising out of this agreement will be resolved under the laws of the State of Alaska. Any appeal of an administrative order or any original action to enforce any provision of this agreement or to obtain relief from or remedy in connection with this agreement may be brought only in the Superior Court for the State of Alaska.

1.23 Severability

If any provision of the contract or agreement is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected; and, the rights and obligations of the parties will be construed and enforced as if the contract did not contain the particular provision held to be invalid.

1.24 Federal Requirements

The Offeror must identify all known federal requirements that apply to the proposal, the evaluation, or the contract and provide details in Exhibit A.

1.25 Glossary

For convenience this section provides a listing of the acronyms and terms used in the RFP.

Term	Definition/Description
ABS	**A**laska **B**udget **S**ystem. The current, custom developed budgetary development system implemented in 1999.
AKPAY	**A**las**K**a Statewide **PAY**roll System. The State's current payroll processing system based on the Empower software package.
AKSAS	**A**las**K**a **S**tatewide **A**ccounting **S**ystem. The current, custom developed accounting and financial reporting package installed by the State in 1985.
ALDER	**AL**aska **D**ata **E**nterprise **R**eporting System. A data warehouse project currently nearing completion. It will initially contain legacy data from AKSAS, AKPAY, and the statewide recruitment system (WorkPlace Alaska).

Term	Definition/Description
AS	**A**laska **S**tatute
ASSET	**A**laska **S**tatewide **S**ystem for **E**mployee **T**ime. A time and attendance project scheduled for completion in late 2011.
Attachments	Documents attached to this RFP and referred to within the RFP: Attachment A — Administrative Requirements Forms Attachment B — Past Performance Information Attachment C — Project Approach – Work Plan, Risk Assessment and Value Added (RAVA) Attachment D — Strategic Fit Considerations Attachment E — Cost Proposal Forms Attachment F — Software Functionality and Technical Requirements Attachment G — Standard Implementation Services Agreement Attachment H — Standard Licensing and Maintenance Agreement Attachment I — Applications and Interfaces Attachment J — Connectivity Attachment K — Project Charter Attachment L — State Organization Charts and Project Team Job Descriptions Attachment M — Nondisclosure Agreement Attachment N — State IT Standards
Bargaining Unit	Bargaining Unit, Bargaining Unit Code, BU, and Union Representation are all terms used somewhat interchangeably. Association — Acronym — AKA — BU Alaska Correctional Officers Association — ACOA — CO — GC Alaska Public Employees Association — APEA — SU — SS Alaska State Employees Association — ASEA — GGU — GG, GP, GY, GZ Alaska Vocational Technical Teachers Assoc. — AVTECTA — TA Confidential Employees Association — CEA — KK Inland Boatmen's Union of the Pacific — IBU — MM Public Employees Local 71 — LTC — LL Marine Engineers Beneficial Association — MEBA — BB Masters, Mates and Pilots — MM&P — CC Public Safety Employees Association — PSEA — AA, AP Teachers Association of Mt. Edgecumbe — TEAME — TM Non-represented Group — BU Classified, non-represented — EE National Guard — NG Totally or Partially Exempt (Executive Branch) — XE Judicial Employees — XJ Legislative Employees — XL
Cloud	Style of computing where scalable and elastic IT-related capabilities are provided as a service using internet technology.
Concurrent Users	The total number of active users (active sessions) simultaneously maintained on a system.

Term	Definition/Description
Contractor	The Offeror awarded a contract as a result of this RFP.
CPI	**C**onsumer **P**rice **I**ndex. A measure estimating the average price of consumer goods and services.
ETS	**E**nterprise **T**echnology **S**ervices established within the Department of Administration. ETS is responsible for planning and delivering information technology infrastructure and services for all State government programs in Alaska.
Firm Fixed Price	Provides for a price that is not subject to increase during the Licensing and Implementation of the solution. A firm fixed price includes all costs, such as transportation, lodging, and per diem costs, sufficient to pay for all Contractor personnel required to perform all of the services described in this RFP. The State will not pay separately for travel costs associated with work performed in Juneau, Alaska. Adjustment refers to the State's right to exercise a contract extension for post-implementation support and maintenance with cost increases based on the Consumer Price Index (CPI).
Go-Live	Refer to Attachments G and H
Holidays	State holidays are: New Year's Day, Martin Luther King Day, Presidents' Day, Seward's Day, Memorial Day, Independence Day, Labor Day, Alaska Day, Veterans Day, Thanksgiving Day, and Christmas Day.
Joint Venture	An entity formed between two or more parties specifically for the purpose of satisfying the deliverables specified in this RFP. If responding to the RFP as a joint venture, one party must be identified as the prime Offeror and will be held responsible for delivery of all requirements of this RFP.
LAN	**L**ocal **A**rea **N**etwork. Computer network covering a small physical area.
Offeror	A vendor who is submitting a proposal in response to this RFP.
Quality Assurance (QA) Contractor	The State has contracted with a separate vendor to monitor quality assurance of the implementation project.
RFP	**R**equest **F**or **P**roposal. An invitation to submit a proposal for a commodity or service.
SME	**S**ubject **M**atter **E**xpert. Individuals with the hands-on knowledge and experience who are most qualified to articulate business requirements.
SOA	**S**tate **O**f **A**laska.
Software Final Acceptance	Refer to Attachments G and H
State Fiscal Year	The State of Alaska's fiscal year extends from July 1st of one calendar year through June 30th of the following calendar year.
Subcontractor	Contracts directly with the Offeror and has no direct contractual relationship with the State.
WAN	**W**ide **A**rea **N**etwork. Computer network that covers a broad area.
WorkPlace Alaska	The State's primary recruitment system.

SECTION TWO
STANDARD PROPOSAL INFORMATION

2.01 Authorized Signature

All proposals must be signed by an individual authorized to bind the Offeror to the provisions of the RFP. Proposals must remain open and valid for at least 365 days from the deadline for receipt of proposals.

2.02 Pre-proposal Conference and Educational Meeting

A pre-proposal conference will be held in Juneau, Alaska, at the Centennial Hall Convention Center on Willoughby Avenue. The purpose of the conference is to discuss the work to be performed with the prospective Offerors and allow them to ask questions concerning the RFP. Questions and answers will be transcribed and sent as an amendment to the RFP to prospective Offerors as soon as possible after the meeting.

An educational meeting will also be held to discuss the best value selection process, tailored specifically for this RFP.

Please refer to the schedule found in Section 1.02 of this RFP for the date and times of these meetings. Attendance at these meetings is optional, but Offerors are strongly encouraged to attend in person. If you are interested in attending the pre-proposal conference, educational meeting, or both, please submit an RSVP to Staci Augustus at staci.augustus@alaska.gov. An RSVP is required.

The meetings will be teleconferenced, but the number of available lines is limited. The phone number will be provided by the procurement officer with the response to an RSVP.

Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for the pre-proposal conference and best value educational sessions so that reasonable accommodation can be made.

2.03 Site Inspection

The State may conduct on-site visits to evaluate the Offeror's capacity to perform the contract. An Offeror must agree, at risk of being found non-responsive and having its proposal rejected, to provide the State reasonable access to relevant portions of its work sites. Individuals designated by the procurement officer at the State's expense will make site inspection.

2.04 Amendments to Proposals

Amendments to or withdrawals of proposals will only be allowed if acceptable requests are received prior to the deadline that is set for receipt of proposals. No amendments or withdrawals will be accepted after the deadline unless they are in response to the State's request in accordance with 2 AAC 12.290.

2.05 Supplemental Terms and Conditions

Proposals must comply with Section 1.11 Right of Rejection. However, if the State fails to identify or detect supplemental terms or conditions that conflict with those contained in this RFP or that diminishes the State's rights under any contract resulting from the RFP, the term(s) or condition(s) will be considered null and void. After award of contract:

(a) if conflict arises between a supplemental term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail; and
(b) if the State's rights would be diminished as a result of application of a supplemental term or condition included in the proposal, the supplemental term or condition will be considered null and void.

2.06 Clarification of Offers

The State reserves the right to clarify, or seek clarification, on any submittal. This includes, but is not limited to, contacting past clients to verify performance, interviewing key personnel, performing additional investigation on the firm's performance history, and requiring additional documentation or information to respond to any performance findings.

In order to determine if a proposal is reasonably susceptible for award, communications by the procurement officer or the Proposal Evaluation Committee (PEC) are permitted with an Offeror to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Clarifications may not result in a material or substantive change to the proposal. The evaluation by the procurement officer or the PEC may be adjusted as a result of a clarification under this section.

2.07 Minimum Requirement

Offerors must propose a fully integrated software solution that encompasses at least financial, procurement, and human resources administrative functions in order to be deemed responsive.

In addition, an Offeror's proposal must demonstrate that their proposed solution meets at least 80% of the functional requirements, as defined by a check in the 'Meets' column of Exhibit F. The State will conduct a scripted Vendor Demonstration as an initial task in the Pre-award phase whereby responses to requirements will be confirmed.

2.08 Evaluation of Proposals

An evaluation committee made up of at least three State employees or public officials will evaluate proposals. The evaluation will be based solely on the evaluation factors set out in Section Seven of this RFP.

After receipt of proposals, if there is a need for any substantial clarification or material change in the RFP, an amendment will be issued. The amendment will incorporate the clarification or change, and a new date and time established for new or amended proposals. Evaluations may be adjusted as a result of receiving new or amended proposals.

2.09 Vendor Tax ID

A valid Vendor Tax ID must be submitted to the issuing office with the proposal.

2.10 F.O.B. Point

All goods purchased through this contract will be F.O.B. final destination. Unless specifically stated otherwise, all prices offered must include the delivery costs.

2.11 Alaska Business License and Other Required Licenses

At the time the proposals are opened, all Offerors (including all joint venture partners) must hold a valid Alaska business license and any necessary applicable professional licenses required by Alaska Statute. Proposals must be submitted under the name as appearing on the person's current Alaska business license in order to be considered responsive. Offerors should contact the Department of Commerce, Community and Economic Development, Division of Corporations, Business, and Professional Licensing, P. O. Box 110806, Juneau, Alaska 99811-0806, for information on these licenses. Offerors must submit evidence of a valid Alaska business license with the proposal. An Offeror's failure to submit this evidence with the proposal will cause their proposal to be determined non-responsive. Acceptable evidence that the Offeror possesses a valid Alaska business license may consist of any one of the following:

(a) copy of an Alaska business license with the correct NAICS code;
(b) certification on the proposal that the Offeror has a valid Alaska business license and has included the license number in the proposal;
(c) a canceled check for the Alaska business license fee;
(d) a copy of the Alaska business license application with a receipt stamp from the State's occupational licensing office; or
(e) a sworn and notarized affidavit that the Offeror has applied and paid for the Alaska business license.

2.12 Application of Preferences

Certain preferences apply to all contracts for professional services, regardless of their dollar value. The Alaskan Bidder and Offeror preferences are the two most common preferences involved in the RFP process. Additional preferences that may apply to this procurement are listed below. Guides that contain excerpts from the relevant statutes and codes, explain when the preferences apply and provide examples of how to calculate the preferences are available at the Department of Administration, Division of General Services' web site:

http://doa.alaska.gov/dgs/policy.html

Alaska Products Preference - AS 36.30.332
Recycled Products Preference - AS 36.30.337
Local Agriculture and Fisheries Products Preference - AS 36.15.050
Employment Program Preference - AS 36.30.170(c)
Alaskans with Disability Preference - AS 36.30.170 (e)
Employers of People with Disabilities Preference - AS 36.30.170 (f)

The Division of Vocational Rehabilitation in the Department of Labor and Workforce Development keeps a list of qualified employment programs; a list of individuals who qualify as persons with a disability; and a list of persons who qualify as employers with 50 percent or more of their employees being disabled. A person must be on this list at the time the bid is opened in order to qualify for a preference under this section.

As evidence of an individual's or a business' right to a certain preference, the Division of Vocational Rehabilitation will issue a certification letter. To take advantage of the Employment Program Preference, Alaskans with Disability Preference or Employers of People with Disabilities Preference described above, an individual or business must be on the appropriate Division of Vocational Rehabilitation list at the time the proposal is opened, and must provide the procurement officer a copy of their certification letter. Offerors must attach a copy of their certification letter to the proposal. The Offeror's failure to provide the certification letter mentioned above with the proposal will cause the State to disallow the preference.

2.13 Five Percent Alaskan Bidder Preference 2 AAC 12.260 & AS 36.30.170

An Alaskan Bidder Preference of five percent will be applied to the ~~normalized~~ cost proposals prior to evaluation. The preference will be given to an Offeror who:

(a) holds a current Alaska business license;
(b) submits a proposal for goods or services under the name on the Alaska business license;
(c) has maintained a place of business within the State staffed by the Offeror, or an employee of the Offeror, for a period of six months immediately preceding the date of the proposal;
(d) is incorporated or qualified to do business under the laws of the State, is a sole proprietorship and the proprietor is a resident of the State, is a limited liability company organized under AS 10.50 and all members are residents of the State, or is a partnership under AS 32.05 or AS 32.11 and all partners are residents of the State; and
(e) if a joint venture, is composed entirely of entities that qualify under (a)-(d) of this subsection.

Alaskan Bidder Preference Affidavit
In order to receive the Alaskan Bidder Preference, proposals must include a statement certifying that the Offeror is eligible to receive the Alaskan Bidder Preference.

2.14 Formula Used to Convert Cost to Points AS 36.30.250 & 2 AAC 12.260

The distribution of points based on cost will be determined as set out in 2 AAC 12.260 (c). The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out below. In the example below, cost is weighted as 25% of the overall total score.

EXAMPLE

Formula Used to Convert Cost to Points

[STEP 1]

List all ~~normalized~~ proposal prices, adjusted where appropriate by the application of the 5 percent Alaskan Bidders preference and any other applicable preferences.

Offeror #1 -	Non-Alaskan Offeror	$40,000
Offeror #2 -	Alaskan Offeror	$42,750
Offeror #3 -	Alaskan Offeror	$47,500

[STEP 2]

Convert cost to points using this formula.

$$\frac{[(\text{Price of Lowest Cost Proposal}) \times (\text{Maximum Points for Cost})]}{(\text{Cost of Each Higher Priced Proposal})} = \text{POINTS}$$

The RFP allotted 25% (250 points) of the total of 1,000 points for cost.

Offeror #1 receives 250 points.
The reason they receive that amount is because the lowest cost proposal, in this case $40,000, receives the maximum number of points allocated to cost, 250 points.

Offeror #2 receives 233.92 points.

$40,000 Lowest Cost	x	250 Max Points	=	10,000,000	÷	$42,750 Offeror #2 Adjusted By The Application Of All Applicable Preferences	=	233.92 Points

Offeror #3 receives 210.53 points.

$40,000 Lowest Cost	x	250 Max Points	=	10,000,000	÷	$47,500 Offeror #3 Adjusted By The Application Of All Applicable Preferences	=	210.53 Points

2.15 Scoring Formula

The following formula shall be used to award evaluation points for sections that are rated comparatively against one another with the PEC members assigning a score of 1, 5, or 10. Specifically, the following categories shall be scored using this formula:

Project Approach	Section 7.05
Strategic Fit Considerations	Section 7.06
Interviews	Section 7.08
Client Demonstrations	Section 7.09

After the evaluation scores are totaled and a raw score is developed by averaging the scores of each evaluator for each category, the Offeror with the highest raw score in each evaluation category shall receive the maximum number of points for the evaluation category.

To calculate the number of points each subsequent Offeror receives, their score will be divided by the highest score and then multiplied by the maximum number of points available for the evaluation category to equal the number of points awarded.

Formula

$$\frac{\text{Offeror Score}}{\text{Highest Score}} \times \text{Max Points} = \text{Points Awarded}$$

2.16 Notice of Intent to Award (NIA) — Offeror Notification of Selection

After the completion of Pre-award Phase, the procurement officer will issue a written Notice of Intent to Award (NIA) and send copies to all Offerors. The NIA will set out the names of all Offerors and identify the proposal selected for award.

2.17 Protest

AS 36.30.560 provides that an interested party may protest the content of the RFP.

An interested party is defined in 2 AAC 12.990(a) (7) as "an actual or prospective bidder or Offeror whose economic interest might be affected substantially and directly by the issuance of a contract solicitation, the award of a contract, or the failure to award a contract."

If an interested party wishes to protest the content of a solicitation, the protest must be received, in writing, by the procurement officer at least ten days prior to the deadline for receipt of proposals.

AS 36.30.560 also provides that an interested party may protest the award of a contract or the proposed award of a contract.

If an Offeror wishes to protest the award of a contract or the proposed award of a contract, the protest must be received, in writing, by the procurement officer within ten days after the date the Notice of Intent to Award the contract is issued.

A protester must have submitted a proposal in order to have sufficient standing to protest the proposed award of a contract. Protests must include the following information:

(a) the name, address, and telephone number of the protester;
(b) the signature of the protester or the protester's representative;
(c) identification of the contracting agency and the solicitation or contract at issue;
(d) a detailed statement of the legal and factual grounds of the protest including copies of relevant documents; and
(e) the form of relief requested.

Protests filed by telex or telegram are not acceptable because they do not contain a signature. Fax copies containing a signature are acceptable.

The procurement officer will issue a written response to the protest. The response will set out the procurement officer's decision and contain the basis of the decision within the statutory time limit in AS 36.30.580. A copy of the decision will be furnished to the protester by certified mail, fax or another method that provides evidence of receipt.

All Offerors will be notified of any protest. The review of protests, decisions of the procurement officer, appeals, and hearings, will be conducted in accordance with the State Procurement Code (AS 36.30), Article 8 "Legal and Contractual Remedies."

SECTION THREE
STANDARD CONTRACT INFORMATION

3.01 Contract Type

The contracts resulting from this RFP will be for:

1. ~~Licensing and~~ Implementation of software solution: Firm fixed price contract with no adjustments.
2. Licensing and Ten Year Maintenance and Support: The initial four-year contract will be a firm fixed price; CPI adjustments may be requested at the beginning of each of the three two-year renewals.

Contractor must request price adjustments, in writing, 30 days prior to the renewal date to receive CPI adjustment on Maintenance and Support. If a Contractor fails to request a CPI price adjustment 30 days prior to the adjustment date, the adjustment will be effective 30 days after the State receives their written request.

Price adjustments will be made in accordance with the percentage change in the U.S. Department of Labor Consumer Price Index (CPI-U) for all Urban Consumers, All Items, Anchorage Area. After initial four-year contract for maintenance and support, the price adjustment rate will be determined by comparing the percentage difference between the CPI in effect for the base year (to be determined based on implementation date); and the most recent six-month average thereafter. The percentage difference between those two CPI rates will be the price adjustment rate applied to the original contract price. No retroactive contract price adjustments will be allowed.

3.02 Contract Approval

This RFP does not, by itself, obligate the State. The State's obligation will commence when the contract is approved by the Commissioner of the Department of Administration, or the Commissioner's designee. Upon written notice to the Contractor, the State may set a different starting date for the contract. The State will not be responsible for any work done by the Contractor, even work done in good faith, if it occurs prior to the contract start date set by the State.

3.03 Standard Contract Provisions

The Contractor will be required to sign Attachments G and H, the State's standard agreements for services and ongoing maintenance and support solicited in this RFP. The Contractor must comply with the contract provisions set out in these attachments. No alteration of these provisions will be permitted without prior written approval from the Department of Law. Objections to any of the provisions in these standard agreements must be submitted in Exhibit D3 in the Offeror's proposal.

The State does not currently have standard agreement language for a hosted solution, but similar terms and conditions apply to a contract of this nature.

3.04 Proposal as a Part of the Contract

Part or all of this RFP and the successful proposal, including all videotaped interviews may be incorporated into the contract.

3.05 Additional Terms and Conditions

The State reserves the right to add terms and conditions during the Pre-award Phase. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations.

3.06 Insurance Requirements

The successful Offeror must provide proof of workers' compensation insurance prior to contract approval.

The successful Offeror must secure the insurance coverage required by the State. The coverage must be satisfactory to the Department of Administration Division of Risk Management. An Offeror's failure to provide evidence of such insurance coverage is a material breach and grounds for withdrawal of the award or termination of the contract.

Offerors must review form Appendix B1, contained in Attachment G, for details on required coverage. No alteration of these requirements will be permitted without prior written approval from the Department of Administration, Division of Risk Management. Objections to any of the requirements in Appendix B1 must be set out in the Offeror's proposal using Exhibit D3.

3.07 Contract Funding

Payment for the development and implementation stage of the contract is subject to funds already appropriated and identified. A capital budget appropriation of $41 million was allocated in fiscal year 2008 to begin the process of upgrading the statewide administrative systems. The State estimates that $30 million to $35 million will be available for the contract for the development and implementation stage (including product licensing, maintenance, and system integrator services). It is anticipated that the residual will be used to cover the procurement and quality assurance contracts, and internal implementation costs associated with State personnel and office space.

This estimate is based on the monies available from previous legislative appropriations, and does not establish a limit for the cost of the entire project, although the State would like to keep the project within this budget.

If a competitive procurement determines the cost to be higher, the department may request additional funding or reduce the scope of the implementation. Funding beyond the existing $41 million is subject to appropriation.

3.08 Payment Procedures

The State will make payments on a deliverable-based payment schedule, as negotiated with the Contractor and contingent upon State acceptance of written documents, software, and services delivered by the Contractor. At the State's option, a Delivery Expectation Document (DED) and a

structured walkthrough may be required for each deliverable. The State's initial list of deliverables is contained in Section 5.04 and is subject to the results of the Pre-award Phase and negotiation of a final contract.

Each billing must consist of an invoice with accepted deliverables identified. No payment will be made until the invoice has been approved by the State project manager.

Note that the State will NOT purchase software prior to the initiation of the implementation effort for that software. For example, the State will not purchase the human resources modules until the associated services begin.

3.09 Withholding

A withholding of 20% will be retained from the amount paid for implementation services on a Contractor invoice under the resulting contract during the implementation phase of each functional module. The withholding will be released as follows:

1. Upon Go-Live, the State will pay the Contractor one-half of the amount withheld to date.
2. Six months after Final Acceptance, if the licensed software has been in productive use without Type A or B Malfunctions for a period of at least 90 consecutive days, the State will pay the Contractor one-half of the remaining balance.
3. Twelve months after Final Acceptance, if the software has been in productive use without Type A or B Malfunction for a period of at least 90 consecutive days, the State will pay the Contractor the remaining balance.

A Type A or B Malfunction, defined in Section 5.03, in the last 90 days will extend the warranty support period without further cost to the State.

3.10 Contract Payment

No payment will be made until the contract is approved by the Commissioner of the Department of Administration or the Commissioner's designee. Under no conditions will the State be liable for the payment of any interest charges associated with the cost of the contract.

The State is not responsible for and will not pay local, State, or federal taxes. All costs associated with the contract must be stated in U.S. currency.

3.11 Formal Debriefing

When the contract is completed, a formal debriefing may be performed at the discretion of the State project manager. If performed, the scope of the debriefing will be limited to the work performed by the Contractor.

3.12 Contract Personnel

Any change of the project team members named in the proposal must be approved, in advance and in writing, by the State project manager. Personnel changes that are not approved by the State may be grounds for the State to terminate the contract.

Contractor will ensure that all staff, including approved replacement staff, subcontractors, and

joint venture partners, passes criminal background checks prior to beginning work on this project. The results of the background checks will be reported to the State project manager before staff begins work on the project.

3.13 Inspection & Modification - Reimbursement for Unacceptable Deliverables

The Contractor is responsible for the completion of all work set out in the contract. All work is subject to inspection, evaluation, and approval by the State project manager. The State may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the contract. The State project manager may instruct the Contractor to make corrections or modifications if needed in order to accomplish the contract's intent. The Contractor will not unreasonably withhold such changes.

Substantial failure of the Contractor to perform the contract may cause the State to terminate the contract. In this event, the State may require the Contractor to reimburse monies paid (based on the identified portion of unacceptable work received) and may seek associated damages.

3.14 Termination for Default

If, after cure notice is issued, the State determines that the Contractor has refused to perform the work or has failed to perform the work with such diligence as to ensure its timely and accurate completion, the State may, by providing written notice to the Contractor, terminate the Contractor's right to proceed with part or all of the remaining work.

This clause does not restrict the State's termination rights under the proposed contract provisions of Attachments G and H.

3.15 Contract Changes – Anticipated and Unanticipated Amendments

During the course of this contract, the Contractor may be required to perform additional work. That work will be within the general scope of the initial contract. When additional work is required, the State project manager will provide the Contractor a written description of the additional work and request the Contractor to submit a firm time schedule for accomplishing the additional work and a firm price for the additional work. Cost and pricing data must be provided to justify the cost of such amendments per AS 36.30.400.

In anticipation of amendments of this nature, Offerors must include hourly rates by resource type in Exhibit E of their proposal. If additional work is requested, the hourly rate offered by resource type in Exhibit E shall be used to calculate the cost of the amendment. It is anticipated that some additional work may be required during the initial term of this contract.

The Contractor will not commence additional work until the project director has secured any required State approvals necessary for the amendment and issued a written contract amendment, approved by the Commissioner of the Department of Administration or the Commissioner's designee.

3.16 Contract Invalidation

If any provision of this contract is found to be invalid, such invalidation will not be construed to invalidate the entire contract.

3.17 Nondisclosure and Confidentiality

Contractor agrees that all confidential information shall be used only for purposes of providing the deliverables and performing the services specified herein and shall not disseminate or allow dissemination of confidential information except as provided for in this Section. The Contractor shall hold as confidential and will use reasonable care (including both facility physical security and electronic security) to prevent unauthorized access by storage, disclosure, publication, dissemination to and/or use by third parties of, the confidential information. "Reasonable care" means compliance by the Contractor with all applicable federal and State law, including the Social Security Act and HIPAA. The Contractor must promptly notify the State in writing if it becomes aware of any storage, disclosure, loss, unauthorized access to or use of the confidential information.

Confidential information, as used herein, means any data, files, software, information or materials (whether prepared by the State or its agents or advisors) in oral, electronic, tangible or intangible form and however stored, compiled or memorialized that is classified confidential as defined by State of Alaska classification and categorization guidelines (i) provided by the State to the Contractor or a Contractor Agent or otherwise made available to the Contractor or a Contractor Agent in connection with this contract, or (ii) acquired, obtained or learned by the Contractor or a Contractor Agent in the performance of this contract. Examples of confidential information include, but are not limited to: financial data, payroll information, trade secrets, equipment specifications, user lists, passwords, research data, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc).

If confidential information is requested to be disclosed by the Contractor pursuant to a request received by a third party and such disclosure of the confidential information is required under applicable state or federal law, regulation, governmental or regulatory authority, the Contractor may disclose the confidential information after providing the State with written notice of the requested disclosure (to the extent such notice to the State is permitted by applicable law) and giving the State opportunity to review the request. If the Contractor receives no objection from the State, it may release the confidential information within 30 days. Notice of the requested disclosure of confidential information by the Contractor must be provided to the State within a reasonable time after the Contractor's receipt of notice of the requested disclosure and, upon request of the State, shall seek to obtain legal protection from the release of the confidential information.

The following information shall not be considered confidential information: information previously known to be public information when received from the other party; information freely available to the general public; information which now is or hereafter becomes publicly known by other than a breach of confidentiality hereof; or information which is disclosed by a party pursuant to subpoena or other legal process and which as a result becomes lawfully obtainable by the general public.

SECTION FOUR
BACKGROUND INFORMATION

4.01 General Background Information

The State of Alaska is a relatively young state, joining the union in 1959. It is somewhat unique in that State government delivers services directly to citizens that are often administered by county or local governments in other states. State government is responsible for a wide variety of activities including land ownership records, road maintenance, fisheries management, law enforcement, judicial proceedings and prisons, senior citizen housing, a psychiatric hospital, and a marine transportation (ferry) system. Our centralized administrative systems serve all three branches of government, including fifteen departments within the executive branch. The University of Alaska is a component unit of the State, but handles its own administrative systems and is outside the scope of this RFP.

The State of Alaska spends over $1 billion in federal revenues annually. These, along with many other discrete funding sources, need to be budgeted and accounted for separately. Cost center reporting, fund accounting, and appropriation control are all key elements of accountability. Alaska is a collective bargaining state for public employees.

Alaska's large geographic area provides unique challenges to service delivery. The State has offices in dozens of communities from Barrow to Ketchikan. Linking these offices with administrative support systems has been challenging since before the advent of computerized systems. The underlying challenges remain regardless of technology evolution.

The State currently operates several separate software products in order to provide employees with tools and services to accomplish the many missions of State government. The software products run on a variety of platforms using different technology. These software products are administered by the individual divisions that own the business process supported by the software. Several points of interface exist, but not cross-system integration.

4.02 State Organization

The Administrative Systems Replacement Project will be operating in a complex business environment. The selected solution will provide comprehensive, integrated functionality to the executive branch, the legislative branch, and the judicial branch of Alaska State government as identified in Attachment L.

Employment locations are geographically dispersed throughout the State and many rural communities have sub-standard bandwidth capabilities. See Attachment J for more information.

4.03 Statewide Administrative Systems Replacement Project

A business case, originally prepared in 2003, for replacement of statewide administrative systems was considered by the executives in office then, and a decision was made to proceed with system replacement in phases. An appropriation of $20 million was made in State fiscal year 2006 for Statewide System Replacement Phase I – Human Resources and Payroll. This appropriation is being used for the following:

1. Establish a project workspace to be used for teams working on system replacement.

2. Successful procurement of a data warehouse system for accounting, human resources, and payroll information. This system is seen as a foundation for replacing AKSAS, AKPAY, and WorkPlace Alaska, as data from these legacy systems is loaded to a reporting system that will also support any future replacement applications. This project is being implemented by CGI using Business Objects software and is scheduled for completion during 2010.

3. Unsuccessful procurement of a human resources and payroll system in 2006. All proposals submitted in response to the RFP exceeded available funding; the procurement was cancelled.

4. Successful procurement of a time and attendance solution to replace existing manual and automated processes. This system will interface with the current State payroll and accounting systems, and will support any future replacement applications. This project is being implemented by TimeLink International Corporation (TimeLink) and is scheduled for completion during 2011.

5. Benchmarking of existing human resources and payroll practices within the State of Alaska.

6. Updating of the 2003 business case for statewide administrative systems replacement during 2007.

An additional appropriation of $41 million for statewide systems replacement was made in FY 2008. This funding will be used for the Statewide Administrative System Replacement, including this procurement, implementation, quality assurance, and State internal expenses associated with the project.

Several existing applications will be affected by this project as reflected in Attachment I.

The State envisions employee and vendor self-service as two outcomes of this project. Linking the procurement and payment processes using a unified vendor file will be a substantial business process change affecting a broad number of State employees; as will a central customer file for tracking accounts receivable and revenues~~s received~~. Automating manual processes will require evaluating existing processes against best practices, and focused change management efforts.

The State is currently on a change management learning ~~with the ongoing~~ curve with the ongoing implementation of ASSET. We are establishing a change management team and dedicating the resources necessary to make that implementation successful. The lessons learned on this project will translate directly into the implementation of the Statewide Administrative Systems. The State has no certified Change Management Professionals on staff. The Contractor is expected to bring organizational change management expertise for the software implementation to the project to assist the State's assigned change management resources.

The State will adhere to Project Management Institute principles and methods for this project. No separate project management office will be created, but project management professionals will be dedicated to the project full-time.

The State's project charter for the Statewide Administrative Systems Replacement is included as Attachment K.

4.04 Useful Information

Core Telecommunications Services

Information about the State's telecommunication network is contained in Attachment J.

The best source for more detailed service level agreements is in RFP 2007-0200-6921 Core Telecommunications Services. It can be found on the State's Online Public Notice system (go to www.alaska.gov, click on "Notices" in the header, and search all notices for "2007-0200-6921"). This RFP contains information about the expected level of service with the State's current telecommunications contract.

State of Alaska Enterprise Security Plan

This RFP obligates the Offeror to comply with State security policies and procedures, especially as they relate to information technology infrastructure.

If a potential Offeror wishes to review these policies before submitting a proposal, the Offeror must sign and return a nondisclosure agreement (Attachment M) to the procurement officer. The procurement officer will provide the State policies and procedures and a password to access the documents. All information accessed must be treated as confidential.

State of Alaska Information Technology Standards

Solutions that reside on the State's IT infrastructure generally must comply with the State's current standards. Waivers may be possible, depending on the impact to State operations. The State's most current standards are available in Attachment N.

Training Rooms and Videoconferencing Facilities

The State will make available training rooms with computer access in Anchorage, Fairbanks, and Juneau, and in any other locations required in the training plan.

The State has videoconference facilities in various locations across the State, and the Department of Administration licenses "GoTo Meeting" software for web conferences.

4.05 State Project Team

The State of Alaska Statewide Administrative Systems Replacement project team will be comprised of staff from the Department of Administration, Divisions of Finance, Personnel and Administrative Services. The team members include the project manager, the assistant project manager, functional leads, analyst programmers, subject matter experts (SMEs) from finance, payroll, human resources and procurement. Organization charts for the State of Alaska, the Department of Administration, and the project team, as well as job descriptions for the State project team are available in Attachment L.

SMEs may have limited time to assist with joint application design (JAD) sessions, review, and testing. Their available time may be impacted by fiscal year closing periods and payroll cycles. Offerors are encouraged to consider this constraint in developing schedule timelines for design, configuration, and implementation.

State full time resources are available based on a contractual 37.5 regular hour work week, and 1,950 hours a year. The State has eleven paid holidays in a calendar year. State employees accrue annual/personal leave based on longevity and use leave as provided in labor contracts

which includes annual mandatory leave usage requirements. Contracts also prohibit supervisors from unreasonable denial of leave requests. Members of the State project team will work overtime only for short periods for extraordinary purposes. Offerors should plan the overall project timeline and allocation of State resources accordingly.

4.06 Quality Assurance Consultant

The State has engaged a QA consultant, Wostmann & Associates Inc., to support the Statewide Administrative Systems Replacement project. The role of the QA consultant will be to focus on coordinating review of deliverables, contributing to risk and issue management, and generally assisting in monitoring project progress.

SECTION FIVE
SCOPE OF WORK

5.01 Overview

The State of Alaska, Department of Administration, is soliciting proposals on behalf of all State agencies to license and implement a comprehensive, integrated, statewide administrative system. This solution is required to interface with several applications currently used by the State as listed in Attachment I.

The State anticipates procuring the following products and services as part of the Statewide Administrative Systems Replacement project:

1. An integrated finance, procurement, human resources, and payroll application, including:
   a. General ledger
   b. Fund accounting
   ~~a.~~c. Budget compliance and enforcement
   ~~b.~~d. Accounts payable and disbursements
   ~~c.~~e. Purchasing and e-procurement, including vendor self-service
   ~~d.~~f. Accounts receivable and revenue collections
   ~~e.~~g. Grant and contract management
   ~~f.~~h. Project accounting
   ~~g.~~i. Cost allocation/labor distribution
   ~~h.~~j. Fixed assets
   ~~i.~~k. Human resources management, including personnel actions
   ~~j.~~l. Payroll
   ~~k.~~m. Position control
   ~~l.~~n. Benefits administration, including employee self-service
   ~~m.~~o. Budget development ~~and compliance monitoring~~
2. Comprehensive implementation services, including:
   a. Project management
   b. Discovery and business rules documentation
   c. Business process design and software configuration
   d. Technical architecture and infrastructure design
      i. Solutions that propose a licensed product must comply with the State's standards and hardware specifications, including production, quality assurance, development, and fail-over environments that comply with State standards provided in Attachment N
   e. Communication and change management support
   f. Data conversion
   g. Interface development
   h. Custom reports development
   i. Custom workflow development
   j. Custom forms development
   k. Application testing
   l. User and technical operations training
   m. Knowledge transfer to State personnel
   n. Post go-live stabilization

3. Associated process re-engineering services
4. Ten years of software maintenance

The State is interested in a solution that is configurable to accommodate complex business rules for finance, procurement, and human resources management, and proposes minimal customization necessary to meet the State's functional requirements in Attachment F. Offerors should use these requirements to determine the modules proposed in order to address the functional scope of the effort. In addition, the State is expecting the Contractor to analyze existing business processes and recommend business process changes where the State could benefit by adopting best practices.

Due to labor resource constraints, the State has a strong preference for a phased implementation, with the financial and procurement modules implemented first, ~~and~~ the followed by human resources modules and potentially budget development~~following, and~~ with minimal overlap between the phases. The State does not have mandated or required "go-live" dates ~~for either phase~~.

Although the State is soliciting proposals for a fully integrated ERP solution, the State envisions a phased approach for the different modules with related software and maintenance payment schedules based on the implementation timeframe for each module.

5.02 System Sizing

Offerors should utilize the following estimated user counts for pricing purposes. These are provided for reference purposes only and are not intended to be limiting.

Estimated System User Counts by Function

Function	Named Users	Concurrent Users
Accounts payable	1,500	250
Purchasing	1,500	250
Accounts receivable	500	100
Grant and contract management	1,000	250
Project accounting	500	100
Cost allocation	250	50
Fixed assets	50	10
Human resources management	300	200
Payroll	300	200
Benefits administration	300	200

The new system must support a peak number of 2,000 users logged on concurrently. In addition, it must support self-service functionality for employees and vendors.

Offers should utilize the following operational statistics for estimating system sizing and pricing purposes. These are provided for reference purposes only and are not intended to be limiting.

Current Functional Statistics

Operating Budget	Count	Frequency
Operating Budget FY 2011	$7.3 billion	Not applicable
Accounts Payable	**Count**	**Frequency**
Active Vendors	48,000	Ongoing
Accounts Payable Checks	300	Daily
Employee Reimbursement Checks	100	Daily
Asset Inventory	**Count**	**Frequency**
Total Assets/Inventory Items	50,000	Ongoing
Contract Management	**Count**	**Frequency**
Current Contracts	15,000	Annually
General Ledger	**Count**	**Frequency**
Active Funds	400	Ongoing
General Ledger Journal Entries	12,000	Monthly
HR/Payroll	**Count**	**Frequency**
Number of Active Employees	21,075	Not applicable
Employee Bargaining Units	13	Not applicable
~~Number of Retirees/Pensioners~~	~~36,900~~	~~Not applicable~~
Payroll Disbpursements	20,000	Bi-weekly
Payroll Direct Deposits	16,500	Bi-weekly
~~1099Rs~~	~~40,500~~	~~Not applicable~~
W-2s	25,000	Annually
Purchasing	**Count**	**Frequency**
Purchase Orders	300	Daily
Number of Active P-cards	6,500	Not applicable
P-card transactions	260,000	Annually

5.03 Maintenance and Support

The State requires the Offeror to propose an ongoing maintenance and support program that meets the following parameters:

1. Standard service hours – Monday-Friday 8:00 am to 5:00 pm Alaska standard time, excluding State holidays. During these times, while the maintenance and support program is in effect, Contractor will provide minimum service levels and timelines as follows:

    a. Type A Malfunction – Contractor will respond to all reported Type A Malfunctions within 30 minutes of receiving notification of the Type A Malfunction. Correction of this type of Malfunction will begin immediately. Contractor will assign qualified technical staff for continuous work until the reported Malfunction has been resolved. If such a problem is not resolved within eight hours after receipt of a Type A Malfunction notice from State, Contractor will escalate its efforts toward resolution by adding staff and/or sending technical/support staff to the State's location.

b. Type B Malfunction – Contractor will respond to all reported Type B Malfunctions within two hours of receiving notification of the Type B Malfunction. This type of Malfunction will be corrected within two business days.

c. Type C Malfunction – Contractor will respond to all reported Type C Malfunctions within four hours of receiving notification of the Type C Malfunction. This type of Malfunction will be corrected by Contractor within five business days.

2. After hours service – Monday-Friday before 8:00 am and after 5:00 pm Alaska standard time, on weekends, and State holidays. During these times, while the maintenance and support program is in effect, Contractor will provide minimum service levels and timelines as follows:

   a. Type A Malfunction – Contractor will respond to all reported Type A Malfunctions within two hours of receiving notification of the Type A Malfunction. Correction of this type of Malfunction will begin immediately. Contractor will assign qualified technical staff for continuous work until the reported Malfunction has been resolved. If such a problem is not resolved within the sooner of 16 hours after receipt of a Type A Malfunction notice from State, or within eight hours after the start of the next State regular business day, Contractor will escalate its efforts toward resolution by adding staff and/or sending technical/support staff to the State's location.

   b. Type B Malfunction – Contractor will respond to all reported Type B Malfunctions within two hours after the start of the next regular State business day. This type of Malfunction will be corrected within one business day after that start.

   c. Type C Malfunction – Contractor will respond to all reported Type C Malfunctions within four hours after the start of the next regular State business day. This type of Malfunction will be corrected within five business days after that start.

3. Malfunction classifications – "Malfunction" means a defect of the licensed software that degrades its use. Three levels of malfunction classifications are:

   a. Type A Malfunction – This is an error, bug, or discrepancy that delays or inhibits the primary functionality of the licensed software or a Malfunction that has the potential to corrupt licensed software data.

   b. Type B Malfunction – This is a defect of the licensed software that degrades its use, including defects that cause the software to produce incorrect results.

   c. Type C Malfunction – This is a defect that causes only minor impact on the use of the software. This includes all Malfunctions that are not considered Type A or Type B.

New releases of the licensed software will be provided to the State at no additional cost as specified in Section 3.1 of Appendix C to Attachment H.

5.04 Deliverables

Offerors are permitted to adjust the deliverables to fit their specific implementation methodology and proposed method of service delivery. However, proposals must, at minimum, address the State's desired outcomes for the deliverables outlined below.

Note that the State expects the selected Contractor to take the lead in the implementation of the software. The State expects that State personnel, led by the State's project manager and steering committee, will participate in the implementation effort. The role of the State's staff is to provide subject matter expertise to the Contractor through the implementation process, relying on the solution provider's extensive experience in implementing this system in public sector settings. For example, State subject matter experts will assist with configuration within the limits of the State's indicated staffing commitments (Section 4.05), but Offeror has ultimate responsibility for the associated system configuration deliverables.

The State does not want a solution where the Contractor's implementation approach consists primarily of training State resources on how to tailor, implement, and use the software. Specifically, the State expects Contractor staff to provide a significant role in installing and configuring the software as well as to provide guidance and work collaboratively with State staff to complete data conversion, interfaces, testing, and training. Knowledge transfer to prepare State staff for ongoing maintenance of the solution is also required. The proposed implementation plan should reflect these assumptions.

The Contractor will be required to provide the State project team with training on a "vanilla" version of the software for hands-on learning from the beginning of the project until the configured software is available for testing and training.

The following details the State's desired services and associated Offeror deliverables. Please see Attachment G for associated acceptance criteria.

Service	Associated Deliverable(s)
Project Management Manage project initiation, scope, schedule and implementation. Monitor overall project status and adjust for risk.	**1. Baseline Detailed Project Work Plan** A mutually agreed upon hierarchical work breakdown structure including task schedules and resource assignments. The plan will address: • All project management activities shall be documented in the project work plan • The project work plan shall outline a plan for the whole project • An estimate of the effort required for each activity shall be included in the project work plan • Microsoft Project 2003 shall be used to document the project schedule **2. Project Status Reports** Monthly project status reports containing sufficiently detailed information to enable the State to determine the status of the project and of any variance from the detailed project plan. Status reports should include, at a minimum: • Technical status of the project including deliverable status and forecasted deliverable status for the next reporting period • Resource status for the project, including staff utilization • Schedule status for the project including milestones completed, schedule trends and schedule summary • Issues, risks, and resource constraints which are affecting or could affect progress including the proposed or actual resolution • Proposed changes to the project work plan, reasons for the changes, and approval/disapproval determination for any proposed changes • Updated detailed project work plan • Comparison of percent complete scheduled to actual for the work breakdown structure

Service	Associated Deliverable(s)
Best Value Reporting Report on contract performance and document and manage project risk.	**3. Weekly Risk Reporting (WRR)** Weekly Risk Reporting (WRR) will be performed by the Contractor. This is an informal reporting process. This report (Excel document) serves as a tool for the State of Alaska in analyzing the performance of the contract based on risk. The WRR does not substitute or eliminate monthly progress reports or any other traditional reporting system that the Contractor may do. The purpose of the WRR is to allow the Contractor to manage and document all risks that occur throughout a contract. Risk is defined as anything that impacts contract cost or contract duration. This includes risks that are caused by the Contractor (or entities contracted by the Contractor), and risks that are caused by the State of Alaska (scope changes). The State of Alaska's project manager may also require the Contractor to document risks that may impact customer satisfaction. The weekly report is an Excel file that must be submitted on the Friday of every week. The report is due every week after the start date of the contract, until the service is 100% complete (no more risks exist to affect project implementation). The electronic version of the spreadsheet will be available after the start date of the contract. Note: The Weekly Risk Reports will be analyzed for accuracy and timely submittals. Upon completion of the contract, the Contractor will be evaluated based on their performance on the contract. This includes (but is not limited to): overall quality, on-time completion, no cost change orders, no complaints, and submission of accurate weekly reports. **4. Satisfaction Surveys** Annual surveys of customer satisfaction.

Service	Associated Deliverable(s)
System Configuration The Contractor is responsible for configuring the software to meet the State's functional requirements. This includes identification of gaps where the software cannot be configured to meet desired business processes and resolutions that address those gaps, configuring the software to meet the State's business needs, clearly communicating the system configuration, including decisions made and the logic behind the decisions. It also includes automating business processes using the licensed software's workflow capabilities.	**5. System Configuration Reports** A document for each unique business process that confirms the shared understanding between the State and Contractor of the requirements and the method by which they will be satisfied during the implementation of the licensed software. It must identify existing requirements to be revised or clarified for unambiguous interpretation and address additional requirements identified during work sessions with State stakeholders. The Deliverable must include a traceability matrix from the completed requirements to be used throughout the remainder of the development effort, and particularly in mapping user acceptance test criteria back to the requirements. **6. Business Process Modification Recommendations** A document identifying recommendations for modifying existing State business processes to take advantage of the solution's functionality. Must include business process maps of "as is" and "to be" along with narratives explaining the recommended changes, the benefits that would result, and all consequences. **7. Configured Software Ready for Test** Licensed software, installed on the State's computer system, ready for testing. As part of configuration of the licensed software, fully functional and tested workflows necessary to meet the State's functional requirements as well as any additional agreed-upon workflows and identified in the System Configuration Reports. **8. Accepted Workflows** As part of configuration of the licensed software, complete documentation for all workflows necessary to meet the State's functional requirements as well as any additional agreed-upon workflows.
Installation Architecture Concisely document the system's architecture and interfaces in a manner understandable to all project participants.	**9. Hardware Specification (Applicable to Licensed Solution only)** A document that describes the server architecture upon which to run the application, including operating system, database, application, internet, and other servers and associated data storage devices with sufficient capacity to meet the State's processing needs, for the following environments: • Development • Test • Production • Quality assurance **10. Application Architecture Documentation** A document that identifies: • The major modules of the software and the interfaces between them • All external interfaces, including a description of the information sent and received, and the method and timing of the interface • An application security plan for user access rights

Service	Associated Deliverable(s)
Initial Installation Certify the successful installation of the licensed software, and confirm the test and production environments are functioning as necessary to support the implementation effort.	**11. Installation Certification Document** A signed document warranting and certifying that the Hardware and Licensed Software have been installed in all environments, that the Licensed Software works as intended, that the installation has not degraded use of other State computer systems, that user authentication information is correctly shared with the State's network user authentication application and that the Licensed Software can be accessed via the network and can communicate with other State network resources necessary for the full functioning of the Licensed Software. The document will also summarize the components installed and describe the means used to verify the installation.
Data Conversion Define the approach and schedule for converting historical data to the new system and, following State approval, convert historical data and populate fields which must be completed prior to productive use according to the data conversion plan. The State must retain within the solution all open and active financial data and all current human resources data, as well as human resources data for inactive employees and employees terminated within the last year.	**12. Data Conversion Plan** A document that: • Identifies data to be converted – including mapping specific data sources and destinations for each field (State staff will assist with identification of data sources) • Defines necessary conversion algorithms • Defines roles and responsibilities • Identifies all data elements that must be populated prior to productive use (including those with no source data in the State's legacy systems) • Provides a plan for ensuring the system is appropriately populated with all necessary data • Provides a plan for testing the converted and populated data in the system for accuracy and consistency **13. Validated Migrated Data** Data loaded on the production system and certified as ready for use.
Report Development Design and develop custom reports configured to meet the State's needs.	**14. Reports** Certification that up to 100 (50 complex and 50 simple) custom-developed reports meet the State's needs and agreed-upon requirements.
Interface Specifications Document the specifications for system interfaces defined in the RFP and by mutual agreement between the State and the Contractor. Develop and test the associated interfaces.	**15. Interface Specifications** A document that defines the specifications for necessary interfaces at a sufficient level of detail to support development of interfaces. **16. Tested Interfaces** Certification that the interfaces are working in accord with the associated specifications.

Service	Associated Deliverable(s)
System Testing Define the approach for testing the licensed software and following State approval, assist with the overall software quality testing process in accordance with the test plan. Perform volume/stress testing. Contractor will take responsibility for unit, system, interface, and performance testing, and provide the State with test scripts or test script templates. The State will conduct end-user testing and manage the test environment, including test data.	**17. Test Plan** A document that: • Defines the overall testing process, including unit, system, acceptance, field, and performance testing • Provides a content outline to guide development of test scripts for unit, system, acceptance, field and performance testing • Includes at a minimum five test scripts developed by the Contractor to serve as a guideline for the State's development of remaining scripts • Defines a mechanism for tracking test performance and completion • Defines procedures for managing the test environment, including change control • Defines procedures for assigning severity to and correcting problems encountered **18. Volume/Stress Testing Report** A document that: • Describes the overall volume/stress testing process • Documents the volume/stress testing results • Provides recommendations for improving system performance • Documents improvements made to tune the system for optimal performance
Training Define the approach for training the State's users on the licensed software and following State approval, assist with the overall training process in accordance with the training plan. The State expects to use a "train-the trainer" approach. The Contractor will design and develop the training curriculum, provide associated course content and materials, train State employees as trainers, and train the State's project team. The State expects the Contractor to deliver initial train-the-trainer training sessions on site in both Anchorage and Juneau. Contractor may conduct follow-up training and additional sessions via distance learning. The State will be responsible for end user training.	**19. Training Plan** A document that: • Outlines the necessary classes and curriculum for each class • Establishes a content outline to guide classroom materials development • Identifies State attendees and instructors • Defines a training schedule • Provides a mechanism for tracking training completion **20. Training Materials** Content and materials for each class, tailored to its specific needs. **21. Training** Train-the-trainer sessions sufficient to train all staff who will lead end user training, including onsite training sessions in Juneau and Anchorage.
Knowledge Transfer Prepare State staff to maintain the system following implementation.	**22. Knowledge Transfer Plan and Activity** A written plan describing the knowledge and skills necessary for State personnel to maintain the system following implementation. Activities, discussions, and written materials to transfer this knowledge to State staff effectively.

Service	Associated Deliverable(s)
Go-Live and Post Implementation Stabilization Provide the State with licensed and functioning software configured to meet the State's business needs, loaded with the State's data per the Conversion Plan, and interfaced with other State systems per the Interface specifications. Develop technical and business documentation to support the State's operation and use of the licensed software. Provide technical support after Go-Live.	**23. Go-Live and Stabilization Plan** The Go-Live and Stabilization Plan will consist of a detailed task plan, including a readiness checklist and resource assignments, to support moving the Licensed Software into Productive Use. It will include a data load and conversion plan and a contingency plan in the event that the Go-Live fails. It will also include a stabilization plan that details Contractor's commitments to stabilization and the transition to full support by State staff. **24. Technical Operations Manual** An online manual to guide State IT staff in the technical procedures necessary to operate and maintain the licensed software after implementation customized to the State's configuration. **~~24.~~ 25. Business User Manual** An online manual to guide end users in the functionality, features and workflow offered by the application, customized to the State's configuration. **~~25.~~ 26. Configured and Licensed Software in Productive Use** Implemented Licensed Software in Productive Use. **~~26.~~ 27. Stabilization Services** The Contractor provides technical support after Go-Live for an agreed-upon period of time, including identifying and correcting problems.

5.05 Post Contract Evaluation (Post Award Requirement)

Upon completion of the contract and if the State conducts other solicitations using the best value approach, the Contractor may be evaluated based on their performance on this contract. This includes (but is not limited to): overall quality, ability to manage the service, ability to minimize the State's efforts, ability to service the State, submission of accurate weekly reports, and submission of accurate monthly and yearly reports. The final rating may be used to modify the Past Performance Information (PPI) scores by 50% for competition on future services for the State. This will not change scores of proposals submitted in response to this RFP.

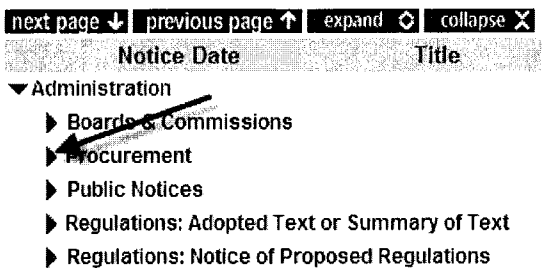
SECTION SIX
PROPOSAL FORMAT AND CONTENT

6.01 Instructions Overview

The State is using a forms-based response approach to this RFP. The objective of a forms-based approach is to ensure the responses are in a similar order and format to better facilitate fair and complete evaluation of responses. The Attachments can be downloaded in Word and Excel format from the State of Alaska Online Public Notice website:

http://notes4.state.ak.us/pn

1. Select "View Notices By Dept"
2. Select "Administration"
3. Select "Procurement"
4. Select "RFP 2010-0200-9388 ERP"



PLEASE NOTE: Do not modify the format of any of the Attachments.

Offerors must complete the following series of response forms, in the following sequence, which in total will make up an Offeror's proposal:

Document Name	Proposal Reference	RFP Reference	Required Format
Administrative Requirements Forms	**Exhibit A**	**Attachment A**	Word
Past Performance Information	**Exhibit B**	**Attachment B**	Word
Project Approach – Work Plan, Risk Assessment and Value Added	**Exhibit C**	**Attachment C**	Word
Strategic Fit Considerations	**Exhibit D**	**Attachment D**	Word
Cost Proposal Forms	**Exhibit E**	**Attachment E**	Excel
Software Functionality and Technical Requirements	**Exhibit F**	**Attachment F**	Excel

Section Seven contains detailed instructions for the forms. No marketing materials or information that identifies the Offeror may be included on Exhibit C and D.

All submittal documents must be on standard 8½" x 11" paper. The templates provided as attachments to the RFP must be used, including 10-point Arial font. Modifications to the format of this template (e.g., altering font size, altering font type, adding colors, adding pictures etc) may result in the Offeror's entire proposal being found non-responsive. The proposal should be stapled, binder clipped, or paper clipped (and not bound) to facilitate easy handling, photocopying, and reading by the PEC. No faxed or emailed proposals will be considered. The proposal must be

received by the date and time specified in the "Deadline for Receipt of Proposals" subsection 1.01. Late submittals will not be considered.

Offerors should not submit any other material, except as instructed, as they will not be considered in the evaluation. Proposals that do not follow the format and sequence specified in this RFP, or failure to complete any Exhibit as instructed, may cause the proposal to be deemed non-responsive and rejected.

SECTION SEVEN
EVALUATION CRITERIA AND CONTRACTOR SELECTION

THE TOTAL NUMBER OF POINTS USED TO SCORE PROPOSALS IS 1,000

7.01 Overall Scoring and Contractor Selection (1,000 points)

The State expects to award the contract to the best value Offeror whose proposal is responsive and is the most advantageous to the State, as determined by the State in its sole discretion. As allowed in 2 AAC 12.500, the State reserves the right to request supplementary information to assure the State that the prospective contractor has a satisfactory record of performance, is qualified legally to contract with the State, and has supplied all necessary information in connection with the inquiry concerning responsibility. Additionally, the State reserves the right to require the prospective contractor to demonstrate they have the necessary financing, equipment, facilities, expertise, and personnel.

The State will evaluate proposals using a step-by-step approach. The table below presents the overall evaluation criteria and the associated filters that will be used to identify the best value Offeror. Proposals will pass through each of four filters based on the State's overall evaluation criteria. **At the end of each filter, only proposals that meet the criteria identified in the filter will advance to the next filter and continue to be evaluated. The State expects to invite one Offeror to participate in Filter 4.**

Filter	Points	Percent	Section	Evaluation Criterion	Scoring Method
1	Pass/fail	n/a		Administrative Requirements	
2	50	5%	7.03	Past Performance Information	Raw data used in analysis
	250	25%	7.04	Cost	Raw data used in analysis
	200	20%	7.05	Project Approach	Scored by PEC
	50	5%	7.06	Strategic Fit Considerations	Scored by PEC
	65	6.5%	7.07	Alaskan Offeror's Preference*	Raw data used in analysis
3	300	30%	7.08	Interviews	Scored by PEC
	50	5%	7.09	Client Demonstrations	Scored by PEC
	35	3.5%	7.07	Alaskan Offeror's Preference*	Raw data used in analysis
4	Pass/fail	n/a		Pre-award Phase	
	1,000	100%		TOTALS	

* 2 AAC 12.260(e) provides qualified Alaskan Offerors a 10% overall evaluation point preference. Alaskan Bidders, as defined in AS 36.30.170(b), are eligible for the preference. For this RFP, the total number of points available is 1,000; the total points available for the Alaskan Offeror's Preference are 100.

The Alaskan Offeror's Preference points will be awarded separately in Filter 2 (65 points) and Filter 3 (35 points) for each qualifying Alaskan Offeror.

Throughout this section are scoring examples for each evaluation step from the beginning of the evaluation process to the final outcome, as shown in the table in Section 7.11 Scoring Proposals. In each example, Offerors that advance to the next filter are listed with the highest score bolded or highlighted.

Filter 1

7.02 - Administrative Requirements (Pass/Fail)

Offerors must acknowledge a set of statements, conditions, and information by having a duly authorized representative sign Exhibit A. This will ensure that each Offeror acknowledges:

1. The original RFP;
2. All amendments issued;
3. Proposal conditions;
4. Discloses all potential conflicts of interest (if any exist);
5. Minimum requirements are met;
6. Qualification requirements for all applicable preferences; and
7. Proposal checklist

An Offeror's failure to affirm these items with an authorized signature may cause the proposal to be determined to be non-responsive and the proposal may be rejected.

Criteria for advancing to Filter 2

Administrative Requirements will be scored on a pass/fail basis and only Offerors that meet all of the Administrative Requirements will pass and advance to Filter 2. There is no limit on the number of Offerors that may advance to Filter 2.

Administrative Requirements Scoring Example

	Pass or Fail
Offeror 1	Pass
Offeror 2	Pass
Offeror 3	Pass
Offeror 4	Fail
Offeror 5	Pass
Offeror 6	Pass
Offeror 7	Pass
Offeror 8	Pass

In the example above Offeror 4 does not advance to Filter 2 as they failed the Administrative Requirements.

END OF FILTER 1

Filter 2

7.03 - Past Performance Information (50 Points)

The State will be analyzing Past Performance Information (PPI) on the critical components that are proposed by each Offeror. The information will be in the form of a reference. The critical components that will be evaluated for this RFP include:

(a) Software Offeror
(b) System Implementation Offeror

Obtaining the PPI

The following section provides instructions to Offerors regarding their actions required prior to proposal submission. Once the Offeror has completed these actions, the Offeror may continue to the "Providing the PPI" instructions section.

The Offeror is responsible for selecting past clients for the submission of each of their critical components' performance ratings. The Offeror is encouraged to only submit highly satisfied references.

1. Offerors must create and submit a list of past clients for each critical component (a maximum of ten per component) that will evaluate their past performance. This will be referred to as the "Reference List" and is provided in Attachment B.
2. The Reference List must contain different contracts. Offerors cannot have multiple people evaluating the same past contract. However, one person may evaluate several different past contracts.
3. The Reference List must contain past projects that are 100% implemented and in production status. The Executive Branch agencies of the State of Alaska cannot be listed or used as a reference.
4. The Reference List must include the following:

ITEM	DEFINITION
SURVEY ID (CODE)	A unique (different) number assigned to each survey
POINT OF CONTACT	First and last name of the person who will answer customer satisfaction questions
PHONE NUMBER	Current phone number for the reference (including area code)
FAX NUMBER	Current fax number for the reference (including area code)
EMAIL ADDRESS	Current email address for the reference
CLIENT NAME	Name of the company or institution for which the work was performed
PROJECT NAME	Name of the project
DATE COMPLETED	Date when the project was completed, in mm/dd/yyyy format
COST OF PROJECT	Awarded cost of project, including all contract modifications

All fields are required; missing information will result in no credit given for the reference.

After a Reference List is developed, the Offeror will submit a survey questionnaire to each of their past clients on the list for each critical component. In Attachment B there are two survey questionnaires associated with PPI; one with questions for the System Implementation Offeror and one for the Software Offeror.

Prior to sending out the survey, the Offeror should modify the return information with a contact person and accurate contact information for the Offeror. Once the past client has evaluated and completed the survey, they will send the survey directly to the Offeror. All returned surveys MUST be completed and signed by the past client. If a survey is not signed, it will NOT be counted. Offerors cannot have other consultants or third parties evaluate their performance.

Providing the PPI

All of the returned surveys should be packaged together and submitted with the proposal as Exhibit B. The scores of the submitted surveys will be used to compile the average PPI rating for the critical component. The State may contact the reference to clarify a survey rating, check for accuracy, or to obtain additional information. If the reference cannot be contacted, the survey will be deleted and no credit given for that reference.

Scoring of PPI

The final PPI score will be calculated based on the following items:

1. Averaging all of the returned survey scores for each question;
2. The number of different people that returned a survey; and
3. The number of different projects that were evaluated.

Survey Questionnaire Scoring

The following example details the scoring process that will be utilized to score the survey questionnaires for both the Software Offeror and the System Implementer Offeror.

Survey responders will evaluate each question on a scale of 1 to 10. The scores for each question from each responder will be added together to determine the question's total score. The question's total score will be divided by the number of responders to determine the Raw Average Score for each question.

The highest Raw Average Score for each question will be awarded the maximum number of points (2.63). Each question's awarded points will be added together to determine the total survey points awarded to each critical component.

Although highly unlikely, this example illustrates the scoring process for a single Offeror who has received the maximum number of points for every question.

Offeror 1 (Software Offeror) Survey Scoring Example

Responder	1	2	3	* 4	* 5	6	7	Total	Raw Average Score	Award Points
Question Number										
1	6	8	4	0	0	8	9	35	7.00	2.63
2	5	6	8	0	0	8	7	34	6.80	2.63
3	6	5	8	0	0	5	9	33	6.60	2.63
4	8	4	5	0	0	8	5	30	6.00	2.63
5	8	9	9	0	0	7	9	42	8.40	2.63
6	Yes	Yes	Yes	No	No	Yes	Yes	-	n/a	n/a
				Total Survey Points						13.15

* Offeror 1 receives no credit for survey responses 4 and 5 because surveyed projects were not 100% implemented and in production status.

Offeror 1 (System Implementer Offeror) Survey Scoring Example

Responder	1	2	3	4	* 5	6	7	Total	Raw Average Score	Award Points
Question Number										
1	5	7	8	9	0	5	8	42	7.00	2.63
2	6	8	9	10	0	7	8	48	8.00	2.63
3	8	7	8	9	0	9	7	48	8.00	2.63
4	9	10	8	9	0	8	9	53	8.83	2.63
5	10	10	9	7	0	7	9	52	8.66	2.63
6	10	9	8	7	0	7	9	50	8.33	2.63
7	6	8	6	5	0	5	9	39	6.50	2.63
8	8	7	8	8	0	8	9	48	8.00	2.63
9	7	10	8	9	0	8	7	49	8.16	2.63
10	9	9	8	9	0	8	9	52	8.66	2.63
11	Yes	Yes	Yes	Yes	No	Yes	Yes	-	n/a	n/a
				Total Survey Points						26.30

* Offeror 1 receives no credit for survey response 5 because surveyed project was not 100% completed.

The Software Offeror and the System Implementer Offeror award points will be summed to determine the Total Raw Score.

Survey Scoring Summary Example

	Software Offeror Points	System Implementer Points	Total Raw Score
Offeror 1	**13.15**	**26.30**	**39.45**
Offeror 2	12.89	24.61	37.50
Offeror 3	11.65	22.50	34.15
Offeror 4	n/a	n/a	n/a
Offeror 5	10.95	20.33	31.28
Offeror 6	12.30	23.75	36.05
Offeror 7	12.64	25.95	38.59
Offeror 8	9.50	19.60	29.10

Combined Number of Surveys Returned Scoring Example

The following example details the scoring process that will be utilized to score the number of people surveyed for both the Software Offeror and the System Implementer Offeror.

The number of completed and returned surveys for both the Software Offeror and the System Implementer Offeror will be the basis for calculating the award points. The Offeror with the highest Combined Number of Surveys Returned will receive the maximum number of points. To calculate number of points each subsequent Offeror receives, their score will be divided by the highest score and then multiplied by the maximum number of points available for the evaluation category to equal the number of points awarded.

Formula

$$\frac{\text{Offeror Score (17)}}{\text{Highest Score (19)}} \times \text{Max Points (5.26)} = \text{Points Awarded (4.71)}$$

In the example below, Offerors 3 and 8 had the highest Combined Number of Surveys Returned and are awarded the maximum number of points.

	Combined Number of Surveys Returned	Award Points
Offeror 1	17	4.71
Offeror 2	8	2.21
Offeror 3	**19**	**5.26**
Offeror 4	n/a	n/a
Offeror 5	15	4.15
Offeror 6	16	4.43
Offeror 7	8	2.21
Offeror 8	**19**	**5.26**

* Offerors may return up to 20 surveys (Software Offeror 10 plus System Implementer Offeror 10).

Combined Number of Different Projects Scoring Example

The following example details the scoring process that will be utilized to score the number of different projects surveyed for both the Software Offeror and the System Implementer Offeror.

The number of different projects surveyed and returned with the proposal will be the basis for calculating the award points. The Offeror with the highest Combined Number of Projects will receive the maximum number of points. To calculate number of points each subsequent Offeror receives, their score will be divided by the highest score and then multiplied by the maximum number of points available for the evaluation category to equal the number of points awarded.

Formula

$$\frac{\text{Offeror Score (15)}}{\text{Highest Score (19)}} \times \text{Max Points (5.26)} = \text{Points Awarded (4.15)}$$

In the example below, Offeror 8 had the highest Combined Number of Different Projects and is awarded the maximum number of points.

	Combined Number of Different Projects	Award Points
Offeror 1	15	4.15
Offeror 2	18	4.98
Offeror 3	16	4.43
Offeror 4	n/a	n/a
Offeror 5	17	4.70
Offeror 6	8	2.21
Offeror 7	15	4.15
Offeror 8	**19**	**5.26**

Summary of PPI Scoring

The amount of points earned by each Offeror in each of the three components will be added together to determine the Offeror's Final PPI Score. In the example below, Offeror 1 has received a final PPI score of 48.31 and is the highest ranked Offeror at this point.

	Survey Award Points	Number of Surveys Returned Award Points	Number of Different Projects Award Points	Final PPI Score
Offeror 1	**39.45**	4.71	4.15	**48.31**
Offeror 2	37.50	2.21	4.98	44.69
Offeror 3	34.15	**5.26**	4.43	43.84
Offeror 4	n/a	n/a	n/a	n/a
Offeror 5	31.28	4.15	4.70	40.13
Offeror 6	36.05	4.43	2.21	42.69
Offeror 7	38.59	2.21	4.15	44.95
Offeror 8	29.10	**5.26**	**5.26**	39.62

An Offeror's final score for the PPI will be included in the Offeror's total score for Filter 2.

7.04 Cost (250 Points)

Offerors must submit their cost proposal as Exhibit E. Offerors must itemize all costs for application software, system software, professional services by required deliverable, other one-time expenses, annual maintenance, ongoing expenses, required servers and other technical components, and staffing rates. The cost of each module, regardless of its implementation date, must include ten years of licensing and maintenance pricing. ***Cost will be evaluated based on the ten-year total cost of ownership provided by Offerors in Exhibit E. If any proposal has a ten-year total cost of ownership*** ~~(calculated as described above)~~ ***that exceeds 50% above or below the average ten-year total cost of ownership of all proposals, the State reserves the right to not consider the proposal.***

The server hardware for a traditional licensed proposal must be listed in Exhibit E, Table D – Required Servers; however no associated cost is required and this component of the Offeror's solution will not be factored into the ten-year total cost of ownership. As stated in the instructions for Table D an Offeror submitting ***a hosted ("cloud") proposal does not need to complete Exhibit E, Table D – Required Servers.***

The cost proposal may not be amended by the Offeror as a result of increased

understanding gained during the Pre-award Phase. It may only be amended by scope changes proposed by the State during the Pre-award Phase. Schedule extensions will not justify cost increases at any time during the Pre-award Phase or the implementation period of the project.

Scoring of Cost

~~Cost will be evaluated based on a ten-year total cost of ownership. Prior to scoring the cost proposals, Pacific Technologies, Inc. (PTI), the State's procurement consultant, will normalize costs to determine total cost of ownership. PTI will adjust proposed costs as needed to remove the cost of third-party software licenses that the State may already have, or other system components that already exist within the State's architecture – and as such, the State would not need to purchase as part of the new administrative system. Similarly, PTI will add the costs of all necessary third-party software required to be purchased by the State to implement the Offeror's proposed solution as well as State resources, identified in Exhibit D4, required for the implementation.~~

~~The State is open to considering a software-as-a-service, "cloud computing" option. Offerors proposing these solutions will have their cost proposal reduced by the amount of expected long-term labor savings. The cost estimates are being analyzed at the time of the RFP release, and the amount will be provided as an amendment to the RFP.~~

~~Normalization adjustments to an Offeror's cost will be discussed and clarified with the Offeror for agreement. The State reserves the right to determine the final normalized total cost of ownership to be used in the evaluation process.~~

~~If any proposal has a ten-year total cost of ownership (calculated as described above) that exceeds 50% above or below the average ten-year total cost of ownership of all proposals, the State reserves the right to not consider the proposal.~~

~~The cost proposal may not be amended by the Offeror as a result of increased understanding gained during the Pre-award Phase. It may only be amended by scope changes proposed by the State during the Pre-award Phase. Schedule extensions will not justify cost increases at any time during the Pre-award Phase or the implementation period of the project.~~

The cost proposals will be evaluated against each other regardless of the solution type (traditional licensed software or hosted model). The State will not adjust, in any manner, an Offeror's cost proposal.

The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out in Sections 2.13 and 2.14, including applicable Alaskan Bidder Preference as described therein.

In the example below, Offeror 2 is awarded the maximum points for cost as their final ~~normalized~~ cost is the lowest.

Cost Scoring Example

	~~Cost Offered~~	~~Normalized Cost~~ Offered	5% Alaskan Bidder Preference Discount	Final ~~Normalized~~ Cost	Award Points
Offeror 1	~~$1,250,000.00~~	$1,162,500.00	($58,125.00)	$1,104,375.00	242.74
Offeror 2	~~$1,075,000.00~~	$1,128,750.00	($56,437.50)	$1,072,312.50	**250.00**
Offeror 3	~~$1,500,000.00~~	$1,410,000.00	($70,500.00)	$1,139,500.00	235.26
Offeror 4	~~n/a~~	n/a	n/a	n/a	n/a

Offeror 5	~~$1,375,000.00~~	$1,416,250.00	n/a	$1,416,250.00	189.29
Offeror 6	~~$1,195,000.00~~	$1,171,100.00	($58,555.00)	$1,112,545.00	240.95
Offeror 7	~~$1,425,000.00~~	$1,439,250.00	($71,962.50)	$1,367,287.50	196.06
Offeror 8	~~$1,155,000.00~~	$1,178,100.00	n/a	$1,178,100.00	227.55

Points shall be awarded to each Offeror based on the formula outlined in Section 2.14 and will be included in the Offeror's total score for Filter 2.

7.05 Project Approach (200 Points)

The Project Approach submitted by the Offeror as Exhibit C1 should address scope, requirements, quality needs, risks, and time/budget constraints. The Project Approach provides Offerors an opportunity to demonstrate that they understand the scope and services requested in this RFP and serves as a mechanism for the Offeror to express their vision for the project. This allows high performing Offerors to differentiate themselves from their competitors based on their experience and expertise. The Project Approach must not contain any marketing or technical information and should demonstrate to the State that the Offeror has expertise regarding the requested services.

In order to minimize any bias, the Project Approach **must NOT** contain any names that can be used to identify the Offeror (company name, personnel names, past project names, product names or any other identifying information). Attachment C provides a Project Approach template that must be used. Offerors **are NOT** allowed to re-create, re-format, or modify the template including altering the font size, font type, font color, adding colors, pictures, diagrams, or any other alterations.

The Project Approach is comprised of a Work Plan and a Risk Assessment/Value Added Plan (RAVA).

Work Plan

The Work Plan demonstrates the Offeror's ability to provide a concise summary of the approach to delivering the requested services. The Work Plan should:

1. Describe the Offeror's methodology for managing project scope, schedule, and implementation of the project.
2. Describe the Offeror's approach to system initialization, system installation, business process design/reengineering, system configuration, system tailoring, interface design and development, data conversion, testing, and post-implementation stabilization.
3. Describe how the Offeror will transition from existing systems to the proposed systems.
4. Describe how the Offeror will educate and train State employees on the proposed systems.
5. Describe how the Offeror will monitor performance throughout the contract term.

Risk Assessment and Value Added Plan

The RAVA Plan has two major components; a Risk Assessment Plan and a Value Added Plan. The Plan should demonstrate that the Offeror has expertise on the specific project/service being proposed. The RAVA Plan template in Attachment C must be used. Offerors **are NOT** allowed to re-create, re-format, or modify the template including altering the font size, font type, font color, adding colors, pictures, diagrams, or any other alterations. Any Plan that contains names, or fails to meet all of the formatting requirements mentioned above, may be deemed nonresponsive and eliminated from the evaluation process.

Overview of the Risk Assessment Section of the RAVA

The Offeror should list and prioritize major risk items that are unique to this service. This includes areas that may cause the service to not be completed within budget, or within schedule, generate

any financial cost increases, or may be a source of dissatisfaction for the State. Risks can include things that the Offeror controls and things that the Offeror does not control. The risk should be non-technical, but should also contain enough information to describe to an evaluator why the risk is a valid risk. The Offeror must also explain how the Offeror will avoid or minimize the risk. If the Offeror has a unique method to minimize the risk, they should explain it in non-technical terms. All identified risks and solutions must be included in your base proposal cost.

Overview of the Value Added Section of the RAVA
The purpose of the Value Added Plan is to provide Offerors with an opportunity to identify any value added options or ideas that may benefit the State. These options or ideas may also be referred to as additional or optional services. If the Offeror can include more scope or services that fall within the schedule and budgetary constraints of the State, they should provide an outline of the potential value added options. If the contract budget is a risk, the Offeror should provide value added ideas to alter the scope of work to meet the State's constraints. All value added ideas **must NOT** be included in the base cost proposal.

During the Pre-award Phase the State will determine if the value added items will be accepted or rejected.

Scoring of Project Approach
The State's PEC will evaluate and score Exhibit C as two components, 150 points are assigned to the RAVA plan and 50 points are assigned to the Work Plan.

Responses for each component will be rated comparatively against one another with each PEC member assigning a score of 1, 5, or 10 (with 10 representing the highest score, 5 representing the average score, and 1 representing the lowest score). Responses that are similar or lack dominant information to differentiate the Offerors from each other will receive the same score. Therefore it is the Offeror's responsibility to differentiate itself and prove to the State that they have more expertise than their competitors.

After the PEC has scored each component of the Project Approach, the State will calculate a Raw Average Score by averaging all of the evaluators' scores for each Offeror.

In the example below, Offeror 6 receives the maximum points for the RAVA Plan as their Raw Average Score is the highest.

RAVA Plan Scoring Example

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total Score	Raw Average Score	Award Points
Offeror 1	10	10	5	10	5	40	8	133.32
Offeror 2	5	5	5	5	5	25	5	83.33
Offeror 3	1	5	5	5	1	17	3.4	56.66
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	10	5	5	10	10	40	8	133.32
Offeror 6	10	10	10	10	5	45	9	**150.00**
Offeror 7	5	10	10	5	5	35	7	116.66
Offeror 8	10	10	10	5	1	36	7.2	120.00

Points will be awarded to each subsequent Offeror based on the formula outlined in Section 2.15 and will be included in the Offeror's total score for Filter 2.

In the example below, Offeror 7 receives the maximum points for the Work Plan as their Raw Average Score is the highest.

Work Plan Scoring Example

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total Score	Raw Average Score	Award Points
Offeror 1	5	10	5	10	10	40	8	44.44
Offeror 2	10	5	5	5	10	35	7	38.88
Offeror 3	10	10	5	5	5	35	7	38.88
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	1	5	5	5	5	21	4.2	23.33
Offeror 6	5	5	10	10	5	35	7	38.88
Offeror 7	10	10	10	10	5	45	9	**50.00**
Offeror 8	10	5	5	1	10	31	6.2	34.44

Points will be awarded to each subsequent Offeror based on the formula outlined in Section 2.15 and will be included in the Offeror's total score for Filter 2.

7.06 Strategic Fit Considerations (50 Points)

The State's PEC will use the following information provided by the Offeror to evaluate Strategic Fit Considerations:

1. Exhibit D – Strategic Fit Considerations
2. Exhibit F – Software Functionality and Technical Requirements

In order to minimize any bias, the Strategic Fit forms must NOT contain any names that can be used to identify the Offeror (company name, personnel names, past project names, product names or any other identifying information). Attachment D provides a Strategic Fit template that must be used. Offerors are NOT allowed to re-create, re-format, or modify the template including altering the font size, font type, font color, adding colors, pictures, diagrams, or any other alterations.

Scoring of Strategic Fit Considerations

The State's PEC will evaluate and score Exhibit D and F as a whole, assigning a single score to the combined components. The PEC will evaluate the qualifications of the Software Offeror's and System Implementation Offeror's personnel and experience. Consideration will include how well they meet the State's operational, business, and strategic goals. In addition, impact to State resources will be considered, as will the Offeror's exceptions to the State's terms and conditions. Exhibit F will also be used as a basis for discussions in Pre-award Phase. No substantive changes to the Offeror's response to Exhibit F will be allowed during Pre-award Phase; all functionality as submitted must be accurate.

Responses will be rated comparatively against one another with each PEC member assigning a score of 1, 5, or 10 (with 10 representing the highest score, 5 representing the average score, and 1 representing the lowest score). Responses that are similar or lack dominant information to differentiate the Offerors from each other will receive the same score. Therefore it is the Offeror's responsibility to differentiate itself and prove to the State that they have more expertise than their competitors.

After the PEC has scored the Strategic Fit Considerations, the State will calculate a Raw Average Score by averaging all of the evaluators' scores. In the example below, Offeror 2 receives the maximum points for Strategic Fit Considerations as their Raw Average Score is the highest.

Strategic Fit Considerations Scoring Example

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total	Raw Average Score	Award Points
Offeror 1	10	5	10	10	5	40	8	44.44
Offeror 2	10	10	5	10	10	45	9	**50.00**
Offeror 3	5	5	5	5	10	30	6	33.33
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	1	5	5	1	5	17	3.4	18.88
Offeror 6	10	10	5	5	5	35	7	38.88
Offeror 7	5	5	5	5	5	25	5	27.77
Offeror 8	10	10	10	5	5	40	8	44.44

Points shall be awarded to each subsequent Offeror based on the formula outlined in Section 2.15 and will be included in the Offeror's total score for Filter 2.

7.07 Alaskan Offeror's Preference (65 Points) AS 36.30.250 & 2 AAC 12.260

If an Offeror qualifies for the Alaskan Offeror's Preference as detailed in Section 7.01, the Offeror shall be awarded 65 points in Filter 2. In the example below, Offerors 1, 2, 6, and 7 are awarded 65 points for the Alaskan Offeror's Preference.

Alaskan Offeror's Preference Scoring Example

	Qualify? Yes or No	Award Points
Offeror 1	Yes	65
Offeror 2	Yes	65
Offeror 3	No	0
Offeror 4	n/a	n/a
Offeror 5	No	0
Offeror 6	Yes	65
Offeror 7	Yes	65
Offeror 8	No	0

The Alaskan Offeror's Preference points will be included in the Offerors' total scores in Filter 2.

Criteria for advancing to Filter 3

Each component within Filter 2 (Past Performance Information, Cost, Project Approach, Strategic Fit Considerations, and the Alaskan Offeror's Preference) will be evaluated as described in this Section. The subsequent scores will be summed to create a total score for this filter. The State is expecting to shortlist Offerors with the highest scores and susceptible for award. Only shortlisted Offerors will be invited to participate in Filter 3.

Scoring Summary after Filter 2

	Administrative Requirements	PPI	Cost	Project Approach		Strategic Fit	Alaskan Offeror's Preference	Award Points at end of Filter 2
				RAVA Plan	Work Plan			
Offeror 1	Pass	**48.31**	242.74	133.32	44.44	44.44	**65**	**578.26**
Offeror 2	Pass	44.69	**250.00**	83.33	38.88	**50.00**	**65**	**531.90**
Offeror 3	Pass	43.84	235.26	56.66	38.88	33.33	0	407.97
Offeror 4	Fail	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	Pass	40.13	189.29	133.32	23.33	18.88	0	404.95
Offeror 6	Pass	42.69	240.95	**150.00**	38.88	38.88	**65**	**576.40**
Offeror 7	Pass	44.95	196.06	116.66	**50.00**	27.77	**65**	**500.44**
Offeror 8	Pass	39.62	227.55	120.00	34.44	44.44	0	**466.05**

In the example above, Offerors 3 and 5 do not advance to Filter 3 because they are not susceptible for award.

END OF FILTER 2

Filter 3

7.08 Interviews (300 Points)

The State will conduct interviews with the Offerors that have been invited into Filter 3. The same questions will be asked of each Offeror. The State will interview the following individuals for each of the shortlisted firms:

- Project Manager
- Technical Lead
- Finance/Procurement Functional Lead
- Business Process Reengineering Lead
- Training Lead

The State reserves the right to interview additional personnel, which will not be scored by the PEC. The State will interview each of the above individuals separately (but may also interview as a group). The State may request additional information prior to interviews (such as a list of similar past contracts, a detailed cost breakdown, a detailed service schedule, etc). No other individuals from the Offeror's organization will be allowed to sit in or participate during the interviews. Similar to a job interview, the questions will not be disclosed prior to the interview.

Important Note: All proposed team members must be available in person for interviews on the date specified in this solicitation and as amended. No substitutes, proxies, phone interviews, or electronic interviews will be allowed. Individuals who fail to attend the interview will not be given a score which may jeopardize the Offeror's competitiveness. All interviews will be video recorded, and if awarded the contract, all interview statements will become part of the final contract.

Scoring of Interviews

The State's PEC will evaluate and score interviews as a whole and assign a single score.

Offeror interviews will be rated comparatively against one another with each PEC member assigning a score of 1, 5, or 10 (with 10 representing the highest score, 5 representing the average score, and 1 representing the lowest score).

After the PEC has scored the interviews, the State will calculate a Raw Average Score by averaging all of the evaluators' scores for each Offeror's team member.

Interview Scoring Examples

Project Manager

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total Score	Raw Average Score
Offeror 1	10	10	5	5	10	40	8
Offeror 2	5	5	1	10	10	31	6.2
Offeror 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 6	10	10	5	5	5	35	7
Offeror 7	1	5	5	5	5	21	4.2
Offeror 8	5	10	5	5	5	30	6

Technical Lead

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total Score	Raw Average Score
Offeror 1	5	10	10	10	10	45	9
Offeror 2	10	10	5	5	5	35	7
Offeror 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 6	5	5	5	5	5	25	5
Offeror 7	10	10	10	5	5	40	8
Offeror 8	1	5	5	5	1	17	3.4

Finance/Procurement Functional Lead

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total Score	Raw Average Score
Offeror 1	5	5	5	5	10	30	6
Offeror 2	5	10	10	5	5	35	7
Offeror 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 6	10	10	10	5	10	45	9
Offeror 7	5	5	5	1	5	21	4.2
Offeror 8	10	10	10	5	5	40	8

Business Process Reengineering Lead

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total Score	Raw Average Score
Offeror 1	10	5	5	5	5	30	6
Offeror 2	10	10	10	5	5	40	8
Offeror 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 6	5	1	5	5	10	26	5.2
Offeror 7	10	10	10	5	10	45	9
Offeror 8	5	5	5	5	5	25	5

Training Lead

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total Score	Raw Average Score
Offeror 1	5	5	5	10	5	30	6
Offeror 2	10	10	5	5	5	35	7
Offeror 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 6	10	10	10	5	5	40	8
Offeror 7	5	5	1	5	5	21	4.2
Offeror 8	10	5	5	5	10	35	7

The Raw Average Score for each team member will be summed to determine each Offeror's Combined Raw Average Score. The Offeror with the highest Combined Raw Average Score will be awarded the maximum points. In the example below, Offeror 2 receives the maximum points for Interviews as their Combined Raw Average Score is the highest.

All Personnel Combined

	Project Manager	Technical Lead	Finance / Procurement Functional Lead	Business Process Reengineering Lead	Training Lead	Combined Raw Average Score	Award Points
Offeror 1	8	9	6	6	6	35	298.29
Offeror 2	6.2	7	7	8	7	35.2	**300.00**
Offeror 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 6	7	5	9	5.2	8	34.2	291.45
Offeror 7	4.2	8	4.2	9	4.2	29.6	252.27
Offeror 8	6	3.4	8	5	7	29.4	250.56

Points will be awarded to each subsequent Offeror based on the formula outlined in Section 2.15 and will be included in the Offeror's total score for Filter 3.

7.09 Client Demonstrations (50 Points)

The State will require Offerors to identify one past client for which the proposed software system has been successfully implemented. The Offeror will coordinate the past client's system demonstration for the State's PEC. The purpose of this demonstration is to have an end user demonstrate the installed and fully operational system. The demonstration will also be used to identify the end users' satisfaction with the product, the system, the installation, and the service provided by the Offeror.

The Offeror must identify one past client that:

(a) currently uses the proposed product/system installed by the System Implementer fully in production for at least more than six months; and
(b) will provide an individual(s) to conduct the demonstration.

The requirements of the demonstrations are:

1. The Offeror will schedule two hours with the end user to demonstrate the product/system to the State's PEC.
2. The Offeror may assist the end user during the demonstration if required; however, greater credit/preference will be given to demonstrations that require little interaction from the Offeror.
3. The Offeror will set up an online, real-time demonstration at the end user's site.
4. The Offeror is encouraged to travel to the end user's site to establish an online, real-time demonstration with a web application that will allow the PEC to view the demonstration (such as WebEx, GoToMeeting, Adobe Connect, etc).
5. The PEC will view the demonstration and ask the end user general satisfaction questions.

The demonstration scenarios will be the same for every shortlisted Offeror.

Scenarios to be demonstrated will include:

1. Financial – Invoice a citizen for a license renewal fee; track the receivable; and liquidate it upon receipt of the money. Show how the receipt is reflected in the revenue journal and general ledger.
2. Procurement – Create a purchase requisition; track the requisition approval process; create the purchase order resulting from the requisition, track the purchase order approval process through at least two separate approvers; issue the purchase order to a vendor, receive the products, approve the invoice, and track the payment process.
3. Human resources/payroll - Appoint a new employee with setup of employee/employer charges, labor distribution, pay, leave, benefits, and demographic information.

Scoring of Client Demonstrations

The State's PEC will evaluate and score client demonstrations as a whole and assign a single score.

Offeror client demonstrations will be rated comparatively against one another with each PEC member assigning a score of 1, 5, or 10 (with 10 representing the highest score, 5 representing the average score, and 1 representing the lowest score).

After the PEC has scored the client demonstrations, the State will calculate a Raw Average Score by averaging all of the evaluators' scores for each Offeror. In the example below, Offeror 1 receives the maximum points for Client Demonstrations as their Raw Average Score is the highest.

Client Demonstration Scoring Example

	PEC Member 1	PEC Member 2	PEC Member 3	PEC Member 4	PEC Member 5	Total	Raw Average Score	Award Points
Offeror 1	10	10	5	10	10	45	9	**50.00**
Offeror 2	10	10	10	5	5	40	8	44.44
Offeror 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 6	5	5	10	5	5	30	6	33.33

Offeror 7	1	5	10	5	5	26	5.2	28.88
Offeror 8	10	5	5	5	10	35	7	38.88

Points shall be awarded to each subsequent Offeror based on the formula outlined in Section 2.15 and will be included in the Offeror's total score for Filter 3.

7.10 Alaskan Offeror's Preference (35 Points) AS 36.30.250 & 2 AAC 12.260

If an Offeror qualifies for the Alaskan Offeror's Preference as detailed in Section 7.01, the Offeror shall be awarded 35 points in Filter 3.

Alaskan Offeror's Preference Scoring Example

	Qualify? Yes or No	Award Points
Offeror 1	Yes	35
Offeror 2	Yes	35
Offeror 3	n/a	n/a
Offeror 4	n/a	n/a
Offeror 5	n/a	n/a
Offeror 6	Yes	35
Offeror 7	Yes	35
Offeror 8	No	0

The Alaskan Offeror's Preference points will be included in the Offerors' total scores in Filter 3.

7.11 Scoring Proposals

The State will use a linear relationship model to compare all data and ratings for each proposal. The following example illustrates how the scores will be calculated.

	Filter 1	Filter 2							Filter 3			
				Project Approach								
	Admin. Requirements	Final PPI	Cost	RAVA Plan	Work Plan	Strategic Fit	Alaskan Offeror's Preference	Filter 2 Score	Interviews	Client Demo	Alaskan Offeror's Preference	Final Evaluated Score
Maximum Points	**Pass/Fail**	**50**	**250**	**150**	**50**	**50**	**65**		**300**	**50**	**35**	**1,000**
Offeror 1	Pass	**48.31**	242.74	133.32	44.44	44.44	65	578.26	298.29	**50.00**	35	**961.54**
Offeror 2	Pass	44.69	**250.00**	83.33	33.88	**50.00**	65	531.90	**300.00**	44.44	35	911.34
Offeror 3	Pass	43.84	235.26	56.66	38.88	33.33	0	407.97	n/a	n/a	n/a	n/a
Offeror 4	Fail	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Offeror 5	Pass	40.13	189.29	133.32	23.33	18.88	0	404.95	n/a	n/a	n/a	n/a
Offeror 6	Pass	42.69	240.95	**150.00**	38.88	38.88	65	576.40	291.45	33.33	35	936.18
Offeror 7	Pass	44.95	196.06	116.66	**50.00**	27.77	65	500.44	252.27	28.88	35	816.59
Offeror 8	Pass	39.62	227.55	120.00	34.44	44.44	0	466.05	250.56	38.88	0	755.49

In this example, all of the proposals have been evaluated and Offeror 1 has been identified as the best value Offeror and advances to the Pre-award Phase.

7.12 Cost Reasonableness

To ensure the optimum use of public funds, the State will review the cost reasonableness of the prioritized Offerors in the following manner:

1. If the highest ranked Offeror's ten-year total cost of ownership is within the State's means and within 5% of the next highest ranked Offeror's ten-year total cost of ownership, the State will invite the highest ranked Offeror to the Pre-award Phase.

2. If the highest ranked Offeror's ten-year total cost of ownership is within the State's means, but the highest ranked Offeror's ten-year total cost of ownership is more than 5% greater than the second highest ranked Offeror's ten-year total cost of ownership, the State reserves the right to invite the second highest ranked Offeror to the Pre-award Phase.

~~3.1137968498.~~ If the highest ranked Offeror's ten-year total cost of ownership exceeds the State's means, the State reserves the right to invite the next highest ranked Offeror whose ten-year total cost of ownership falls within the State's means.
~~1137968498.~~

END OF FILTER 3

Filter 4

7.13 Pre-award Phase (Pass/Fail)

The Pre-award Phase will be evaluated as a pass/fail for the Offeror that has been invited to participate in this Filter.

At any time during the Pre-award Phase, if the State is not satisfied with the progress being made with the invited Offeror or determines that the Offeror's Exhibit F Software Functionality and Technical Requirements have been misrepresented, the State may terminate the Pre-award Phase activities with that Offeror. The State may then commence a new Pre-award Phase with the next highest ranked Offeror.

The cost proposal may not be amended by the Offeror as a result of an increased understanding gained during the Pre-award Phase. It may only be amended by scope changes proposed by the State during the Pre-award Phase. Schedule extensions will not justify cost increases at any time during the Pre-award Phase or the implementation period of the project. The State's objective is for the Offeror to complete the project on time, without any cost increases, and with a high degree of customer satisfaction. Because the Offeror is at risk, it is the Offeror's responsibility to ensure it understands the State's expectations in order to minimize their risk.

The Pre-award Phase will be completed prior to the Notice of Intent to Award and the signing of the contracts. The State will not reimburse the Offeror for any costs incurred during this phase.

The Pre-award Phase is estimated to take several months, which the State may break into several time periods. During this phase, the Offeror will be required to work with the State to preplan the project in detail. This phase provides the Offeror with a final opportunity to protect itself by ensuring that their proposal is complete, that they have fully identified and documented risks associated with the project, and established a detailed project plan with associated assumptions. The Offeror will be required to perform the following (including, but not limited to):

Phase 1 Activities:

1. Review and evaluate the functional and technical requirements to ensure a common understanding and verification that the proposed design meets the State's needs.
2. Conduct vendor demonstration(s) of the proposed solution (as requested by the State).
3. Negotiate the objections to the standard terms and conditions of the contracts that the Offeror identified in their proposal.
4. Review Offeror deliverables from similar projects.
5. Prepare a project schedule that identifies critical milestones and deliverables.
6. Identify the State's roles and responsibilities.
7. Respond to any technical concerns, issues, or risks brought up by the State.
8. Identify the State's accepted/rejected value added items.

Phase 2 Activities:

9. Preplan the project with all detailed activities.
10. Conduct additional detailed scripted software demonstrations (as requested by the State).
11. Coordinate the project/service with all critical parties.
12. Provide any additional documentation requested by the State.
13. Define final deliverables and acceptance criteria.
14. Provide methodology and documents for project management.
15. Provide a fully resource-loaded project work plan.
16. Prepare a response on how all risks identified by other Offerors will be minimized.
17. Review and accept all interview statements.
18. Prepare a list of risks that the Offeror does not control.
19. Prepare a list of project assumptions.
20. Prepare a list of all State actions/tasks.
21. Prepare a Monthly Project Status Report template that the Offeror will use to document the performance of the service.

A final meeting will be held at the end of the Pre-award Phase to allow the Offeror to present to the State a summary of what was developed and agreed upon during the Pre-award Phase. This meeting is anticipated to occur over multiple days and will take place in Juneau, Alaska.

The meeting is not a question and answer session. The Offeror must not wait for the meeting to ask questions. All coordination and planning with the State must be done prior to the meeting. The Offeror shall give a presentation, which walks the State through the entire implementation plan and summarizes all of the coordination and planning done during the Pre-award Phase.

7.14 Pre-award Document

The Offeror shall provide a summary of all of the information that was addressed during the Pre-award Phase. The objective of the Pre-award Document is to document risks that the Offeror does not control or risks that are impacted by factors that the Offeror does not control. The Offeror must also identify how they will attempt to minimize those risks.

If the Offeror does not identify the risks that they do not control, then the Offeror is stating the risks (stated or not stated) are under their control and are part of their contract to meet the intent of the State. The Pre-award Document does not change the technical scope or amount of work the Offeror shall be required to perform (unless requested to do so by the State), but merely confirms that the Offeror has a clear understanding of the State's requirements for this project. The Pre-award Document will become part of the contract.

END OF FILTER 4

Issue Notice of Intent to Award as described in Section 2.16.

SECTION EIGHT
ATTACHMENTS

Attachment A	Administrative Requirements Forms
Attachment B	Past Performance Information
Attachment C	Project Approach – Work Plan, Risk Assessment and Value Added (RAVA)
Attachment D	Strategic Fit Considerations
Attachment E	* Cost Proposal Forms
Attachment F	* Software Functionality and Technical Requirements
Attachment G	Standard Implementation Services Agreement
Attachment H	Standard Licensing and Maintenance Agreement
Attachment I	Applications and Interfaces
Attachment J	Connectivity
Attachment K	Project Charter
Attachment L	State Organization Charts and Project Team Job Descriptions
Attachment M	Nondisclosure Agreement
Attachment N	State IT Standards

* Excel document contains multiple tabs

ATTACHMENT A
ADMINISTRATIVE REQUIREMENTS FORMS

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ADMINISTRATIVE REQUIREMENTS

EXHIBIT A1: OFFEROR INFORMATION, CONDITIONS, AND CERTIFICATIONS

OFFEROR INFORMATION

This form shall be the cover page for the Offeror's proposal. In the space provided, enter the requested Offeror identification information. Use this form to indicate your acknowledgement of the response conditions.

RFP Number:	**RFP 2010-0200-9388**
RFP Name:	**Statewide Administrative Systems Replacement Project**
Proposed Solution (Select one)	**Traditional Licensed Software OR Hosted Model**

Offeror Name:	
Mailing Address:	
Telephone Number:	
Fax Number:	
Federal Tax ID #:	
Alaska Business License Number:	

Contact Name:	
Title:	
E-Mail Address:	
Alternate Phone Number:	

AMENDMENT ACKNOWLEDGEMENT

Offeror acknowledges receipt of the following amendments, and has incorporated the requirements of such amendments into the proposal. *(List all amendments issued for this RFP)*:

No.	Date	No.	Date	No.	Date
No.	Date	No.	Date	No.	Date

OFFEROR'S CERTIFICATION

Acknowledge the following statements, conditions, and information by clearly marking the space provided. Failure to comply with these items may cause the proposal to be determined nonresponsive and the proposal may be rejected or the State may terminate the contract or consider the Contractor in default.

#	CONDITION/CERTIFICATION	RESPONSE
1	Offeror certifies that 100% of all development and implementation services provided under the resulting contract by the Offeror, joint venture partners, and all subcontractors shall be performed in the United States or Canada. (RFP 1.05)	☐ YES
2	Offeror complies with the laws of the State of Alaska. (RFP 1.16)	☐ YES
3	Offeror complies with the applicable portion of the Federal Civil Rights Act of 1964. (RFP 1.16)	☐ YES
4	Offeror complies with the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government. (RFP 1.16)	☐ YES
5	Offeror complies with the American with Disabilities Act of 1990 and the regulations issued thereunder by the federal government. (RFP 1.16)	☐ YES
6	Offeror confirms that programs, services, and activities provided to the general public under the resulting contract conform to the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government. (RFP 1.16)	☐ YES
7	Offeror complies with all terms and conditions set out in this RFP. (RFP 1.16)	☐ YES
8	Offeror affirms that this response was independently arrived at, without collusion, under penalty of perjury. (RFP 1.16)	☐ YES
9	Offeror response and cost schedule shall be valid and binding for 365 days following the response due date. (RFP 1.16)	☐ YES
10	Offeror satisfies the minimum requirements (as per Section 2.07 of the RFP and Form A2: Offeror Minimum Requirement).	☐ YES
11	Offeror acknowledges that this engagement with the State is subject to the Alaska Public Records Act, AS Title 40, Chapter 25 and that the State may be required to disclose certain information in response to requests for public information made under the Act. (RFP 1.13)	☐ YES
12	Offeror certifies that Offeror has a valid Alaska business license. (RFP 2.11)	☐ YES
13	Offeror has identified any known federal requirements that apply to the proposal or the contract. (RFP 1.24)	☐ YES
14	Offeror has reviewed the RFP for defects and objectionable material and has provided comments to the Procurement Officer. (RFP 1.07)	☐ YES
15	Offeror agrees to the State's Standard Agreements (Attachments G and H to the RFP). **If the answer is NO, per Section 3.03, any objections to the agreements must be identified in Exhibit D3 in the Offeror's proposal. (RFP 3.03)**	☐ YES ☐ NO
16	Offeror agrees to not restrict the rights of the State. (RFP 1.11)	☐ YES

CONFLICT OF INTEREST STATEMENT (MARK ONE)

One of the boxes below must be checked (by marking an "X"). If the second box is marked, indicating a possible conflict of interest, disclose the nature and full details of the conflict in the space provided. Please refer to RFP 1.17 for conflict of interest guidelines.

	Neither the firm nor any individual proposed (including subcontractors or implementation partners) has a possible conflict of interest.
	The firm and/or an individual proposed have a possible conflict of interest. **Describe the nature of the conflict in the space below.**

LOCATION-OF-WORK / HEADQUARTERS IN TIER 3 COUNTRIES

Certify the following statements by marking "X" in the space provided. Please refer to RFP 1.05 for guidelines. By signature on their proposal, the Offeror certifies that:

	The Offeror and all subcontractors and joint venture partners are not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: http://www.state.gov/g/tip/. Failure to comply with this requirement will cause the State to reject the proposal as nonresponsive, or cancel the contract.

SUBCONTRACTORS

For each proposed subcontractor, describe the relationship between the Offeror and any proposed subcontractor(s). Add more text boxes as necessary.

Each proposed subcontractor also must submit in a separate attachment a written statement, signed by a duly authorized representative that clearly verifies that the subcontractor is committed to render the services required by the contract.

Subcontractor #1:

JOINT VENTURES

If submitting a proposal as a joint venture, the Offeror must submit a copy of the joint venture agreement which identifies the principles involved, prime Offeror, their rights and responsibilities regarding performance and payment, and provide proof of Alaska business license for each principle.

EXHIBIT A2: OFFEROR MINIMUM REQUIREMENT

Offeror must demonstrate that the minimum requirement described in Section 2.07 of the RFP and listed below is clearly met. Such demonstration shall be in the form of acknowledgement of the following minimum requirement. Offeror must clearly mark the affirmative box in the space provided. Failure to provide an affirmative response may cause the proposal to be determined to be nonresponsive and the proposal may be rejected.

Integrated Solution	RESPONSE
Proposed product is a fully integrated software solution that encompasses at least financial, procurement, and human resources administrative functions.	☐ YES
The proposed solution must meet at least 80% of the functional requirements, as defined by a check in the 'Meets' column of Exhibit F.	☐ YES

EXHIBIT A3: STATE OF ALASKA PREFERENCE

Please answer the following questions regarding the State of Alaska preference.

Are you claiming the State of Alaska preferences? (If "Yes", please answer the questions below). (RFP 2.13 and 7.01)	☐ YES

#	Questions	RESPONSE
1	Do you currently hold an Alaska business license?	☐ YES ☐ NO
2	Is the company name submitted on this proposal the same name that appears on the current Alaska Business License?	☐ YES ☐ NO
3	Has your company maintained a place of business within the State of Alaska staffed by the Offeror or an employee of the Offeror for a period of six months immediately preceding the date of the proposal?	☐ YES ☐ NO
4	Is your company incorporated or qualified to do business under the laws of the State, is a sole proprietorship and the proprietor is a resident of the State, is a limited liability company organized under AS 10.50 and all members are residents of the State, or is a partnership under former AS 32.05, AS 32.06, or AS 32.11 and all partners are residents of the State?	☐ YES ☐ NO
5	If your company a joint venture, is it composed entirely of ventures that qualify under (1-4) of this table?	☐ YES ☐ NO

EXHIBIT A4: PROPOSAL CHECKLIST

The following documents are required for this proposal. Acknowledge you have submitted each document in the proper format by clearly marking in the space provided. Each required Exhibit must be included in your proposal, as well as separate electronic files (PDF or required format) on the CD. We suggest using an easy-to-understand naming convention for the attached files, as this will simplify the evaluation process.

PROPOSAL EXHIBITS

EXHIBITS	INSTRUCTION	INCLUDED?
Exhibits A1-A7	Complete administrative requirements forms and place first in your proposal	☐ YES
Exhibits B1-B4	Fill in all required past performance information, including reference lists, and compile and submit surveys for each critical component	☐ YES
Exhibits C1-C3	Fill in all required information in the project approach forms	☐ YES
Exhibits D1-D4	Fill in all required information in the general Offeror information forms	☐ YES
Exhibit E Tables A-L	Fill in all required information in the cost proposal forms	☐ YES
Exhibit F	Complete functional and technical requirements checklist	☐ YES

SUPPLEMENTAL RESPONSE DOCUMENTS

Subcontractors Referenced in Exhibit D1: If Offeror is proposing subcontractors then information required in Section 1.14 Subcontractors is included.	☐ YES
Joint Ventures Referenced in Exhibit D1: If Offeror is proposing joint venture then information required in Section 1.15 Joint Ventures is included.	☐ YES
Confidential Proposal Contents Per the requirements of AS 36.30.230(a), if the Offeror wishes to request that trade secrets and other proprietary data contained in this proposal be held confidential, the Offeror must attach a brief written statement that clearly identifies material considered confidential and sets out the reasons for confidentiality, understanding that all materials are subject to public disclosure in accord with Alaska State law. Proposals declared wholly confidential or those that deem its cost proposal as confidential are not allowed.	☐ YES
Federal Requirements Identify known federal requirements per Section 1.24 Federal Requirements.	☐ YES

EXHIBIT A5: SOFTWARE OFFEROR PROFILE

Use this form to provide information about the Software Product Offeror being proposed.

SOFTWARE OFFEROR

Name of company	
Company website	
Name of parent company (if applicable)	
Headquarters location	
Number of field offices	
Location and hours of office servicing this account	
Type of business (e.g., C-corp., S-corp., LLP, sole proprietor)	
Length of time in business	
Gross revenue for the prior fiscal year (in US dollars)	
Net income for the prior fiscal year (in US dollars)	
Total number of full-time personnel	
Number of full-time personnel in:	
♦ Customer and software support	
♦ Installation and training	
♦ Product development	
♦ Sales, marketing, and administrative support	

SOFTWARE PROFILE

Name and version of proposed software	
Date of next planned software release	
Length of time the proposed software has been licensed	
Percentage of gross revenue generated by licensing/support of proposed software	

SOFTWARE INSTALLED CUSTOMER BASE

Total number of installed clients with the proposed software	
Number of installations of the proposed software within the last 36 months	
Total number of clients in production with the same software version being proposed	
Total number of state or local government clients with at least 10,000 employees	
Total number of state or local government clients with at least 10,000 employees with the proposed software in production	
Total number of state or local government clients with at least 10,000 employees with the same version of the proposed software in production	

In the following table, list up to ten clients which currently have the proposed system in production, emphasizing governments similar in size to the State.

Client	Production Software and Version

Using the space below, provide a history of ownership of the proposed licensed software and impacts resulting from any material changes – including information and dates about components of the solution acquired from another vendor.

TERMINATIONS FOR DEFAULT

Submit full details of all terminations for default or litigations during the past five years, including the other party's name, address, and telephone number. Your response may take as many pages as needed to fully answer this question.

Termination for default is defined as notice to stop performance due to the Offeror's non-performance or poor performance, and the issue was either (a) not litigated; or (b) litigated and such litigation determined the Offeror to be in default. Present the Offeror's position on the matter.

The State will evaluate the facts and may, at its sole discretion, reject the Offeror's response if subsequent contract completion may be jeopardized by selection of the Offeror. If no such terminations for default or litigations have been experienced by the Offeror in the past five years, declare so in the space provided.

EXHIBIT A6: SYSTEM IMPLEMENTATION OFFEROR PROFILE

Use this form to provide information about the primary system implementation Offeror being proposed as part of this response.

SYSTEM IMPLEMENTATION OFFEROR

Name of company	
Company website	
Name of parent company (if applicable)	
Headquarters location	
Number of field offices	
Location and hours of office servicing this account	
Type of business (e.g., C-corp., S-corp., LLP, sole proprietor)	
Length of time in business	
Gross revenue for the prior fiscal year (in US dollars)	
Net income for the prior fiscal year (in US dollars)	
Total number of full-time personnel	
Number of full-time personnel in:	
♦ Customer and software support	
♦ Installation and training	
♦ Product development	
♦ Sales, marketing, and administrative support	

IMPLEMENTATION SERVICES PROFILE

Length of time in business of implementing proposed software	
Percentage of gross revenue generated by implementing proposed software	
Total number of clients for which you have provided similar implementation services	
Total number of state or local government clients with at least 10,000 employees for which you have provided similar implementation services	
Total number of clients for which you have implemented the proposed software	
Total number of state or local government clients with at least 10,000 employees for which you have implemented the proposed software	
Number of installations of the proposed software completed within the last 36 months	

TERMINATIONS FOR DEFAULT

Submit full details of all terminations for default or litigations during the past five years, including the other party's name, address, and telephone number. Your response may take as many pages as needed to fully answer this question.

Termination for default is defined as notice to stop performance due to the Offeror's non-performance or poor performance, and the issue was either (a) not litigated; or (b) litigated and such litigation determined the Offeror to be in default. Present the Offeror's position on the matter.

The State will evaluate the facts and may, at its sole discretion, reject the Offeror's response if subsequent contract completion may be jeopardized by selection of the Offeror. If no such terminations for default or litigations have been experienced by the Offeror in the past five years, declare so in the space provided.

EXHIBIT A7: PROPOSAL SIGNATURE

All responses must be signed by a duly constituted official legally authorized to bind the Offeror to its response, including the cost schedule.

Date: _____

Signed: _____
Offeror duly authorized representative

Name (printed): _____

Title: _____

ATTACHMENT B
PAST PERFORMANCE INFORMATION

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REFERENCE LISTS

EXHIBIT B1: CRITICAL COMPONENTS AND REFERENCE LIST DEFINITIONS

CRITICAL COMPONENTS

The State of Alaska will be analyzing Past Performance Information (PPI) on the critical components that are proposed. The PPI information will be in the form of a reference. The components that will be evaluated for this RFP include:

- Software Offeror(s)
- System Implementation Offeror

Follow the directions shown in RFP 7.03. Please identify each critical component that will be evaluated in this solicitation by providing their names in the table below.

SOFTWARE VENDOR (FIRM):	
SYSTEM IMPLEMENTER (FIRM):	

REFERENCE LIST DEFINITIONS

The following table presents definitions for items required in the reference tables.

ITEM	DEFINITION
SURVEY ID (CODE)	A unique (different) number assigned to each survey
POINT OF CONTACT	First and last name of the person who will answer customer satisfaction questions
PHONE NUMBER	Current phone number for the reference (including area code)
FAX NUMBER	Current fax number for the reference (including area code)
EMAIL ADDRESS	Current email address for the reference
CLIENT NAME	Name of the company or institution for which the work was performed
PROJECT NAME	Name of the project
DATE COMPLETED	Date when the project was completed, in mm/dd/yyyy format
COST OF PROJECT	Awarded cost of project, including all contract modifications

EXHIBIT B2: REFERENCE LISTS

Complete a table for each critical component (software vendor, system implementer). Each critical component must submit a minimum of three references, but no more than ten. The reference lists should include the firm's and individual's best, relevant past contracts. A specific project may be listed **only once** in each reference list. The past projects must be 100% complete and in production status; projects that are not 100% completed will be rejected and not count towards the overall score for references. All fields are required for each reference. If any required information is omitted, no credit will be given for the reference.

SOFTWARE VENDOR REFERENCE LIST

SURVEY ID	POINT OF CONTACT	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS	CLIENT NAME	PROJECT NAME	DATE COMPLETED	COST OF PROJECT
Sample	John Smith	555-555-1234	555-555-5678	jsmith@lacounty.gov	County of Los Angeles	ERP Imp.	5/1/2001	$10,000,000
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								

SYSTEM IMPLEMENTER REFERENCE LIST

SURVEY ID	POINT OF CONTACT	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS	CLIENT NAME	PROJECT NAME	DATE COMPLETED	COST OF PROJECT
Sample	John Smith	555-555-1234	555-555-5678	jsmith@lacounty.gov	County of Los Angeles	ERP Imp.	5/1/2001	$10,000,000
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

[<<Offeror to complete this section>>]

To: _____ Survey ID: _____
(Name of person completing survey)

Phone: _____ Fax: _____

Subject: Past Performance Survey of: _____
(Software Vendor Name)

Please return the completed survey to: [<<fill in Offeror's return information here>>]

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: _____
Number of Employees: _____
Project Cost: _____
Project Duration (months): _____

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	
5	What is your overall level of customer satisfaction with the software product?	(1-10)	
6	Is the system fully in production (is implementation complete)?	Circle	Y / N

_____ _____
Printed Name (of Past Client Evaluator) Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

[<<Offeror to complete this section>>]

To: _____ Survey ID: _____
(Name of person completing survey)

Phone: _____ Fax: _____

Subject: Past Performance Survey of: _____
(System Implementer Name)

Please return the completed survey to: [<<fill in Offeror's return information here>>]

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: _____
Number of Employees: _____
Project Cost: _____
Project Duration (months): _____

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	
5	How satisfied were you with the use of best practices during implementation?	(1-10)	
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	
8	How satisfied were you with product training?	(1-10)	
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	
10	How likely would you be to contract with this firm again?	(1-10)	
11	Is the project complete?	Circle	Y / N

_____ _____
Printed Name (of Evaluator) Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

ATTACHMENT C
PROJECT APPROACH

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Exhibit C1: Project Work Plan 2
RAVA PLAN **4**
Exhibit C2: Risk Assessment 4
Exhibit C3: Value Added Options 6

GENERAL INSTRUCTIONS

This template must be used, including 10-point Arial font. Modifications to the format of this template (e.g., altering font size, altering font type, adding colors, adding pictures etc) will result in your entire proposal being found non-responsive.

Exhibits C1-C3 must be "cleansed" of any identifying names or information. **Do not list any names/information that can be used to identify your firm. The inclusion of any identifiable information may result in the proposal being found non-responsive.**

WORK PLAN

EXHIBIT C1: PROJECT WORK PLAN

Provide a concise summary of the Offeror's approach to delivering the services requested in the RFP. This description should demonstrate a clear understanding of how to successfully complete the work in a way that meets the State's needs. The summary should:

1. Describe the Offeror's methodology for managing project scope, schedule, and implementation of the project.
2. Describe the Offeror's approach to system initialization, system installation, business process design/reengineering, system configuration, system tailoring, interface design and development, data conversion, testing, and post-implementation stabilization.
3. Describe how the Offeror will transition from existing systems to the proposed systems.
4. Describe how the Offeror will educate and train State employees on the proposed systems.
5. Describe how the Offeror will monitor performance throughout the contract term.

Please note that your Project Work Plan cannot exceed three pages (excluding these instructions).

PROJECT WORK PLAN

RAVA PLAN

EXHIBIT C2: RISK ASSESSMENT

List and prioritize major risk items that are unique to this project, as well as your proposed mitigation strategies. This includes areas that may cause the service to not be completed within budget, schedule, or in accordance with the scope of work and conditions described in the RFP. The risks may include both internal and external factors. The risks should be non-technical, but should also contain enough information to describe to an evaluator why the risk is valid. Explain, also in non-technical terms, how best to mitigate or avoid the risks, highlighting your unique methods or approaches.

The risk assessment plan must include the risks and mitigation for both the Software Product and System Implementer Offerors in the same response form.

Please note that your Risk Assessment cannot exceed three pages (excluding these instructions).

RISK ASSESSMENT

Risk 1:
Solution:

Risk 2:
Solution:

Risk 3:
Solution:

Risk 4:
Solution:

Risk 5:
Solution:

EXHIBIT C3: VALUE ADDED OPTIONS

Identify any associated value added options that may benefit the State of Alaska. Outline additional product features and/or implementation services you may provide. All value added options must include an associated cost. **DO NOT** include value added options in your cost proposal. Prior to award, the State of Alaska will determine if the value added items will be accepted or rejected. Add additional items as necessary.

The value added options must include those for both the Software Product and System Implementer Offerors in the same response form.

Please note that your value added options response cannot exceed two pages (excluding these instructions).

VALUE ADDED

Item 1:
Cost:

Item 2:
Cost:

Item 3:
Cost:

Item 4:
Cost:

Item 5:
Cost:

ATTACHMENT D
STRATEGIC FIT CONSIDERATIONS

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Exhibit D1: Implementation Team and Key Staff 2
Exhibit D2: Sample System Configuration Document 4
Exhibit D3: Exceptions to Terms and Conditions 4
Exhibit D4: Implementation Roles and Responsibilities 5

EXHIBIT D1: IMPLEMENTATION TEAM AND KEY STAFF

Complete this form to identify proposed project staff, including subcontractor(s) and joint venture staff that will be assigned to the Offeror's implementation team. Include additional lines as necessary. Indicate the time each staff member will be dedicated to the project and each member's years of implementing the proposed software. Also, identify key staff members, including – at a minimum – the proposed project manager, technical lead, functional leads, process reengineering lead, as well as other staff members with substantial hours on the project. For each key staff member, complete the table "Key Staff Background and Information" on the following page.

We understand it can be difficult to accurately predict project staffing at this stage. However, we expect Offerors to commit staff designated as "key staff" to the project.

PROPOSED IMPLEMENTATION TEAM

* Name	* Employer	Current job title	Proposed project role	Total project hours	Total hours on site	Number of years with proposed product	Key staff? (Y/N)

*** Information contained in these columns will not be provided to the PEC during evaluation.**

KEY STAFF BACKGROUND INFORMATION

Complete the following table for each of the key proposed staff identified in the previous table. The individuals listed below shall be the individuals assigned to this project for the total duration of the project. These individuals cannot be replaced unless the State of Alaska provides approval. Create additional copies of this table as necessary. There is no page limit for completing these tables. This form must be completed as-is – standard resumes are not acceptable – however resumes for specific staff may be requested as a part of contract negotiations. At a minimum, you should provide information for the proposed project manager, technical lead, functional leads, process reengineering lead, as well as other staff members with substantial hours on the project

*** Staff member name**	
*** Employer name**	
Position in the company	
Length of time in position	
Length of time at company	
Project position and responsibilities	
Education and certifications	
Technical skills and qualifications for the project position	

*** Information contained in these fields will not be provided to the PEC during evaluation.**

EXHIBIT D2: SAMPLE SYSTEM CONFIGURATION DOCUMENT

Attach a sample system configuration document, which will demonstrate your approach to business process analysis, configuration design, and system configuration/tailoring. The sample does not have to be a complete document. An excerpt sufficient to demonstrate the typical contents, quality, and detail of your proposed deliverable will suffice. Note that simply reproducing the table of contents will not be considered an acceptable sample document.

In order to minimize any bias, this document **must NOT** contain any names that can be used to identify the Offeror (company name, personnel names, past project names, product names or any other identifying information).

Please note that your Sample System Configuration Document cannot exceed three pages (excluding these instructions).

EXHIBIT D3: EXCEPTIONS TO TERMS AND CONDITIONS

Describe any specific exceptions to the terms and conditions set forth in the Standard Implementation Services Agreement (Attachment G) or the Standard Licensing and Maintenance Agreement (Attachment H) included in the RFP. Identify the section where the applicable terms and/or conditions are located and provide proposed alternative language. The State's standard agreements will be used for the resulting contract from this RFP and objections to these terms will be evaluated and scored. Wholesale repudiation of the State's terms and conditions will result in an Offeror's proposal being deemed non-responsive under Section 1.11 Right of Rejection.

EXHIBIT D4: IMPLEMENTATION ROLES AND RESPONSIBILITIES

Complete the table below by estimating both the State's and Offeror's labor effort for each required deliverable described in Section 5.04 of the RFP. This information will clarify the expected roles, responsibilities and time required for implementing the proposed solution and help the State more accurately evaluate the Offeror's proposal.

Deliverable	Estimated State labor effort (hours)	Proposed Offeror labor effort (hours)
1. Baseline detailed project work plan		
2. Project status reports		
3. Weekly risk reports		
4. Satisfaction surveys		
5. System configuration reports		
6. Business process modification recommendations		
7. Configured software ready for test		
8. Accepted workflows		
9. Hardware specification (applicable to licensed solution)		
10. Application architecture documentation		
11. Installation certification document		
12. Data conversion plan		
13. Validated migrated data		
14. Reports		
15. Interface specifications		
16. Tested interfaces		
17. Test plan		
18. Volume/stress testing report		
19. Training plan		
20. Training materials		
21. Training		
22. Knowledge transfer plan and activity		
23. Go-live and stabilization plan		
24. Technical operations manual		
25. Business user manual		
26. Configured and licensed software in productive use		
27. Stabilization services		

ONE-TIME COSTS: SYSTEM COMPONENTS

In Table A below, itemize the application license purchase costs, by module, for the software you are proposing. Add more lines as necessary. If there are no one-time software costs for a hosted model ("cloud") proposal, leave the applicable tables blank. Provide ongoing/annual software costs for a hosted model ("cloud") proposal on Tab 4. Recurring Costs.

Table A - Application Software Costs

Module/Version	Description and Comments	Type of License (e.g., named, concurrent)	List Cost	Discounted Cost	User Count (quantity)	Total Cost
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
				Application Software Total	0	$ -

In Table B below, list any system or technical (e.g., database, report writer) software licenses required for the proposed configuration, that you **are including** in your cost proposal. Add more lines to the table as necessary.

Table B - System Software Costs

Module	Description and Comments	Type of License (e.g., named, concurrent)	List Cost	Discounted Cost	User Count (quantity)	Total Cost
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
				System Software Total	0	$ -

In Table C below, list any system or technical (e.g., database, report writer) software licenses required for the proposed configuration, that you **are NOT including** in your cost proposal. Add more lines to the table as necessary.

Table C - Other Required System Software

Software	Description and Comments

In Table D below, list expected hardware specifications and requirements for the proposed solution. This information will be used to understand proposed architectures, but **will not** be used for cost analysis. The State will acquire the necessary hardware. Sizing requirements will be further refined as the project progresses. Do not complete Table D for hosted ("cloud") proposals.

Table D - Required Servers

Server Type and Quantity	Recommended Storage Volume	RAM	Processor and Speed	# of Processors

ONE-TIME COSTS: IMPLEMENTATION PRICING

In Table E below, list total hours to implement the proposed solution, the blended rate (i.e., total Offeror cost divided by total Offeror hours), and total cost. The entries should correspond to the deliverable listed in Section 5.04 of the RFP. If a specific deliverable (e.g., Hardware Specification) does not apply to your bid, leave that line blank. Note that these figures should include your travel costs.

Table E - Professional Services

Implementation Function (task group)	Hours	Blended Rate[1]	Cost
(1) Baseline Detailed Project Work Plan		$ -	$ -
(2) Project Status Reports		$ -	$ -
(3) Weekly Risk Reporting System (WRRS)		$ -	$ -
(4) Satisfaction Surveys		$ -	$ -
(5) System Configuration Reports		$ -	$ -
(6) Business Process Modification Recommendations		$ -	$ -
(7) Configured Software Ready for Test		$ -	$ -
(8) Accepted Workflows		$ -	$ -
(9) Hardware Specification		$ -	$ -
(10) Application Architecture Documentation		$ -	$ -
(11) Installation Certification Document		$ -	$ -
(12) Data Conversion Plan		$ -	$ -
(13) Validated Migrated Data		$ -	$ -
(14) Reports		$ -	$ -
(15) Interface Specifications		$ -	$ -
(16) Tested Interfaces		$ -	$ -
(17) Test Plan		$ -	$ -
(18) Volume/Stress Testing Report		$ -	$ -
(19) Training Plan		$ -	$ -
(20) Training Materials		$ -	$ -
(21) Training		$ -	$ -
(22) Knowledge Transfer Plan and Activity		$ -	$ -
(23) Go-Live and Stabilization Plans		$ -	$ -
(24) Technical Operations Manual		$ -	$ -
(25) Business User Manual		$ -	$ -
(26) Configured and Licensed Software in Productive Use		$ -	$ -
(27) Stabilization Services		$ -	$ -
(xx) Other Deliverables (if any)		$ -	$ -
Flexible use hours[2]		$ -	$ -
Total Hours	0	*Total Professional Services Cost*	$ -

[1] Blended rate equals Cost divided by Hours.

[2] Contingency hours that may be used under the direction of the State.

In Table F below, please list all additional costs included in your response (e.g., training materials, facility and equipment rental or lease, office supplies etc.). Add more rows as necessary.

Table F - Other Expenses

Item	Description	Cost
		$ -
		$ -
		$ -
		$ -
		$ -
	Total Other Expenses Cost	$ -

In Table G below, please list your not-to-exceed hourly rates for staff, total estimated hours, and cost. Add more rows as necessary. **The total cost for professional services in Table G should equal the total professional services cost in Table E.**

Table G - Staffing Rates

Title	Rate	Total Estimated Hours	Cost
			$ -
			$ -
			$ -
			$ -
			$ -
			$ -
	Total	0	$ -

RECURRING COSTS: ANNUAL MAINTENANCE AND SUPPORT

In Table H, please list all ongoing costs for each applicable component proposed in your response. In each item category name the specific element that the fee covers and briefly describe the maintenance terms. ***The cost of each module, regardless of its implementation date, must include ten years of licensing and maintenance pricing.***

In Table H, list all ongoing costs for each applicable component proposed in your response. In the 'Application Software' column, complete one row for each major implementation grouping. For instance, there might be separate rows for Finance, Human Resources, and Budget. In the 'Item' column, list the modules included in that grouping and briefly describe the associated maintenance terms. In the '1st Pymt' column, provide the due date for the first maintenance payment, considering the overall implementation schedule. Note that the State will NOT purchase software prior to the initiation of the implementation effort for that software. So, the State will not purchase the human resources modules until the associated services begin. In the next four columns, provide the total maintenance cost for the periods referenced. Accordingly, the 'Years 1-4' cell should contain the Offeror's fixed price for the first four years of maintenance, the 'Years 5-6' cell should contain the fixed price for the next two years, etc. The 'Total' column calculates automatically and does not require data entry.

In the 'System Software' column, complete one row for each major system software component. For instance, there might be a row for the database management system to support the finance implementation. In the 'Item' column, list the elements included in that grouping and briefly describe the associated maintenance terms. In the '1st Pymt' column, provide the due date for the first maintenance payment, considering the overall implementation schedule. Note that the State will NOT purchase system software prior to the need for its use. So, the State will not purchase the database licenses necessary to run the human resources modules until necessary. In the next four columns, provide the total maintenance cost for the periods referenced. Accordingly, the 'Years 1-4' cell should contain the Offeror's fixed price for the first four years of maintenance, the 'Years 5-6' cell should contain the fixed price for the next two years, etc.

Table H - Annual Maintenance

Category	Item	1st Pymt Due Date	Years 1-4	Years 5-6	Years 7-8	Years 9-10	TOTAL
Application Software							
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
	Application Software Subtotal						
System Software							
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
	System Software Subtotal						
	Total Recurring Maintenance Costs						

RECURRING COSTS: HOSTING FEES

In Table I, please list any fees the State should expect to incur for a hosted ("cloud") proposal. Add more lines to the table as necessary. In the description column, summarize the underlying assumptions (e.g., number of transactions, volume of disk space, support hours, growth) for your recurring cost entries.

Table I - Hosting Fees

Item	Description	1st Pymt Due Date	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Total Hosting Fees			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

RECURRING COSTS: OTHER ONGOING COSTS

In Table J, please list any additional ongoing costs the State should expect to incur. Add more lines to the table as necessary. Please provide a description for each element.

Table J - Other Ongoing Costs

Item	Description	1st Pymt Due Date	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Other Ongoing Costs			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

TOTALS

Tables K and L represent a summary of the total costs identified in this form. Please double check your numbers prior to submission to ensure accuracy.

Table K - One-Time Costs

Item	Costs
System Components	
Table A: Application Software Costs	$ -
Table B: Proposed System Software Costs	$ -
System Components Subtotal	$ -
Implementation	
Table E: Professional Services	$ -
Table F: Other Expenses	$ -
Implementation Subtotal	$ -
ONE-TIME COSTS TOTAL	$ -

Table L - Total Recurring Costs

Item	Costs
Table H: Recurring Maintenance	$ -
Table I: Hosting Fees	$ -
Table J: Other Ongoing Costs	$ -
RECURRING COSTS TOTAL	$ -

GRAND TOTAL $ -