



Request for Best and Final Offer

RFP # 654331 for ERP Implementation Services

Issued: February 19, 2018

Questions Due: February 22, 2018 at 5:00 p.m. Central Time

BAFO Responses Due: March 5, 2018, 2:30 pm Central Time

Introduction

This Request for Best and Final Offer (RFBAFO) is part of the evaluation process for Solicitation # 654331, ERP Implementation Services for the University of Arkansas System (the System). The System has received and evaluated proposals and conducted interviews with finalist Respondents.

The RFBAFO process will consist of the evaluation of the revisions to the Technical and/or Cost Proposal as requested in this document.

Submission of RFBAFO Response

Communications

All communications regarding this RFBAFO must be directed to the following Coordinator, who is the System's only official point of contact for this RFBAFO.

Linda Fast, Procurement Coordinator
Office of Business Affairs
University of Arkansas, Fayetteville
lfast@uark.edu

Questions or clarifications regarding this procurement will be accepted through Thursday, February 22, 2018 at 5:00 p.m. Central time. The System will respond as quickly as possible, and expects to have all responses posted by February 26 at 5:00 p.m.

Unauthorized contact regarding this RFBAFO with employees or officials of the System other than the Coordinator detailed above may result in Vendor's immediate disqualification from this procurement process.

Submission Content

In its response to this RFBAFO, the Respondent must respond to the following section of this document in its entirety:

Response Items

The System encourages Respondents to respond to all items as concisely and economically as possible. A letter format for the response is acceptable.

Submission Delivery

ALL VENDORS' RESPONSES MUST BE RECEIVED FOR REVIEW AND EVALUATION BY THE SYSTEM NO LATER THAN THE TIME/DATE SHOWN ON COVER OF THIS RFBAFO. Submissions received after this deadline will not be accepted. The date and time received will be recorded on each emailed proposal.

Any resubmission of the Cost Proposal must be sent in Microsoft Excel format. Any supporting narrative, if needed, may be in Microsoft Word or PDF format. Email all responses to the Procurement Coordinator listed above.

Response Items

A. Clarifications

After reviewing all proposals and meeting with the finalist Respondents during interviews, the System is requesting that all vendors bring their proposed services and pricing into alignment with the following scope clarifications. Not all clarifications pertain to all proposals; some proposals are already in alignment with some of these clarifications.

For the purposes of the BAFO, failure to respond with a set of services and pricing that meets each of these clarifications could result in rejection of the Respondent's offering. The final negotiated set of services and its corresponding pricing might alter some of these clarification assumptions based on the result of discussions during the contract negotiation process.

1. The System was presented several alternative timelines for deployment during the interviews. After consideration, and due to a variety of internal factors, the System will require the deployment of major functionality to roll out in two cohorts, as described in the RFP. The first cohort may not be less than 24 months; the second cohort will deploy in 12 to 24 months, based on the recommendation of the Respondent.

Some proposals pushed out one or more immature modules into a different timeframe that did not strictly conform to these cohorts. This approach is still acceptable.

2. Faculty recruitment functionality will be in scope.
3. The deployment of Financial, Procurement, HCM and Payroll functionality for UAMS includes the hospital. All metrics presented in the RFP for UAMS included the hospital, other than the operating budget figure.
4. The UAMS deployment will include inventory.
5. The Contractor is required to provide post-production support for a minimum of three months following each go-live date. In addition, the Contractor shall provide support

during the first fiscal year-end and first payroll year-end for both cohorts, if they do not fall within three months of go-live.

6. Regarding conversions, the Contractor will plan and lead the conversion efforts. The System will perform all necessary work on the legacy system side, and will perform any necessary manual data cleansing (cleansing not available in vendor's automated conversion tools) or manual conversions. The Contractor will run and load all conversions, and will lead and manage the creation and maintenance of any needed translations or cross-walks, with the support of the System.
7. Regarding integrations, the Contractor will plan and lead the integration efforts. This includes any analysis required to complete and rationalize the list of planned integrations, based on the information the System has gathered so far. The System will perform all necessary work on the legacy system side. The Contractor will manage all integration coding or setup, with the assumption that the Contractor will contribute 70% of the effort and the System will contribute 30% of the effort.
8. Regarding change management and communications, the Contractor will provide a senior Change Management Lead for planning and leadership in this area, plus a senior Communications Lead for planning and leadership. For execution of the agreed Change Management and Communications plans, the Contractor shall provide at least 50% of needed change management resources and the System will provide no more than 50% of the resources.
9. Regarding end user training development, the Contractor will plan and lead the development of end user training courses and materials. The Contractor will contribute 80% of the development effort and the System will contribute 20% of the effort.
10. Regarding end user training delivery, the Contractor will plan and manage training delivery. The Contractor will conduct train-the-trainer sessions for all classroom training. The System will provide all trainers for delivery of classroom training.
11. Regarding testing, the Contractor will lead and manage all phases of testing other than User Acceptance Testing (UAT). The Contractor will be responsible creating appropriate test scenarios with full support and participation of the System. The System assumes that both Contractor and System resources from the functional teams will participate as testing resources, other than during UAT which is led and executed by the System. In addition, System SMEs from the business areas will have significant participation in all phases of testing.
12. Regarding project staffing, the System has begun recruitment and hiring for full-time positions on the ERP core project team. At project initiation, the System expects the following number of core project team members:
 - a. Project Management: 2
 - b. Financial/Procurement: 10 – 12

- c. HR/Payroll: 10 – 12
- d. Enterprise Readiness: 2 – 3
- e. Technical: 4 – 5

The Contractor should base its staffing levels based on the number of System core project team members shown above. If there is any area that the Contractor thinks is deficient and will require more resources, those additional full-time staff should be included in the Contractor's quoted price.

The numbers above do not include part-time System SMEs, and do not include the additional System resources that will be hired later in the project for technical work (integrations, conversions) or enterprise readiness (change management, training).

13. The System has performed, and continues to work on, recommended pre-implementation data collection and harmonization in preparation for the Workday deployment. Although the System expects its efforts to be a good start, the Contractor must be prepared to review, analyze and complete any of these efforts that are not 100% at project start.

B. Revised Services Pricing

The University of Arkansas System is facing strong budget constraints, and affordability is a significant factor in its ability to contract for comprehensive implementation support.

Response to Items A and B:

If your pricing changed based on the scope clarifications above, and/or as a result of a Best and Final Offer, provide a revised Cost Workbook, Appendix 2 from the RFP, in Excel format.

Provide a concise narrative summary of any revisions to your original proposal. If the timeline or phasing changed, provide a revised graphic showing the new timeline. If necessary, provide revised assumptions for an approach that meets the scope indicated above. Any new or different assumptions that affect the cost must be highlighted and explained. Do not re-submit your entire approach if possible.

C. Other Topics

1. The discussions during the interviews regarding conversions with the Respondents was appreciated by the Evaluation Team. Even with manual data cleansing efforts, the System still expects there to be some data issues from combining and normalizing data from multiple institutions. As a follow-up, describe your firm's planned efforts to use automated tools to clean up data or eliminate duplicate data during automated conversions. Specifically, share any functionality your tools would bring to the process

to facilitate the automated cleanup during the conversion efforts. What has been your experience with doing this in the past?

Response: Provide a concise narrative response to the question.