



**REQUEST FOR PROPOSALS FOR**

**Payroll/HCM & Financial Management System**

Delaware Employees' Payroll/Human Capital System

Delaware Financial Management System

Issued By Government Support Services

**CONTRACT NUMBER - GSS25936-ERP\_SOL**

**REQUEST FOR PROPOSAL FOR PROFESSIONAL SERVICES**  
**Payroll/HCM & Financial Management System**  
**ISSUED BY GOVERNMENT SUPPORT SERVICES**  
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**I. Scope of Services Overview**

This RFP is issued pursuant to 29 Del. C. §§6981 and 6982.

The purpose of this RFP and any resulting contract award is to solicit offers for core Payroll/Human Capital Management (“PHCM”) and Financial Management System (“FMS”) application capabilities to replace and enhance the functionality currently provided to the State of Delaware (“Scope”) and managed by the Office of Management & Budget/PHRST (“OMB/PHRST”) and Department of Finance, Division of Accounting (“DOF/DOA”). This RFP is the first of two procurements comprising the Enterprise Resource Planning (ERP) Modernization Project (“Modernization Project”). The second shall solicit implementation partners.

This RFP and any resulting contract award will be for application capabilities only, and not for services to support their implementation. Application capabilities shall be provided as Software as a Service (SaaS) application software.

**II. Important Events**

The following dates apply to this RFP and subsequent contract award. Vendors are advised that these dates and milestones are not absolute and may change due to unplanned events during the proposal solicitation, evaluation, and award process.

<b>Activity</b>	<b>Due Date</b>
RFP Availability to Vendors	November 12, 2024
Written Questions Due No Later Than (NLT)	4:30 pm Local Time, December 13, 2024
Written Answers Due/Posted to Website NLT	January 10, 2025
Proposals Due NLT	3:00 pm Local Time, February 6, 2025
Proposal Evaluation/Presentations	As required

**III. RFP Designated Contact**

All requests, questions, or other communications about this RFP shall be made in writing through the [online bid submission portal](#). Address all communications to the person listed below; communications made to other State of Delaware personnel or attempting to ask questions by phone or in person will not be allowed or recognized as valid and may disqualify the vendor. Vendors should rely only on written statements issued by the RFP Designated Contact, through an addendum posted on <https://mmp.delaware.gov/Bids/> and <https://gss.bonfirehub.com/>. The RFP Designated Contact is Courtney Strickland with all communications submitted through <https://gss.bonfirehub.com/>.

#### **IV. Supporting Documentation**

This RFP is available in electronic form through the State of Delaware Procurement website at <https://bids.delaware.gov/> and <https://gss.bonfirehub.com/>. Paper copies of this RFP will not be available.

Sample Report 1 – Monthly Usage Report

Sample Report 2 – Subcontracting (2nd Tier Spend) Report

Appendix A – Technical Requirements

Appendix B1 – FMS Functional Requirements

Appendix B2 – PHCM Functional Requirements

Appendix C1 – FMS Key Performance Indicators

Appendix C2 – PHCM Key Performance Indicators

Appendix D1 – FMS User Stories

Appendix D2 – PHCM User Stories

Appendix E1 – FMS Interfaces

Appendix E2 – PHCM Interfaces

Appendix F1 – FMS Forms, Letters, and Reports

Appendix F2 – PHCM Forms and Letters

Appendix G – FMS Desired Future Processes

Appendix H1 – FMS System User Counts and other Statistics

Appendix H2 – PHCM System User Counts and other Statistics

Appendix I – DTI Technology Policies

Appendix J – Cost Proposal

Appendix K – Vendor Information Forms

Appendix L – Online Bid Submission Portal Instructions

Appendix M – Professional Services Agreement Template

If it becomes necessary to revise any part of this RFP, revisions will be posted at <https://bids.delaware.gov/> and <https://gss.bonfirehub.com/>. By submitting a proposal, each vendor shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules, exhibits, attachments, sample reports and appendices hereto, and has fully informed itself as to all existing conditions and limitations.

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## I. DEFINITIONS

*Absence Compliance Tracker (ACT):* A module that creates and manages Family and Medical Leave Act (FMLA) cases and associated leave.

*Account:* Account is a ChartField required in all transactions and is structured as follows

- Asset Accounts begin with a 1
- Liabilities Accounts begin with a 2
- Fund Balance Accounts begin with a 3
- Revenue Accounts identify a source of revenue or cash receipts, i.e., court fees/fines, personal income tax, and begin with a 4
- Expense Accounts identify type of expense, i.e., supplies, professional services, out-of-state travel, and begin with a 5

*Accounting Date:* The date that accounting entries are applied, or a transaction was created.

*Accounting Period:* The period for which financial statements are prepared. There are 12 accounting periods a year, each defined by the first and last day of each month. Since the Fiscal Year begins July 1, the first accounting period for the State is July which is defined as accounting period 1

*Accounts Receivable:* The total monetary amount owed to a financial entity due to services arising from transactions processed. The State has two methods of Accounts Receivable (AR)

- Miscellaneous Cash Receipts
- Customer Payments for Grants reimbursable

*Accrual:* The accumulation of earned time off.

*Accumulated Depreciation:* The cumulative depreciation of an asset up to a single point in its life.

*Activity:* A sub-component of Projects and represents the Federal Reporting Category when using Grants and Project Costing. Project Budgets are established at this level.

*Activity-Based Costing:* Allocating work hours to specific labor categories like Combination (Combo) Codes or Optional Projects. This is another term for Labor Distribution in EmpCenter.

*Actuals Ledger:* The General Ledger where the summary of transactions is recorded.

*Advanced Scheduler/Classic Job Scheduling:* A module that uses staffing requirements, employee skills and certifications, preferences, and fatigue management to create schedules.

*Agency:* Any board, department, bureau, commission, employee or officer of the State or of any county in the State, and any public school district and its board as defined in 29 Del. C. § 6901.

*Amend:* Change a timesheet after the pay period has been processed and closed.

*Analysis Type:* A three-character identifier that labels Project Costing and Grants for processing.

*Ancillary Charges:* Necessary charges to place an asset in its intended location for utilization, such as freight, installation costs, set-up expenses, etc.

*Annual Budget:* The State budget applicable to a single fiscal year, beginning July 1. May refer to any or all of the following State budgets, operating, capital, and/or grant-in-aid.

*Annual Comprehensive Financial Report (ACFR):* The annual report prepared by the State of Delaware as its official record of financial activities for the fiscal year based on national Generally Accepted Accounting Principles (GAAP) standards and guidelines as prescribed by General Accounting Standards Board (GASB).

*Appropriated Special Fund (ASF):* A special fund that the Legislature has chosen to place under the same type of budgetary and financial controls as the State's GF. Revenue are generated by fees for specific, self-sufficient programs. Annual expenditures against ASF monies may not exceed the appropriation limit authorized by the Legislature. ASF monies may be encumbered or expended against the available spending authority, which is the lesser of the authorized appropriation limit or revenue collected.

*Appropriation (APPR):* An authorization to make expenditures and to incur obligations for a specific purpose. An appropriation is usually limited in amount, purpose, and in the time during which it may be expended. Appropriation codes are a five-digit value.

*Appropriation Type:* A two-digit value which further defines General and Special Fund appropriations.

*Appropriated Program Unit (APU):* A term used by the budget office to denote a level of budgeting at the first four-digits of a Department ID.

*AR Item:* Billed amount due as a receivable for grants reimbursable or project-related expenditures.

*AR Pending Item:* An unpaid Bill in Accounts Receivable for Grants reimbursable or project related expenditures.

*Asset:* A classification on a balance sheet showing all properties, both tangible and intangible, and claims against others that may be applied to cover the liabilities of the State government. Assets can include cash, accounts receivable, and inventory.

*Asset Profile:* A template that contains standard depreciation criteria for an asset type and its corresponding asset books.

*Assignment:* The record that contains information about an employee's job. An employee can have more than one assignment. Each assignment requires its own timesheet.

*Assignment Group:* A set of employees having assignments that are managed together.

*Award:* In Grants, an agreement executed between an institution (State of Delaware) and a federal sponsor. The system stores pertinent award information within records in Contracts and Grants.

*Bank Statement Reconciliation:* Automated or manual process in the Cash Management module to reconcile bank file and system transactions when a match is found.

*Benefit Primary Job (BPJ):* The primary Job for benefits. Employees with multiple HR records must have only one record specified as the Benefit Primary Job.

*Benefit Record Transfer (BRT):* Employees with multiple HR records must have one record specified as the Benefit Primary Job. If that designation changes from one HR record to another, that is called a Benefit Record Transfer.

*Bond:* A written promise to pay a specified sum of money, the principal amount, at a specified date or dates in the future, the maturity date(s), and periodic interest at a specified rate.

*Budget:* A plan of financial operation representing an estimate of proposed state/federal expenditures for a given period and a proposed means of financing them.

*Budget Checking:* A process by which the system verifies that funding is available to allow a given transaction to be completed.

*Budget Control:* Budget Control is the process in the Commitment Control Module by which transactions are approved and posted only if sufficient funding is available. It enables users to track transactions against corresponding budgets and terminate a document's cycle if the defined budget conditions are unmet.

*Budget Details Inquiry:* Provides a simple view of budgets, pre-encumbrances, encumbrances, expenditures, and available balance.

*Budget Only Accounts:* Account where funding is budgeted for a group of related expense. Sometimes referred to as "budgetary" or "roll-up" accounts. These accounts are only used to establish budgets; source transactions use detailed accounts.

*Budget Period:* The interval of time (such as 12 months, 4 quarters, or 1 month) into which a period is divided for budgetary and reporting purposes.

*Budget Position Number (BP):* A numerical value assigned to each position in the State.

*Budget Reference:* A four-digit ChartField used to identify the (fiscal) year in which the budget was funded.

*Budget Status:* Identifies the status of the budget-checking process, "N" for Not Checked, "V" for Valid, and "E" for Error.



*Budget Transfer:* A transfer of budget funds within the same ledger group.

*Budget Unit:* The smallest organizational unit for which a formal appropriation is authorized by the Legislature. It is the same as the Department ID.

*Budgetary Fund:* The State currently has several budgetary funds, including, but not limited to, General Funds (GF), Appropriated Special Funds (ASF), Capital Funds, and Non-Appropriated Special Funds (NSF).

*Business Unit:* A five-character segment to define a unit of business. All department Business Units begin with the two-digit department number and end in zero except for the schools, which are the two-digit department number and two-digit organization number ending in zero.

*Capital Assets:* Land, improvements to land, easements, buildings, building improvements, software, vehicles, furniture, equipment, works of art and historical treasures, and infrastructure. These assets also include all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

*Capital Budget:* A plan of authorized capital outlays and the means of financing them.

*Capital Fund:* Used to account for financial resources used for the acquisition or construction of major capital projects including both facilities and land (other than those financed by proprietary funds, special assessment funds, and trust funds). These projects include those provided to political subdivisions and other public organizations. These resources are derived principally from proceeds of general obligation bond issues and federal grants.

*Career Ladder:* A hierarchy of classes within a class series, which permits employee movement along a career path without competition upon meeting all promotional standards as defined in the State Merit Rules Chapter 19 - Merit Employee Relations Board (MERB). Career Ladders are not limited to merit employees.

*Carry-Over Purchase Order:* A purchase order that encumbered funds appropriated during the previous fiscal year.

*Cash Basis:* A basis of accounting under which revenues are recognized when received and expenses are recognized when paid.

*Cash Management Improvement Act (CMIA):* An agreement signed between the State of Delaware and the Secretary of Treasury, United States Department of Treasury, to implement Section 5 of the Cash Management Improvement Act of 1990. The agreement defines clearance patterns for grant draws.

*Casual Seasonal positions*

- Agencies - Positions not covered by the Merit System and defined in 29 Del. C. § 5903(17)a. There is no classification specification description for these positions; however, an agency often posts positions as merit-comparable, meaning they use the same classification specification and job requirements of a comparable merit class specification. These positions are assigned Job Codes that begin with “X” or “MX”.

- Schools - Positions or jobs with non-traditional schedules, used on an as needed basis. Hours may vary from week to week and/or when an employee(s) need is for peak operating seasons. Paid on an hourly basis.

*Category:* See module specific definitions below

- Asset Management Category: Asset categories are used to classify assets for reporting purposes.
- Project Costing Category: A Project Costing ChartField used to identify project-related transaction attributes for specific agencies with a greater degree of granularity than provided at the Project/Activity level.
- Purchasing Category: Purchasing categories identify a commodity. United Nations Standard Products and Services Code (UNSPSC) system is an open, global electronic commerce standard that provides a logical framework for classifying products and services.

*Central Classification and Compensation (Central Class/Comp):* The central human resources team in the Department of Human Resources that administer the State's classification and compensation structure.

*Change Management (CM):* The application of structured processes and tools for leading the people side of change to achieve a desired outcome on a project.

*Change Order:* Created by a State of Delaware buyer to update a purchase order that has been dispatched, a change order is appended to a purchase order. Change orders require the purchase order to be re-submitted for approval, budget checked, and re-dispatched to the supplier.

*ChartField Combination Editing:* The ChartField editing process that compares the ChartField combination to the definitions and rules governing ChartField combinations that have been set up.

*ChartField String:* Combination of ChartFields to identify a budget in a transaction.

*ChartFields:* Fields that store the Chart of Accounts and provide Commitment Control with the data needed to govern transactions. Budget Reference, Department, Fund, Appropriation, and Account are required ChartFields. Depending on fund or entity, additional ChartFields can be required (for example, the Operating Unit for K12, Program Code, School Location, Business Unit, Project and Activity).

*Classification (Class):* Consists of one or more positions similar in duties, responsibilities, and requirements.

*Classification Series (Class Series):* Job description for more than one classification with several levels of work.

*Classification Specification (Class Spec):* A written description of distinguishing characteristics of all positions in a class, including typical duties, responsibilities, salary information, and job requirements. Contains Job Code and Class Title. DHR maintains all merit class specifications in the current system, which is displayed to the public online.

*Classification Title (Class Title):* A title that is assigned to a classification, descriptive of work performed.

*Classified (Merit) Service:* All positions in classifications governed by the State's Merit Rules, which are the majority of State Executive Branch positions.

*Collective Bargaining Agreement:* A legal contract that defines the terms of condition of employment for employees in a union.

*Combination Code (Combo Code):* The Combo Code is a unique system-assigned sequential ID number used in the PHCM system that points to a specific ChartField string, which represents a line of funding.

*Commitment Control:* The Commitment Control Module is the budget control module where Commitment Control Ledgers and Ledger Groups are housed. Rules for appropriation spending are created for each Ledger Group and balances are calculated.

*Commitment Control Ledger:* Consists of Budget, Expense, Pre-encumbrance, Encumbrance, Collected Revenue and Recognized Revenue, which tie to a ledger group. Parent budgets and associated budgets are set up in Commitment Control.

*Construction-Work-In-Progress (CWIP):* Cumulative expenditures for paid contract labor, materials, and overhead costs of a construction project that are aggregated and applied to the asset when construction is completed.

*Contract Number:*

- **Purchasing:** The Contract ID that is used for items with the Contract ID set to require it in the Item Attributes.
- **Grants:** The State uses Customer Contracts to handle the grants billings. The grant-related contract number is generated through Award generation and represents the Office of Management and Budget State Assigned Identifier (SAI).
- **Project Costing:** The State uses Customer Contracts to handle project third party billing for the Department of Transportation.

*Core HR:* Features in an automated system that include human resource planning, selection, and recruitment, hiring, onboarding and offboarding, performance management, learning and development, compensation and benefits, policy formulation, employee engagement, career planning, labor law compliance, job evaluation, and administrative responsibilities.

*Cross-Period Exception:* Occurs when recorded or scheduled work in a period causes an exception with an employee's scheduled work in a future period.

*Customer:*

- In Grants, the State uses Customer to represent the federal sponsors.
- In DelDOT, the Customer is either the third-party entity or the federal entity like FWHA, FTA, etc.

*Customer Contracts:* Contains the rules for billing and revenue recognition used by both Grants and Project Costing. A project can be linked to a customer contract.

*Cybermation:* An application used to schedule batch processes. Processes include reports and transaction processing.

*Dashboard:* A task-based navigation home page.

*Debit Service Fund:* A fund established to account for the accumulation of resources and the payment of general long-term debt principal and interest.

*Deferred Revenues:* Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. For example, a prepaid amount of funds for a grant or project costing.

*Delaware Economic Financial Advisory Council (DEFAC):* DEFAC is charged with providing nonpartisan and objective revenue and expenditure estimates to the Governor, the Secretary of Finance, the Controller General, and General Assembly.

*Delaware Educator System (DEEDS):* This system is utilized by all Delaware K-12 educators. To become a certified educator, candidates must submit a certification application in DEEDS. All official license and certification information is maintained within DEEDS. The DEEDS system also allows the public to view basic educator credentials.

*Delaware Employment Link (DEL):* The public job posting website which provides application information on classifications and how to apply for State jobs.

*Delaware Learning Center (DLC):* The State's enterprise learning management system that includes course offerings, curriculums, certifications, and social learning capabilities. The system automates the registration, attendance, delivery, and tracking of professional development activities for Executive, Judicial, and Legislative branch employees and external learners such as community providers of State agencies. The system includes an integrated ecommerce capability.

*Delaware State Police (DSP):* The Delaware State Police is a division in the Department of Safety and Homeland Security.

*Delegation:* A right or responsibility temporarily assigned.

*Department:* The department is a Chartfield that tracks administrative units within the State's organizational hierarchy. In the State's FMS system, the department is a 6-digit field. In the PHCM system, a 3-digit Pay Section is added, making it a 9-digit field.

*Department of Human Resources (DHR):* The central human resource office in the Executive Branch responsible for establishing HR policy over Executive Branch agencies and provide central HR functions.

*Department of Technology and Information (DTI):* The State's central IT organization, chartered to deliver core services to other state organizations and exercise governance over the technology direction and investments of the State.

*Deposit Control Total:* Sum of a batch of bank deposits.

*Deposit Unit:* The Deposit Unit is the same as the organization's Business Unit in Accounts Receivable.

*Depreciation:* The systematic allocation of the cost of a capital asset over its estimated economic life to the periods that benefit from the asset.

*Depreciation Method:* A method of recording depreciation such that the original cost is allocated to the appropriate periods. Straight line is allocated in equal amounts over the life of the asset. An accelerated method results in higher allocation amounts in the earlier years of the asset's life.

*Direct Claim:* An authorized claim for payment where the funds have not been previously set aside for the payment by a purchase order.

*Disbursement:* Payment by currency or by check. Note: This term is not synonymous with "expenditure".

*Dispatch:* The action of completing the creation (data entry, budget check, and approval) of a purchase order so that it can be utilized in the payment transaction.

*Distribution:* General term for a set of information on the purchase order, and payment voucher which indicates how the item quantity is to be charged to the organization, as well as internal delivery locations. Distributions contain information for Project Costing, Grants, and Asset Management. The term distribution is also used in Accounts Receivable when creating accounting entries for deposits.

*Drill Down:* The ability to view lower-level detail information that is initially displayed as a higher-level summarized report.

*eCommerce:* The capability to collect fees for training from external learners using a shopping cart experience that is embedded in the learning management system.

*Effective Date:* A method of dating information. Users can predate information to add historical data to the system or postdate information in order to enter it before it actually goes into effect (future date).

*Employee Identification Number (Empl ID):* A unique number provided to State employees.

*Employee Record Number (Empl Rcd #):* In combination with a person's Empl ID, this number uniquely identifies a person's job data records. PHCM distinguishes between a person's multiple job records by using a new Empl Rcd #.

*Encumbrances:* An accounting procedure that sets aside available funds for commitments related to unperformed contracts for goods and services; ensures the availability of funds when payment is requested.

*Exceptions:*

- In FMS: A result of the budget checking process. An error exception stops the transaction process, and the error needs to be corrected before the transaction can continue to process. Warning exceptions alert the user but do not stop the transaction from being processed.
- In PHCM: A conflict noted between an employee's time and attendance information and the rules by which the timesheet is processed. Exceptions generate messages that appear in the Exceptions tab on the Time Entry screen. Some messages are informational and require no action; others must be corrected before the timesheet can be successfully processed.

*Exception Time Entry:* Time entered by employees only when it differs from scheduled time.

*Exempt/Non-Merit Positions:* Positions not governed by the State's Merit Rules. This includes classifications that are merit-comparable, non-Merit comparable, and Casual/Seasonal employees. Positions excluded from classified service are defined in 29 Del. C. § 5903.

*Expendable Trust Fund:* A Trust Fund whose resources, including principal and earnings, may be expended.

*Expenditures:* Incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, goods, or service.

*External Learner:* Individuals who receive training from State agencies. External learners include, but are not limited to, first responders, community health providers, and individuals required to complete State-provided training for licensing or certifications.

*Favorites:* A list of values or pages that can be saved for future use.

*Fiduciary Funds:* Fiduciary Funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

*Financial Management System (FMS):* For the purposes of this project, FMS includes the entire suite of ERP software including but not limited to financials, accounting, sourcing, grants, projects, assets, budgeting, and procure to pay.

*Fiscal Year (FY):* A 12-month period to which the annual operating budget applies and at the end of which the State determines its financial position and the results of its operations.

Delaware's fiscal year begins on July 1 of each calendar year and ends on June 30 of the succeeding calendar year.

*Flexible Credits:* These are benefit premium credits (earnings) that offset employee benefit premiums. They are not subject to Pension.

*Frozen Positions:* Positions not available to be posted and filled without special permission.

*Full-Time:* Regularly scheduled 30 or more hours per week.

*Fund:* A three-digit ChartField used in government to segregate different fund types.

*General Fund (GF):* Monies that are used to finance and account for the ordinary operations of the State. The GF is appropriated by the Legislature for any legally authorized purpose, and it is used to account for all revenues and disbursements not provided for in other funds. All GF monies are considered State monies and may be encumbered and expended upon establishment of the appropriation in the State's financial management and accounting system. The GF includes all monies derived from taxes, fees, permits, licenses, fines, forfeitures, or from any other sources or receipts, unless specifically exempted or provided by law.

*Generally Accepted Accounting Principles (GAAP):* Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP governs the form and content of the basic financial statements of an entity. They encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. GAAP includes not only broad guidelines of general application, but also detailed practices and procedures.

*Governmental Accounting Standards Board (GASB):* The authoritative accounting and financial reporting standard-setting body for government entities.

*Header:* General term for a group of information. On transaction pages, the header includes information that describes the transaction. Header information pertains to the entire transaction (i.e., journal entry, purchase order etc.)

*Improvement:* Enhancement to an already existing asset to a condition beyond that which results from normal maintenance repairs, and/or increases the useful life of the asset.

*Indirect Costs:* Those costs necessary for the performance of a service which are of such a nature that the amount applicable to the service cannot be determined accurately or readily. In Grants, also known as F&A (Facilities and Administration), these are overhead costs that are associated with the grant.

*Institution:* For grant proposals, it is the State of Delaware.

*Intangibles:* Items that are not physical in nature but are still deemed to be assets to the State. This would include, but not be limited to, rights of way, easements, and computer software.

*Interface:* A method for sharing data between systems.

*Intergovernmental Voucher (IV):* A State of Delaware customized bolt-on module that allows costs to be shared between departments.

*Invoice :*

- For Projects and Grants, a printable document is sent to a grant customer/sponsor or can be used as supporting documentation for grant or project contracts.
- For Grants, an invoice provides the billable amount for grant draws or project-related billing.
- For Accounts Payable, a supplier document indicating payment is due for goods or services received by the State.

*Invoice Date:* The date noted on the supplier's invoice or billing invoice.

*Invoice ID or Invoice Number:*

- In Accounts Payable, typically, this is the invoice number or some other control number from the voucher's supporting document. It is also used as a reference for duplicate invoice checking if it is selected as match criteria.
- In Billing, the invoice number is a unique system-generated number assigned to each invoice for reimbursable expenditures. The invoice number is used when reviewing billing information or as a reference number for a specific billed item. The Billing invoice number becomes the AR pending item number.

*Internal Program Unit (IPU):* A term used by the budget office to denote budgets for the six-digit Department ID.

*Item:*

- For Purchase Order (PO), an item in PO is a tangible commodity.
- For Accounts Receivable (AR), an item in AR is sometimes referred to as a pending item, open item, or closed item. Items are billing invoices that were generated in Billing from expenditures.

*Item ID:*

- In Purchasing, the unique ID is used to identify an item.
- In Accounts Receivable (AR), the unique ID is used to identify an AR item.

*Item Payments:* Customer-related payments are recorded in AR using the payment worksheet. Item payments are deposits received for grant-related draws or project-costing billed items.

*Job Code:* A unique identifying code that corresponds to a single job classification and class title. The job code is formatted to define the position's Occupational Group, Occupational Series, Occupational Class Series and Class Series.



*Journal Entry:* An entry to record accounting transactions using ChartField values in the General Ledger.

*Journal Lines:* Detailed information within a journal including ChartField strings and balancing amounts.

*Journal Status:* This field identifies the current status of the journal entry.

*Key Performance Indicator (KPI):* A measurable value that helps determine how well the software is performing in achieving its intended goals, such as user satisfaction, system reliability, or speed..

*Labor Distribution (LD):* Look up tables used in the time and attendance system that can include values for activity-based costing.

*Lapsed PO:* A Purchase Order that closes automatically based on a configured rule set.

*Leave Bank:* A repository in a time and attendance system that contains the amount of time off available to an employee. Examples of time off include vacation, sick, optional or floating holidays, FMLA, paid time off, and more. Some of the banks such as Annual or Sick leave have earned balances, however others have set balances. In addition, some count up/count down to a determine when they use the amount, they are eligible for such Military and Personal Leave.

*Ledger:* Records financial information in a classified and detailed manner using debits and credits and shows current balances.

*Ledger Group:* A ledger group to which a journal will post (i.e., Actuals). A ledger stores the posted net activity for a set of ChartField values by accounting period and fiscal year.

*Letter of Credit ID:* A Grant number associated with a Letter of Credit (LOC) obtained from the Federal Sponsor. Cash management method by which most federal agencies do project and grant accounting and financial transfers.

*Liability:* The financial obligation entered in the balance sheet. A common example is Accounts Payable and Health Fund.

*Line:* One or many lines belonging to a header. A line can also pertain to a payment voucher invoice line or distribution line.

*List View:* One of three timesheet formats for displaying time and attendance information for an entire pay period.

*Location:* see module-specific definitions below

- In Asset Management, the physical location of the assets.
- In Account Payable a supplier location is not a physical address. It is a default set of rules or attributes, which define how the Vendor conducts business with a particular supplier.

- In Purchasing, the location is the code for the organization's Bill To address. The Ship To Location is the code where the goods are to be received or where services are performed.
- In Project Costing, locations other than actual addresses can be associated with projects. For example, a project to improve recreational opportunities can be associated with several physical locations statewide, such as Senatorial District 12. To facilitate this use of the Locations table, Project Costing locations are identified with the prefix "PR".
- In Grants, a location is required to be associated with each project. The location identifies where the project manager/principal investigator resides.
- In PFAM, the locations code represents the actual physical work location at the position and / or the employee. Valid location values are maintained on a table and each value also includes the physical address, for taxation purposes.

*Merit Positions:* Classified positions covered by the State Merit Rules.

*Merit-Comparable Positions:* Positions excluded from classified service (Non-Merit) which are assigned comparable titles or pay grades of similar positions in the classified (Merit) system.

*Miscellaneous Cash Receipts:* Non-customer-related payments (deposits) that are recorded in AR using the direct journal functionality secured by Business Unit, Department ID, role, and permissions security.

*Model:* Template used to create slots on the schedule and is associated with specific jobs or activities that the organization needs to track.

*Modernization Project:* The subject of this RFP combined with the subject of the RFP soliciting implementation partners.

*Modernization Project Executive Sponsors:* Executive level sponsors responsible for final approvals.

*Multiple Assignments:* An employee having multiple State jobs requiring different timesheets for each.

*Negative Cash Receipt:* Receipt created when the bank has received a non-sufficient fund check, also sometimes referred to as a Returned Deposited Item (RDI).

*Non-Appropriated Special Funds (NSF):* A special fund that has no legislative spending limits and is not considered appropriated monies. NSF monies may be encumbered or expended against revenue collected. Donations, gifts, local school funds, and various trust funds are examples of NSF monies.

*nVision*: A reporting tool used in the browser to summarize data in Excel report format based on pre-determined layouts. It can drill down to lower levels of data within the spreadsheet. It is run on-demand by end users that have the security to do so.

*Obligation*: An authorized order or engagement that incurs a liability and contemplates an expenditure of funds in compliance with statutory provisions.

*One-Time Supplier*: Suppliers that are only used once. This is specifically for interfaced vouchers, after which the supplier status changes to "Inactive" automatically. One-Time Suppliers are system generated only.

*Open Data Portal*: The open data portal is a public facing, online platform which provides users access to Statewide financial and other datasets.

*Open Order PO*: An accounting procedure that sets aside available funds for goods and services charged as part of a normal operating procedure to ensure the availability of funds when payment is requested. The supplier may not be known.

*Operating Unit*: An eight-digit ChartField consisting of a budget, location, and manager.

*Organization*: All State agencies and school districts, including charter schools and higher education.

*Organization Structure (Time Admin)*: Organization Structure is the organizational hierarchy used in Classic Job Scheduling which is made of the Organization, Scheduling Group, Scheduling Unit, and Facility.

*Organization Structure*: The State of Delaware is organized into a three-tiered structure with levels for the Department, Appropriated Program Unit (APU) and Internal Program Unit (IPU); a department, division and section structure.

*Original Cost*: The actual or normal cost of new property in accordance with market prices as of the date the property was first constructed and originally installed.

*Other Employment Costs (OECs)*: Other employment costs related to payroll which include such costs to the State as federal insurance contributions (FICA), state retirement plans (employees' pensions), health-care insurance, workers' compensation, unemployment insurance and such other fringe benefit plans as may be provided.

*Parent Appropriation*: An appropriation that controls spending in a child appropriation.

*Part-Time (PT)*: Regularly scheduled less than 30 hours per week.

*Pass-Through Grants*: Grant funds identified for other organizations to assist with federal compliance.

*Pay Code*: An entry type identifier required for every transaction recorded on a timesheet or schedule.

*Pay Code Set:* Groups of pay codes that are used for rules, calculations, or security in the system. They are grouped according to required usage such as premiums, accrual, or reporting and are used to determine how they should be processed or reported and referenced by the premium or accrual rule definitions.

*Pay Cycle:* The group of processes required to create payment of a voucher or group of vouchers.

*Pay Reporting Method:* Defines how the Policy Profile grouping exports pay data from the timesheet to payroll. The State of Delaware uses Positive / Exception Pay Reporting Method based on the employee criteria.

*Payment ID:* In Accounts Receivable (AR), the Payment ID is the serial number on the deposit slip, the merchant number for credit cards, and the Office of the Treasurer assigned ACH number.

*Payment Method:* Items may be purchased through the following default payment methods that include Wire, Purchasing Card (PCard), Single User Account (SUA), Automated Clearing House (ACH), and Check.

*Payments:* Bank Deposits in Accounts Receivable. The payments can be Miscellaneous Cash Receipts (CRs), deposits, or customer payment deposits.

*Pay Frequency:* The frequency in which pay is processed. State of Delaware has a bi-weekly pay frequency.

*Pay Period:* Service period for which the employer pays wages to the employee in the payroll system.

*Payroll Human Capital Management System (PHCM):* For the purposes of this project, PHCM includes the entire suite of ERP software including but not limited to payroll, human resources, time administration, and benefits.

*PO Voucher:* Transaction created to pay an invoice related to a purchase order.

*Policy:* A set of rules used to define a specific facet of time and attendance, such as how to handle overtime worked by non-exempt employees.

*Policy Profile:* A group of employees with similar rules and processes (Accrual, OT, Shift, etc.)

*Positive Time Entry:* Time worked or hours to be paid must be manually entered.

*Qualifications:* Primary constraints that the system checks to ensure that an employee is eligible and qualified to work a model (i.e., Registered Nurse, Certification)

*Pre-Paid Invoice:* An invoice generated from customer contracts associated to a Grant or Project Costing that have been paid in advance for future expenditures.

*Primary Sponsor:* In Grants, this represents the primary federal government organization.

*Process Instance:* Automated number assigned to a process when executed. Appears in the Process Monitor page and used to identify the version of the report or process that was run.

*Process Monitor:* A tool that is used to review the status of scheduled or manually requested processes. User can view all processes, view job status in the queue, or control the processes that the Vendor initiated.

*Professional Development Management System (PDMS):* This system provides Delaware educators with course offerings for professional learning opportunities. This system automates the registration, attendance, delivery and tracking of educator professional development activities.

*Professional Services Agreement:* A contract for Professional Services over the dollar threshold established by the Council on Contracting and Procurement which generally require specialized education, training or knowledge and involve intellectual skills.

*Program Code:* A five-digit ChartField used by the organizations to track transactions.

*Project:* Represents a cost center established by an agency and usually for a Grant or Project Costing (Capital/Operating).

*Project Activity:* Activities are sub-components of projects and identify the state/federal reporting categories.

*Project Budget:* The spending plan established for project/activity. For example, salaries, fringe, travel, contractual services, supplies, etc.

*Project ID:* A 15-character identifier which uniquely identifies a project within Project Costing. In Grant Management, Project IDs are system generated when Federal proposals are created.

*Project Transaction:* Any transaction which cites a project/activity combination within a ChartField string.

*Project Type:* The list of standard activities that can be associated with a project.

*Proposal:* A grant Proposal is used to support the federal 424 Application process. This process allows for entry of required grant related information and approval by the State of Delaware.

*Proposal ID:* A unique number created during the entry of the Grant proposal which is system-generated and meets State of Delaware requirements by beginning with the State Assigned Identifier (SAI).

*Purchase Order:* A transaction used to encumber funds.

*Purchase Order ID:* A unique number assigned to a purchase order.

*Purchasing:* The acquisition of properties, goods, services, and materials in exchange for something of value (money).

*Query:* A reporting mechanism with criteria and conditions that is used to extract data from tables. The result set can be saved in Excel format.

*Question Library:* A repository of questions.

*Ranking:* Used to sort applicants based on responses to a set of questions.

*Reconciliation:* A process conducted to ensure that records agree.

*Recycle:* Marks purchase transactions containing an error as invalid and prevent the Vendor from posting them.

*Referral List:* A list of job candidates that meet the qualifications for a vacancy.

*Rehire:* An individual that is rehired by the State of Delaware after leaving State employment.

*Renovation:* A renovation enhances an already existing asset to a condition beyond that which results from normal maintenance repairs and/or increases the useful life of the asset. Replacing a roof or installing a better electrical system in a building, are examples of renovations.

*Report Manager:* A tool that provides a method of viewing reports that are processed including access to the report list and administration pages.

*Resource Type:* A Project Costing ChartField is used to identify project-related transaction attributes.

*Role:* Used to set up permissions for end users. Each module has specific roles that provide access and permission to specific menus, pages, views and report access. All end users must have at least one role to access the system. End users may have multiple roles assigned to them depending on their job duties.

*Roll Up:* The total sums based on the information hierarchy. Tree hierarchy is used for this purpose.

*Run Control ID:* Run Control ID represents a set of selection criteria for a specific report or process to run. It can be named and saved to use again.

*Schedule:* A set of day and time entries which define when employees are expected to report to work.

*Scheduling Group:* The second level of the organizational hierarchy used for scheduling.

*Scheduling Unit:* A sub-category of each Scheduling Group.

*Screen:* The ability to determine applicant's qualifications using a series of questions.

*Scope:* The core Payroll/Human Capital Management ("PHCM") and Financial Management System ("FMS") application capabilities to replace and enhance the functionality currently provided to the State of Delaware.

*Series Posting:* The ability to post a position that has multiple levels and display as a series for applicants to apply on a single application.

*Service Level:* Five Operating funding categories: Base, Inflation and Volume, Structural Changes, Enhancements, and One-Time Items. These service levels are used to formulate an agency's Operating budget request and recommendation.

*Short Description:* Abbreviated version of long description

*Short Supplier Name:* Abbreviated version of full supplier name

*Single Payment Voucher:* A voucher for a single payment (i.e. court restitution). A voucher for a single payment (i.e., court restitution). The supplier information must be manually keyed, is non-1099 reportable, and the supplier is not added to the vendor table.

*Slice (Time Entry):* One entry on the time sheet; for example, 8 hours of Vacation on Monday.

*Slot:* A timeframe on the schedule for which an employee is scheduled or considered to be scheduled.

*Software-Work-In-Process (SWIP):* Computer-Software-Work-In-Process is considered when capitalizing or expensing the costs of software, developed or obtained for internal use, depending on what activity stage the project is in.

*Source:* An indication of the sub-system from which a transaction originated in GL.

*Source Database (SD):* Database used by the Training Team to refresh the training database.

*Source Type:* A Project Costing ChartField used to identify project-related transaction attributes.

*Special Fund:* A budgetary term referring to any fund other than General Fund.

*Specifications:* Means, as used herein, a specification that documents the requirements of a system or system component. It typically includes functional requirements, performance requirements, interface requirements, design requirements, development standards, maintenance standards, or similar terms. Substantial conformity with specifications is required.

*SpeedChart:* SpeedChart can be used to increase data entry efficiency by reducing the number of keystrokes required to enter frequently used ChartField combinations and percentages.

*SpeedType:* A set of pre-defined ChartFields. SpeedTypes can be used when making accounting entries for AR - Miscellaneous Cash Receipts.

*Sponsor:* An external entity or source that funds research and other projects. Sponsors are customers in the system.

*Statewide Benefits Office (SBO):* Central benefits administration division in the Department of Human Resources.

*Statewide Cost Allocation Plan (SWCAP):* Indirect costs that are prepared on a budgetary basis, using a multiple rate methodology that identifies both the category and amount of Statewide central service costs.

*Station:* Grouping of Models that roll up to Scheduling Unit.

*Sub-Category:* A Project Costing ChartField used exclusively to facilitate the billing process for DelDOT.

*Sub-Grantee:* An agency or organization which receives federal funds.

*Subject Matter Expert (SME):* An individual with highly specialized knowledge regarding a specific area, practice, process, technical method or piece of equipment. A SME might be an employee who provides unique insight into a certain element or process within an organization.

*Supplemental Questionnaire (SQ):* A series of questions that may be scored as part of the application screening process. An optional method of gathering additional specific, job-related information to assist in qualifying candidates for open positions or jobs. If used, this is a series of questions on the application which must be answered to demonstrate competency in each area.

*Supplier:* A company or individual that provides goods or services.

*Supplier ID:* A unique number assigned to the supplier.

*Table View:* One of three timesheet formats for entering and viewing time and attendance information for an entire pay period.

*Tag Number:* Used to track assets.

*Tangible Property:* Property that has a physical existence, that can be seen, felt, weighed, measured, or touched. It has value and utility in and of itself and can be used or consumed. Examples include machinery, vehicles, buildings, furniture, etc.

*Terms:* Terms listed on a purchase order that define the due date for payment, the number of days associated with a discount and amount for the payment of an item.

*Time & Attendance (TA):* EmpCenter module used to capture time and labor data.

*Time & Labor (TL):* A module in the PHCM system used to report, pay and manage time worked.

*Time Entry (Slice):* One entry on the time sheet; for example, 8 hours of Vacation on Monday.

*Time Reporting Code (TRC):* Used to report time worked and leave used in hours or amounts.

*Time Reporting Method:* Defines how the employees will have their time collected for the timesheet.

*Timesheet:* The form used to record and submit time and attendance information.



*Timesheet Details Tab:* The Detail Tab allows users to enter additional information or comments on the timesheet pertaining to a specific time entry.

*Timesheet Frequency:* Defines the period for the Timesheet.

*Timesheet Period:* Period of time represented on a single Timesheet.

*Timesheet Period End Date:* End date of the Timesheet Period.

*Tracking with Budget:* Budgets have been established for tracking and reporting purposes, but not for control.

*Trade-In:* Any equipment, supplies, or materials which are to be replaced in-kind. The agency may exchange such equipment, supplies, or materials for a credit against the purchase price or may sell it through the Office of Management and Budget. This does not refer to any equipment, supplies, or materials in excess of an agency's needs.

*Transaction:* A budgeting or accounting event which is entered into the system such as a deposit, a purchase order, payment etc.

*Transfer:* An employee that leaves one State agency and is hired by another State agency.

*Tree:* A functional tool used to create hierarchical relationships between Chartfields.

*Trust Fund:* Funds used to account for assets held by the State in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

*Unencumbered or Expended Balance of Appropriation:* The portion of an appropriation not yet expended or encumbered. It is calculated as the balance remaining after deducting from the appropriation the accumulated expenditures and outstanding encumbrances.

*Unit of Measure:* Used to quantify a resource.

*United Nations Standards Products and Services (UNSPSC):* The acronym for United Nations Standard Products and Services Code. It is a coding system to classify goods used.

*Unliquidated Encumbrances:* Represents outstanding encumbrances.

*User ID:* A system identifier assigned to each person who will use the system.

*Vendor Quote Group:* A group of suppliers specific to particular items, locations, or other criteria.

*Voucher:* A voucher is the transaction that is used to pay a supplier.

*Voucher ID:* A unique number assigned to a voucher.

*Web Clock:* A web accessible simulation of a traditional time clock with two main variations, the WebClock and the Mobile WebClock

*Week Definition:* The Week Definition defines the overtime period for the week. The State of Delaware Week Definition is Sunday through Saturday.

*Workflow*: An application used to define roles, responsibilities, and processes that automate the flow of work and/or approvals within an organization.

*Zero-Balance Cash Receipt (ZBCR)*: A method for correcting or recoding deposits.

## II. TECHNICAL REQUIREMENTS – SCOPE OF WORK

### 1. Background and Purpose

GSS on behalf of OMB/PHRST and DOF/DOA (Delaware) seeks proposals from qualified vendors to provide PHCM and FMS system modernization software services as described in this Request for Proposals, Scope of Work, and all appendices and attachments.

The SaaS solution (“Solution”) will replace the current State of Delaware PHCM and FMS processing systems, and several Department of Human Resources systems with a solution that meets Delaware’s need for an innovative and modern integrated system. The Solution shall deliver capabilities including recruitment, hire to retire, procure-to-pay, core PHCM, FMS and budgeting, including details of transactions processed with a robust web interface for its employees, end users, stakeholders, and staff. Delaware intends to enter into a contract with one or more vendors to provide a high-quality, proven system with its ongoing support services.

The intention is that the Solution will be configurable, flexible, and scalable and enable the following:

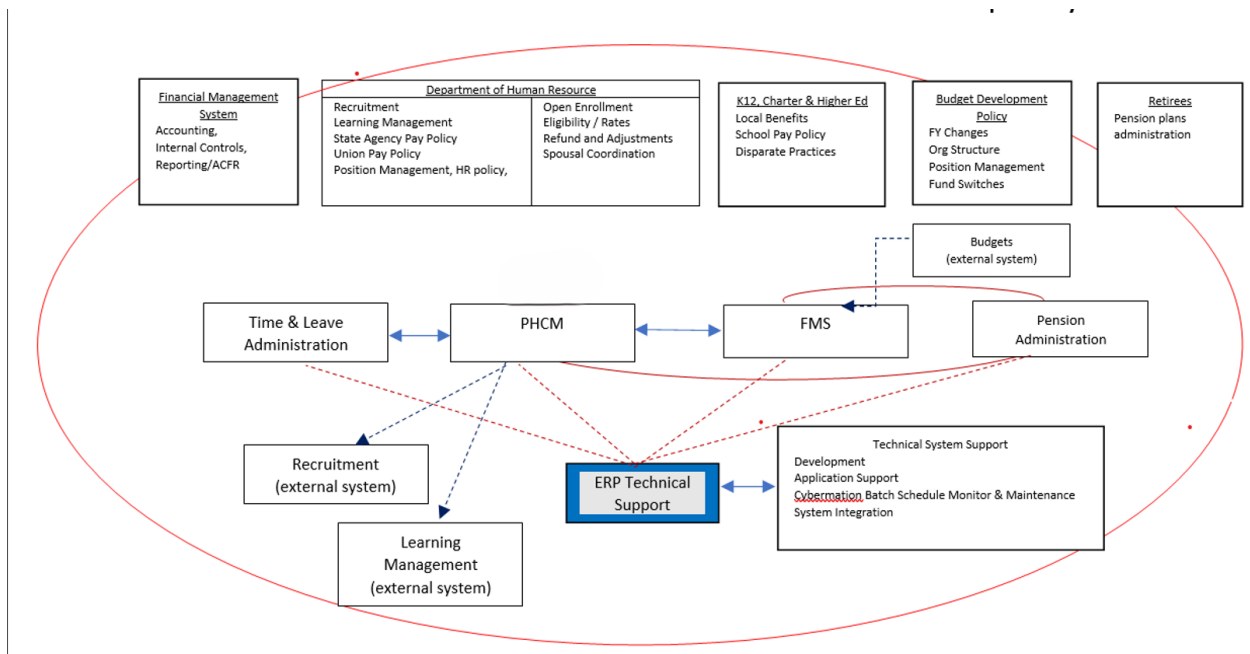
- Configuration of the basic SaaS software
- Integration with third-party products and software
- Modification of COTS source code by the vendor

Modules that are required or will be considered:

- **PHCM** - Classification, Compensation, Recruitment, Onboarding, Offboarding, Grievances, Learning Management, Time Administration (including Time and Effort reporting for Grants management and FMLA management), Core HR, Benefits, Payroll, Reporting and Analytics, Data Change Request Management
- **Financial Management System** - Procurement (includes PO, AP, Sourcing, eProcurement, Supplier Portal, Supplier Maintenance, PCard; Requisition will be considered if we implement punchout), AR, Billing, Cash Management, Project Costing, Grants Management, Customer Contracts (Contract Management), Asset Management, Budget System, Budget Control, GL, Lease Management, Expense Management, Reporting and Analytics
- **Integration** - Fully Integrated system between PHCM, Pension Administration, FMS, and potential 3rd party software

Site and System Preparation: Vendors shall provide Delaware complete site requirement specifications for the Deliverables, if any. These specifications shall ensure that the Deliverables to be installed or implemented shall operate properly and efficiently within the site and system environment. The Vendor shall advise Delaware of any site requirements for any Deliverables required by Delaware's specifications. Any alterations or modification in site preparation which are directly attributable to incomplete or erroneous specifications provided by the Vendor, and which would involve additional expenses to Delaware, shall be made at the expense of the Vendor.

## 1.1 Current Key State of Delaware ERP Structure & Process Background



## **1.2 PHCM Background**

### **1.2.1 Payroll, HR, Benefits, Time & Leave Administration**

The State of Delaware, Office of Management & Budget/Payroll Human Resources Statewide Technology (PHRST) is the centralized, cabinet-level agency within the Executive Branch of Government, responsible for administering the State's integrated payroll/human capital management system. The system is an enterprise-wide PeopleSoft application supporting the following statewide functions for over 78 organizations, with varying benefit and pension plans, and approximately 45,000 paid employees on a biweekly basis. This payment may include holidays, leave, hazardous duty, shift differential, overtime, bonuses and one-time or ongoing additional pay. When using a biweekly pay frequency the following calendar, fiscal, and school contract years contain 27 pays instead of 26 pays.

- Payroll Administration
- Human Resources
- Benefits Administration (BA) including annual Open Enrollment (OE)
- Garnishments
- Direct Deposit
- Leave Tracking
- Time Administration (including FMLA integrated with WorkForce application)
- Labor Administration
- State and Federal reporting
- Statewide Data Analytics (legislative, fiscal, salary, benefit, policy analysis)

The State of Delaware pays a broad range of employee types under one Employer Identification Number (EIN) and a multitude of Collective Bargaining Agreements.

- Merit and Non-Merit Agencies
- Judicial
- Legislative
- National Guard
- Law Enforcement – State Police, Capital Police, University Police, Benefits
- Hospitals (24/7)
- Correctional Centers (24/7)
- School Districts
- Charter Schools
- Higher Education

The State of Delaware has approximately 2,500 employees with multiple jobs. The hours of these jobs may be combined for benefit eligibility, and if even one of these jobs is a pension-creditable position, all eligible earnings from any job become pension-creditable. Upon separation, any jobs

combining hours for benefit eligibility and pensionable earnings must be addressed as that eligibility may terminate and affect deductions, contributions, and Other Employment Costs.

Because the State of Delaware payroll includes school districts, charter schools, and higher education, please note the following two differences from standard payroll:

- Approximately 2% of these employees work 10-months per year and choose to be paid over 22 pays per year instead of 26. These same 22-pay employees may continue benefit coverage until the end of their contract (1 or 2 months after their last day worked). Teacher contracts are defined by school year, not calendar year. They also may be paid for additional jobs outside of their 10-month contract (coaching, summer school). The State of Delaware must accommodate this pay and benefit continuation when the employee(s) are no longer working and/or working additional hourly, non-benefit eligible jobs.
- For most school districts, additional earnings paid to employees to offset employee benefit premium deductions are called Flexible Credits. Both program-level and plan-level credits are paid based on enrollment and applied to deductions using a Benefit plan priority.

## **1.2.2 Human Resources**

The Delaware Department of Human Resources (DHR) is a cabinet-level agency that directs all HR and benefits, including establishing policies and procedures for the Executive Branch. Many of which are adopted by the other branches of government. In addition, DHR administers several systems outside of PHRST, including a recruitment system, onboarding, and offboarding system, learning management system, and DHR's content management system. The human resource, payroll, classification, compensation, and employee service data is entered into PHRST by HR staff to create the employee records. The data comes from requests tracked outside of PHRST, such as legal name request changes. This also includes employee and labor relations' management of grievances, complaints, and collective bargaining. Classification and compensation requests, from 23 processes, impact employees' positions and pay are also tracked in another system outside of PHRST. Details of the systems used by DHR are provided below. Functional system requirements are provided in Appendix B1 and Appendix B2.

### **1.2.2.1 Classification System**

The DHR centrally administers and maintains a classification system for all positions in the classified service and all merit comparable positions. Classifications (Classes) are based upon similar job duties and responsibilities so that uniform qualifications and pay ranges shall apply to all positions in the

same classification. Job classes describe the complexity, job summary, scope, essential functions, knowledge, skills, abilities, job requirements. Job classes are organized into occupational groupings with associated salary ranges and pay grades. Some classes are designated as “career ladder” providing promotional opportunities for employees to move from one level to the next without competition upon meeting the promotional standards and job requirements.

In CY 2023 there were just over five thousand (5,000) Statewide active job classes. Classification attributes history is required to track changes. Classification is the foundation of many human resource processes such as the recruitment system.

#### **1.2.2.2 Recruitment System**

Employment Services in DHR administers a statewide recruitment system, currently JobAps, to attract, select, and hire a skilled workforce through self-service application process. Individuals may search and apply for vacant State jobs using the Delaware Employment Link (DEL) website. The recruitment system is used by outside candidates as well as state employees to apply and complete for vacant positions.

The DEL provides a central hub for Merit system job postings managed for Executive Branch agencies. Non-Merit job postings are available for Delaware National Guard, State Housing Authority, Delaware Technical and Community College, Delaware Transit Corporation, Judicial Branch, Department of Justice, Division of Libraries, and the Public Defender’s Office, and Education Non-Merit positions with the Department of education.

The DHR’s recruitment system is a class-based system with seamless integration between the classification and recruitment systems assuring the flow of classification data and information from the class spec to job posting, supplemental questionnaires, and application scoring. The system includes automated workflows, candidate ranking, applicant tracking, and automated notifications. The system has role-based security and workflows with robust reporting.

Available positions are currently posted on up to four State-affiliated recruitment systems as well as multiple external sites for agencies, school districts, charter schools, and higher education.

#### **1.2.2.3 Onboarding System**

The DHR’s divisions of Training and HR Solutions and Talent Management administers the State’s pre-boarding and onboarding system (NEOGOV), called Delaware Launchpad, for Executive Branch agencies. The solution interfaces to the State’s recruitment system, HR system, and the State’s Identify Proofing systems to keep data up to date and synchronized.

Automated statewide checklists and agency-specific pre-hire processes are tailored to accommodate each agency's unique requirements, creating a welcoming environment for new employees. The onboarding solution is configured to manage the unique needs of rehires and those new to State employment. The solution simplifies the onboarding process with checklists assigned during preboarding and onboarding, including essential forms like an I-9 using eVerify, W-4, employment notices, and other documentation employees need to meet federal and state employment regulations, benefits enrollment, and best practices in employee onboarding. Employees use SSO to access the system, which provides robust reporting, security-role-driven permissions, automated notifications, and workflow.

In CY 2023 the State of Delaware had nearly eighteen thousand instances of onboarding (17,937). The breakdown was 6,545 new hires, 3,579 rehires, 2,317 promotions (career ladder and competitive), 4,590 transfers, and 906 concurrent hires (a.k.a. multiple-job employees).

#### **1.2.2.4 Offboarding System**

DHR administers an offboarding solution that is integrated into the Delaware Launchpad onboarding system and includes automated workflow and checklists. Offboarding separation checklists include tasks for returning State equipment, keys, keycards and badges, State credit cards, requests for network and system access termination, and exit interviews or surveys. The system includes the capabilities to manage the offboarding needs of different groups of employees for retirement, transfers, and separations. Employees use SSO to access the system, which provides robust reporting, security-role-driven permissions, automated notifications, and workflow.

In CY 2023, the State of Delaware separated approximately eight thousand two hundred twenty-seven (8,227) employees from state employment. This includes nearly a thousand retirements (995) and over seven thousand terminations for other reasons (7,232).

#### **1.2.2.5 Learning Management**

The DHR, Training and HR Solutions Division centrally manages a comprehensive and enterprise-wide Learning Management System (LMS), currently Cornerstone OnDemand, to support the management, delivery, and tracking of online, virtual and classroom instructor-led, videos, and materials for statewide and agency training development initiatives. Agency sizes vary from the largest, with over 3,500 employees to those with only a few employees. The State of Delaware delivers and administers centralized training and development, required policy acknowledgments, training curriculums, and course assessments across all State agencies and individual organizations providing agency-specific training. The State's current LMS serves over 42,000 learners.

In addition to the training provided to employees, State agencies train over 20,000 external learners annually, including, but not limited to, healthcare professionals, firefighters, police, other first responders, contractors, and families of individuals receiving services from the State, and manage the registrations and tracking in the DLC. The training provided by the State to external learners is primarily to meet federal and state mandates and to assist key stakeholders in obtaining mandatory training required for licensure with the State.

The system provides all learners with access to online course catalogs and training through a learner-focused, self-service system with social learning capabilities that enable learners and managers to search, enroll, request, launch, and engage with others for any type of learning activity. Employees, supervisors, managers, and HR staff must have access to their employees' training records through dynamic security roles to link learning to performance and career development plans.

Robust reporting is available of all fields in the systems, along with the ability to manage user access through dynamic security permissions managed by the system administrator. eCommerce capabilities for expenditure reduction are critical for external learners using integrated shopping cart capabilities for learners to purchase and register for training via credit card. The State's LMS, the Delaware Learning Center, is integrated with the HR system via a daily organization, job classification, and user data feed. Employees who are external learners access the system via standard login.

#### **1.2.2.6 HR Electronic Content Management**

DHR's Division of Training and HR Solutions also administers an electronic content management system for human resources documents. The system supports employee records for 16 Executive Branch agencies, as well as classification, compensation, FLMA, employee and labor relations, and fiscal HR records.

#### **1.2.2.7 Employee and Labor Relations**

Division of Employee and Labor Relations (DELR) is a division of DHR that uses a system, Salesforce, to manage Step 3 Merit Grievances, Merit Rule 2.9 Appeals, Discrimination, and Respectful Workplace and Anti-discrimination (RWAD) complaints from receipt to resolution or hearing decision. Each agency manages Step 1 and Step 2 grievances. Collective Bargaining Agreements (CBAs) are listed on DHR's benefits representative website and are most frequently updated every three years with an annual renewal provision. Completed CBAs move from the Public Employees Relations Board (PERB) to DHR's Classification and Compensation Division, where requests are made with a spreadsheet to update PHRST. The statuses of CBAs are tracked by Employee and Labor Relations outside of PHRST, using Salesforce.



Requirements include maintaining all Statewide grievance information within the new system.

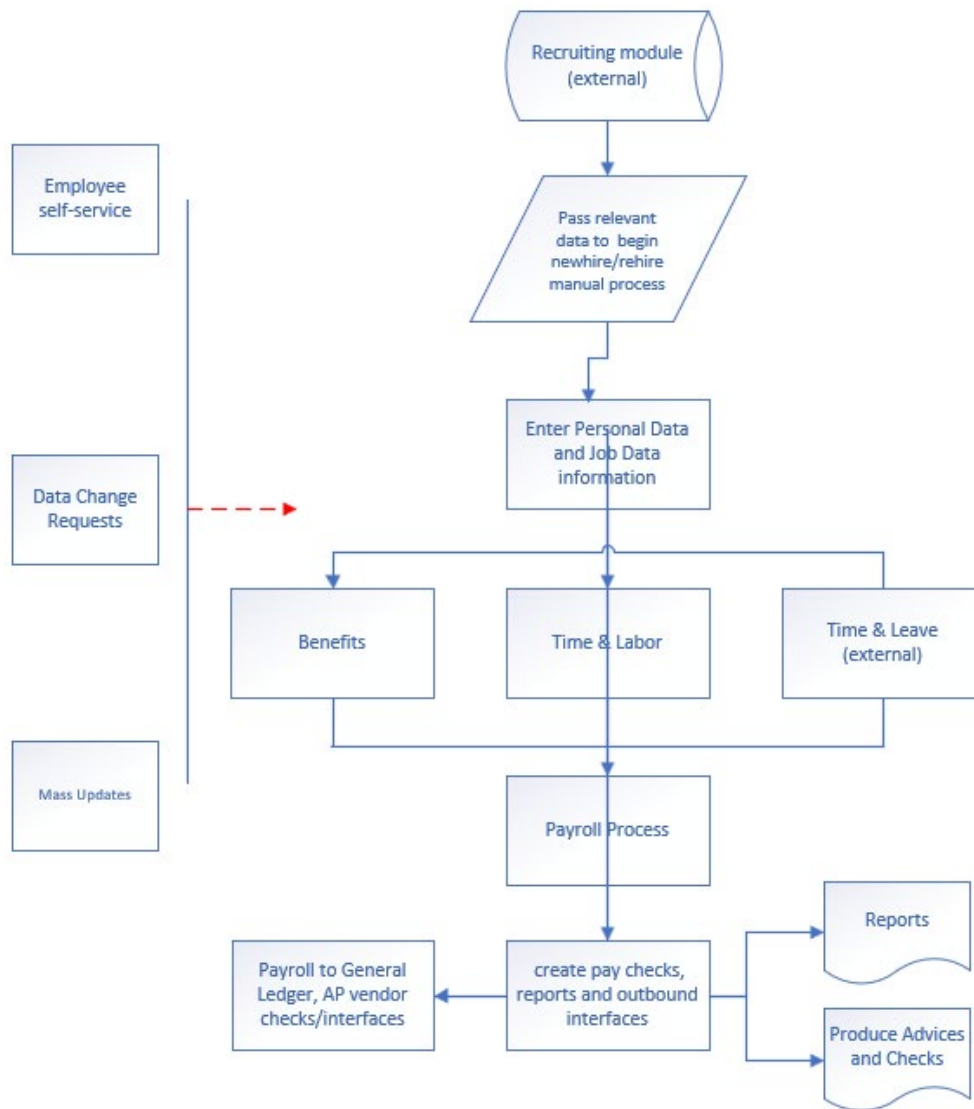
#### **1.2.2.8 Performance Management**

DHR must provide a system for performance planning and review to communicate expectations and responsibilities, recognize achievement, and identify areas for skills development and performance improvement per State Merit Rule Chapter 13.

For many State agencies employee performance planning and review is conducted using forms, either paper or electronic (PDF) forms. The results are entered into PHRST.

In addition, DTI uses PerformYard, an electronic system to manage employee performance of its employees.

## Payroll/Human Capital Management Key Process Flow



## **1.3 FMS System Background**

### **1.3.1 Department of Finance (DOF): Division of Accounting (DOA)**

DOF is a cabinet-level agency in the Executive Branch of Delaware State government. DOA, a division of DOF, provides reliable financial information and accounting services in support of State of Delaware organizations, government decision makers, and the public through legal compliance, state accounting system management, and accurate reporting. The State of Delaware provides financial transparency to the public through our Open Data Portal. User counts and other statistics are listed in Appendix H1 and Appendix H2.

### **1.3.2 Office of Management and Budget (OMB): Office of Budget Development & Planning (BDP) and Government Support Services (GSS)**

OMB is a cabinet-level agency within the Executive Branch of Delaware State government which supports budget development, sourcing, and eProcurement. BDP, a division of OMB, oversees fiscal planning and assists agencies with implementation of budgets. GSS, a division of OMB, provides governance over the contracting process and manages the eProcurement process in addition to other State activities.

### **1.3.3 Accounting**

The legacy financial management & accounting system was implemented in 2010 to record business transactions for all State organizations, including K-12 schools and higher education. The financial system processes approximately \$14 billion in annual expenditures via 1.4 million transactions and includes 13 modules: General Ledger (GL), Accounts Payable (AP), Accounts Receivable (AR), Billing (BI), Customer Contracts (CA), Cash Management (CM), Asset Management (AM), Grants Management (GM), Supplier Portal, P-Card, Purchasing (PO), Budget Control, and Project Costing (PC). System limitations cause users to rely on external systems and manual processes resulting in duplication of entry and patchwork integrations with separate systems.

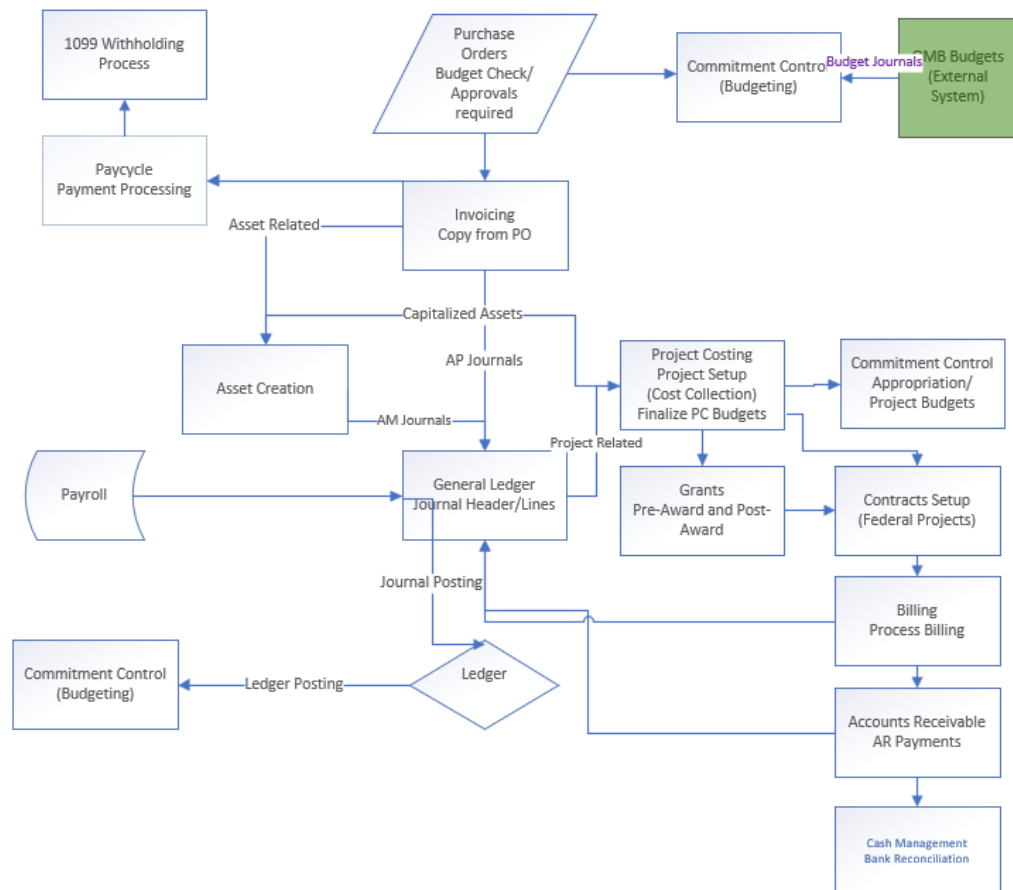
### **1.3.4 Budgeting**

The State utilizes additional information technology systems supporting other administrative functions. OMB houses the State budgeting system. The statewide budget development process is supported by the Solver Global Financial Budgeting solution. This solution does not suit the needs of the State for capital budgeting and is not fully integrated with the financial system. The lack of integration results in the creation of multiple files that are interfaced or sent via email for uploading into the financial system.

### 1.3.5 Source to Pay

Delaware's enterprise sourcing and procurement processes are not supported by an end-to-end information technology system. Rather, these processes are currently supported by several disparate systems with limited information being shared between the systems. As a result, the State has significant limitations in reporting on spending and procurement related activities and functions. The lack of system infrastructure requires state agencies to use manual processes for sourcing, vendor management, procure-to-pay and contract management which ultimately limits the productivity of the staff completing these processes. GSS uses the Bonfire eProcurement Solution for sourcing and an eMarketplace solution for eProcurement.

#### Financial Accounting and Management Key Process Flow



## 2. Application Integration Architecture

### 2.1 Application Integration

The selected ERP PHCM & FMS solution will interface with over 100 non-ERP systems, some that are third-party COTS solutions, and others that are home-grown solutions. Application integration architecture shall streamline the integration landscape based on the following drivers.

- **Integration Abstraction:** Provides abstraction, decoupling integration logic from sources and target systems.
  - **Centralized Management:** Provides centralized management of application integration logic and avoid point-to-point integration.
  - **Format Support:** Provides support for a variety of communication formats and protocols.
  - **Agility Support:** Provides support for agility, in terms of quickly developing application interfaces. It should include the following components and capabilities:
    - **Management Console:** Provides a manageable, self-service web-interface to configure and orchestrate and monitor health of Application Integration Platform. The management console should support several user roles which have varying scopes of capability and authority.
    - **Integration Engine:** Performs message transformation, protocol transformation, transaction management, data transformation and enrichment, error handling, security and scheduling as configured through the management console, to implement integration flows. The integration engine may be deployed to multiple hosts for reliability and to provide elastic capacity.
    - **Connectors:** Prepackaged standardized connectors will connect to third party applications including ERP, and custom connectors managed by integration specialists and application developers will connect custom applications and ERP extensions (if any are required). Connectors will include metadata defining the interface content in a way that enables automated assistance in composing integration flows.
    - **API Management:** Defines and manages Application Programming Interfaces (API), simplifying and standardizing development of new connectors and APIs. This conceptual component also provides usage and performance analytics for specific APIs and provides lifecycle management for APIs.
3. **Identity Management:** The proposed Solution must externalize identity management and will be required to utilize State of Delaware service for identity management and authentication related functions performed by this application. OKTA (SSO) integration has been created to grant SSO (Single Sign on) access to applications to all Users, Self Service Users and End Users.

### **3.1 Modernization Project Vision**

The scope of the modernized PHCM and FMS Systems referred to as the “Solution” sought through this RFP, is a full replacement of the current human resource, payroll, financial and accounting management systems with a solution that meets the State's needs. It must also include technical and functional interfaces, security, support & maintenance, data and database management, reporting, service level agreements, data ownership & privacy, and additional requirements as defined in the associated Appendices. In addition, Delaware is seeking a vendor-hosted cloud solution along with data migration, system integrations, interfaces with other partner systems, and any other activities that may be needed to migrate from current systems to the new Solution.

### **3.2 Functional/Business Category Scope**

The Modernization Project’s Scope includes the implementation of a vendor-hosted cloud solution, requirements traceability, validation, and gap analysis, ensuring compliance with State and Federal law, replacing existing content management and helpdesk support systems, data conversion/migration, developing interfaces, providing reporting and analytics tools, warranty support, disaster recovery plans, and transitioning to State staff or new vendor support.

### **3.3 Functional/Business Category Objectives/Goals**

- 3.3.1 The Solution will replace the existing PeopleSoft on premise PHCM & FMS processing systems with a system(s) that is highly configurable, accessible/intuitive, integrated, and offers multi-channel features such as mobile friendly, chat, enhanced self-service option and analytical dashboard.
- 3.3.2 The Solution will improve operational efficiency, security, and user experience and will include:
  - Document imaging
  - Workflows
  - Self-service for employees and vendors
  - Actionable dashboard analytics and reporting
  - User-friendly interface
  - Delivered Data Security
- 3.3.3 The Solution will allow for maximized audit, reporting, and estimation functionality, leveraging internal and external data sources for analytics. This objective focuses on enhancing efficiency in audit selection, flexible reporting, and refined estimating to support decision-making processes.
- 3.3.4 The Solution will centralize document processing, imaging, and storage aimed at reducing the number of systems to be maintained, facilitating the migration

to modern, flexible technologies, and improving accessibility to information and documents within the system.

- 3.3.5 The Solution will enhance capabilities to better serve active employees, vendors, and end-users by improving comprehensive functionality and self-service options, including mobile app use, focuses on user engagement and satisfaction.
- 3.3.6 Automating business processes to increase efficiency and make better use of resources, aiming for a reduction in manual processing and greater time savings.

### **3.4 Technical Category Scope**

The technical Scope includes the replacement of existing systems with a vendor hosted cloud solution to meet technical requirements, integration with other software using industry best practices, providing a comprehensive content management capability, comprehensive reporting and querying capabilities, and improving the technical support utilities to enhance maintenance.

### **3.5 Technical Category Objectives/Goals**

- 3.5.1 The Solution must align with Delaware's technical standards with possible certification by the federal government and should highlight the technical compliance and certification objectives.
- 3.5.2 Implementation of a system that adheres to standard accounting principles, provides sound financial controls, and supports management and operational analysis capability focusing on technical enhancements to support financial and operational integrity.
- 3.5.3 Meets Delaware's requirements for failover, disaster recovery, and system availability addressing business continuity and risk management concerns.
- 3.5.4 The Solution shall have limited downtime allowing for greater system availability.
- 3.5.5 The Solution will improve efficiency & security and will include:
  - Enhanced security
  - Cloud enablement
  - Version control
  - Integration compatibilities
  - Scalability
  - Improved disaster recovery capabilities
  - Greater system availability

## **4. Tasks and Required Modernization Project Deliverables**

### **4.1 Tasks and Deliverables**

The specific requirements for deliverables are incorporated in Appendices (Technical Requirements, Business Requirements, and User Story). Specific requirements for deliverables are outlined in incorporated Appendices and proposal requirements included in Section 6.2 Proposal Response of this RFP for vendors response.

The Solution is expected to be implemented from 2026 through 2030 funded by the State of Delaware Office of Management and Budget. Vendors must submit a corresponding pricing table.

Time is of the essence as funding is time sensitive and strict adherence to the timetables is necessary to utilize Delaware's funding to the fullest extent allowed by the Office of Management and Budget. Vendor needs to be aware of this while proposing timelines for the deliverables identified above.

### **4.2 Process Model**

The in-scope FMS processes to be evaluated in this RFP are: Procurement (includes PO, AP, Sourcing, eProcurement, Supplier Portal, Supplier Maintenance, PCard) (Requisition will be considered if we implement punchout), AR, Billing, Cash Management, Project Costing, Grants Management, Customer Contracts (Contract Management), Asset Management, Budget System, Budget Control, GL, Reporting and Analytics, Lease Management, Expense Management, Reporting and Analytics Management solution. Each Vendor must also describe the capabilities of the proposed solution to integrate with non-core financial systems listed in Appendix E1-FMS Interfaces. Integration capabilities include but not limited to unidirectional, bi-directional, file-based integration and web services-based integration.

The in-scope PHCM to be evaluated in this RFP are: Classification, Compensation, Recruitment, Onboarding, Offboarding, Grievances, Learning Management System, Time Administration (including Time and Effort reporting for Grants management and FMLA management), Core HR, Benefits, Payroll, Reporting and Analytics, Data Change Request Management solution. Each Vendor must also describe the capabilities of the proposed solution to integrate / interface with non-core financial systems listed in Appendix E2-PHCM Interfaces. Integration capabilities include but not limited to unidirectional, bi-directional, file-based integration and web services-based integration.

### **4.3 Maintenance and Operation ("M&O") Plan**

The vendor will include an M&O plan for post support throughout the term of the agreement, during the implementation period, and post go-live. Responding vendors shall demonstrate how their proposed solutions can accomplish the activities identified.



Activities include:

- Consider the current workload, throughput targets, and demand for PHCM and FMS system services; review Service Level Agreements (SLAs) and performance measures in Appendix C1 – FMS KPIs and Appendix C2 – PHCM KPIs and recommend additional program area SLAs, and determine the total capacity required to meet SLAs.
- Specify all roles, including but not limited to maintenance and support for applications, builds, data, environments, infrastructure, and administration of third-party tools; staffed by Office of OMB/PHRST and DOA/DOF or vendor; responsibilities; duties; skills; performance standards; organizational chart; and the number of staff needed in each role to establish and manage a support team to meet M&O demand and SLAs.
- Develop a checklist of knowledge transfer topics and a list of system checks for any upgrades to any system participating in the Solution.
- Specify the scope of M&O support, including how the vendor will phase in M&O production support in a phased rollout considering OMB/PHRST, DOF/DOA and information technology system responsibilities for continuing support of legacy systems through the final deployment.
- The vendor will submit a monthly operations status report due no later than the fifth (5th) calendar day after the end of the month. Content of the report to be finalized later which may include a summary of uptime and unplanned outage activities, metrics related to SLAs, accomplishments, planned downtime, status of third-party products used (e.g., current versions we are using and when support dates end, future activities, and issues.

	Deliverable	Acceptance Criterion
1	M&O Plan	<p>At a minimum, the Plan must:</p> <ul style="list-style-type: none"> <li>• Specify all tasks, roles, responsibilities, skills, the number of staff needed by role and performance standards.</li> <li>• Identify anticipated workload volumes and staffing.</li> <li>• Contain a governance process for the M&amp;O of the new Solution including, but not limited to: <ul style="list-style-type: none"> <li>○ A process to intake, analyze, and estimate the effort to implement modification requests.</li> <li>○ The creation and maintenance of development, test, and production environments.</li> <li>○ The delivery of regularly scheduled releases.</li> <li>○ A recommended approach for configuration management.</li> <li>○ A recommended approach for leveraging other states functionality and features who share the common vendor.</li> <li>○ A full array of systems engineering including business requirements, design, development of modifications, systems testing, UAT, load and stress testing, deployment readiness, and deployment.</li> <li>○ Post-deployment support.</li> </ul> </li> <li>• Specify knowledge transfer and skills training for central staff and other system users.</li> <li>• Include checklist of knowledge transfer topics.</li> </ul>
2	Monthly Operations Report	At a minimum, vendor must submit monthly operations status reports.

#### 4.4 Maintain Effective Cyber Security and Business Continuity

The vendor will provide cybersecurity artifacts to demonstrate compliance with the controls necessary to maintain the confidentiality, integrity, accessibility, and operations of the PHCM & FMS system as outlined in this solicitation and all associated appendices. Responding vendors shall demonstrate how their proposed solutions can accomplish the activities identified.

	Deliverable	Acceptance Criterion
1	FedRAMP ATO	Vendor shall provide certification from a federal agency sponsor that their cloud hosting solution has FedRAMP Authorization to Operate (ATO) for systems with a moderate risk level.
2	Security Assessment Plan	<p>Vendor must provide a plan to assess the information security controls implemented to determine whether they are operating as intended and the extent to which they are producing the desired results.</p> <p>This plan must include the:</p> <ul style="list-style-type: none"> <li>• Security monitoring methods</li> <li>• Control measurement methodology</li> <li>• Data analysis/benchmarking and</li> <li>• Continuous improvement cycle</li> </ul>
3	Incident Response Plan	<p>Vendor must provide a plan that defines the steps that will be taken to detect, respond to, and recover from information security incidents including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Cybercrime</li> <li>• Data loss</li> <li>• Privacy violations and</li> <li>• Malware intrusions</li> </ul>
4	System Security Plan	Vendor must provide a system security plan that outlines the preventative, detective, and corrective controls using a NIST 800-53 format in compliance with IRS Publication 1075.
5	Business Continuity Plan	Vendor must provide a plan that defines a business continuity plan to provide ongoing business operations in the event of continued and sustained levels of unexpected downtime and how to meet RTO and RPO. Once in production, annual DR testing will be required with system running from fail-over site for a pre-determined time frame to ensure adequate testing and validation.
6	Risk Assessment and/or SOC Compliance Reviews	Vendor must provide an executive summary of the most current organization risk assessment and/or SOC Type 2 reports with any subsequent such engagements during the life of the contract. This summary should identify any high-level findings, management response to those findings, and a plan of action and milestones.

#### **4.5 General Inquiries to Vendor**

Within this section, Vendors are requested to please provide responses to the questions below

##### **4.5.1 Vendor Experience**

Describe five most recent customers, not including any State of Delaware agencies, meeting the following requirements. Please specify the size of the implementation in terms of the number of users and modules included.

- Vendor's solution provides the core PHCM and FMS functionality for the customer, and
- Customer is a U.S. State or other governmental entity similar to the State of Delaware in budget size and organizational complexity, in a complicated application integration environment. The Vendor shall provide software release and version number used by the reference customers.

##### **4.5.2 Quality Assurance Processes**

Describe the Vendor's processes for assuring the proposed released software is free of defects, including any service level agreements the Vendor provides to ensure timely corrections of defects identified in released software. Provide data for the number of defects identified by users for the last three releases of the proposed software.

##### **4.5.3 Product Support Model**

Describe the Vendor's product support issue escalation process to address and resolve customer concerns during and after deployment. Delaware requires a single point of contact for escalating product support issues that are unresolved through the regular escalation process.

##### **4.5.4 Service Level Agreement**

Describe the Vendor's service level agreements, including uptime, scheduled downtime, software release cycles and if/when customers have input into ensuring the system will be available and stable (not being updated) during key times of year based on the customer business cycle (month-end close, year-end close, budgeting cycles, etc.). If the Vendor offers different service level agreements at different prices, please provide these details for each option. If the Responding vendors have an SLA template that they want considered, it should be included in its proposal.

##### **4.5.5 Warranty**

Describe the Vendor's standard warranty and your ability to comply with the information below. Please note that the vendor will be expected to provide a warranty that the deliverables provided pursuant to the contract will function as designed for a period of no less than one (1) year from the date of system acceptance. The warranty shall require the Vendor correct, at its own expense, the setup, configuration, customizations, or modifications so that it functions according to Delaware's requirements.

#### 4.6 End of Contract Services

It is expected that a contract awarded under this RFP will include a clause whereby Delaware and vendor agree that upon any termination of this Agreement, a seamless and transparent transfer is in the best interest of Delaware's stakeholders. Delaware and vendor therefore agree to develop and implement a comprehensive transition plan designed to achieve an efficient transfer of responsibility to another entity, in a timely manner, and to cooperate fully throughout the post-termination period until such transition is complete.

The vendor will be required to work in conjunction with Delaware and any subsequent contractor to ensure a smooth transition at the end of any contract resulting from this RFP. Responding vendors shall demonstrate how their proposed solutions can accomplish the activities identified.

At the end of any contract resulting from this RFP, the vendor must do the following:

- Fully cooperate with any subsequent vendor and solution integrator
- Provide a written plan that details disposition of solution data and hand-off of services.
- Agree to transfer the data in its custody to Delaware or any subsequent vendor, via secured means.
- Comply with audit verification that all data has been transferred that is necessary for record retention, access logging and investigation, confirming that no data is retained once the transfer is complete, received, and usability has been confirmed.
- Certify that Delaware's data has been removed and sanitized from vendor's hosted Solution.
- Vendor must identify any proprietary documentation and return it to Delaware. Any electronic copies of proprietary information stored on vendor equipment shall be transferred back to Delaware before being deleted. The format and the medium of transfer will be at the discretion of Delaware.
- Vendor must perform a risk assessment and identify the reasonably foreseeable significant risk factors relating to the migration of the services to Delaware and any replacement vendor and shall initiate planning activities to mitigate such risks.
- Pay additional costs incurred by Delaware that are the result of vendor's failure to provide the requested records, documents, data, or materials within the time frames agreed upon in the transition plan.

It is expected that the Vendor and Delaware shall develop a transition plan for the orderly, effective transition of data and operations at the termination of any contract resulting from this RFP. The transition plan will specify the tasks to be performed by the parties, the schedule for the performance of such tasks, and the respective responsibilities of the parties associated with the tasks. The transition plan will be completed at a date agreed upon, but not later than six (6) months from the date the Agreement is executed. Responding vendors shall demonstrate how their proposed solutions can accomplish the activities identified.

The written transition plan shall include, at a minimum, the procedures and schedule under which the following occur:

- Vendor and Delaware's transition managers will meet to review the status of transition plan activities and to resolve any issues.
- All State data and information, documents, mail, instruments, and other relevant information are transferred to Delaware via secured means.
- A transfer of knowledge plan to be agreed upon with Delaware to transfer knowledge to the replacement vendor, as necessary.
- Financial reconciliation of all funds.
- Any interim measures deemed necessary to ensure compliance with federal and State law and regulations are taken.
- Final approval of the transition plan resides with Delaware. Vendor and Delaware will revisit the plan annually each year of the Agreement. The termination of services under the Agreement, occurring for any reason, will be governed by and follow the approved transition plan.
- Vendor shall cooperate with Delaware to assist with the orderly transfer of the services, functions, data, and operation provided by vendor hereunder to another service provider.
- Vendor personnel critical to the transfer efforts will be identified by the parties.
- Vendor will ensure the cooperation of its key employees during the transfer process.
- Vendor will exercise reasonable efforts to affect a transfer of license or assignment of agreement(s) for any software or third-party services utilized by vendor to provide services to Delaware.
- Vendor will ensure that Delaware obtains appropriate access to third-party services, hardware, software, personnel, and facilities required to perform an orderly transition.
- Vendor's performance of the exit services shall meet or exceed the same degree of reliability, accuracy, quality, completeness, timeliness, responsiveness, productivity, and resource efficiency that it provided throughout the Agreement.

In the event any Agreement resulting from this RFP expires or is terminated for any reason before the end of the Agreement period, vendor shall extend the services hereunder for a period up to three hundred sixty five (365) calendar days (time period is at sole discretion of Delaware), or until such time as services of a new Agreement are in effect and implemented, as determined by and at the sole discretion of Delaware. Following this termination assistance period, vendor will answer questions from Delaware on an as needed basis. Vendor will work with Delaware and any other organization(s) designated by Delaware to facilitate an orderly transition of services at the end of the Agreement term or other termination of the Agreement. Responding vendors shall demonstrate how their proposed solutions can accomplish the activities identified.

- Vendor must provide all agency data in any format form that can be converted to any subsequent system of Delaware choice.
- Vendor must cooperate to this end with the vendor of Delaware choice, in a timely and efficient manner.

- Vendor must provide certification of the complete and permanent deletion and sanitation of Delaware data and backups from all vendor storage.

	Deliverable	Acceptance Criterion
1	Transition Plan	<p>At a minimum, the plan must include the procedures and schedule under which:</p> <ul style="list-style-type: none"> <li>• A seamless and transparent transition of data and operations will occur to a subsequent vendor.</li> <li>• The vendor and Delaware transition managers will meet to review the status of transition plan activities and to resolve any issues.</li> <li>• Outside vendors will be notified of procedures to be followed during the transition.</li> <li>• All State data and information, documents, mail, instruments, and other relevant information are transferred to Delaware, via secured means.</li> <li>• Financial reconciliation of all funds.</li> <li>• Any interim measures deemed necessary to ensure compliance with federal and state law and regulations are taken.</li> <li>• The vendor and Delaware will revisit the Agreement once a year.</li> </ul>
2	Completed Transition Plan	<p>At a minimum, vendor must demonstrate they successfully:</p> <ul style="list-style-type: none"> <li>• Fully cooperated with any subsequent vendor.</li> <li>• Provided a written plan that details disposition of The State data and hand-off of services.</li> <li>• Transferred the data in its custody to any subsequent vendor, via secured means.</li> <li>• Complied with audit verification that all data has been transferred that is necessary for record retention, access logging and investigation, confirming that no data is retained once the transfer is complete, received, and usability has been confirmed.</li> <li>• Certified The State data has been removed and sanitized from vendor's hosted Solution.</li> <li>• Returned any State proprietary documentation to the State information technology contract manager.</li> <li>• Confirmed any electronic copies of The State proprietary information stored on vendor equipment was transferred back to The State before being deleted.</li> <li>• Maintained the confidentiality of The State data during the transition in accordance with the standards of confidentiality set forth in the Agreement.</li> </ul>
3	Outstanding defects	<ul style="list-style-type: none"> <li>• 100% of priority 1 defects are closed (severity critical and priority 1).</li> </ul>



	Deliverable	Acceptance Criterion
		<ul style="list-style-type: none"> <li>• 90% of priority 2 defects are closed (severity high and priority 2) with a logical workaround being available for the rest of the 10% of the defects. And a plan is available for closing the rest of the 10% of the defects.</li> <li>• Production deployment and sanity checklist is ready.</li> <li>• Production support team has been formed and ready for closing tickets.</li> <li>• 70% of priority 3 defects are closed and a plan is in place for closing rest of the 30% of low defects.</li> </ul>

## 5. Milestone Cost Proposals

All contract costs must be as detailed specifically in the vendor's cost proposal. No charges other than as specified in the proposal shall be allowed without written consent of Delaware. The proposal costs shall include full compensation for all taxes that the selected vendor is required to pay.

Delaware will consider a payment structure based on the completion and acceptance of defined and measurable milestones. Payments for services will not be made in advance of work performed.

#	Release Phase Milestones	% of Release
1	Illustration(s) and/or explanations of the Technical Architecture objectives, principles, and best practices to the proposed solution	25%
2	Integration of proposed solution with existing systems and third-party systems.	25%
3	Hardware Installation & Environment Setup Complete	25%
4	Stabilization and Warranty Period Complete	25%
	TOTALS	100%

### 5.1 Implementation Costs (Offer Cost)

Delaware is aware of changes in the licensing and provisioning models for enterprise EPR application capabilities. Delaware has not determined that one provisioning model is inherently superior to others for the application capabilities sought in this RFP. Vendors who currently provide the application capabilities specified herein

through more than one provisioning model are encouraged to respond with ALTERNATIVE COST RESPONSE(s), as described below, to provide Delaware with the ability to evaluate the best value alternative.

Delaware is interested in determining a minimum of a ten-year Total Cost of Ownership (TCO) of potential solutions for the PHCM & FMS Backbone Replacement. This would include ALL costs related to the solution, including but not limited to software, subscription fees, maintenance (software and hardware as appropriate), implementation services (both consulting and internal to Delaware), ongoing support (internal or external, for both the application and infrastructure), hardware (including periodic refreshes) and hosting costs. Vendors are required to provide sufficient information to allow Delaware to make this determination.

The Vendor must complete the Cost Proposal Worksheets, Appendix J, using the format provided. Incomplete Cost Proposal Worksheets and Cost Proposal Worksheets submitted with errors may be rejected.

For items outside of the Vendor's control, but required for the solution, Vendor is required to provide sufficient information for Delaware to accurately estimate the costs of these items. Examples may include hardware and virtual machine/containers (such as server CPU, memory and storage requirements) and minimum requirements for client configurations. This should include detail for all potential landscapes (such as Production, Development, QA, Training, Disaster Recovery, etc.). Additional information where the vendor has preferred or recommended partners for these items will be beneficial in this determination.

#### 5.1.1 Payment Plan Proposal

Delaware is eager to align the costs and benefits associated with the application capabilities covered by this RFP. It is expected that the deployment of these application capabilities, and the realization of the ensuing benefits, will occur over a period of years. Additionally, Delaware prefers to pay license/subscription fees and begin maintenance (if applicable) only after the application capabilities go into the production environment and each user is able to utilize the system. Vendors are encouraged to submit payment plan proposals that help Delaware achieve this objective.

#### 5.1.2 Alternative Cost Proposal

Vendors who propose an Alternative cost response must submit a separate document labeled "ALTERNATIVE COST RESPONSE"

### 5.2 Modernization Project Change Order Process

State of Delaware may, at any time, by written order, request changes in the scope of the Services. No Services for which additional compensation may be charged by the

Vendor shall be furnished, without the written authorization of Delaware. When Delaware desires any addition or deletion to the deliverables, it shall notify the Vendor, who shall then submit to Delaware a "Change Order" for approval authorizing said change. The Change Order shall state whether the change shall cause an alteration in the price or the time required by the Vendor for any aspect of its performance under this Agreement. Pricing of changes shall be consistent with those established within the Agreement.

This section defines the formal Modernization Project Change Order Process that will be followed throughout the Modernization Project. This process governs the method by which changes to Modernization Project Scope, timing, and cost are approved and made a part of the negotiated SOW during the Modernization Project. The Vendor will not perform additional work not expressly defined in this SOW unless an approved Modernization Project Change Order ("PCO") governing the change has been approved by both parties.

Upon request from Modernization Project Executive Sponsor or upon identification of a Modernization Project change by the Vendor Project Manager, a PCO will be developed detailing the justification for the change and the impact of the change to the Modernization Project including the required revisions to the Scope, schedule, and cost. Each PCO will contain a written explanation of the reasons why the Vendor was unable to anticipate the need for additional work, changes, or expenses. The Vendor Project Manager will submit the PCO for review and approval by the Delaware Approver. Each PCO shall contain the following written certification:

"I hereby certify that the information reported herein is true, accurate and complete to the best of my knowledge and belief. I understand that these reports are made in support of claims for government funds."

- 5.2.1 Once submitted, the Modernization Project Executive Sponsor will approve or reject such PCO within three (3) business days.
- 5.2.2 If the PCO is accepted, the Delaware Approver will provide a signed copy of the PCO or email approval signifying the PCO has been accepted to the Vendor Project Manager. The PCO is then considered accepted, and the Modernization Project Scope and schedule are modified accordingly.
- 5.2.3 If the PCO is not accepted or rejected within three (3) business days and the Delaware Approver does not request additional time to review the PCO, the Vendor Project Team will proceed with the project as if the PCO has been rejected. Rejection of a PCO does not relieve Delaware of any fees due under the existing contract.
- 5.2.4 If a delay in approving the PCO is outside of the control of the Vendor and the delay results in additional costs to the Modernization Project, the Vendor Project Manager will notify Delaware Approver and add the additional costs to the pending PCO. In the event of any delay in approving any PCO, the Vendor shall: a) use commercially reasonable efforts to mitigate additional costs due to delays pending approval of a PCO, and b) identify any anticipated

additional costs due to such delay in writing. The Vendor reserves the right to suspend work on this Modernization Project should Delaware's approval for a PCO require more than 14 business days from submission and no commercially reasonable option is available to redirect assigned resources to other in-scope activities.

## **6. Vendor Proposal Content**

### **6.1 Overview:**

The proposal should be organized in the exact order in which the requirements and/or desirable performance criteria are presented in the RFP. Each page should be numbered. The proposal should contain a table of contents, which cross-references the RFP requirement and the specific page of the response in the vendor's proposal.

If any relevant and material information is not provided, the offer may be rejected from consideration and evaluation as non-responsive. Proposals will be considered and evaluated based upon the vendor's full complete responses to the solicitation, and any additional requirements herein, or stated in a separate Appendix.

The proposal should be organized and indexed in the format as outlined below and contain, at a minimum, all listed items in the indicated sequence.

### **6.2 Proposal Response**

6.2.1 Letter of Transmittal/Cover Letter: Each proposal must be accompanied by a letter of transmittal that is signed by a representative who has the legal capacity to enter the organization into a formal contract with Delaware and provides the following information:

6.2.1.1 Contract Number (GSS25936-ERP\_SOL)

6.2.1.2 Submitting Organization's Name (Vendor)

6.2.1.3 Identify the name, title, telephone and email address of the person authorized to contractually obligate the organization.

6.2.1.4 Name, title, telephone and email address of the person authorized to negotiate the contract on behalf of the organization.

6.2.1.5 Name, title, telephone and email address of the contact person for proposal clarifications.

6.2.1.6 Acknowledge receipt of all amendments to this RFP.

6.2.2 Table of Contents: clearly identifying the structure of the proposal and showing page numbers for each of the required sections.

- 6.2.3 Executive Summary: Provide a high-level executive summary consistent with other sections of the proposal.
- 6.2.4 Experience and Reputation: Describe corporate capability to deliver the proposed system modules including stability, past performance, key personnel with demonstrated expertise in the defined areas. Include brief biographical summaries and professional qualifications of key personnel and subcontractors and/or consulting partners.
- 6.2.5 Discussion Topics: Vendors shall include written responses to the following as part of their proposal. In responding, vendors shall demonstrate an understanding of the complexity of need for the services described and an understanding of the requirements of this RFP.
- 6.2.5.1 Briefly describe Vendor's business background, history, and current financial health.
  - 6.2.5.2 What is Vendor's average client retention rate and tenure?
  - 6.2.5.3 What's Vendor's system's unique capabilities that set it apart from Vendor's competitors?
  - 6.2.5.4 What kind of long-term support and value-added services are available and what is being developed?
  - 6.2.5.5 Describe Vendor's scalability strategy and how the solution accommodates growth.
  - 6.2.5.6 How can Vendor's solution help us reduce cost and increase efficiency?
  - 6.2.5.7 What are Vendor's long-term development plans to enhance Vendor's solution?
  - 6.2.5.8 What are Vendor's plans to incorporate Artificial Intelligence into Vendor's solution?
  - 6.2.5.9 Explain how third-party integration platforms are certified with Vendor's proposed solution.
  - 6.2.5.10 Provide a list the certified connectors and associated application integration platforms that the proposed ERP solution supports.
  - 6.2.5.11 Regarding how non-employees are handled in Vendor's proposed solution, please explain how non-employees are separated from employees for on-line searches & views and with regard to reports & batch processes.
  - 6.2.5.12 Do non-employees need to be programmatically excluded from datasets and updates or are they delivered from the vendor separated from the employee population?
  - 6.2.5.13 Describe how Vendor's solution manages complex organizations that consists of numerous and diverse departments/schools. For example, in

Delaware all public school districts and charter schools are independently governed entities yet are required to utilize the State's ERP systems.

- 6.2.5.14 Describe Vendor's solution's ability to manage numerous and diverse collective bargaining agreements each with different benefit programs, leave entitlements and other compensation rules. For example, Delaware school districts alone have approximately 600 unique collective bargaining agreements.
- 6.2.5.15 Describe Vendor's solution's ability to manage payroll funding adjustments after payroll has been posted to the general ledger. (Example: Individual employee is funded incorrectly and cases where all funding to a specific cost center needs to be recoded).
- 6.2.5.16 Describe Vendor's solution's process for interdepartmental costs/revenue for goods and/or services (without elimination journal entries for the ACFR).
- 6.2.5.17 How does Vendor's solution automate recurring invoice payments?
- 6.2.5.18 Describe various allocation processes Vendor's solution has the ability to perform. (Example: costs allocated by percentage, total amount allocated to other accounts/funds, and allocation of an amount from one segment to another until the balance is exhausted and then the remaining amount to the next segment in a defined list)
- 6.2.5.19 Describe Vendor's system's ability to collect revenue associated with leased assets (per GASB 87) (Governmental Accounting Standards Board).
- 6.2.5.20 How does the Vendor integrate third-party applications with Vendor's solution such as Aurigo Masterworks (transportation), Kyriba (treasury), EZLease (capital leases) and Workiva (ACFR)? Is there a cost associated with this?
- 6.2.5.21 Explain Vendor's success stories with other states' digital transformations.
- 6.2.5.22 Describe employee self-service capabilities.
- 6.2.5.23 Describe the benefits of Vendor's solution's mobile capabilities.
- 6.2.5.24 Describe standard and ad hoc reporting functionality. Please provide a list of available pre-built reports and metrics. Are reports customizable and do they seamlessly export into multiple file formats? (Example: pdf, excel, dat, etc.)
- 6.2.5.25 Describe Vendor's systems heuristic analysis, and benchmarking capabilities.
- 6.2.5.26 What kind of predictive analytics are available for managers and administrators?

- 6.2.5.27 Describe Vendor's electronic/digital employee document management capabilities, document search, storage, and related reporting capabilities.
- 6.2.5.28 Describe Vendor's solution's import and export data tools and capabilities, including mass data loads and mass changes.
- 6.2.5.29 How does your system handle task lists that involve multiple employees? (Example: for month-end close)
- 6.2.5.30 Describe your system's ability to manage and track user activity, including any audit capabilities.
- 6.2.5.31 Describe your plan for risk mitigation for operational continuity.
- 6.2.5.32 Describe your plan to train system functionality to State of Delaware users.
- 6.2.5.33 Describe your process for conversion of data.
- 6.2.5.34 Describe how your system can be customized to meet State of Delaware needs.
- 6.2.5.35 What is your approach to customer success? How does the Vendor measure client satisfaction?
- 6.2.5.36 Please describe your proposed solution's ability to meet the specifications, including capabilities, features, and limitations. Delaware expects the Vendor to indicate which capabilities are in-built, configured, custom developed, or met by a third party. The vendor shall specify the software release, version number of the proposed solution.

### **6.3 Functional and Technical Requirements (Appendices A – H2)**

- Appendix A – Technical Requirements
- Appendix B1 – FMS Functional Requirements
- Appendix B2 – PHCM Functional Requirements
- Appendix C1 – FMS Key Performance Indicators
- Appendix C2 – PHCM Key Performance Indicators
- Appendix D1 – FMS User Stories
- Appendix D2 – PHCM User Stories
- Appendix E1 – FMS Interfaces
- Appendix E2 – PHCM Interfaces
- Appendix F1 – FMS Forms, Letters, and Reports
- Appendix F2 – PHCM Forms and Letters
- Appendix G – FMS Future State

- Appendix H1 – FMS System User Counts and other Statistics
- Appendix H2 – PHCM System User Counts and other Statistics

All Functional and Technical Requirement Appendices collect vendor responses for each technical requirement identified. The appendices can be found at <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>. The Appendices are a portion of the total submission and are required to be completed and submitted through the online bid submission portal using the format provided.

#### **6.4 Appendix I – DTI Technology Policies**

Appendix I is a separate file found on <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>. The Data and Cloud Agreement must be submitted either as a clean copy that is signed or a redlined copy, with exceptions noted on the Exceptions form.

#### **6.5 Appendix J – Pricing Forms and Instructions**

Appendix J is a separate file found on <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>. Appendix J must be submitted through the online bid submission portal using the format provided.

#### **6.6 Appendix K – Vendor Information Forms**

Appendix K is a separate file found on <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>. This appendix contains forms (Vendor Details, Business References, Exceptions, etc.) that are to be completed and submitted through the online bid submission portal.

#### **6.7 Appendix L – Online Bid Submission Portal Instructions**

Appendix L is a separate file found on <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>. This appendix contains instructions on how to structure Vendor's RFP response and submission through the online bid submission portal.

#### **6.8 Appendix M – Professional Services Agreement Template**

Appendix M (available at <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>) is included with this RFP to provide Vendors an opportunity to review the Professional Services Agreement that will be executed between the awarded vendor(s) and Delaware. If Vendor is taking exception to any terms outlined in the template agreement, a redlined version may be submitted through the online bid submission portal. NOTE: Any exceptions a respondent may have to Appendix M must be listed on Exceptions Form found in Appendix K. Exceptions Form must be



included in the respondent's proposal. Exceptions not listed on provided Exceptions Form will not be considered at any point in the evaluation or negotiation process.

### **III. RFP ADMINISTRATIVE INFORMATION**

#### **1. RFP Issuance**

- 1.1 Public Notice: Public notice has been provided in accordance with SB 325, FY25 Budget Bill, Section 24.
- 1.2 Obtaining Copies of the RFP: This RFP is available in electronic form through the State of Delaware Procurement website at <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>. Paper copies of this RFP will not be available.
- 1.3 Assistance to Vendors with a Disability: Vendors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the RFP Designated Contact no later than ten days prior to the deadline for receipt of proposals.
- 1.4 RFP Designated Contact: All requests, questions, or other communications about this RFP shall be made through the online bid submission portal. Address all communications to the person listed below; communications made to other State of Delaware personnel or attempting to ask questions by phone or in person will not be allowed or recognized as valid and may disqualify the vendor. Vendors should rely only on written statements issued by the RFP Designated Contact. The RFP Designated Contact is: Courtney Strickland, State Contract Procurement Administrator. All communication shall be made through <https://gss/bonfirehub.com/>.
- 1.5 RFP Question and Answer Process: Delaware will allow written requests for clarification of this RFP. All questions with regard to the interpretation of this RFP, drawings, or specifications, or any other aspect of this RFP must be received through the online bid submission portal by 4:30 pm Local Time, December 13, 2024, referencing the section, page number, text of passage being questioned, and the question. All questions will be answered in writing by January 10, 2025, with responses posted on <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>.
- 1.6 Revisions to the RFP: If it becomes necessary to revise any part of the RFP, an addendum will be posted on the State of Delaware's website at <https://bids.delaware.gov> and <https://gss.bonfirehub.com/>. Delaware is not bound by any statement related to this RFP made by any State of Delaware employee, contractor, or its agents.
- 1.7 Contact with State Employees: Direct contact with State of Delaware employees other than the RFP Designated Contact regarding this RFP is expressly prohibited without prior consent. Vendors directly contacting State of Delaware employees risk elimination of their proposal from further consideration. Exceptions exist only

for organizations currently doing business in the State who require contact in the normal course of doing that business.

- 1.8 Organizations Ineligible to respond: Any individual, business, organization, corporation, consortium, partnership, joint venture, or any other entity including subcontractors currently debarred or suspended is ineligible to respond. Any entity ineligible to conduct business in the State of Delaware for any reason is ineligible to respond to the RFP.

The Proposal Evaluation Team reserves the right to refuse to consider any proposal from a vendor who:

- 1.8.1 Has been convicted for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of the contract or subcontract;
  - 1.8.2 Has been convicted under State or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or other offense indicating a lack of business integrity or business honesty that currently and seriously affects responsibility as a State contractor.
  - 1.8.3 Has been convicted or has had a civil judgment entered for a violation under State or federal antitrust statutes.
  - 1.8.4 Has violated contract provisions such as:
    - 1.8.4.1 Known failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
    - 1.8.4.2 Failure to perform or unsatisfactory performance in accordance with terms of one or more contracts.
  - 1.8.5 Has violated ethical standards set out in law or regulation; or
- 1.9 Any other cause listed in regulations of the State of Delaware determined to be serious and compelling as to affect responsibility as a State contractor, including suspension or debarment by another governmental entity for a cause listed in the regulations.

## **2. RFP Submission**

- 2.1 Acknowledgement of Understanding of Terms: By submitting a proposal, each vendor shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules and exhibits hereto, and has fully informed itself as to all existing conditions and limitations.
- 2.2 Proposals: RFP responses must be submitted through the online bid submission portal. Refer to Appendix L – Online Bid Submission Portal Instructions for specific instructions.
- 2.3 Proposal Modifications: Vendors will have the ability to modify their submissions up to the Submission Deadline in the online bid submission portal.

- 2.4 Notification of Withdrawal of Proposal: Vendor may modify or withdraw its proposal by written request, provided that both proposal and request is received by the State of Delaware prior to the proposal due date. Proposals may be re-submitted in accordance with the proposal due date in order to be considered further.

Proposals become the property of the State of Delaware at the proposal submission deadline. All proposals received are considered firm offers at that time.

- 2.5 Concise Proposals: Delaware discourages overly lengthy and costly proposals. It is the desire that proposals be prepared in a straightforward and concise manner. Unnecessarily elaborate brochures or other promotional materials beyond those sufficient to present a complete and effective proposal are not desired. Delaware's interest is in the quality and responsiveness of the proposal.

- 2.6 Realistic Proposals: It is the expectation of Delaware that vendors can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.

Delaware shall bear no responsibility or increase obligation for a vendor's failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

- 2.7 Cooperatives: Vendors, who have been awarded similar contracts through a competitive procurement process with a cooperative, are welcome to submit the cooperative pricing for this RFP. State of Delaware terms will take precedence.

- 2.8 Exceptions to the RFP: Any exceptions to any part of the RFP, including any attachments or appendices must be recorded on the Exceptions Form found in Appendix K. As for the State of Delaware's Professional Services Agreement Template, vendors shall provide a redlined draft, demonstrating what exceptions are being taken, providing an explanation and proposed replacement language. Please note that striking the template in its entirety is unacceptable. Further, the redline is NOT an indication of any success, up to an including award. In addition, whether these exceptions are acceptable to Delaware is within the sole discretion of the Proposal Evaluation Team.

- 2.9 Business References: Provide at least five (5) business references consisting of current or previous customers of similar scope and value using the Business References Form found in Appendix K. Include business name, mailing address, contact name and phone number, number of years doing business with, and type of work performed. Personal references cannot be considered.

- 2.10 Confidentiality of Documents: Subject to applicable law or the order of a court of competent jurisdiction to the contrary, all documents submitted as part of the

vendor's solicitation response (response) will be treated as confidential during the evaluation process. As such, vendor responses will not be available for review by anyone other than the Proposal Evaluation Team or its designated agents. There shall be no disclosure of any vendor's information until a fully executed contract is received unless such disclosure is required by law or by order of a court of competent jurisdiction.

The State of Delaware and its constituent agencies are required to comply with the State of Delaware Freedom of Information Act, 29 Del. C. § 10001, et seq. ("FOIA"). FOIA requires that the State of Delaware's records are public records (unless otherwise declared by FOIA or other law to be exempt from disclosure) and are subject to inspection and copying by any person upon a written request. Once fully executed contracts are received, the contents of all vendor responses are subject to FOIA's public disclosure obligations and exemptions.

The State of Delaware wishes to create a business-friendly environment and procurement process. As such, the State respects the vendor community's desire to protect its intellectual property, trade secrets, and confidential business information (collectively referred to herein as "confidential business information"). Responses must contain sufficient information to be evaluated. Through the [online bid submission portal](#), vendors will submit two copies of their solicitation response. One shall be marked original containing the full solicitation response. The second shall be marked redacted copy, redacting those items the vendor is looking to mark confidential.

The redacted copy must include the completed confidentiality form describing the items redacted, representing in good faith that the information is not "public record" as defined by 29 Del. C. § 10002, and briefly stating the reasons that each redaction meets the said definitions.

A vendor's claim of confidential business information shall not be binding on Delaware. Delaware shall independently determine the validity of any vendor designation as set forth in this section. Any vendor submitting a response to the solicitation herein expressly accepts Delaware's absolute right and duty to independently assess the legal and factual validity of any information designated as confidential business information. Accordingly, Vendor(s) assume the risk that confidential business information included within a response to a solicitation may enter the public domain.

- 2.11 Discrepancies and Omissions: Vendor is fully responsible for the completeness and accuracy of their proposal, and for examining this RFP and all addenda. Failure to do so will be at the sole risk of vendor. Should vendor find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any questions arise concerning this RFP, vendor shall notify the RFP Designated Contact, in writing, of such findings at least ten (10) calendar days before the proposal due date. This will allow issuance of any necessary addenda. It will also help prevent the opening of a

defective proposal and exposure of vendor's proposal upon which award could not be made. All unresolved issues should be addressed in the proposal.

Protests based on any omission or error, or on the content of the RFP, will be disallowed if these faults have not been brought to the attention of the RFP Designated Contact, in writing, at least ten (10) calendar days prior to the proposal due date.

- 2.12 Proposal Costs and Expenses: Delaware will not pay any costs incurred by any Vendor associated with any aspect of responding to this RFP, including proposal preparation, printing or delivery, attendance at vendor's conference, system demonstrations or negotiation process.
- 2.13 Proposal Expiration Date: Prices quoted in the proposal shall remain fixed and binding on the vendor at least through December 31, 2026. Delaware reserves the right to ask for an extension of time if needed.
- 2.14 Proposal Opening: Delaware will receive proposals until the date and time shown in this RFP.
- 2.15 Late Proposals: Proposals submitted after the specified date and time will not be accepted by the online bid submission portal. Evaluation of the proposals is expected to begin shortly after the proposal due date. To document compliance with the deadline, the proposal will be date and time stamped upon receipt within the online bid submission portal.
- 2.16 Non-Conforming Proposals: Non-conforming proposals will be rejected. Non-conforming proposals are defined as those that do not meet the requirements of this RFP.
- 2.17 Delaware's Right to Reject Proposals: Delaware reserves the right to accept or reject any or all proposals or any part of any proposal, to waive defects, technicalities or any specifications (whether they be in the SRFP's specifications or vendor's response), to sit and act as sole judge of the merit and qualifications of each product offered, or to solicit new proposals on the same project or on a modified project which may include portions of the originally proposed project as Delaware may deem necessary in the best interest of the State.

### **3. RFP Evaluation Process**

- 3.1 Delaware's Right to Cancel RFP: Delaware reserves the right to cancel this RFP at any time during the procurement process, for any reason or for no reason. Delaware makes no commitments expressed or implied, that this process will result in a business transaction with any vendor.

This RFP does not constitute an offer by Delaware. Vendor's participation in this process may result in Delaware selecting Vendor to engage in further discussions

and negotiations toward execution of a contract. The commencement of such negotiations does not, however, signify a commitment by Delaware to execute a contract nor to continue negotiations. Delaware may terminate negotiations at any time and for any reason, or for no reason.

- 3.2 Delaware's Right to Award Multiple Source Contracting: Pursuant to 29 Del. C. § 6986, Delaware may award a contract for a particular professional service to two or more vendors if the Delaware determines that such an award is in the best interest of the State. Two or more vendors may be awarded, where the proposal evaluations identify that one solution will not meet the entirety of the requirements as outlined.
- 3.3 Supplemental RFP: Delaware reserves the right to advertise a supplemental RFP during the term of the Agreement if deemed in the best interest of the State.
- 3.4 Consultants and Legal Counsel: Delaware may retain consultants or legal counsel to assist in the review and evaluation of this RFP and the vendors' responses. Responding vendors shall not contact the State's consultant or legal counsel on any matter related to the RFP.
- 3.5 An evaluation team composed of representatives of the State of Delaware, representing Division of Accounting, PHRST, Department of Human Resources, Government Support Services, and Department of Technology & Information, will evaluate proposals on a variety of quantitative criteria.
- 3.6 Delaware shall determine the competence and responsibility, professionally and/or financially, of vendors.
- 3.7 Proposal Evaluation Team: The Proposal Evaluation Team shall be comprised of representatives of the State of Delaware. The Proposal Evaluation Team shall determine which vendors meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in 29 Del. C. §§ 6981 and 6982. Professional services for this RFP are considered under 29 Del. C. § 6982(b). The Proposal Evaluation Team shall make a recommendation regarding the award to the Modernization Project Executive Sponsors, who shall have final authority, subject to the provisions of this RFP and 29 Del. C. § 6982(b), to award a contract to the successful vendor in the best interests of the State.
- 3.8 Proposal Selection Criteria: The Proposal Evaluation Team shall assign up to the maximum number of points for each Evaluation Item to each of the proposing vendor's proposals. All assignments of points shall be at the sole discretion of the Proposal Evaluation Team.

The proposals shall contain the essential information on which the award decision shall be made. The information required to be submitted in response to this RFP has been determined by Delaware to be essential for use by the Proposal Evaluation Team in the proposal evaluation and award process. Therefore, all

instructions contained in this RFP shall be met in order to qualify as a responsive and responsible contractor and participate in the Proposal Evaluation Team's consideration for award. Proposals, which do not meet or comply with the instructions of this RFP, may be considered non-conforming and deemed non-responsive and subject to disqualification at the sole discretion of the Proposal Evaluation Team.

The Proposal Evaluation Team reserves the right to:

- Select for negotiations a proposal other than that with lowest costs.
- Reject any and all proposals or portions of proposals received in response to this RFP or to make no award or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all vendors during the contract negotiation.
- Negotiate with any vendor and negotiate with more than one vendor at the same time.
- Select more than one vendor pursuant to 29 Del. C. § 6986.

### 3.9 General Evaluation Requirements:

- 3.9.1 **Executive Summary and Capabilities:** Evaluation of the vendor's capability to deliver proven enterprise solutions for organizations of comparable scope and complexity as the State of Delaware. The evaluation includes executive summary, experience and reputation, discussion topics, and approach to the requirements.
- 3.9.2 **Functional Requirements:** Evaluation of how well the vendor solution can meet the functional requirements outlined in the scope of work, including KPIs and user stories, in addition to the system features, users and employee's security and audit features, functional configuration, data migration, integrations, interfaces, reports, queries, analytics and user experience requirements.
- 3.9.3 **Technical IT Requirements:** Evaluation of how well the vendor solution can meet the technical IT requirements outlined in the scope of work, including system architecture, audit and security features, technical configuration, data migration, integrations, SaaS features, managed services, and system operations.
- 3.9.4 **Support and Maintenance Plan:** Evaluation of the vendor's approach to technical support and maintenance plan, including vendor technical support, end-user support, approach to ongoing maintenance and upgrades, initial and ongoing training, and user adoption. Evaluation also includes the vendor's approach to planning, executing and controlling the implementation of the Modernization Project, their risk management plan, milestones, resourcing, and general approach to project management.
- 3.9.5 **Security and Data Handling:** Evaluation of the vendor's architectural approach, openness, security, and scalability. The evaluation includes architecture and information security, including the vendor's ability to manage

roles and permissions and protect the application and data integrity and accuracy.

- 3.9.6 **Pricing:** Evaluation of the vendor's cost proposal to include, but not limited to implementation, training, licensing, support and maintenance.

- 3.10 **Criteria Weight:** All proposals shall be evaluated using the same criteria and scoring process. The following criteria shall be used by the Evaluation Team to evaluate proposals:

<b>Criteria</b>	<b>Eval Group</b>	<b>Weight (Points)</b>
Executive Summary and Capabilities	All	15
Functional Requirements	PHCM/FMS SMEs	40
Technical IT Requirements	DTI SMEs	20
Support & Maintenance Plan	All	10
Security and Data Handling	All	15
Pricing	Contract Manager	20
<b>TOTAL</b>		<b>120</b>

Vendors are encouraged to review the evaluation criteria and to provide a response that addresses each of the scored items. Evaluators will not be able to make assumptions about a vendor's capabilities so the Responding vendor should be detailed in their proposal responses.

- 3.11 **Proposal Clarification:** The Proposal Evaluation Team may contact any vendor in order to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Proposals may not be modified as a result of any such clarification request.
- 3.12 **References:** The Proposal Evaluation Team may contact any customer of the vendor, whether included in the vendor's reference list, and use such information in the evaluation process. Additionally, Delaware may choose to visit existing installations of comparable systems, which may or may not include vendor personnel. If the vendor is involved in such site visits, Delaware will pay travel costs only for State of Delaware personnel for these visits.
- 3.13 **Oral Presentations:** After initial scoring and a determination that vendor(s) are qualified to perform the required services, vendors may be invited to make oral presentations to the Proposal Evaluation Team. All vendor(s) selected will be given an opportunity to present to the Proposal Evaluation Team.

The vendors will have their presentations scored or ranked based on their ability to successfully meet the needs of the contract requirements, successfully demonstrate their product and/or service through a proof of concept and respond to questions about the solution capabilities.



The vendor representative(s) attending the oral presentation shall be technically qualified to demonstrate their product through a proof of concept and respond to questions related to the proposed system and its components.

The Proposal Evaluation Team, at its discretion, may travel to view qualified Vendors' proposed Solutions (or a close approximation) in operation, or may view or investigate qualified Vendors' proposed Solutions in operation remotely using appropriate technology. This will become part of the evaluation process.

All the vendor's costs associated with participation in oral discussions and system demonstrations conducted for Delaware are the vendor's responsibility.

- 3.14 RFP Selection Notifications: After the Proposal Evaluation Team evaluates the proposals and makes its recommendation as to with whom Delaware should negotiate a contract, the selected vendor(s) will be notified, and negotiations will commence.
- 3.15 Award of Contract: Once Delaware and the selected vendor(s) have fully executed a contract, notice of an award of the contract will issued.
- 3.16 It should be explicitly noted that Delaware is not obligated to award the contract to the vendor who submits the lowest priced proposal or the vendor who receives the highest total point score, rather the contract will be awarded to the vendor whose proposal is the most advantageous to the State of Delaware. The award is subject to the appropriate State of Delaware approvals.

#### **4. RFP Miscellaneous Information**

- 4.1 No Press Releases or Public Disclosure: Delaware reserves the right to pre-approve any news or broadcast advertising releases concerning this RFP, the resulting contract, the work performed, or any reference to the State of Delaware with regard to any project or contract performance. Any such news or advertising releases pertaining to this RFP or resulting contract shall require the prior express written permission from Delaware.

Delaware will not prohibit or otherwise prevent the awarded vendor(s) from direct marketing to the State of Delaware agencies, departments, municipalities, and/or any other political subdivisions, however, the vendor shall not use the State's seal or imply preference for the solution or goods provided.

- 4.2 Definitions of Requirements: To prevent any confusion about identifying requirements in this RFP, the following definition is offered: The words shall, will and/or must are used to designate a mandatory requirement. Vendors must respond to all mandatory requirements presented in the RFP. Failure to respond to a mandatory requirement may cause the disqualification of Vendor's proposal.

4.3 Production Environment Requirements: Delaware prefers that all system software products, and application software products included in proposals be currently in use in a production environment by a least three other customers, have been in use for at least six months, and have been generally available from the manufacturers for a period of six months. Unreleased or beta test hardware, system software, or application software will not be accepted.



**SAMPLE REPORT - FOR ILLUSTRATION PURPOSES ONLY**

State of Delaware																	
Subcontracting (2nd tier) Quarterly Report																	
Prime Name:							Report Start Date:										
Contract Number : XXXXX-XX_MOD							Report End Date:										
Contact Name:							Today's Date:										
Contact Phone:							*Minimum Required		Requested detail								
Vend or Nam e*	Vend or TaxI D*	Contra ct Name/ Numbe r*	Vendo r Conta ct Name *	Vendo r Conta ct Phone *	Repo rt Start Date *	Repo rt End Date *	Amount Paid to Subcontracto r*	Work Performed by Subcontract or UNSPSC	M/WB E Certifyi ng Agency	Veteran /Service- Disabled Veteran Certifying Agency	2nd tier Suppli er Name	2nd tier Suppli er Addre ss	2nd tier Suppli er Phone Numbe r	2nd tier Suppli er email	Descripti on of Work Performe d	2nd tie r Su pp lie r Ta x Id	

**Note:** Completed reports shall be saved in an Excel format and submitted to the following email address: [osd@delaware.gov](mailto:osd@delaware.gov) . The form can be located at [Office of Supplier Diversity - Division of Small Business - State of Delaware](#), bottom of the page, 'Services and Information' section, 'Subcontractor Reporting Form'.