



REQUEST FOR PROPOSALS FOR
Payroll/HCM & Financial Accounting and Management
Delaware Employees' Payroll/Human Capital Management System
Delaware Financial Management System
Issued By Government Support Services
CONTRACT NUMBER GSS26936-ERP_SI

REQUEST FOR PROPOSAL FOR PROFESSIONAL SERVICES
Payroll/HCM & Financial Management System
ISSUED BY GOVERNMENT SUPPORT SERVICES
CONTRACT NUMBER GSS24936-ERP_SI

I. Project 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 multiple award from qualified firms to serve as the Solution Integrator (SI) to provide procurement, implementation, and ongoing vendor support for the State of Delaware's SaaS (Software as a Service) Workday ERP (Enterprise Resource Planning) modernization project by procuring third-party solutions necessary for the successful complete implementation, implementing Workday and third-party solutions hereinafter "Workday", and providing ongoing vendor engagement for core Payroll/Human Capital Management ("PHCM") and Financial Management System ("FMS") application capabilities. The goal is 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 second of two procurements comprising the Enterprise Resource Planning (ERP) Modernization Project ("Modernization Project"). Workday has been selected for the purpose of modernizing the State of Delaware's Payroll, Human Capital Management, Financial Management and Budgeting systems.

This RFP and any resulting contract award will be for the awarded SI firm to:

1. Procure third-party solutions (eg, RedRover, QuestionMark, Euna, Training Orchestra, or other suitable alternatives to be determined by the vendor),
2. Provide contracting services to bring together all third-party solutions in 1 above in one all-inclusive contract,
3. Implement Workday and all third-party solutions and provide support services for the implementation of a complete SaaS Solution for core Payroll/Human Capital Management (PHCM) and Financial Management System (FMS) Workday SaaS solution services and required 3rd party solutions to replace PHCM, FMS and all necessary additional SaaS solutions to fully implement a complete solution for all requirements,
4. Provide interim post-implementation support until all modules go-live,
5. Provide ongoing vendor engagement for solution changes, maintenance, and support, and
6. Provide ongoing steady state support for post go-live

The State of Delaware, hereinafter referred to interchangeably as the "State" or "Delaware," requires a partner with proven expertise in effectively implementing Workday and 3rd party applications, particularly in areas critical to Financial, Accounting, and Payroll Human Capital Management Systems. Responding Vendors should demonstrate a comprehensive approach to meet all of the requirements in this RFP, emphasizing their experience and success in similar

projects. This solicitation represents the second phase of a two-step process. The first phase involved the selection of Workday as the enterprise software solution. This RFP focuses exclusively on seeking a partner for the contract and implementation phases that include the following items which are further defined within this document:

- Procurement of third-party solutions
- Coordinating with all parties to create and execute one SaaS contract for RedRover, QuestionMark, Euna, Training Orchestra, and / or any other necessary systems to fulfill requirements as set forth herein
- Structure and negotiate a unified, all-inclusive contract that achieves best-value pricing, eliminates redundant costs, and supports end-to-end integration across all software and ancillary systems.
- Fit-gap design sessions
- Configuration
- Development
- Testing phases
- Organizational Change Management
- Risk Management
- Compliance
- Go live strategy
- Overall project management
- Knowledge transfer
- Training
- Data conversion
- Ongoing vendor engagement
- Post implementation support

This RFP and any resulting contract award will be to support the implementation of Workday cloud software and all 3rd party applications.

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.

Activity	Due Date
RFP Availability to Vendors	February 9, 2026
Written Questions Due No Later Than (NLT)	February 23, 2026, 4:30 P.M
Written Answers Due/Posted to Website NLT	March 5, 2026
Proposals Due NLT	March 26, 2026, 3:00 P.M.
Proposal Evaluation/Presentations	As required
Estimated Notification of Award	TBD

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 Walt Gorman 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
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Appendix Q DTI Technology Policies
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Appendix T Professional Services Agreement Draft
Appendix U Benefits Realization

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: Actuals Ledger is 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 (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 budgets applicable to a single fiscal year, beginning July 1.

Annual Comprehensive Financial Report (ACFR): The annual report prepared by the State 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 type of funding appropriated in the Operating Budget Act. Revenue generated by fees for specific, self-sufficient programs.

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 the 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 and the budget is open 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 and the budget is open. 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 expenses. 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 established.

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/amounts from one budget to another 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 string 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 classifications within a class series, established and approved by the Secretary of the Department of Human Resources, which provides 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).

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 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 with specific prefixes such as-“X”, “MX”, and “UX”.
- 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 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).

“Class”: all positions sufficiently similar in duties, responsibilities and job requirements to use the same salary range and title. (example Administrative Specialist, Fiscal Associate I).

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 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 and conditions of employment.

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: The Commitment Control Ledgers 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: Human Resource planning, selection and recruitment, hiring, onboarding and offboarding, timekeeping, 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 FWH, 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 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.

Deliverables: The specific, tangible or intangible, products, outcomes, or results that the Selected Vendor is required to produce, provide, and complete to fulfill the requirements of the project.

Department: The department is a Chartfield that tracks administrative units within the State's organizational hierarchy. Currently, 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. Upon implementation, PHCM will standardize the Department to a 6-digit value mirroring the value in FMS.

Department of Human Resources (DHR): The central human resource office in the Executive Branch responsible for establishing policy over Executive Branch agencies and providing 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 #): Employment record numbers, in combination with a person's Empl ID, uniquely identify a person's job data records. PHCM distinguishes between a person's job record by using a new Empl Record#.

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.

Exception:

- 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.
- PHCM: A conflict noted between your time and attendance information and the rules by which your 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: Employees enter time 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 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.
Federal Tax Return Information (FTI): Any information collected or generated by the IRS regarding any person's liability or possible liability under the IRC 6103 (b)(2)(A). This category includes Federal tax, penalty, interest, fine, forfeiture, or other imposition or offense. It also includes information extracted from a tax return, including names of dependents, taxpayer names, addresses, and identification numbers.

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 (FT): Regularly scheduled at least 30 or more hours per week or 130 hours per month (with allowable interruptions) in a position of a continuing nature on a regular schedule expected to last at least one year from the date of initial appointment (29 Del. C. §5201).

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

General Fund (GF): General Fund monies are used to finance and account for the ordinary operations of governmental agencies. General fund monies are derived from State income tax, franchise tax, abandoned property etc.

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 to 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, the institution 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 rights of way, easements, and computer software.

Interface: A method for sharing data between systems.

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

Invoice:

- For Projects and Grants, a printable document is sent to a customer 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 Purchasing (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.

JobAps: cloud-based recruiting system

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.

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. A ledger stores the posted net activity for a set of ChartField values by accounting period and fiscal year. This is not synonymous with Ledger. A Ledger Group contains individual ledgers. The State maintains separate budgetary Ledger Groups for expense and revenue. Expense Ledger Groups contain ledgers for Budget, Expense, Encumbrance, and Pre-Encumbrance. Revenue Ledger Groups contain ledgers for Revenue Estimate, Recognized Revenue, and Collected Revenue.

Letter of Credit ID: (Grants) number associated with a LOC (Letter of Credit) 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 you conduct 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 PHCM, 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.

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): Funds that are not appropriated by the Legislature. School local funds, reimbursements and donations fall into the NSF category.

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 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 are grouped to according to required usage such as premiums, accrual or reporting. used to determine how they should be processed or reported 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 uses Positive / Exception Pay Reporting Method based on the employee criteria.

Payment ID: Accounts Receivable (AR) 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 has a bi-weekly pay frequency.

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

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 you 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 Service Contract: A contract for Professional Services over the dollar threshold established in the Budget and Accounting Manual (BAM) 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 Proposal is used to support the federal 424 Application process. This process allows for entry of required grant related information for post award and for approval by the State, but does not generate a federal proposal.

Proposal ID: A unique number created by Grants which is system-generated and meets State 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 posting.

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

Rehire: An individual that is rehired by the State 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.

Responding Vendor: Any vendor that submits a formal proposal in response to this RFP, including all required documentation, pricing, and responses to evaluation criteria regarding implementation, integration, and/or support services related to Workday and 3rd party applications.

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: Roll Up is to 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: This is the second level of the organizational hierarchy used for scheduling.

Scheduling Unit: Scheduling units are a sub-category of each Scheduling Group.

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

Selected Vendor: The Responding Vendor that, after evaluation of all proposals, is chosen to enter into contract negotiations and, pending final agreement, provide the ERP implementation and related services as outlined in this RFP.

Sensitive Personally Identifiable Information (PII): Any personal information the exposure of which introduces a high risk to an individual's fundamental right to privacy, including:

- Social Security Numbers
- Bank account numbers
- Date and place of birth
- Mother's maiden name
- Biometric data (e.g., height, weight, eye color, fingerprints)
- Any combination of the above

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: There are 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). 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.

Social Security Numbers: One (1) or more Social Security Number(s).

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.

State Tax Return Data (STI): Any information collected or generated by the Delaware Division of Revenue regarding any person's liability or possible liability. This category includes State of DE Tax, penalty, interest, fine, forfeiture, or other imposition or offense. It also includes information extracted from a tax return, including names of dependents, taxpayer names, addresses, and identification numbers.

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: Tangible property has a physical existence, and its value is intrinsic, that is the property has value in and of itself. Examples include machinery, vehicles, buildings, furniture, etc.

Terms: Terms that define the due date and discount days 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 Department of Administrative Services. 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.

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 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

1. Background and Purpose

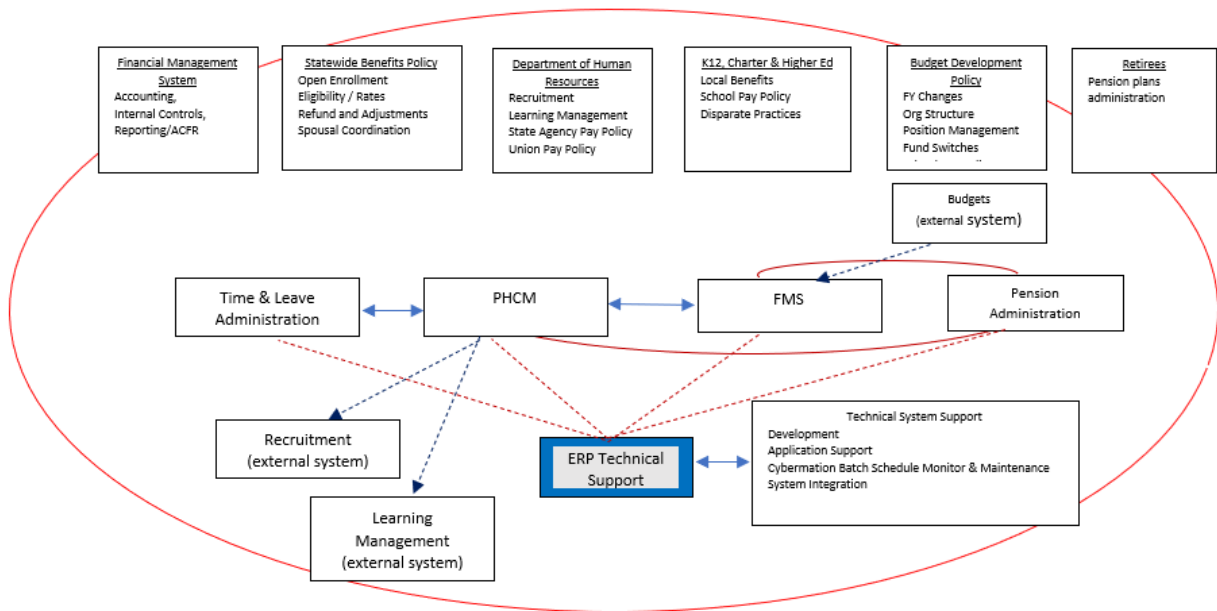
GSS on behalf of The State's Office of Management & Budget/PHRST (OMB/PHRST) and Department of Finance, Division of Accounting (DOF/DOA) is soliciting offers for contracting and deployment support services for the implementation of Workday cloud application services and necessary 3rd party software to replace PeopleSoft PHCM, FMS and ancillary systems. The Workday solution has been selected for the purpose of modernizing the State's PeopleSoft and ancillary systems.

The Solution will replace the current PHCM and FMS systems with a single solution that meets the State of Delaware's need for an innovative and modern all-in-one integrated Solution.

Modules that are required to be contracted for and implemented:

- **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, and Data Change Request Management
- **Financial Accounting and Management** - 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** - Full Integration between PHCM, Pension Administration, FMS, and potential 3rd party software included in the ERP Modernization project

1.1 Current State of Delaware ERP Structure & Process Background



1.2 Payroll/Human Capital Management Background

1.2.1. Payroll, HR, Benefits, Time & Leave Administration

The State OMB/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, occasionally calendar, fiscal, and school contract years contain 27 pays instead of 26 pays.

- Payroll Administration
- Human Resources
- Benefits Administration including annual Open Enrollment
- Employee Self-Service
- Manager Self-Service
- 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 pays a broad range of employee types under one Employer Identification Number and a multitude of Collective Bargaining Agreements. Employee types include:

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

The State 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 payroll includes school districts, charter schools, and higher education, we are bringing the following two items to your attention:

- School district, charter school and institutions of higher education have employees with 9-month, 10-month, 11-month and 12-month contracts. They are on different school calendars which affects days worked, leave accrual and how they are paid.
- 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 other systems outside of PHRST. Details of the systems used by DHR are provided below. Functional system requirements are provided in Appendix B1 and Appendix B2.

1.2.3. 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) active job classes maintained by DHR. Classification attributes history is required to track changes. Classification is the foundation of many human resource processes such as recruitment .

1.2.4. Recruitment System

Employment Services in DHR administers a 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 compete 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 and Department of Technology and Information.

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.

1.2.5. 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 Single Sign On to access the system, which provides robust reporting, security-role-driven permissions, automated notifications, and workflow.

1.2.6. 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.

1.2.7. 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. DHR 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 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 Delaware Learning Center (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 (based on availability) 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 on 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 DLC, 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.

1.2.8. 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.

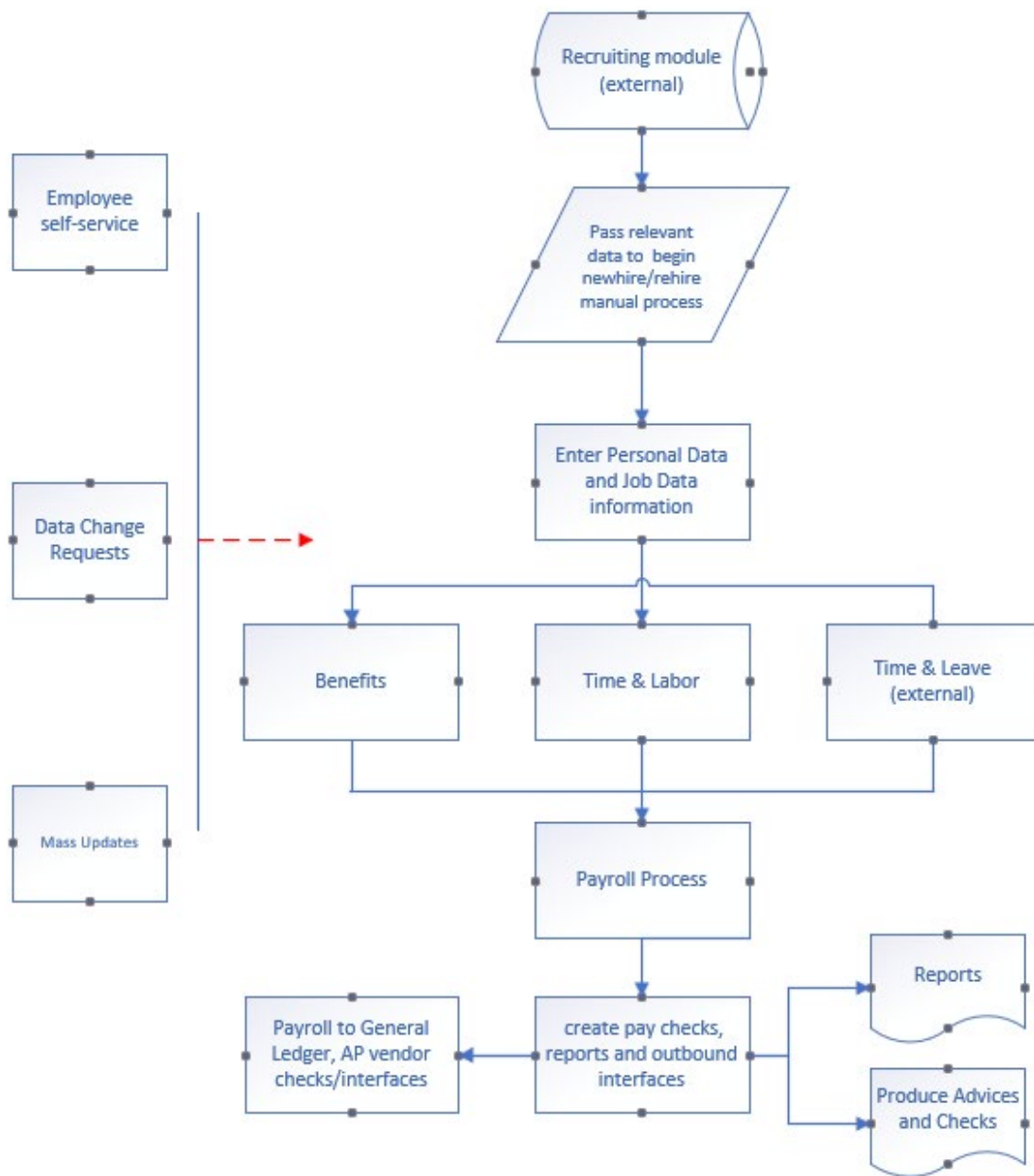
1.2.9. Employee and Labor Relations

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 manually. 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.

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



1.3 FMS 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 organizations, government

decision makers, and the public through legal compliance, state accounting system management, and accurate reporting. The State provides financial transparency to the public through our Open Data Portal. User counts and other statistics are listed in Appendix N1.

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

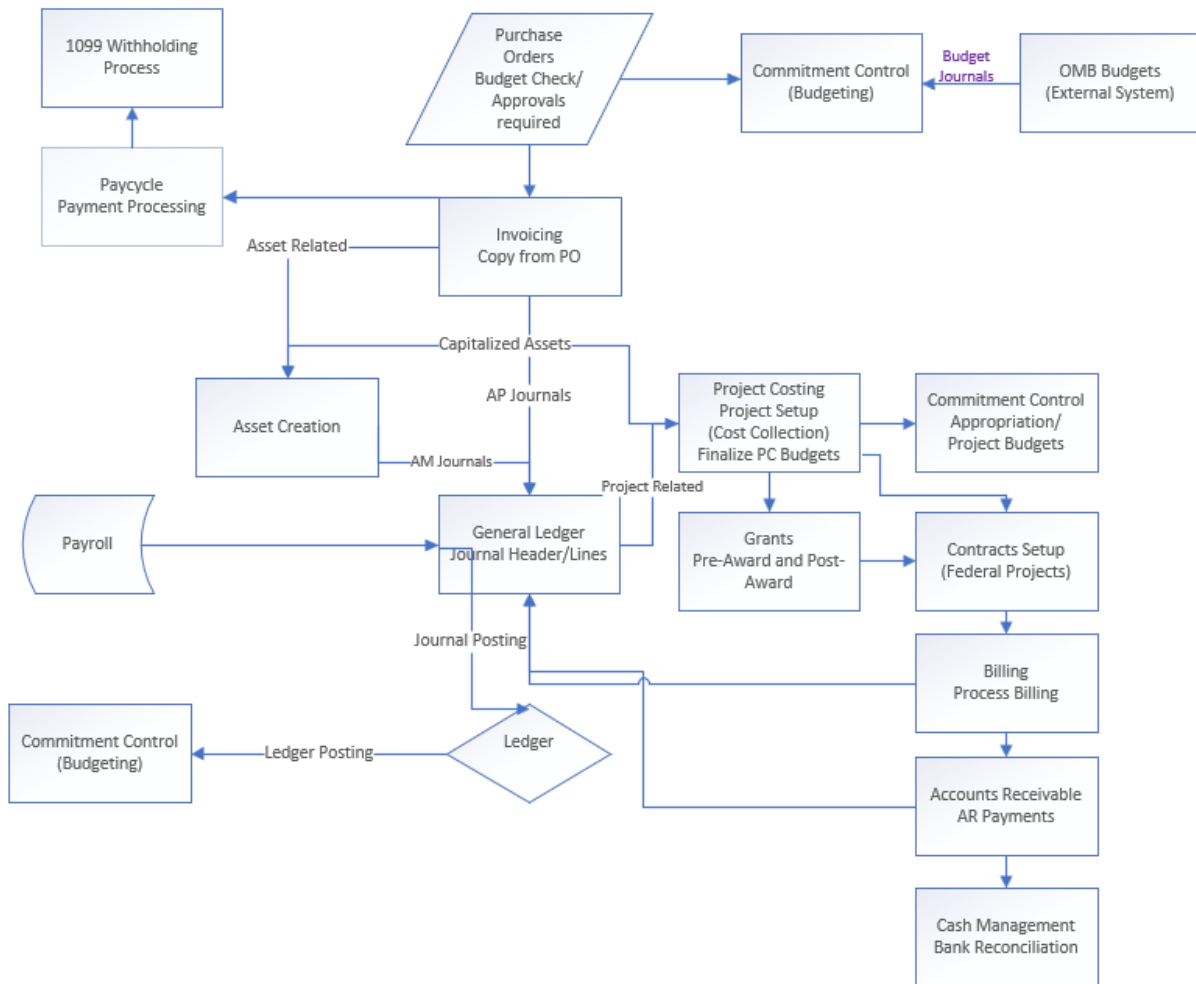
OMB houses the State budgeting system. The statewide budget development process is supported by the Solver Global Financial Budgeting solution for the operating budget. This solution does not suit the needs of the State for capital budgeting and is not fully integrated with the financial system. The 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.

FMS Key Process Flow



2. Application Integration Architecture

2.1 Application Interface

Workday 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.

- 2.1.1 **Integration Abstraction: Provides abstraction, decoupling integration logic from** sources and target systems.
- 2.1.2 **Centralized Management:** Provides centralized management of application integration logic and avoids point-to-point integration.
- 2.1.3 **Format Support:** Provides support for a variety of communication formats and protocols.
- 2.1.4 **Agility Support:** Provides support for agility, in terms of quickly developing application interfaces. It should include these components and capabilities;
 - 2.1.4.1 **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.
 - 2.1.4.2 **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.
 - 2.1.4.3 **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.
 - 2.1.4.4 **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.

The Selected Solution Integrator will be responsible for designing, implementing, and validating an integrated Workday PHCM and FMS solution that incorporates Questionmark, Training Orchestra, Euna Budget, Red Rover, and any and all other third-party systems.

Workday shall remain the primary user interface for all end users, managers, administrators, and self-service users.

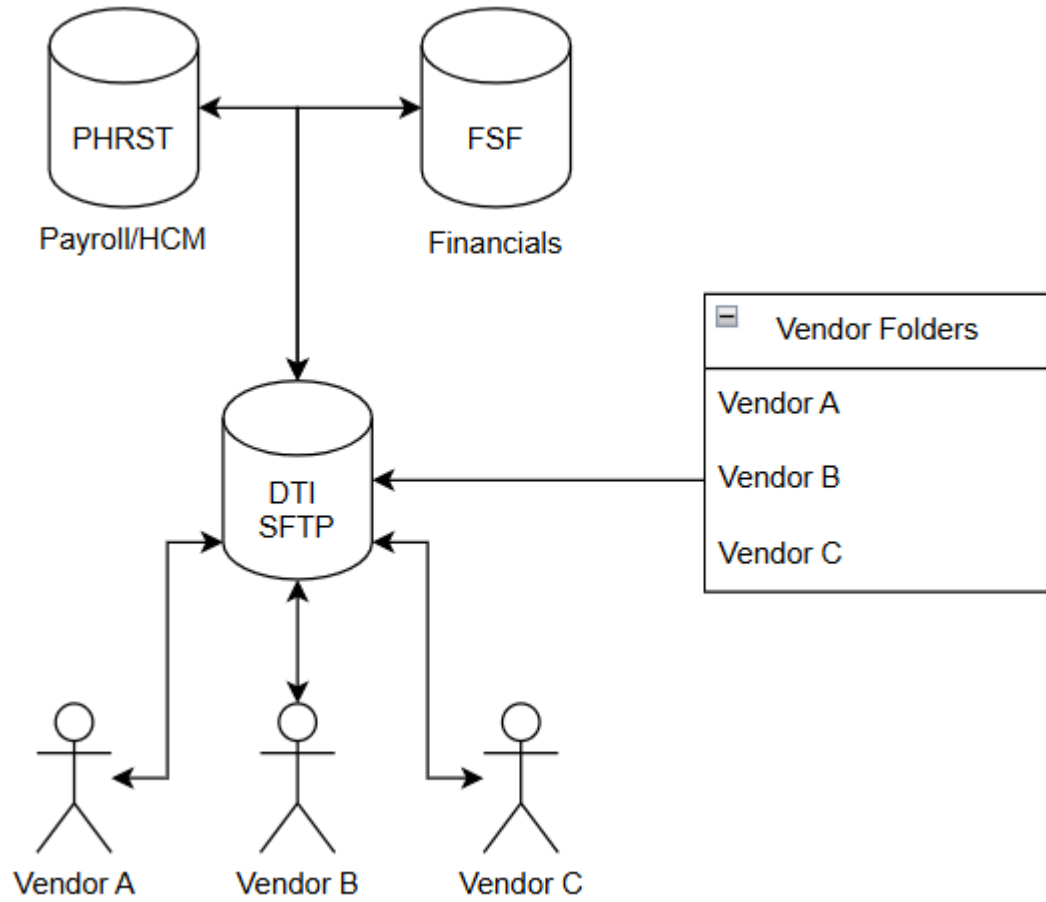
All third-party capabilities must be surfaced or accessed through Workday using one or more of the following approved methods:

- Workday Certified Integrations
- Workday Integration Cloud (EIB, REST/SOAP APIs, or Workday-delivered connectors)
- Workday Extend applications to embed or surface external functionality within the Workday user interface
- Identity Provider (IdP)-initiated SSO using SAML 2.0 or OpenID Connect (OIDC) to ensure a seamless experience with no additional logins

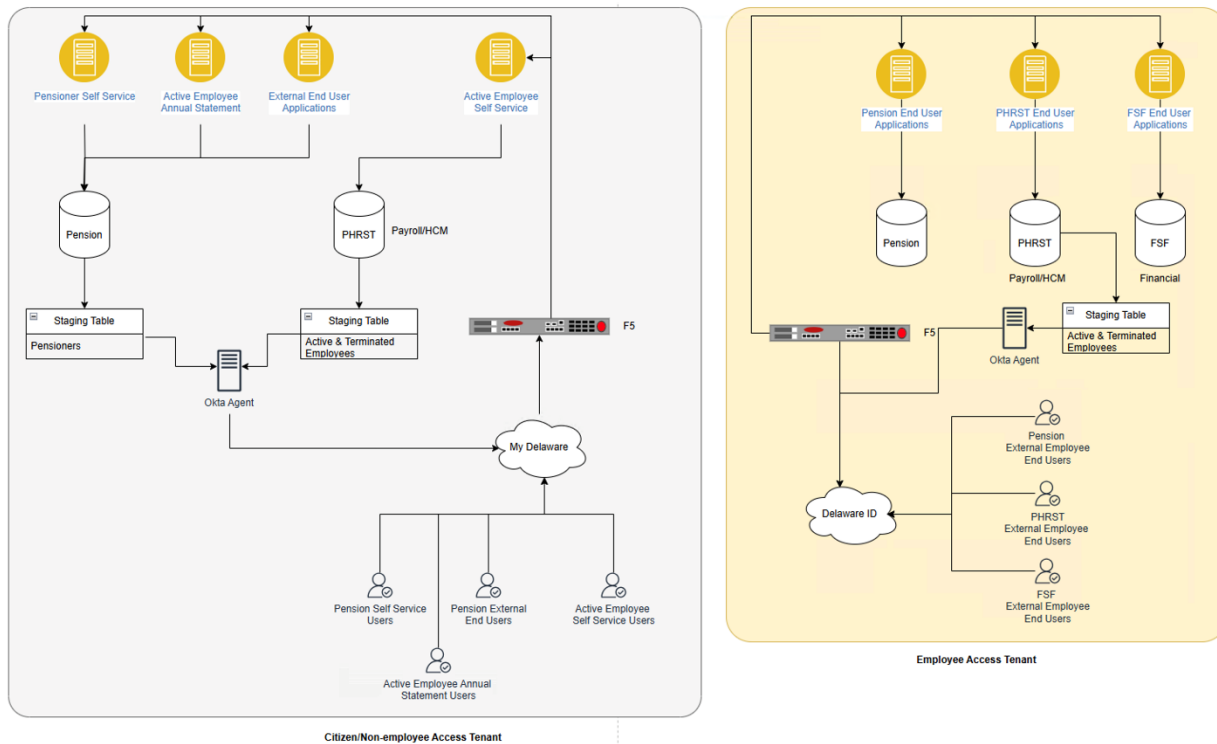
The SI must provide a comprehensive and detailed plan that includes:

- A complete integration architecture across Workday and all third-party systems,
- A security and SSO model covering authentication, authorization, provisioning, and deprovisioning,
- A workflow orchestration plan showing how Workday will control processes that involve external systems, and
- A testing strategy that validates end-to-end workflows across all applications

Current Inbound / Outbound Interfaces



2.1.4.5 Identity Management: The proposed solution must externalize identity management and will be required to utilize State service for identity management and authentication related functions performed by this application. OKTA integration has been created to grant SSO (Single Sign on) access to applications to all Users, Self Service Users and End Users.



3. Project Overview and Objectives

The objectives of the professional services being sought through this RFP, are (1) Procurement of all third-party solutions, (2) coordinate and consolidate all software and third-party solution agreements into a single, all-inclusive contract, (3) Implementation of both core and third-party solutions for the State of a complete replacement of the current Payroll, Human Capital Management, Financial Management and Budgeting systems with a solution that meets the State's need for an integrated ERP solution, (4) Ongoing vendor engagement for solution changes, maintenance, and support the implementation, and (5) Partner with State to identify and implement significant changes to State business processes to gain the utmost efficiency from the Workday and third-party solutions and to provide job aids to support them. The State expects that the Selected Vendor understands the State's goals and will assist in guiding the State towards achievement of the goals. Workday has been selected as the primary solution for the purpose of modernizing the State of Delaware's Payroll, Human Capital Management, Financial Management and Budgeting systems.

The Professional Services being sought by this RFP requires Responding Vendors to respond to this RFP with a written proposal and address the following appendices:

Appendix A Technical Requirements
Appendix B1 FMS Functional Requirements
Appendix B2 PHCM Functional Requirements
Appendix C1 FMS User Stories
Appendix C2 PHCM User Stories
Appendix D1 FMS KPI
Appendix D2 PHCM KPI
Appendix E Functional Area Implementation Order & Durations
Appendix F Project Management
Appendix G Data Migration Readiness Assessment
Appendix H Risk Management
Appendix I Training
Appendix J Change Management
Appendix K Post-Implementation Support
Appendix L1 FMS Forms Reports
Appendix L2 PHCM Forms Letters
Appendix M1 FMS Interfaces
Appendix M2 PHCM Interfaces
Appendix N1 FMS System User Counts and other Statistics
Appendix N2 PHCM System User Counts and other Statistics
Appendix O Workday Follow-Up Responses
Appendix P Cost Proposal
Appendix Q DTI Technology Policies
Appendix R Vendor Information Forms
Appendix S Online Bid Submission Portal Instructions
Appendix T Professional Services Agreement Draft
Appendix U Benefits Realization

III. IMPLEMENTATION REQUIREMENTS

1. Scope of Work

The Scope of Work includes all of the following:

- 1.1. The Selected Vendor will be responsible for advising on, validating, and coordinating the procurement of all third-party applications that meet the State's functional and technical requirements. This includes ensuring integration readiness, licensing clarity, cost transparency, and alignment with the end-to-end solution architecture. The objective is to streamline vendor management and ensure that all required products, services, and subscriptions are incorporated into one comprehensive, unified contract that provides clear accountability, pricing transparency, and lifecycle management

- 1.2. The Selected Vendor will provide full end-to-end implementation services for the Workday core platform and all third-party solutions, delivering a fully integrated, production-ready ecosystem that meets the State's business, security, and technological objectives. This includes conducting detailed solution design, configuration, and requirements traceability; performing validation and gap analysis; and developing all required integrations across State systems, cloud-hosted components, and external partners. The Vendor will manage data conversion and migration from all legacy applications being replaced, including existing content management and helpdesk systems, and will execute all functional, technical, integration, user acceptance, and security testing. Responsibilities also include developing reporting and analytics capabilities, establishing disaster recovery and business continuity plans, ensuring compliance with all applicable State and Federal requirements, and providing training, knowledge transfer, and best-practice guidance for all State use cases. The Vendor will manage deployment, cutover, stabilization, and warranty support, and will prepare and execute a structured transition plan enabling long-term sustainment by State staff or another vendor.
- 1.3. The Selected Vendor will serve as the State's strategic partner for ongoing vendor management and solution sustainment, coordinating with Workday and all third-party providers to support enhancements, manage release changes, resolve issues, and optimize system performance. The SI will be expected to ensure continuity of operations, proactive support, and strategic guidance throughout the solution lifecycle Ongoing vendor engagement for solution changes, maintenance, and support

2. Functional/Business Category Objectives/Goals

- 2.1. Reduce contractual complexity and create a single point of accountability by coordinating, structuring, and executing one unified SaaS contract for RedRover, QuestionMark, Euna, Training Orchestra, and / or any other systems required to meet the State's needs. This unified contract will achieve best-value pricing, eliminate redundant costs, and support full end-to-end integration across all software and ancillary systems.
- 2.2. Replace the existing PeopleSoft PHCM & FMS processing systems with Workday, separately acquired and licensed, but structured in a manner to replace the highly configurable systems integrated through the State of Delaware's PHCM & FMS processing systems.
- 2.3. Improve operational efficiency, security, and user experience and will include:
 - Document imaging
 - Streamlined workflows
 - Self-service for managers, employees, and vendors
 - Actionable dashboard analytics and reporting

- Real-time data access
 - Intuitive user-friendly interface
 - Mobile access
 - Delivered Data Security
 - Role-based permissions
- 2.4. 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.
- 2.5. 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.
- 2.6. Enhance capabilities to better serve employees, vendors, and end-users by improving comprehensive functionality and self-service options, including mobile app use.
- 2.7. Automate business processes to increase efficiency and make better use of resources, aiming for a reduction in manual processing and greater time savings.

3. Technical Category Scope

The technical scope includes the implementation Workday and replacement of existing systems with Workday's cloud solution and 3rd party applications 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.

4. Technical Category Objectives/Goals

- 4.1. The implementation of Workday and 3rd party applications must align with the State of Delaware's technical standards with possible certification by the federal government and should highlight the technical compliance and certification objectives.
- 4.2. Implementation of Workday and 3rd party applications must adhere to standard accounting principles, provide sound financial controls, and support management and operational analysis capability focusing on technical enhancements to support financial and operational integrity.

- 4.3. The implementation of Workday and 3rd party applications must meet the State's requirements for failover, disaster recovery, and system availability addressing business continuity and risk management concerns.
- 4.4. Workday and 3rd party applications shall have limited downtime allowing for greater system availability.
- 4.5. Workday and 3rd party applications will improve efficiency & security and will include:
 - Enhanced security
 - Cloud enablement
 - Version control
 - Integration compatibilities
 - Scalability
 - Improved disaster recovery capabilities
 - Greater system availability

5. Data Conversion Scope

Selected Vendor is responsible for end-to-end data migration transformation, loading (ETL), and validation, from legacy systems to Workday and 3rd party applications. This includes mapping legacy and 3rd party systems data with Workday data to accommodate reports which include data from any combination of sources.

5.1. Selected Vendor Responsibilities:

- Work with State and contracted conversion team
- Conduct discovery and mapping sessions
- Define detailed strategy and ETL plan
- Transformation routines
- Load data into Workday and 3rd party applications
- Validate and reconcile with stakeholders
- Support conversions and final cutover

6. Interface Scope

The Selected Vendor will be responsible for designing, developing, testing, and deploying interfaces between Workday and various internal/external systems to enable seamless data exchange and process integration.

- 6.1. Ensure real-time or scheduled integration between Workday and relevant systems
- 6.2. Maintain data integrity and minimize manual data entry / processes
- 6.3. Support operational efficiency and compliance through automation

The interface scope includes (but is not limited to):

- Inbound Interfaces: Data flowing into Workday
- Outbound Interfaces: Data flowing from Workday to other systems
- Bidirectional Interfaces: As needed, synchronous or asynchronous communications between FMS and PHCM

7. Reporting Scope

The Selected Vendor will be responsible for the design, development, testing, and deployment of operational, financial, and analytical reports and dashboards aligned with business needs.

The scope includes development or configuration of the following report types:

- Standard Reports: Out-of-the-box reports available within Workday
- Customized Reports: Modified standard reports to fit specific business requirements to cover all necessary capabilities
- Ad-Hoc Reporting capabilities
- Dashboards: Real-time, visual insights using KPIs, metrics, and trends
- Compliance & Audit Reporting capabilities

8. Technical and Compliance Requirements

The Selected Vendor must demonstrate a thorough understanding of and adherence to all applicable federal, state, and local compliance requirements related to financial management, human resources, data security and privacy, and accessibility. Workday and 3rd party applications and their implementation must support statutory reporting, regulatory filings, audit readiness, and data privacy protections that align with public sector obligations. In addition to technical and process compliance, the implementer must maintain and document a robust compliance posture throughout the project lifecycle, ensuring the system meets or exceeds all regulatory standards and industry best practices applicable to state government operations. Responding Vendors shall demonstrate how their configuration and implementation can accomplish the activities identified.

	Deliverable	Acceptance Criterion
1	Regulatory and Legal Compliance	<p>Vendor must ensure implementation complies with state and federal laws, rules, and guidance including:</p> <ul style="list-style-type: none"> • State-specific financial management and public sector HR regulations • Government Accounting Standards Board (GASB) • Fair Labor Standards Act (FLSA) • Family and Medical Leave Act (FMLA) • Affordable Care Act (ACA) • IRS 1099, W-2, 941, and 1042 reporting requirements • Equal Employment Opportunity (EEO) regulations • Must accommodate state-specific payroll, tax, and benefits administration rules. • FedRamp • IRS Pub 1075 • NIST 800-53, Rev. 5 • Delaware Code Title 29. State Government § 9016G
2	Data Privacy and Security Standards	<p>Vendor must ensure implementation of Workday and 3rd party applications complies with State requirements for:</p> <ul style="list-style-type: none"> • Cybersecurity • Data encryption • Identity and access management
3	Auditability and Records Management	<p>Vendor must ensure implementation of Workday and 3rd party applications support:</p> <ul style="list-style-type: none"> • Comprehensive audit trails for financial and PHCM transactions • Role-based logging of user activities • Easy export of logs for external auditors • Retention policies in line with state laws and archival requirements
4	Risk Assessment and/or SOC Compliance Reviews	<p>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.</p>

9. Deliverables and Implementation Timeline

9.1. Tasks and Deliverables

Due to the broad scope, a wide variety of tasks and deliverables are required for the implementation of Workday and 3rd party applications. Specific requirements for deliverables are outlined in incorporated Appendices and proposal requirements included in Section V Vendor Proposal Content, Proposal Response for Responding Vendors response.

The in-scope FMS processes to be implemented 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 Responding Vendor must respond to implementation of the capabilities of Workday in Appendices A - Q.

The in-scope PHCM business processes to be implemented 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, and Data Change Request Management solution. Each Responding Vendor must respond to the implementation of the capabilities of Workday in Appendices A - Q.

The State is looking for the Selected Vendor to provide their expertise in procurement, implementation, and vendor engagement in the PHCM and FMS space and recommend best-practice approaches. Selected Vendor shall provide complete end to end Workday and 3rd party applications integration services and shall perform activities necessary to fully implement the Workday Solution and 3rd party applications, including system configurations, customizations where essential to meet requirements, data conversion and migration, interfaces, reports, organizational change management, testing, training, and implementation. Responding Vendors shall demonstrate how their proposed solutions can accomplish the activities identified, which includes that they:

- Provide detailed project management plan with milestones and timelines, in collaboration with State's Program Management Office and provide details within Appendices E and F.
- Provide detailed requirements traceability, validation, and gap analysis based on Workday provided response to requirements and user stories listed in Appendices B1, B2, C1 and C2.
- Review existing KPIs in Appendix D1 and D2 to identify areas of opportunity for improvements.

- Reengineer business processes to improve current KPI values by enhancing workflows, increase process automation, data integrity, enhanced reporting and data analytics for faster and automated decision making.
- Provide Workday and 3rd party application design and development including configurations necessary to meet the State's and relevant federal laws, regulations, policies, and functional, non-functional, and technical requirements.
 - Work closely with State team members to accomplish this deliverable.
- Replace support systems and other auxiliary systems necessary to enable content management and helpdesk to meet the State's requirements.
- Design, develop, execute and test data conversion / migration from the existing system(s) to Workday and 3rd party applications and provide details within Appendix G.
- Identify and manage risks and provide details within Appendix H.
- Design, development, test, and implement updated interfaces (internal and external) and all other systems exchanging data with current systems.
- Develop or customize reports which are not present within Workday and 3rd party applications but are necessary.
- Perform end to end testing of Workday and 3rd party applications tracing back to the requirements for functionality, integration, security, and performance.
- Support User Acceptance Testing (UAT).
- Implement process for providing access to use and administrative rights to Workday and 3rd party applications.
- Provide warranty support as per **RFP Administrative Information IV**.
- Transition to State staff, Workday, and 3rd party applications (as needed), support including documentation and knowledge transfer based on mutually agreed upon timeline before end of agreement and provide Training details within Appendix I.
- Provide support for Change Management and provide details within Appendix J.
- Provide Post-implementation Support and provide details within Appendix K.
- Provide details about recreation of Forms, Letters and Reports in Appendices L1 and L2
- Provide details about Interfaces in Appendices M1 and M2

IV. PROFESSIONAL SERVICE REQUIREMENTS

In providing all of the requirements as outlined above and within the appendices, Selected Vendor must :

1. Verify that necessary system functions are available and/or that alternative solutions are developed to help avoid major disruption of services to State users and to prevent delays in all day to day functions.
2. Ensure alternative solutions do not increase resolution time for critical defects.

3. Create and execute readiness checklist (including communications plan, issue reporting, support, rollback plan) for each deployment.
4. Develop, for State approval, a detailed deployment, go-live action plan, including primary and secondary task owners, tasks dependencies and sequences, estimated task durations, and roll-back approach(es).
5. Conduct mock go-live exercises 120 days prior, 60 days prior, and 30 days prior to actual go-live.
6. Report on UAT results, all severity 1 (more than 50% of users unable to access system functionality or system not functioning as expected) and severity 2 defects (more than 25% of users unable to access system functionality or system not functioning as expected), must be resolved prior to go-live; and receive go/no-go executive decision.
7. Provide end-user support throughout deployment and post deployment.
8. Create and implement the help ticket management process using a ticketing management tool.
9. Ensure any changes are reviewed and approved by change control board before implementation.

1. Pre-Planning:

- 1.1. Assist the State in developing the strategy, structure, and timeline required to align all vendors and consolidate all agreements into a single coordinated contract prior to project kick-off.
- 1.2. Plan and conduct a project kick-off meeting to introduce awarded Selected Vendor, provide a common understanding of the project scope and approach with all stakeholders.
- 1.3. Create the agenda and presentation materials. Awarded Selected Vendor will provide draft materials to the Project Director and System Administrators (PHRST, DOA, DTI) for approval a minimum of 30 business days before the meeting. Project Director and System Administrators will approve agenda and presentation materials before the meeting.

2. Project Planning:

- 2.1. The Selected Vendor will submit a detailed project management plan reflecting all project management processes and controls for the project. This project plan describes the project and how it will be managed and includes at minimum:
 - Timeline of all phases of the implementation
 - Key milestones, deliverables, dependencies, and critical path
 - Resource allocation, identifying roles and responsibilities of both Selected Vendor and client team
 - Identification and mitigation strategies for potential risks
- 2.2. Selected Vendor will provide regular updates and revisions to the project plan as necessary to reflect project realities and changes.

3. Setup Activities:

The following activities should be completed in partnership with State resources:

- Configuration of the ERP system's initial setup parameters based on the State's requirements.
- Installation of necessary software and hardware as specified in the technical requirements section of this RFP.
- Validation of the initial system setup to ensure client can access as needed.

4. Work Products:

Creation and submission of the following implementation work products:

- Document outlining the scope, objectives, and stakeholders of the project.
- Program organization chart that identifies all roles, responsibilities, knowledge, skills, abilities, and details the percent of time and duration for each staff person.
- Risk management plan, detailing identified risks, assumptions, issues, dependencies and decisions (RAIDD) with corresponding mitigation measures and lessons learned processes for collecting lessons learned throughout the project.
- Internal project communication plan, specifying the communication protocols, frequency, and channels to be used throughout the project.
- Quality assurance plan, defining quality criteria, testing protocols, and acceptance processes.
- Work Breakdown Structure, outlining all the tasks, subtasks, and deliverables associated with the project

5. Collaboration and Reporting:

Within 30 days of project commencement, establish the following:

- A clear communication protocol with designated points of contact for timely resolution of issues and queries.
- Meeting and status report schedules to monitor project progress.
- Schedule and conduct kickoff and regular status meetings to ensure all stakeholders are informed and engaged throughout the planning and setup phases.
- Provide regular progress reports, including adherence to the project plan, budget tracking, and documentation of any deviations or adjustments.

6. Deliverables:

- Budget Plan
- Governance Plan
- Organizational Chart
- Communications Plan
- Test Plan
- Decision Matrix & Logs
- Status Reports
- Resource Management Plan
- Change Management Plan

- Risk Assessment Model
- Risk and Issue Management Plan
- Monthly Selected Vendor Milestone Payment Reporting
- Selected Vendor Roadmap
- A comprehensive project plan within 30 days of project commencement and regular updates, at an agreed upon frequency.
- Documentation of system setup and initial configuration settings.
- Initial work product documents as listed under Work Products.

7. Criteria:

The Selected Vendor must submit an agenda and presentation materials for the project team kick-off meeting to the State Project Director and System Administrators at least 30 business days before the meeting.

7.1. Conduct a complete project kick-off session involving all project and Selected Vendor staff.

7.2. Project Management Plan Review:

- All elements of the project management plan will be reviewed and discussed during the kick-off meeting.
- This must include individual plans for managing issues, risks, change, communication, and quality.
- The final draft of the project management plan should be presented to the project team at the kick-off meeting.
- A final draft must be submitted to the State Project Manager no more than ten (10) business days after the kick-off meeting.

8. Change Management

The Selected Vendor will collaborate with the State to perform activities necessary to migrate State staff, end users, and any other parties who will be using Workday and 3rd party applications, from the existing (as-is) business environment to the future (to-be) business environment. The goal of these services is to equip and support staff and customers to successfully adopt change.

Responding Vendors shall demonstrate how their proposed solutions can accomplish the activities identified.

8.1. Activities include:

- Develop a detailed Organizational Change Management plan in collaboration with State internal and external stakeholders and prepare an organizational readiness assessment detailing State's capacity for change and recommendations to guide the change program to realize expected outcomes.
- Conduct change impact to identify impacted staff and customers and gap analysis to identify the gaps in skills, jobs, and personnel between the as-is and to-be business environments.
- Develop and utilize the communication plan to provide stakeholders with

discussion and feedback forums.

- Determine readiness checklists for each project phase and activities that must be completed prior to go-live to prepare State leadership, line management, and staff for all aspects of the change.
- Include responsibility assignment and participation of various roles in the OCM plan tasks and deliverables.
- Store all documentation on State shared project repository.
- Implement Organizational Change Management plan and complete all items on the checklist, providing validation of completion.

9. Support and Training

9.1. Implementation and Post-Implementation Support

As part of this engagement, the Selected Vendor will be responsible for both the implementation and post-implementation support of the cloud-based ERP system. The Solution Integrator will provide ongoing consultation and knowledge transfer services to State project team for the duration of the contract. Implementation responsibilities shall include project planning, change management, fit/gap, configuration, data migration, integration with existing systems, testing, user training, and go-live support. The integrator must provide a structured methodology with defined milestones and a change management approach that ensures business continuity. Post-implementation support must include a stabilization period with on-site and remote assistance, resolution of defects, performance optimization, and knowledge transfer to internal teams. Ongoing support services should include system monitoring, incident management, update coordination, and user support aligned with agreed SLAs. The integrator should also propose a clear roadmap for continuous improvement and provide periodic health checks to ensure long-term system success. This includes availability for troubleshooting, strategic advice, and system optimization discussions.

9.2. User Training

The Selected Vendor will perform activities necessary for knowledge transfer so that State is self-sufficient to operate and maintain the Solution. Training must cover anyone affected by the system, including but not limited to the project team, information technology staff, central users, end users, and employee and manager self-service . Responding Vendors shall demonstrate how their proposed solutions can accomplish the activities identified in partnership with the State.

Activities include:

1. Implement a training environment of the solutions that mirrors the production environment for State.
2. Develop and implement a repeatable process for synchronizing the Solution's training environment with de-identified production data; data must be able to be aged, and must support all training needs and scenarios.

3. Create training plans.
4. Analyze learning goals and develop plan for each information technology and program area. This may include:
 - Developing learning personas.
 - Establishing learning outcomes.
 - Consulting with SMEs to develop content.
 - Outlining deliverables.
 - Developing implementation plans.
5. Create training materials that includes any State specific modifications and configurations. This might include the following:
 - Developing material for in person training including visual aids, facilitator guides, and participant activities and guides.
 - eLearning modules.
 - Scripting videos.
 - Developing graphics and other visual aids.
 - Job aids.
6. Design and document training courses, user manuals, guides, desk aids, end user webinars, and video training.
7. Conduct training and demonstrations; evaluate and monitor all training effectiveness, and conduct additional training as needed.
8. Create and execute a knowledge transfer plan to allow State project team and technical staff to operate, maintain, configure, and modify the Solution with little or no involvement from the Selected Vendor.
9. Technical knowledge transfer must include system support and operational aspects such as hardware and software support, design, development, test toolsets, patch and upgrade the application, network and database support, batch processing, system technical operation, back-up and recovery steps, system table maintenance, system administration, security administration, interface operation, monitoring, system maintenance, implementation, and other system-specific operations including the use of all system/data-related tools required to support the system.
10. The State retains the right to edit and/or customize the training materials, guides, desk aids, webinars, and videos for use by State and its stakeholders.

9.3. Testing

During this phase, the Selected Vendor will execute test activities defined in the State approved test plan for each testing phase (unit, system, integration, user acceptance, security, accessibility, load, stress, and performance testing). At the completion of each testing phase, the Selected Vendor will update the test plan, requirements traceability matrix and demonstrate satisfaction of test phase.

During all testing activities, the Selected Vendor will collaborate with State to resolve identified defects according to the test plan and defect resolution processes contained in

the test plan. Responding Vendors must describe testing methods, artifacts, quality metrics, and support of State User Acceptance Testing (UAT) execution. Respondents must provide the estimated level of effort State is expected to contribute to Selected Vendor-conducted testing.

The Selected Vendor will provide an automated testing solution for executing functional tests (with at least 80% code coverage) and automated regression tests (at least 80% automated regression testing with an emphasis on most frequently processed transactions, with the automated solution being kept up to date as and when new code is implemented in production environment), accessibility tests (information accessibility, ADA, ease of navigation), and performance tests on all Solution components. The Selected Vendor will document instructions and conduct knowledge transfer sessions with State staff that will use the system to perform testing.

In addition to the execution of Selected Vendor testing activities, the Selected Vendor must support State UAT planning and execution. UAT will be performed by State users in the test environment using test data to confirm that the application meets the agreed-upon requirements. The Selected Vendor will develop the UAT plan that includes the methods for documenting and communicating test results and responses to Selected Vendor teams, State, and other stakeholders. The Selected Vendor will work with State to define specifications and capabilities of UAT environments and support State development of test cases, test scripts, test data setup, test cycles, and necessary configuration, as needed. State will perform acceptance testing with the support of the Selected Vendor team. UAT activities will not be completed until State confirms in writing that all approved requirements are satisfied. Responding Vendors shall demonstrate how their proposed solutions can accomplish the activities identified.

Activities include:

1. The Selected Vendor will define and develop a test plan. The test plan must detail the overall test strategy, approach, methods, entrance and exit criteria, and roles and responsibilities for each testing phase of the system. The following forms of testing will be conducted to ensure the Solution performs and functions as required: unit testing, functional testing, system integration testing, quality assurance testing, user acceptance testing, regression testing, security testing, load testing, stress testing, performance testing, code quality testing, and security scans.
2. The test plan must include relevant test cases and test scripts required to address all functional, non-functional, and technical requirements. It must also address all aspects of the system, including Solution configuration and development, data conversion and migration (including use of quality migrated data in the testing processes as early as possible), interfaces and data exchanges, reporting, correspondence, and accessibility.
3. The test plan must be approved by State team prior to commencement of test execution.
4. Implement the test plan, ensuring test cases are developed and stored in

State repository, scripts are complete with step-by-step procedures, required pre-existing events or triggers, and expected results.

5. The test plan must include a plan to manage multiple simultaneous test environments to accommodate various concurrent testing activities.
6. Test plan results must meet agreed-upon quality metrics, including code quality, pass/fail rates.
7. Update the requirements traceability matrix to reflect test case scripts executed to verify requirement implementation.
8. Ensure test results are verified and documented, document test results and formal logging of errors/defects, resolve system defects timely as defined in the test plan and demonstrate approved exit criteria are satisfied to proceed through gates and conclusion of each test activity.

9.4. Project Change Control

Project Change Order Process (PCO)

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

Upon request from the State Project Sponsor or upon identification of a 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 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 State 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.”

- Once submitted, the State Approver will approve or reject such PCO within three (7) business days.
- If the PCO is accepted, the State 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 project scope and schedule are modified accordingly.
- If the PCO is not accepted or rejected within three (7) business days and the State 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 State of any fees due. If the project cannot proceed without a decision, the PCO will be tracked and managed as a project issue.

If a delay in approving the PCO is outside of the control of the Vendor and the delay results in additional costs to the project, the Vendor Project Manager will notify the State 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 project should the State’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. In the event the project is suspended pending approval of a PCO, the State shall be responsible for project shutdown and restart costs, said costs to be identified in the PCO. The State shall only be obligated to pay reasonable additional costs that have been identified in the PCO

9.5. License Renewals

The Selected Vendor shall be responsible not only for coordinating and supporting the procurement of all required licenses of any third-party solutions necessary to meet the State’s full business and technical requirements, but also for establishing a comprehensive plan for ongoing license management and renewals. This includes developing a renewal schedule aligned with contract terms, monitoring licensing consumption to ensure compliance, forecasting future licensing needs based on the State’s implementation roadmap and anticipated growth, and providing proactive recommendations to optimize cost and value. The Selected Vendor shall further support the State in negotiating renewal pricing, consolidating agreements when feasible, and ensuring continuity of service with no disruption to system operations.

9.6. Benefit Realization

The State is seeking a solution integrator that is accountable not only for the successful implementation of Workday and third-party solutions but also for the realization of measurable business benefits resulting from the implementation. The Selected Vendor shall articulate how anticipated business, operational, and strategic benefits will be defined, measured, tracked, and reported throughout the life of the program and shall partner with the State define, track, and help achieve targeted outcomes such as operational efficiency, process standardization, improved data quality, enhanced reporting and transparency, reduced manual effort, and strengthened financial and workforce controls. The Selected Vendor should include a benefits realization framework aligned to program objectives, identification of both quantitative and qualitative benefits, baseline assumptions, success metrics, ownership and accountability, and a cadence for benefits reporting post-implementation. The proposed approach should demonstrate how benefits realization is embedded into project governance, decision-making, and continuous improvement, supported by a structured framework that spans design, deployment, and post-go-live stabilization to ensure sustained, measurable value aligned with the State's strategic objectives.

V. Vendor Proposal Content

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 Responding 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 Responding 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.

2. Proposal Response

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:

2.1.1. Contract Number (TBD)

- 2.1.2. Submitting Organization's Name (Vendor)
- 2.1.3. Identify the name, title, telephone and email address of the person authorized to contractually obligate the organization.
- 2.1.4. Name, title, telephone and email address of the person authorized to negotiate the contract on behalf of the organization.
- 2.1.5. Name, title, telephone and email address of the contact person for proposal clarifications.
- 2.1.6. Acknowledge receipt of all amendments to this RFP.
- 2.2. Table of Contents: clearly identify the structure of the proposal and show page numbers for each of the required sections
- 2.3. Executive Summary: Provide a high-level executive summary consistent with other sections of the proposal.
- 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 who will be assigned to this project.
- 2.5. Discussion Topics: Vendors shall include written responses to the following as part of their proposal. In responding, Responding Vendors shall demonstrate an understanding of the complexity of need for the services described and an understanding of the requirements of this RFP.
- 2.6. Describe your firm's approach to procurement, including how you would coordinate, manage, and consolidate all third-party software agreements into a single, comprehensive contract for the State. Explain your methodology for ensuring integration readiness, pricing transparency, and lifecycle alignment across all vendors. Provide examples of similar engagements where you structured or negotiated unified commercial packages and describe your firm's specific role and responsibilities in those efforts.
- 2.7. Describe your firm's approach to ongoing vendor engagement and solution sustainment, including how you will coordinate with Workday and all third-party providers to support enhancements, release management, issue resolution, and long-term system optimization. Explain your proposed support model, escalation framework, and communication processes. Provide examples from similar engagements where your firm acted as a strategic partner for post-implementation operations and describe the outcomes achieved.
- 2.8. How many times have you implemented Workday in the past five years? Include in your response if any of these have been public sector implementation.

- 2.8.1. Please include client names (if permissible), industries served, scope of work, and deployment models.
- 2.8.2. Please provide at least three client references for ERP implementations of a similar size and scope. Include company name, contact person, project scope, go-live date, and any post-implementation support provided.
- 2.8.3. Describe your experience implementing other ERP solutions.
- 2.8.4. What lessons have you learned from past projects that you apply to new engagements?
- 2.8.5. What differentiates your organization from other solution integrators offering similar ERP services?
- 2.9. Describe a challenging implementation you led and how you addressed unexpected obstacles or client concerns. What was the outcome?
- 2.10. Quality Assurance/Quality Control Processes
 - 2.10.1. Describe your approach to Quality Assurance throughout the ERP implementation lifecycle. How do you ensure solution quality during development, configuration, integration, change management, training and testing?
 - 2.10.2. What tools or frameworks do you use to support QA and testing efforts (e.g., automated testing, regression testing, performance testing)?
 - 2.10.3. How do you collaborate with clients to define and validate test cases, success criteria, and readiness for go-live?
 - 2.10.4. How do you handle defect tracking, resolution prioritization, and reporting during testing phases?
 - 2.10.5. Can you provide an example of how your QA processes identified a critical issue before go-live, and how it was resolved?
- 2.11. Project Management Approach
 - 2.11.1. Describe your standard project management methodology for ERP implementations. How do you ensure projects remain on time, within scope, and on budget and what steps do you take if/when each of these are at risk?
 - 2.11.2. How do you manage cross-functional collaboration between your team and client stakeholders? What tools, routines, and governance structures do you use?
 - 2.11.3. What is your change management strategy when implementing ERP systems? How do you ensure user adoption and minimize disruption?
 - 2.11.4. Describe your approach to process improvement through implementation, including approach to modifying processes where necessary to leverage best practices offered by the software.
 - 2.11.5. What training platforms have you used for computer-based training and for classroom training?
- 2.12. Service Level Agreement (SLA)

- 2.12.1. What SLAs do you offer for post-implementation support? Please describe metrics such as response time, resolution time, system uptime, and support tiers.
- 2.12.2. What is your approach to ongoing system monitoring and proactive issue resolution after go-live?
- 2.12.3. How do you handle escalations and ensure accountability for SLA breaches?
- 2.13. Warranty
 - 2.13.1. Please provide your warranty offerings.
- 2.14. Function and Technical Requirements
 - 2.14.1. Appendix A – Solution Integrator Technical Requirements
 - 2.14.2. Appendix B1– FMS Functional Requirements
 - 2.14.3. Appendix B2– PHCM Functional Requirements
 - 2.14.4. Appendix C1– FMS User Stories
 - 2.14.5. Appendix C2– PHCM User Stories
 - 2.14.6. Appendix D1– FMS KPI
 - 2.14.7. Appendix D2– PHCM KPI
 - 2.14.8. Appendix E– Functional Area Implementation Order & Durations
 - 2.14.9. Appendix F– Project Management
 - 2.14.10. Appendix G– Data Migration Readiness Assessment
 - 2.14.11. Appendix H– Risk Management
 - 2.14.12. Appendix I– Training
 - 2.14.13. Appendix J– Organizational Change Management
 - 2.14.14. Appendix K– Post-Implementation Support
 - 2.14.15. Appendix L1– FMS Forms Reports
 - 2.14.16. Appendix L2– PHCM Forms Letters
 - 2.14.17. Appendix M1–FMS Interfaces
 - 2.14.18. Appendix M2–PHCM Interfaces
 - 2.14.19. Appendix N1– FMS System User Counts and other Statistics
 - 2.14.20. Appendix N2– PHCM System User Counts and other Statistics
 - 2.14.21. Appendix O Workday Follow-Up Responses
 - 2.14.22. Appendix U Benefits Realization

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.

- 2.15. Appendix Q – State Terms and Conditions Governing Cloud Services & Data Usage Agreement

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

2.16. Appendix P– Cost Proposal

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

2.17. Appendix R– Vendor Information Forms

Appendix R 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.

2.18. Appendix S– Online Bid Submission Portal Instructions

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

2.19. Appendix T– Professional Services Agreement Draft

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

3. Milestone Schedule

3.1. Milestone Cost Proposals

Workday and 3rd party applications are expected to be implemented from 2026 through 2030 funded by the State Office of Management and Budget. Responding Vendors must submit a corresponding pricing table.

All contract costs must be as detailed specifically in the Responding 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. Payment milestones should be part of the Project timeline.

Selected Vendor

#	Release Phase Milestones	Release Phase Note	% of Release
1	Procuring of Third-Party Licenses	Payment upon completion of the procurement of all necessary third -party licenses within a single signed contract	8%
2	Project Planning and Kick-off	Payment upon completion of the project planning phase and successful kick-off meeting. This milestone includes the project scope, timeline, and resources, Risks, Dependencies, Communication Plan are clearly defined	7%
3	Discovery and Design	Payment is made once the discovery and design phase is completed and is approved. This phase includes system design, process mapping, and requirements gathering / validation.	7%
4	Development and Configurations	Payment upon completion of system development and configurations. This milestone covers the actual configuration and coding work done to tailor the ERP system to State’s needs.	8%

5	Testing and Validation	Payment after successful completion of system testing and validation. This ensures that any issues are addressed before moving to the next phase.	20%
6	Training and Go-Live	Payment upon successful training of users and system go-live. This milestone marks the transition from implementation to operational use.	20%
7	Post-Implementation Support and Final Acceptance	Final payment is made after post-implementation support is provided and the system is fully accepted. This includes resolving any initial issues and ensuring the system operates smoothly.	30%
	TOTALS		100%

Should the Selected Vendor fail to comply with any of the operational requirements at any point during the contract term, the State may with appropriate supporting documentation, penalize the Selected Vendor in the amount of:

- a. 2% of the Selected Vendor's annual administrative fees or;
- b. 2% of the annual license fees or;
- c. 2% on an annual pro-rated license fees where such fees are applicable to a period greater than one year dependent on the cost structure of the final contract.

A penalty may be assigned for each appropriately documented failure to comply with operational requirements. The State reserves the right to deduct penalties from State invoice(s).

Time is of the essence as funding is time sensitive and strict adherence to the timetables is necessary to utilize the State 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.

3.2 Implementation Costs (Offer Cost)

The State is aware of changes in the licensing and provisioning models for enterprise ERP application capabilities. The State has not determined that one provisioning model is inherently superior to others for the application capabilities sought in this RFP. Responding 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 the State with the ability to evaluate the best value alternative.

The State is interested in determining a minimum of a ten-year Cost of Support and Maintenance. This would include ALL costs related to the maintenance and support of Workday and 3rd party applications. Responding Vendors are required to provide sufficient information to allow the State to make this determination.

The Responding Vendor must complete the Cost Proposal Worksheets, Appendix P, using the format provided. Incomplete Cost Proposal Worksheets and Cost Proposal Worksheets submitted with errors may cause the entire submission to be rejected.

For items outside of the Vendor's control, but required for the solution, Responding Vendor is required to provide sufficient information for the State 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 Responding Vendor has preferred or recommended partners for these items will be beneficial in this determination.

3.2.2 Payment Plan Proposal

The State 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, the State 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. Responding Vendors are encouraged to submit payment plan proposals that help the State achieve this objective.

3.2.3 Alternative Cost Proposal

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

4. End of Contract Services

Delaware and the Selected Vendor agree that, upon any termination or expiration of any agreement, a seamless, transparent, and secure transfer of services, operations, and

data is essential. The parties shall fully cooperate to plan and execute the transition in an orderly manner, ensuring no disruption of State operations, no loss of data, and full compliance with all applicable laws and policies. See the details of required activities, deliverables, and acceptance criteria in the table below.

Deliverable	Acceptance Criterion
1 Transition Plan	<ul style="list-style-type: none"> • Developed and submitted within thirty (30) calendar days of termination or expiration notice. • Subject to final approval by Delaware and reviewed annually throughout the Agreement. • Clearly defines the scope, objectives, tasks, responsibilities, schedule, and deliverables required for a seamless and transparent transition. • Identifies Delaware and Selected Vendor transition managers, including regular meeting cadence to review status, resolve issues, and monitor risks. • Details notification procedures for outside vendors or third parties impacted by the transition. • Includes a knowledge-transfer plan describing the method and timing for transferring operational and technical knowledge to Delaware or any replacement vendor. • Identifies Selected Vendor personnel critical to transition efforts and confirms their availability and cooperation throughout the transition. • Includes procedures for risk assessment, identifying foreseeable risks and mitigation activities.

Deliverable	Acceptance Criterion
1 Transition Plan (continued)	<ul style="list-style-type: none"> • Details the secure transfer of all Delaware data, documents, mail, instruments, and information, in a format convertible to any future State system and in a medium approved by Delaware. • Specifies steps for financial reconciliation of all funds and obligations. • Describes interim measures to ensure compliance with all applicable federal and State laws and regulations. • Affirms confidentiality and security standards will be maintained throughout and after the transition.
2 Data Systems Transition	<ul style="list-style-type: none"> • Selected Vendor shall fully cooperate with Delaware and any subsequent vendor or solution integrator. • All State data and information are transferred via secured means and verified for usability. • Selected Vendor shall transfer or assign licenses, agreements, and third-party services used to provide services to Delaware and ensure the State obtains continued access to any third-party services, software, hardware, or facilities required for an orderly transition. • Selected Vendor shall comply with audit verification confirming all data necessary for record retention, access logging, and investigation has been transferred, received, and validated. • Selected Vendor shall certify that all Delaware data and backups have been permanently deleted and sanitized from its hosted systems and provide written confirmation of deletion.

Deliverable	Acceptance Criterion
3. Data Systems Transition (continued)	<ul style="list-style-type: none"> • Selected Vendor shall return all proprietary documentation and materials to Delaware and confirm that any electronic copies stored on Vendor equipment have been transferred before deletion. • Selected Vendor shall perform all transition activities without degradation of reliability, accuracy, timeliness, or quality relative to performance during the Agreement term.
4. Knowledge and Personnel Transfer	<ul style="list-style-type: none"> • Knowledge-transfer plan executed to the satisfaction of Delaware. • Selected Vendor personnel identified as critical to transition efforts remain engaged through completion. • Selected Vendor shall ensure cooperation of key employees and provide necessary training or documentation to facilitate continuity.
5. Defect Resolution and Operational Readiness	<ul style="list-style-type: none"> • 100% of Priority 1 (Critical) defects resolved. • 90% of Priority 2 (High) defects resolved, with logical workarounds and closure plan for remaining 10%. • 70% of Priority 3 (Low) defects resolved, with plan for closing remaining 30%. • Production deployment and sanity checklist completed. • Production support team established and prepared to assume operations. • Audit sign-off confirming defect closure and system readiness.

Deliverable	Acceptance Criterion
6. Performance and Quality Standards	<ul style="list-style-type: none"> All transition services delivered with reliability, accuracy, completeness, timeliness, responsiveness, and productivity equal to or exceeding performance levels maintained during the Agreement term.
7. Termination Assistance Period	<ul style="list-style-type: none"> At the sole discretion of the State, Selected Vendor shall continue providing services for up to three hundred sixty-five (365) calendar days after contract expiration or termination, or until replacement services are fully implemented. Selected Vendor shall maintain contractual service levels, fully cooperate with Delaware and any new vendor, and respond to State inquiries on an as-needed basis after transition completion.
8. Acceptance and Certification	<ul style="list-style-type: none"> Delaware issues formal written acceptance confirming all deliverables have been met. Selected Vendor provides written certification of full data transfer, permanent deletion and sanitation of all State data, and successful completion of transition activities. Audit verification and financial reconciliation completed. Selected Vendor and Delaware document annual review of the Transition Plan.

VI. 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 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: Walt Gorman State Contract Procurement Supervisor. 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, February 23, 2026, referencing the section, page number, text of passage being questioned, and the question. All questions will be answered in writing by March 5, 2026, 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'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 employee, contractor, or its agents.
- 1.7. Contact with State Employees: Direct contact with State employees other than the RFP Designated Contact regarding this RFP is expressly prohibited without prior consent. Vendors directly contacting State 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. Multi-Vendor solutions (Joint Ventures): Multi-vendor solutions (joint ventures) will be allowed only if one of the venture partners is designated as the "prime contractor". The "prime contractor" must be the joint venture's contact point for the State and be responsible for the joint venture's performance under the contract, including all project management, legal and financial responsibility for the implementation of all vendor systems. If a joint venture is proposed, a copy of the joint venture agreement clearly describing the responsibilities of the partners must be submitted with the proposal. Services specified in the proposal shall not be subcontracted without prior written approval by the State, and approval of a request to subcontract shall not in any way relieve Vendor of responsibility for the professional and technical accuracy and adequacy

of the work. Further, Selected Vendor shall be and remain liable for all damages to the State caused by negligent performance or non-performance of work by its subcontractor or its sub-subcontractor.

Multi-vendor proposals must be a consolidated response with all cost included in the cost summary. Where necessary, RFP Response pages are to be duplicated for each vendor.

- 1.9. Primary Vendor: The State expects to negotiate and contract with only one “prime vendor”. The State will not accept any proposals that reflect an equal teaming arrangement or from vendors who are co-responding on this RFP. The prime vendor will be responsible for the management of all subcontractors.

Any contract that may result from this RFP shall specify that the prime vendor is solely responsible for fulfillment of any contract with the State as a result of this procurement. The State will make contract payments only to the awarded vendor. Payments to any subcontractors are the sole responsibility of the prime vendor (awarded vendor).

Nothing in this section shall prohibit the State from the full exercise of its options under section 4.3.2 regarding multiple source contracting.

- 1.10. Sub-contracting: The Selected Vendor shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and major subcontractors must be identified by name. The prime vendor shall be wholly responsible for the entire contract performance whether or not subcontractors are used. Any subcontractors must be approved by State.

- 1.11. Multiple Proposals: A primary vendor may not participate in more than one proposal in any form. Subcontracting vendors may participate in multiple joint venture proposals.

- 1.12. 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 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 Responding Vendor who:

- 1.12.1. 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;
- 1.12.2. 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.
- 1.12.3. Has been convicted or has had a civil judgment entered for a violation under State or federal antitrust statutes.
- 1.12.4. Has violated contract provisions such as:
 - 1.12.4.1. Known failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
 - 1.12.4.2. Failure to perform or unsatisfactory performance in accordance with terms of one or more contracts.
 - 1.12.4.3. Has violated ethical standards set out in law or regulation; or
- 1.12.5. 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. Respondents must have experience leading Workday implementations of similar scale. Accompany proposal response with a 1-page past performance write up or reference contract to validate.
- 2.2. Acknowledgement of Understanding of Terms: By submitting a proposal, each Responding 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.
- 2.3. Proposals: RFP responses must be submitted through the online bid submission portal. Refer to Appendix S – Online Bid Submission Portal Instructions for specific instructions.
- 2.4. Proposal Modifications: Vendors will have the ability to modify their submissions up to the Submission Deadline in the online bid submission portal.
- 2.5. 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 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 at the proposal submission deadline. All proposals received are considered firm offers at that time.

- 2.6. 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.
- 2.7. Realistic Proposals: It is the expectation of Delaware that Responding 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 Responding Vendor's failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

- 2.8. 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 terms will take precedence.
- 2.9. 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 R. As for the State of Delaware's Professional Services agreement Template, Responding 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.
- 2.10. 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 R. 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.
- 2.11. 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 Responding Vendor's solicitation response (response) will be treated as confidential

during the evaluation process. As such, Responding 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 Responding 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 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'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 Responding Vendor responses are subject to FOIA's public disclosure obligations and exemptions.

The State wishes to create a business-friendly environment and procurement process. As such, the State respects the Responding 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, Responding 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 Responding 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 Responding Vendor's claim of confidential business information shall not be binding on Delaware. Delaware shall independently determine the validity of any Responding Vendor designation as set forth in this section. Any Responding 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.

- 2.12. Discrepancies and Omissions: Responding 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 Responding Vendor. Should Responding Vendor find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any questions arise concerning this RFP, Responding 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 Responding 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.

- 2.13. 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 Responding Vendor's conference, system demonstrations or negotiation process.
- 2.14. Proposal Expiration Date: Prices quoted in the proposal shall remain fixed and binding on the Responding Vendor at least through March 26, 2027. Delaware reserves the right to ask for an extension of time if needed.
- 2.15. Proposal Opening: Delaware will receive proposals until the date and time shown in this RFP.
- 2.16. 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.
- 2.17. 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.
- 2.18. 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 RFP's specifications or Responding 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 Responding 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 Responding Vendors if the Delaware determines that such an award is in the best interest of the State. Two or more Responding 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 Responding 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 Responding Vendor.
- 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 Responding 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 Responding 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 Responding 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:

- 3.8.1. Select for negotiations a proposal other than that with lowest costs.
 - 3.8.2. 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.
 - 3.8.3. Waive or modify any information, irregularity, or inconsistency in proposals received.
 - 3.8.4. Request modification to proposals from any or all Responding Vendors during the contract negotiation.
 - 3.8.5. Negotiate with any Responding Vendor and negotiate with more than one Responding Vendor at the same time.
 - 3.8.6. Select more than one Responding 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 Responding Vendor solution can meet the functional requirements outlined in the scope of work, including KPIs and user stories, and all other appendices, in addition to the system features, users and employee's security and audit features, functional configuration, data

migration, integrations, interfaces, reports, queries, analytics, testing and user experience requirements.

- 3.9.3. Technical IT Requirements: Evaluation of how well the Responding 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 Responding 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:

Criteria	Weight (Points)
Experience and Expertise	25
Technical Capability	25
Project Management Approach	20
Support & Maintenance Plan	15
Cost	10
References and Reputations	5
TOTAL	100

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 Responding 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 Responding Vendor personnel. If the Responding 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 Responding 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.

3.15.1. It should be explicitly noted that Delaware is not obligated to award the contract to the Responding Vendor who submits the lowest priced proposal or the Responding Vendor who receives the highest total point score, rather the contract will be awarded to the Responding 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 Responding 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 at 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