STATE OF ALASKA
Department of Administration
Division of Administrative Services
333 Willoughby Avenue
10th Floor State Office Building
P.O. Box 110208
Juneau, AK 99811-0208

Request for Proposals

RFP Number 2008-0200-7480

Date of Issue: **April 10, 2008**

Time and Attendance Solution

Purpose of the RFP:
The State of Alaska, Department of Administration (the State) is soliciting proposals on behalf of all State agencies to implement a comprehensive, integrated, browser-based Time and Attendance Solution (TAS) to replace existing manual and automated processes for time and attendance. This Solution is required to interface with the current State payroll system and accounting system, and must be compatible with the systems that replace these systems within the next ten years. The project will have two stages: the Development and Implementation Stage and the Solution Maintenance and Support Stage.

Offerors Are Not Required To Return This Form.

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

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

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SECTION ONE
INTRODUCTION AND INSTRUCTIONS

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

Offerors must submit proposals in sealed packages to the procurement officer. Technical Proposals must be sealed separately from the cost proposal and each must be clearly identified on the outside of the sealed package.

The proposal packages must contain the following:

Technical Proposal (Sealed package #1):
- one clearly marked hard copy original technical proposal, in writing
- one clearly marked compact disk (CD) original containing:
  - the technical proposal in MS Word version 2003 format
  - the technical proposal in PDF format
  - the project schedule in MS Project 2003 format
- eight copies of the technical proposal
- eight CDs containing the same files as the CD original

Cost Proposal (Sealed package #2):
- one clearly marked hard copy original cost proposal, in writing
- one clearly marked CD containing the cost proposal in MS Excel 2003 format

Proposals are to be mailed or delivered to the following address:

Department of Administration
Division of Administrative Services
Attention: **Staci Augustus**
Request for Proposal (RFP) Number: **2008-0200-7480**
Project name: Time and Attendance Solution

If using U.S. Mail, the following mailing address applies:
P.O. Box 110208
Juneau, AK 99811-0208

If a delivery service is used, the following address applies:
State Office Building, 10th Floor
333 Willoughby Ave.
Juneau, AK 99801

Proposals must be received no later than 1:30 P.M., Alaska Time on **Monday, July 14, 2008**. Fax, oral, or emailed proposals are not acceptable. An offeror's failure to submit a proposal prior to the deadline will cause the proposal to be disqualified. Please note that overnight delivery to Alaska rarely occurs. **Late proposals or amendments will not be opened or accepted for evaluation.**

All questions concerning this Request for Proposal (RFP) must be directed to the procurement officer.
Procurement Officer: Staci Augustus
Phone (907) 465-5656, FAX (907) 465-2194, TDD (907) 465-2205
E-mail address: staci.augustus@alaska.gov

1.02 Contract Term and Work Schedule

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

The length of the contract will be from the date of award, with work to begin approximately January 5, 2009 for the timeframe identified in offeror's proposal. The implementation of the Time and Attendance Solution (TAS) is required to take no more than 24 months. The contract may be renewed, at the sole discretion of the State of Alaska, for up to ten additional years for maintenance and support of the implemented solution. The maintenance and support contract renewals will be structured in the following increments: four years, two years, two years, and two years. The offeror must ensure that licensing and maintenance are available to the State per the Cost Proposal Form in Attachment A.

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

The tentative solicitation schedule is as follows:

Time and Attendance Solution Procurement Timetable	**Date**	**Time (Alaska Time)**
Issue RFP	Thursday, April 10, 2008	
Pre-proposal Conference	Tuesday, April 22, 2008	9:00 am
Deadline for Receipt of Proposals	Monday, July 14, 2008	1:30 pm
Begin Invitations for Scripted Demonstrations	Thursday, August 14, 2008	
Offeror Scripted Demonstrations Begin	Thursday, September 4, 2008	
Best and Final Offers Complete	Monday, October 20, 2008	
Contract Negotiations Complete	Friday, November 21, 2008	
Issue Notice of Intent to Award a Contract	Monday, November 24, 2008	
Award Contract (sign contract)	Monday, December 1, 2008	
Contract Start Date	Monday, January 5, 2009	

1.03 Purpose of the RFP

The State of Alaska, Department of Administration (the State) is soliciting proposals on behalf of all State agencies to implement a comprehensive, integrated, browser-based TAS to replace existing manual and automated processes for time and attendance. This solution is required to interface with the current State payroll system and accounting system, and must be compatible with the systems that replace these systems within the next ten years. The project will have two stages: the Development and Implementation Stage and the Solution Maintenance and Support Stage.

Development and Implementation Stage

1) Project management
2) Business rule discovery for time reporting and workflow
3) Licensing of necessary software
4) Installation of necessary hardware
5) Configuration and services necessary for statewide implementation of the TAS
6) Interface development with existing line of business systems
7) Migration from identified legacy systems
8) Solution testing support
9) End-user training
10) Warranty period of twelve months

Solution Maintenance and Support Stage

1) Annual licensing of the TAS
2) TAS product technical support
3) Solution maintenance releases and upgrades
4) Post-warranty support

1.04 Budget

The State intends for the requirements of this procurement to drive the cost for the completion of the implementation solution stated in this RFP. However, proposals priced at more than $7 million for the Development and Implementation Stage will be considered nonresponsive.

1.05 Location of Work

By signature on the proposal, the offeror certifies that 100% of development and implementation services provided under this contract by the contractor, joint ventures, and all subcontractors shall be performed in the United States and three of every four weeks of the services will be performed at State of Alaska facilities in Juneau, Alaska. Any exceptions to physical location must be approved by the State project manager. Failure to comply with this requirement may cause the State to reject the proposal as nonresponsive, or cancel the contract.

The offeror's fixed-price cost proposal shall include all costs associated with the performance of the resulting contract, including, but not limited to: administrative overhead, transportation, lodging, and per diem costs sufficient to pay for all staff required to be on-site in Juneau, Alaska. Should the State require travel by contractor staff to other locations, these travel costs from Juneau will be the responsibility of the State and will be reimbursed in accordance with State travel policies as provided in Alaska Administrative Manual (AAM) 60 - Travel.

By signature on the proposal, the offeror certifies that:

(a) all services provided under this contract by the contractor, joint ventures, and all subcontractors shall be performed in the United States;
(b) the offeror, joint venture, or subcontractors are not established and headquartered or incorporated and headquartered, in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report; or
(c) if the offeror, joint venture, or subcontractors are established and headquartered, or incorporated and headquartered, in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report, a certified copy of the offeror's, joint venture's, or subcontractors' policies against human trafficking shall be submitted to the State of Alaska prior to contract award.

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

Failure to comply with (a) and/or either (b) or (c) of this requirement will cause the State to reject the proposal as nonresponsive, or cancel the contract.

1.06 Assistance to Offerors with a Disability

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

1.07 Required Review

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

1.08 Questions Received Prior to Opening of Proposals

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

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

1.09 Amendments

If an amendment is issued, it will be provided to all who were mailed a copy of the RFP and to those who have registered with the procurement officer as having downloaded the RFP from the State of Alaska Online Public Notice web site.

1.10 Alternate Proposals

Offerors may only submit one proposal for evaluation.

In accordance with 2 AAC 12.830, alternate proposals (proposals that offer something different than what is asked for) will be rejected.

1.11 Right of Rejection

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

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

Minor informalities that:

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

may be waived by the procurement officer.

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

1.12 State Not Responsible for Preparation Costs

The State shall not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal.

1.13 Disclosure of Proposal Contents

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

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

1.14 Subcontractors

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

If a proposal with subcontractors is selected, the offeror shall provide the following information concerning each prospective subcontractor:

(a) complete name of the subcontractor;

(b) complete address of the subcontractor;

(c) type of work the subcontractor will be performing;

(d) percentage of work the subcontractor will be providing;

(e) evidence that the subcontractor holds a valid Alaska business license or commits to purchase the license on award of the contract to the prime contractor; and

(f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

An offeror's failure to provide this information with the proposal may cause the State to consider the proposal nonresponsive and reject it. The substitution of one subcontractor for another at any time following submittal of proposal and through the contract period may be made only at the discretion and prior written approval of the State project manager.

1.15 Joint Ventures

Joint ventures are acceptable. If submitting a proposal as a joint venture, the offeror must submit a copy of the joint venture agreement which identifies the principals involved and their rights and responsibilities regarding performance and payment. One party must be identified as the prime offeror, will be held responsible for delivery of all requirements of this RFP, and must be the sole point of contact for the State.

1.16 Offeror's Certification

By signature on the proposals, offerors certify that they comply with the following:

(a) the laws of the State of Alaska;

(b) the applicable portion of the Federal Civil Rights Act of 1964;

(c) the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;

(d) the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;

(e) all terms and conditions set out in this RFP;

(f) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury;

(g) that the offers will remain open and valid for at least 180 days; and

(h) that programs, services, and activities provided to the general public under the resulting contract conform to the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government.

If at any time an offeror fails to comply with [a] through [h] of this paragraph, the State reserves the right to consider the proposal nonresponsive, terminate the contract, or consider the contractor in default.

1.17 Conflict of Interest

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

1.18 Right to Inspect Place of Business

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

1.19 Solicitation Advertising

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

1.20 News Releases

News releases related to this RFP will not be made without prior approval of the State project director.

1.21 Assignment

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

1.22 Disputes

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

1.23 Severability

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

1.24 Federal Requirements

The offeror must identify all known federal requirements that apply to the proposal, the evaluation, or the contract and comply with such requirements.

SECTION TWO
STANDARD PROPOSAL INFORMATION

2.01 Authorized Signature

All proposals must be signed by an individual authorized to bind the offeror to the provisions of the RFP. Proposals must remain open and valid for at least 180 days from the deadline for receipt of proposals.

2.02 Pre-proposal Conference

A pre-proposal conference will be held at 9:00 am**,** Alaska Time, on Tuesday, April 22, 2008 in the Commissioner's Large Conference Room on the 10th floor of the State Office Building in Juneau, Alaska. Prospective offerors are encouraged to attend this meeting either in person or by teleconference. The dial-in number is (907) 465-1136 and there is no teleconference code. Due to the limited number of ports available for the teleconference, all potential offerors who plan to attend by teleconference should register with the procurement officer via email (staci.augustus@alaska.gov) and provide the number of locations of teleconference participants.

The purpose of the pre-proposal conference is to discuss the work to be performed with the prospective offerors and allow them to ask questions concerning the RFP. Questions and answers will be transcribed and published in an amendment to the RFP.

Offerors with a disability and requiring accommodation should contact the procurement officer prior to the date set for the pre-proposal conference so reasonable accommodation can be made.

2.03 Site Inspection

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

2.04 Amendments to Proposals

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

2.05 Supplemental Terms and Conditions

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

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

2.06 Clarification of Offers

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

2.07 Discussions with Offerors

The State may conduct discussions with offerors in accordance with AS 36.30.240 and 2 AAC 12.290. The purpose of these discussions will be to ensure full understanding of the requirements of the RFP and proposal. Discussions will be limited to specific sections of the RFP or proposal identified by the procurement officer. Discussions will only be held with offerors who have submitted a proposal deemed reasonably susceptible for award by the procurement officer. Discussions, if held, will be after initial evaluation of proposals by the PEC. If modifications are made as a result of these discussions they will be put in writing. Following discussions, the procurement officer may set a time for best and final proposal submissions from those offerors with whom discussions were held. Proposals will be reevaluated after receipt of best and final proposal submissions.

If an offeror does not submit a best and final proposal or a notice of withdrawal, the offeror’s immediate previous proposal is considered the offeror’s best and final proposal.

Offerors with a disability and needing accommodation should contact the procurement officer prior to the date set for discussions so that reasonable accommodation can be made. Any oral modification of a proposal must be documented in writing by the offeror.

2.08 Prior Experience Minimum Requirements

Offeror's corporate experience and the experience of project team members are fundamental information for selection of a contractor for the State of Alaska TAS. In order for a proposal to be considered responsive, offerors must demonstrate within their proposals that the organization and project team members meet the minimum prior experience requirements listed below. Failure to meet the prior experience requirements will result in the proposal being deemed nonresponsive and rejected.

The personnel identified in the proposal must be the personnel who will perform under a contract resulting from this RFP.

Minimum Experience Requirements for Offeror's Organization

To be responsive, offeror must **demonstrate within its proposal** that its organization has successfully designed, developed, and implemented a human resources, payroll, or time and attendance automated application for two organizations, and meets the following minimum experience requirements:

1. At a minimum, one organization must:

    a. be a government organization.
    b. have at least 10,000 employees.
    c. have employees in at least ten geographic locations that use the solution.
    d. be of comparable complexity to the State of Alaska with at least ten labor contracts, fifty pay types, five leave types, and seasonal workforce(s) of at least five-hundred employees.

2. The successfully implemented systems for both of these organizations must:

    a. accommodate 5,000 concurrent users.
    b. successfully interface with employees in remote locations.
    c. have been fully implemented in a production environment within the past six years.
    d. have operated successfully in a production environment for a minimum of two years.

If subcontractors or joint ventures are proposed to provide key design, development, or implementation services, offeror must demonstrate within its proposal that the combined experience of offeror, subcontractors, or joint ventures meet these minimum organization experience requirements.

Offerors must complete and include in their proposals the Organization Minimum Experience Requirements form in Attachment E.

Minimum Experience Requirements for Offeror Key Staff Positions

To be responsive, offeror must **demonstrate within its proposal** that key project team members meet or exceed the following minimum experience requirements:

Key Staff Position	Minimum Experience Requirements
Project Manager	• Four years experience in managing projects for the design, development and implementation of large-scale systems similar to the proposed TAS or other large-scale human resources or payroll system in the past eight years. • Holds a Project Management Professional (PMP) certification from the Project Management Institute (PMI). No alternate certification will be accepted.
Systems and Interfaces Development, and Data Conversion Manager	• Four years of experience in the design, development, interoperability, conversion, and implementation of large-scale automated applications similar to the proposed TAS in the past eight years.
Testing Manager	• Two years of experience planning and conducting systems integration, developing, and managing test plans and user acceptance testing in a large-scale time and attendance or similar system environment in the past six years.
Communications and Stakeholder Manager	• Two years experience in communications and stakeholder management for a project similar to the proposed TAS or other large-scale human resources or payroll system in the past six years.
Process Change Manager	• Two years experience in change management functions associated with the implementation of a large-scale automated application similar to the proposed TAS or other large-scale human resources or payroll system in the past six years.

The offeror must specifically identify the individual for each key staff position. Additionally, for each key team member proposed, offerors must complete and include in their proposals the Key Project Staff Experience Resume and Reference Contact Information form in Attachment E.

The offeror must also complete the Cross Reference of Minimum Experience Requirements Matrix in Attachment E. The matrix must show how each individual meets or exceeds the minimum requirements for the key staff position. Failure of any key project team member to meet the minimum experience requirements will result in the proposal being deemed nonresponsive and rejected.

2.09 Mandatory Requirements

Offeror's solution must meet the functional and technical requirements in Attachment F – Requirements. This attachment contains a table of functional and technical requirements of the TAS RFP. Requirements are identified as mandatory and nonmandatory.

An offeror's failure to meet the mandatory requirements may cause its proposal to be considered nonresponsive and its proposal may be rejected.

2.10 Evaluation of Proposals

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

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

2.11 Vendor Tax ID

A valid Vendor Tax ID must be submitted to the issuing office with the proposal or within five days of the State's request.

2.12 F.O.B. Point

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

2.13 Alaska Business License and Other Required Licenses

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

(a) copy of an Alaska business license with the correct NAICS code;

(b) certification on the proposal that the offeror has a valid Alaska business license and has included the license number in the proposal;

(c) a canceled check for the Alaska business license fee;

(d) a copy of the Alaska business license application with a receipt stamp from the State's occupational licensing office; or

(e) a sworn and notarized affidavit that the offeror has applied and paid for the Alaska business license.

You are not required to hold a valid Alaska business license at the time proposals are opened if you possess one of the following licenses and are offering services or supplies under that specific line of business:

- Fisheries business licenses issued by Alaska Department of Revenue or Alaska Department of Fish and Game.
- Liquor licenses issued by Alaska Department of Revenue for alcohol sales only.
- Insurance licenses issued by Alaska Department of Commerce, Community, and Economic Development, Division of Insurance.
- Mining licenses issued by Alaska Department of Revenue.

2.14 Application of Preferences

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

http://www.state.ak.us/local/akpages/ADMIN/dgs/policy.htm

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

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

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

2.15 5 Percent Alaskan Bidder Preference 2 AAC 12.260 and AS 36.30.170

An Alaskan Bidder Preference of five percent will be applied prior to evaluation. The preference will be given to an offeror who:

(a) holds a current Alaska business license;

(b) submits a proposal for goods or services under the name on the Alaska business license;

(c) has maintained a place of business within the State staffed by the offeror, or an employee of the offeror, for a period of six months immediately preceding the date of the proposal;

(d) is incorporated or qualified to do business under the laws of the State, is a sole proprietorship and the proprietor is a resident of the State, is a limited liability company organized under AS 10.50 and all members are residents of the State, or is a partnership under AS 32.05 or AS 32.11 and all partners are residents of the State; and

(e) if a joint venture, is composed entirely of entities that qualify under (a)-(d) of this subsection.

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

2.16 Formula Used to Convert Cost to Points AS 36.30.250 and 2 AAC 12.260

The distribution of points based on cost will be determined as set out in 2 AAC 12.260 (d). The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out below. In the generic example below, cost is weighted as 20% of the overall total score.

EXAMPLE

Formula Used to Convert Cost to Points

[STEP 1]

List all proposal prices, adjusted where appropriate by the application of all applicable preferences.

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

[STEP 2]

Convert cost to points using this formula.

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

The RFP allotted 20% (2,000 points) of the total of 10,000 points for cost.

Offeror #1 receives 2,000 points.

The reason they receive that amount is because the lowest cost proposal, in this case $1,500,000, receives the maximum number of points allocated to cost, 2,000 points.

Offeror #2 receives 1,091 points.

$1,500,000 Lowest Cost	x	2,000 Max Points	=	$3,000,000,000	÷	$2,750,000 Offeror #2 adjusted by the application of all applicable preferences	=	1,091 Points

Offeror #3 receives 857 points.

$1,500,000 Lowest Cost	x	2,000 Max Points	=	$3,000,000,000	÷	$3,500,000 Offeror #3 adjusted by the application of all applicable preferences	=	857 Points

2.17 Alaskan Offeror's Preference AS 36.30.250 and 2 AAC 12.260

2 AAC 12.260(e) provides Alaskan offerors a 10 percent overall evaluation point preference. Alaskan Bidders, as defined in AS 36.30.170(b), are eligible for the preference. This preference will be added to the overall evaluation score of each Alaskan offeror. Each Alaskan offeror will receive 10 percent of the total available points added to their evaluation score as a preference.

EXAMPLE

Alaskan Offeror's Preference

[STEP 1]

Determine the number of points available to Alaskan offerors under the preference.

Total number of points available from the Alaskan Offeror's Preference is 1,000 Points

10,000	**x**	**10%**	=	**1,000**
Total Points Available		Alaskan Offerors Percentage Preference		Number of Points Given to Alaskan Offerors Under the Preference

[STEP 2]

Add the preference points to the Alaskan offers. There are three offerors: Offeror #1, Offeror #2, and Offeror #3. Offeror #2 and Offeror #3 are eligible for the Alaskan Offeror's Preference. For the purpose of this example presume that all of the proposals have been completely evaluated based on the evaluation criteria in the RFP. Their scores at this point are:

Offeror #1 – 8,900 points
Offeror #2 – 8,000 points
Offeror #3 – 8,800 points

Offeror #2 and Offeror #3 each receive 1,000 additional points. The final scores for all of the offers are:

Offeror #1 – ***8,900 points***
Offeror #2 – ***9,000 points***
Offeror #3 – ***9,800 points***

Offeror #3 is awarded the contract.

2.18 Contract Negotiation

2 AAC 12.315 CONTRACT NEGOTIATIONS After final evaluation, the procurement officer may negotiate with the offeror of the highest-ranked proposal. Negotiations, if held, shall be within the scope of the request for proposals and limited to those items which would not have an effect on the ranking of proposals. If the highest-ranked offeror fails to provide necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the State may terminate negotiations and negotiate with the offeror of the next highest-ranked proposal. If contract negotiations are commenced, they may be held in Commissioner's Large Conference Room on the 10th floor of the State Office Building in Juneau, Alaska.

The offeror will be responsible for all contract negotiation related travel and per diem expenses of its negotiators.

2.19 Failure to Negotiate

If the selected offeror

- fails to provide the information required to begin negotiations in a timely manner; or
- fails to negotiate in good faith; or
- indicates they cannot perform the contract within the budgeted funds available for the project; or
- if the offeror and the State, after a good faith effort, simply cannot come to terms;

the State may terminate negotiations with the offeror initially selected and commence negotiations with the next highest ranked offeror.

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

After the completion of contract negotiation the procurement officer will issue a written Notice of Intent to Award (NIA) and send copies to all offerors. The NIA will set out the names of all offerors and identify the proposal selected for award.

2.21 Protest

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

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

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

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

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

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

a. the name, address, and telephone number of the protester;

b. the signature of the protester or the protester's representative;

c. identification of the contracting agency and the solicitation or contract at issue;

d. a detailed statement of the legal and factual grounds of the protest including copies of relevant documents; and

e. the form of relief requested.

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

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

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

SECTION THREE
STANDARD CONTRACT INFORMATION

3.01 Contract Type

This contract is a fixed price contract with incentives and adjustments based on Consumer Price Index (CPI). The contract is for a firm fixed price for the development and implementation stage of the contract as defined in Section 5.01 and performance incentives as defined in Attachment O - Performance Incentives. Thereafter, CPI adjustments may be applied during the ten-year maintenance and support stage.

Contractors must request annual price adjustments, in writing, 30 days prior to the renewal date. If a contractor fails to request a CPI price adjustment 30 days prior to the adjustment date, the adjustment will be effective 30 days after the State receives their written request.

Price adjustments will be made in accordance with the percentage change in the U.S. Department of Labor Consumer Price Index (CPI-W) for Urban Wage Earners and Clerical Workers, All Items, Anchorage Area.

After the development and implementation stage, the price adjustment rate will be determined by comparing the percentage difference between the CPI in effect for the base year (to be determined based on implementation date); and the most recent six-month average thereafter. The percentage difference between those two CPI rates will be the price adjustment rate applied to the original contract price. No retroactive contract price adjustments will be allowed.

Any necessary travel outside of Juneau, Alaska that is approved by the contractor's and State's project managers may be reimbursed in accordance with State travel policies as provided in Alaska Administrative Manual (AAM) 60 - Travel, which allows reimbursement for coach airfare, actual lodging cost, and meals and incidental expense allowable rates. Potential travel costs may include travel to meet with system users or testing of system functionality outside of Juneau, Alaska. The State will not pay for travel costs associated with work performed in Juneau, Alaska.

3.02 Contract Approval

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

3.03 Standard Contract Provisions

The contractor will be required to sign and submit the attached State's Standard Agreement Form for Professional Services Contracts (form 02-093/Appendix A, in Attachment C). The contractor must comply with the contract provisions set out in this attachment. No alteration of these provisions will be permitted without prior written approval from the Department of Law. Objections to any of the provisions in Appendix A must be set out in the contractor's proposal.

3.04 Proposal as a Part of the Contract

Part or all of this RFP and the successful proposal will be incorporated into the contract.

3.05 Additional Terms and Conditions

The State reserves the right to add terms and conditions during contract negotiations. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations.

3.06 Insurance Requirements

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

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

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

3.07 Contract Funding

Payment for the development and implementation stage of the contract is subject to funds already appropriated and identified.

3.08 Proposed Payment Procedures

The State will make payments under the resulting contract based on a negotiated payment schedule and State acceptance of written documents, software, hardware, and activities delivered by the contractor. At the State's option, a Delivery Expectation Document (DED) and a structured walkthrough may be required for each deliverable. The State's deliverable list is contained in Sections 5.04 – 5.07 and is presented in approximate system development life cycle order. Each billing must consist of an invoice with completed deliverables identified. No payment will be made until the invoice has been approved by the State project manager.

3.09 Contract Payment

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

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

3.10 Withholding

A withholding of twenty (20) percent will be retained from every invoice amount paid to the contractor for professional services under the resulting contract. This withholding accumulated balance will be paid after the system has been operational in a production environment for six months following acceptance by the State.

3.11 Performance Incentives

The State will include performance incentives in the contract to encourage timely completion of all major deliverables and milestones. For the purposes of this contract, the State has set the maximum possible incentive at $250,000. Performance incentives are described in Attachment O.

Incentives will be paid when earned and not subject to withholding described in Section 3.10.

3.12 Formal Debriefing

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

3.13 Contract Personnel

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

Contractor will ensure that all staff, including subcontractors and joint venture partners, pass criminal background checks prior to beginning work on the TAS. The results of the background checks will be reported to the State project manager before staff begin work on the project.

3.14 Inspection and Modification - Reimbursement for Unacceptable Deliverables

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

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

3.15 Termination for Default

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

This clause does not restrict the State's termination rights under the contract provisions of Appendix A in Attachment C.

3.16 Contract Changes – Unanticipated Amendments

During the course of this contract, the contractor may be required to perform additional work. That work will be within the general scope of the initial contract. When additional work is required, the State project manager will provide the contractor a written description of the additional work and request the contractor to submit a firm time schedule for accomplishing the additional work and a firm price for the additional work. Cost and pricing data must be provided to justify the cost of such amendments per AS 36.30.400. Hourly rates will be in accordance with Attachment A5 – Cost Proposal Form – Labor Rates.

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

3.17 Contract Invalidation

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

3.18 Nondisclosure and Confidentiality

Contractor agrees that all confidential information shall be used only for purposes of providing the deliverables and performing the services specified herein and shall not disseminate or allow dissemination of confidential information except as provided for in this section. The contractor shall hold as confidential and will use reasonable care (including both facility physical security and electronic security) to prevent unauthorized access by, storage, disclosure, publication, dissemination to and/or use by third parties of, the confidential information. “Reasonable care” means compliance by the contractor with all applicable federal and State laws, including the Social Security Act (SSA) and the Health Insurance Portability and Protection Act (HIPPA). The contractor must promptly (within 24 hours) notify the State in writing if it becomes aware of any storage, disclosure, loss, unauthorized access to or use of the confidential information.

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

If confidential information is requested to be disclosed by the contractor pursuant to a request received by a third party and such disclosure of the confidential information is required under applicable State or federal law, regulation, governmental or regulatory authority, the contractor may disclose the confidential information after providing the State with written notice of the requested disclosure (to the extent such notice to the State is permitted by applicable law) and giving the State opportunity to review the request. If the contractor receives no objection from the State, it may release the confidential information within 30 days. Notice of the requested disclosure of confidential information by the contractor must be provided to the State within 24 hours after the contractor's receipt of notice of the requested disclosure and, upon request of the State, shall seek to obtain legal protection from the release of the confidential information.

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

3.19 Source Code Escrow

Definition. "Source Code Escrow Package" means:

1. A complete copy in machine-readable form of the source code and executable code of the Licensed Software, including any updates or new releases of the product; and
2. A complete copy of any existing design documentation and user documentation, including any updates or revisions; and
3. Complete instructions for converting every part of the source code into executable code for purposes of enabling verification of the completeness of the source code as provided below. Such instructions shall include precise identification of all compilers, library packages, and linkers used to generate executable code.

Delivery of Source Code into Escrow

Contractor shall deliver a Source Code Escrow Package to the Escrow Agent, pursuant to the Escrow Contract, which shall be entered into on commercially reasonable terms subject to the provisions of this contract within 30 days of the execution of this contract. The terms of the escrow contract are subject to the approval of the State project manager.

Delivery of New Source Code into Escrow

If at any time during the term of this contract, the contractor provides a maintenance release or upgrade version of the licensed software, contractor shall within ten days deposit with the Escrow Agent, in accordance with the Escrow Contract, a Source Code Escrow Package for the maintenance release or upgrade version, and provide the State with notice of the delivery.

Verification

The State reserves the right at any time, but not more than once a year, either itself or through a third party contractor, upon 30 days written notice, to seek verification of the Source Code Escrow Package.

Escrow Fees

The contractor will pay all fees and expenses charged by the Escrow Agent.

Release Events

The Source Code Escrow Package may be released from escrow to the State, temporarily or permanently, upon the occurrence of one or more of the following:

1. The contractor becomes insolvent, makes a general assignment for the benefit of creditors, files a voluntary petition of bankruptcy, suffers or permits the appointment of a receiver for its business or assets, becomes subject to any proceeding under bankruptcy or insolvency law, whether domestic or foreign;
2. The contractor has wound up or liquidated its business voluntarily or otherwise and the State has reason to believe that such events will cause the contractor to fail to meet its warranties and maintenance obligations in the foreseeable future; or
3. The contractor voluntarily or otherwise discontinues support of the provided products or fails to support the products in accordance with its maintenance obligations and warranties.

Release Event Procedures

If the State desires to obtain the Source Code Escrow Package from the Escrow Agent upon the occurrence of an Event, then:

1. The State shall comply with all procedures in the Escrow Contract.
2. The State shall maintain all materials and information comprising the Source Code Escrow Package in confidence in accordance with this contract.
3. If the release is a temporary one, then the State shall promptly return all released materials to contractor when the circumstances leading to the release are no longer in effect.

License

Upon release from the Escrow Agent pursuant to an event described in Release Event Procedures, the contractor automatically grants the State a nonexclusive, irrevocable license to use, reproduce, modify, maintain, support, update, have made, and create Derivative Works. Further, the State shall have the right to use the Source Code Escrow Package in order to maintain and support the licensed software so that it can be used by the State as set forth in this contract.

Derivative Works

Any Derivative Works to the source code released from escrow, which are made by or on behalf of the State, shall be the sole property of the State. The State acknowledges that its ownership rights are limited solely to the Derivative Works and do not include any ownership rights in the underlying source code.

SECTION FOUR
BACKGROUND INFORMATION

4.01 General Background Information

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

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

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

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

4.02 State Organization

The Time and Attendance Solution (TAS) will be operating in a complex business environment. The selected solution will provide automated time and attendance functionality to the executive branch, the legislative branch, and the judicial branch of Alaska State government as identified in Attachment H - State of Alaska Organization Charts and State Project Team Resumes.

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

Executive Branch

The Executive Branch has approximately 15,200 employees working in the Governor's Office and fourteen operating agencies. There are high seasonal fluctuations in the workforce. With the exception of the Governor's Office, human resource services are delivered from a centralized personnel function housed in the Department of Administration. Currently, payroll is a shared function between the Division of Personnel and the Division of Finance. Some operating agencies have timekeepers in the field who are responsible for entering timesheet data.

The workforce in the Executive Branch is approximately ninety percent (90%) unionized. Employment rules are governed by State Personnel Rules and eleven separate labor union contracts. Approximately 70% of employees are overtime eligible.

Legislative Branch

The Legislative Branch has approximately 540 employees who will be served by the TAS. There is a high seasonal fluctuation in the workforce. Legislative employees are not subject to collective bargaining and employment rules are similar to the Executive Branch Personnel Rules.

Judicial Branch

The Judicial Branch has approximately 800 employees who will be served by the TAS. Currently, Judicial Branch employees are not subject to collective bargaining and employment rules are similar to the Executive Branch Personnel Rules.

Government Branches, Bargaining Units, and Employee Counts

The following table identifies the branches of State government and number of employees by bargaining unit:

Employee Group/2-Character Bargaining Unit Code	Who is Included in Group/Labor Union	Employee Count
Executive Branch		
Fully and Partially Exempt, and Excluded Employees (XE, PX, EE)	All fully and partially exempt employees and employees excluded from bargaining representation.	1,340
Correctional Officers (GC)	Correctional Officers who work in State correctional facilities and who are represented by the Alaska Correctional Officers Association (ACOA).	730
Alaska Vocational Technical Education Center Teachers (TA)	Teachers at the Alaska Vocational Technical Center in Seward, Alaska, who are represented by the Alaska Vocational Technical Center Teacher's Association (AVTECTA).	40
General Government Employees (GGU) (includes GG, GY, GP, GZ)	Most of classified, nonsupervisory employees who are represented by the Alaska State Employees Association (ASEA).	7,965
Supervisory Employees (SS)	Classified supervisory employees who are represented by the Alaska Public Employees Association (APEA).	1,910
Confidential Employees (KK)	Employees whose work is defined as confidential by the Alaska Labor Relations Agency and who are represented by the Alaska Public Employees Association (APEA).	190
Labor, Trades, and Crafts Employees (LL)	Blue-collar employees who are represented by the Labor, Trades, and Crafts (LTC) union.	1,610

Employee Group/2-Character Bargaining Unit Code	Who is Included in Group/Labor Union	Employee Count
Public Safety Officers (AA, AP)	Nonsupervisory Alaska State Troopers, Airport Fire and Police Officers, and Airport Safety Officers who are represented by the Public Safety Employees Association (PSEA).	440
Mt. Education High School Teachers (TM)	Teachers at the State-operated high school in Mt. Edgecumbe who are represented by the Teacher's Educational Association of Mt. Edgecumbe (TEAME).	25
Nonlicensed Marine Vessel Employees (MM)	Nonlicensed vessel employees of the Alaska Marine Highway System who are represented by the Inland Boatmen's Union of the Pacific (IBU).	710
Licensed Marine Engineers (BB)	Licensed engineers working aboard the vessels of the Alaska Marine Highway System who are represented by the Marine Engineers Beneficial Association (MEBA).	90
Licensed Deck Officers (CC)	Licensed Deck Officers working aboard the vessels of the Alaska Marine Highway System who are represented by the International Organization of Masters, Mates, and Pilots (IOMMP).	110
Judicial Branch		
Alaska Court System Employees (XJ)	Employees fall into four categories: classified, partially exempt, exempt, and judicial; and are excluded from bargaining representation.	800
Legislative Branch		
Employees of the Legislative Affairs and Legislative Audit Agencies and the Alaska Legislature (XL)	Employees of the Legislative Affairs Agency, Legislative Audit, and the Legislature who are excluded from bargaining representation.	540

Timekeeping Managers

Although there are about 1,910 members of the Supervisory union in the Executive branch, other employees in the Executive, Judicial, and Legislative branches perform supervisory functions. For purposes of time and attendance processing, the State estimates 3,500 employees will perform timekeeping "manager" functions.

4.03 Statewide Administrative Systems Replacement Project

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

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

2. Successful procurement of a data warehouse system for accounting, human resources, and payroll information. This system is seen as a foundation for replacing the statewide accounting (AKSAS)

and payroll (AKPAY) systems, and Workplace Alaska as data from these legacy systems is loaded to a reporting system that will also support any future replacement applications. This project is being implemented by CGI-AMS using Business Objects software and is scheduled for completion during 2008.

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

4. Ongoing procurement, and planned implementation, of a TAS that will be used with the existing payroll system as well as any solution that replaces it.

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

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

An additional appropriation of $41 million for statewide systems replacement was made in FY 2008.

Alaska Statewide Payroll System (AKPAY)

AKPAY is the State's enterprise payroll system implemented in 1990. AKPAY pays the State's 16,500 employees in either a semi-monthly or biweekly payroll cycle. Employees are distributed among several groups, each with different pay and benefit packages. AKPAY has no graphical user interface so it has the "green screen" feel, using PF keys to navigate. AKPAY is a vendor-supplied payroll software product — Tesseract — that is substantially modified to accommodate the State's requirements. Tesseract is written in COBOL and Assembler, and modifications are in COBOL, Assembler, and SAS. AKPAY is delivered to desktop computers using a 3270 emulation program over the State's telecommunications network and runs on the State's mainframe computer.

The lack of a time and attendance front end is a major burden on users. MS-Excel timesheets and a few homegrown application interfaces have been developed to compensate for this lack of functionality.

Alaska Statewide Accounting System (AKSAS)

AKSAS pays the State's 55,000 vendors and serves as the general ledger for State government. It is a custom application developed by Price Waterhouse in the mid-1980's and includes on-line data entry by users across the State and overnight batch processing of transaction files.

Payments are issued and financial records updated each night. The reporting is always current and very flexible. It was enhanced by the addition of the 4th generation reporting product GENEVA in 1993. The new data warehouse is replacing GENEVA. AKSAS is written in COBOL and Natural. AKSAS has no graphical user interface so it has the "green screen" feel, using PF keys to navigate. It has several points of interface with other systems, including AKPAY, to record disbursements, perform revenue and cost accounting, and support federal billings.

Like AKPAY, it is delivered to desktop computers using a 3270 emulation program over the State's telecommunications network. AKSAS uses ADABAS database software and runs on the same mainframe computer as AKPAY.

Data Warehouse (ALDER)

Alaska Data Enterprise Reporting (ALDER) is a data warehouse system for accounting, human resources, and payroll information. This system is seen as a foundation for replacing AKSAS, AKPAY, and Workplace Alaska as data from these legacy systems is converted to a reporting system that will also support any future replacement applications.

Future data sources include the replacement systems for AKSAS and AKPAY.

4.04 Interfaces

The proposed TAS must interface with external systems such as AKPAY and AKSAS, as well as specialized systems such as the Department of Public Safety (DPS) Officer Activity Reporting System (OARS) or the Department of Natural Resources (DNR) Emergency Firefighter System (EFF) that may generate data for employee time worked.

This section should not be interpreted as an exhaustive list of interfaces that will be required; it provides a fair representation of known, or likely, interfaces so offerors can adequately plan for scope in this area. The functionality and design of the TAS will help determine which interfaces are needed and the complexity of those interfaces.

Refer to Attachment I - Interfaces for more detailed information related to interfaces. Attachment I contains documentation of the following:

1. High-level as-is and to-be diagrams
2. Y1 and Y5 record layouts
3. USERLOAD record layout
4. Examples of current time entry screens
5. Detailed description of selected interfaces

The most important interface will be timesheet data created by the TAS and automatically loaded to AKPAY. Two methods currently exist to enable external systems to send timesheet data:

1. Y1/Y5 Tesseract record layout

   The Y1 record is a Tesseract timesheet batch “header” record. The Y5 is a batch detail record. One Y1 with multiple Y5 records are created for each employee. External systems create a Y1 dataset and a Y5 dataset on the mainframe. When the Division of Finance Payroll section is manually notified that data is ready for import, they use TSO/ISPF to submit a batch job to run preliminary edits and, if below an error threshold, automatically load the timesheet data into AKPAY. The State believes a solution that creates Y1/Y5 records to interface timesheet data for AKPAY will offer the most flexibility. Several current production interfaces use this method for entering time worked.

2. Simplified “USERLOAD” record layout

   Because the Y1 and Y5 records contain many unused fields and the processing noted above is on the mainframe, another method was developed. External systems create records and use File Transfer Protocol (FTP) to transmit them to a file server. A script runs every five minutes to copy the file to the mainframe, and the automated scheduler on the mainframe runs a job to process the file as soon as it is created on the mainframe. The process performs initial edits and adds the records to a pending records “repository.” When the Division of Finance, Payroll section is manually notified that data is ready for import, they use TSO/ISPF to submit a batch job that creates Y5 records (and associated Y1 records) based on the simplified format, and then automatically loads the records into AKPAY. There are currently no production interfaces that use this method for entering time worked.

The result of loading records from either of the methods described is Y1 and Y5 records on the Tesseract database that can be viewed and edited from Tesseract Cycle Detail Inquiry/Maintenance Screens, commonly referred to as the G5 screens (see examples in Attachment I). In addition to time worked data, these general purpose screens can be used to enter tax overrides and deduction overrides for an employee, as well as automatic payment earnings and employer tax adjustments.

Both interface processes described above are used to load Y1/Y5 records for purposes other than entering time worked, for example: health insurance adjustments, taxable travel per diem, and uniform allowances. Interfaces that have no component of time worked are expressly outside the scope of this RFP.

AKPAY, AKSAS, and ALDER have batch processing cycles during which their databases are not accessible, so data needed for 24x7 processing within the TAS may need to be replicated.

AKPAY online warrants can affect leave balances. Because the new TAS is required to allow leave request and approval processing, the solution must take into account leave taken via online warrants.

Each of the systems for which interfaces are known is listed below with a short introduction of their purpose and relationship to a new TAS. Where indicated, Attachment I contains a more detailed description of the system and its interface requirements.

4.04.1 Systems with Highly Probable Interfaces

AIA

Ted Stevens Anchorage International Airport (AIA), a division of DOT/PF, currently uses an in-house timesheet process which generates printed timesheet reports for signature and then forwards to DOT/PF payroll personnel who enter them into AKPAY. There are different processes depending on the employee group (administrative, police and fire, and maintenance). The major challenge of migrating to another process will be recording police and fire duty along with equipment usage. See detail in Attachment I.

AKPAY

AKPAY is used to pay all legislative, executive, and judicial employees. AKPAY is a customized commercial package from Empagio (formerly known as Tesseract) which runs on the State's mainframe. Online access is achieved through CICS "green screens." Current time and attendance functionality is tightly integrated with batch and online processes, and analysis will be needed to achieve appropriate decoupling. The State expects the contractor to assist in the analysis by documenting functionality and interface requirements of the solution. Analysis and programming responsibility for AKPAY is the responsibility of the State. See detail in Attachment I.

AKSAS

AKSAS is used to record accounting transactions for the State of Alaska government. Implemented in 1985, it is a custom legacy system which runs on the State's mainframe. Within five years, the State intends to replace AKSAS with a commercial off the shelf (COTS) product. AKSAS is the master for accounting information such as cost centers, aka fully qualified accounts (FQA). Each FQA consists of a two-digit setup year (SY), an eight-digit collocation code (CC), an optional five-digit program code (PR), an optional eight-digit ledger code (LC), and a five-digit account code (AC). These accounting "structures" are updated during batch processing and it is likely this data will need to be replicated in the new TAS for validation purposes. See detail in Attachment I.

BI

The Buildings Interface (BI) is an Internet application with the App/Web Server and Database Server located at DOT/PF Maintenance and Operations (M&O) Facilities in Fairbanks. The BI is predominately an extensive soft ledger data collection and reporting application for tracking building maintenance costs. It is designed to be simple and intuitive for non-technical people. It was developed in-house using Visual Basic ASP.NET and SQL Server 2000. See detail in Attachment I.

EFF

The EFF System is used by DNR to allow users to input timesheets for EFFs who are temporary employees of DNR. These employees are often used only for the duration of a fire. Their timesheets may arrive before the hiring paperwork and may include different rates for different tasks. The timesheet format is dictated by the federal Bureau of Land Management. The system has very limited use during the winter. See detail in Attachment I.

Enterprise Directory

Requirement 28 (ability to support secure authentication) requires support of Microsoft Active Directory (AD). A project is underway (see http://www.state.ak.us/local/akpages/ADMIN/info/msAD/) to implement AD. It will be the authoritative source of enterprise users for the TAS. The enterprise directory currently used is Sun Directory Server 5.2. The essence of this interface and requirement 28 is to allow State employees to use their existing USERID to sign on to the TAS.

Because the State's enterprise directory does not currently support roles and reporting relationships, functionality for workflow and approvals will need to be supported within the TAS.

ETS SR

The Service Request Application (SR) is a web based application used by the Department of Administration, Division of Enterprise Technology Services (ETS) for tracking and reporting on the time and cost of work done by ETS. SR is written in ASP.NET / C# (.NET 2.0) and uses SQL Server 2005 as its database backend. SR data does not currently interface to AKPAY. See detail in Attachment I.

MMS

DOT/PF contracted with a vendor to develop the highway Maintenance Management System (MMS) that allows highway maintenance costs (both equipment time and employee time worked) to be entered from a single system. This data will be interfaced to both AKPAY and AKSAS from the TAS as appropriate. MMS is used by approximately 600 members of the LTC and GGU bargaining units. An interface of time worked from MMS to the new TAS will be required. An automated interface from MMS to AKPAY is pending and may or may not be in production use at RFP issue time. See detail in Attachment I.

OARS

The Officers' Activity Reporting Systems (OARS) is a subsystem of the Alaska Public Safety Information Network (APSIN) used by DPS and is a customized activity and time reporting system to serve the Alaska State Troopers. Running on the State's mainframe, the online CICS system is typically available 24 x 7. Timesheets are generated in batch processing. OARS is used for generating time reports for troopers in addition to being used by management to allocate and manage resources (troopers). See detail in Attachment I.

T&E

Time and Equipment (T&E) timesheets are Excel spreadsheets used by project-charging employees of DOT/PF to enter work hours as well as equipment usage. Timesheets are forwarded to the DOT/PF Division of Personnel (DOP) payroll group to be entered in AKPAY as well as to a T&E entry clerk. After payroll has run and interfaced payroll charges to AKSAS, the T&E clerk selects applicable earnings codes and enters hours worked into AKSAS. These entries are used by AKSAS to offset the suspense FQA and allocate time to the correct cost center.

One of the requirements (#57) for this RFP is that the new TAS allow equipment codes and valid project codes to be entered in addition to time worked. In addition to the interface of timesheet transactions sent to AKPAY for payroll purposes, interfaces with AKSAS will be required so the new TAS has access to valid cost center codes, and so T&E transactions can be interfaced to AKSAS. See detail in Attachment I.

4.04.2 Systems with Possible Interfaces

ATLAS

A COTS system implemented primarily for its dispatching functionality is currently in beta by the Alaska Marine Highway System (AMHS) division of DOT/PF. Although a basic timekeeping subsystem of Atlas could have been acquired, DOT/PF chose to develop a stand-alone MS Excel timekeeping application that receives data from Atlas and AKPAY. No business rules have been implemented. Timesheets are electronically transmitted to the DOT/PF Service Center payroll group for review and manual entry into AKPAY. Due to the complexity of AMHS business rules, approximately 75% of timesheets reviewed require corrections. Although some ships have satellite communication capability, data transfer is unreliable, so most transmissions take place when the ship is docked or within line of sight of an electronic bridge. Marine employees are in duty status 24x7, therefore an interface from Atlas to the new TAS containing scheduled work days will be necessary to implement business rules used to create timesheets for these employees. See detail in Attachment I.

CRITTS

The Cost Recovery Invoicing and Time Tracking System (CRITTS) is currently in development by the Department of Environmental Conservation (DEC) with a go-live date estimated by fall 2008. This system enables historical information about 1) time spent working on and 2) time billed to permits to be captured as required by AS 37.10.054. This information is used to calculate and justify fee amounts for annual permit fees. All employees of DEC will use CRITTS to enter time worked. The system entails more than just time worked. It includes billable hours, fee study hours, and annual fees that will be billed from the system. It will also serve as an accounts receivable system in order to post payments related to invoices generated out of the system. CRITTS will replace an existing system, BILLQUICK, which has less functionality and is not used by all DEC employees. CRITTS will generate a paper timesheet that conforms to current Department of Administration, Alaska Administrative Manual (AAM) standards. While an interface between CRITTS and the new TAS is intended, the direction will need to be determined during the discovery phase of the project. See detail in Attachment I.

4.04.3 Systems to be Decommissioned

TEARS

The Department of Fish and Game (DFG) initiated development of the Time Entry and Reporting System (TEARS) and was later joined by DOT/PF. A single application is used by both departments. Approximately 350 employees at DOT/PF currently use the system to enter time and this number is anticipated to increase to 600 by July 2008. At DFG, nearly all employees use TEARS, with about 915 year-round employees and 300 seasonal employees. TEARS contains business rules for the following bargaining units: Supervisory Unit, General Government Unit, Confidential Unit, and nonrepresented exempt and partially exempt employees. TEARS is used mainly by overtime eligible employees (both hourly and salaried employees) and by both T&E project-charging and nonproject-charging employees. Most overtime exempt employees do not complete timesheets although there are some exceptions (e.g., employees with standby or other premium pay). An automated interface from TEARS to AKPAY is pending and may or may not be in production use at RFP issue time. Because TEARS will be retired when the new TAS is implemented, conversion and change management issues will exist. See detail in Attachment I.

4.05 Useful Information

Core Telecommunications Services - Service Level Agreements

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

State of Alaska Earnings and Deduction Code Matrices

The Earnings Code and Deduction Code Matrices for AKPAY are located on the Department of Administration, Division of Finance web site at:

http://fin.admin.state.ak.us/dof/payroll/payroll_matrice.jsp

State of Alaska Enterprise Security Plan

Section 5.05.2, Deliverable (19) - Enterprise Security Plan and requirements of this RFP obligate the offeror to comply with State of Alaska security policies, especially as they relate to information technology infrastructure. Most of these policies are publicly accessible at:

http://www.state.ak.us/admin/info/home.html

but some, particularly the Security Policy at:

https://www.state.ak.us/auth/DOA/ETS/security/Enterprise_Security_Policies_Final.pdf

are not accessible to the public. Offerors are not required to review these policies prior to submitting a proposal. However, if a potential offeror wishes to review these policies before submitting a proposal, the offeror must sign and return a nondisclosure agreement (Attachment G) to the procurement officer and request a user ID and password that will enable access to information. All information accessed using this user ID must be treated as confidential.

State of Alaska Labor Contracts

Labor contracts for the State of Alaska's eleven labor unions are located on the Department of Administration, Division of Personnel and Labor Relations web site at:

http://dop.state.ak.us/website/index.cfm?fuseaction=LaborRelations.bgUnitContracts

State of Alaska Timesheet Standards

Current State of Alaska timesheet standards are located on the Department of Administration, Division of Finance web site in the Alaska Administrative Manual, Payroll Section, 260 – Time and Attendance, 260.015 Timesheet Standard Elements at:

http://fin.admin.state.ak.us/dof/ak_admin_manual/resource/260.pdf

4.06 State Project Team

The State of Alaska TAS project team will be comprised of seven full-time and six part-time staff from the Department of Administration, Divisions of Finance and Personnel. The full-time team members include the project manager, the assistant project manager, subject matter experts (SMEs) from the financial/accounting, payroll systems/technical, and human resources disciplines, and an analyst programmer. The part-time team members will be available as resources during tactical phases of the project and include analyst programming staff from the State Payroll System and Systems Integration teams. The part-time team includes the State Payroll Manager, the lead payroll system tester, and a systems administration and security SME. Organization charts for the State of Alaska, the Department of Administration, and the State TAS project team and resumes for the State project team are available in Attachment H.

State full time resources are available based on a contractual 37.5 regular hour work week, and 1,950 hours a year. The State has eleven paid holidays in a calendar year. Refer to the Glossary in Attachment N for a list of State holidays. State employees accrue annual/personal leave based on longevity and use leave as provided in labor contracts which includes annual mandatory leave usage requirements. Contracts also prohibit supervisors from unreasonable denial of leave requests. Members of the State project team will work overtime only for short periods for extraordinary purposes. Offerors should plan the overall project timeline and allocation of State resources accordingly.

In addition to the project team, nonproject team SMEs for the State include data entry, certifying, and supervisory positions that are minimally staffed. Most SMEs will have limited time between payroll cycles to assist with joint application design (JAD) sessions, review, and testing. Offerors are encouraged to consider this constraint in developing schedule timelines for design, configuration, and implementation.

4.07 Quality Assurance Consultant

The State plans to engage a quality assurance (QA) consultant to support the TAS project. The role of the QA consultant will be to focus on coordinating review of deliverables, contributing to risk and issue management, and generally assisting in monitoring project progress.

SECTION FIVE
SCOPE OF WORK

5.01 Overview

The State is soliciting proposals on behalf of all State agencies to implement a comprehensive, integrated, browser-based Time and Attendance Solution (TAS) to replace existing manual and automated processes for time and attendance. This solution is required to interface with the current State payroll system and accounting system, and must be compatible with the systems that replace these systems within the next ten years. The project will have two stages: the Development and Implementation Stage and the Solution Maintenance and Support Stage.

A fundamental concept is to eliminate unnecessary steps in the various administrative functions associated with timekeeping and payroll preparation. Users want to eliminate redundant data entry and labor-intensive processes by integrating data, while automating manual calculations and many decision and approval processes. The State seeks a TAS that includes the following characteristics:

1) Ease of use, which includes a user-friendly interface.
2) Time collection flexibility.
3) Activity tracking and labor distribution.
4) Electronic leave requests and approvals, accruals, and usage.
5) Electronic workflow.
6) Audit and reporting capabilities.
7) Reduced time-intensive administrative tasks.
8) Reduced data entry.
9) Eliminate paper timesheets and leave slips.
10) Self-service components, which will allow employees to view and maintain their own records and streamline approvals through workflow.

The solution must satisfy the mandatory requirements listed in Attachment F – Requirements. The State is interested in a solution that proposes minimum customization necessary to meet the functionality for each mandatory requirement.

The State intends to procure a comprehensive solution that includes the following required components:

1) Software
   a) TAS software license
   b) Supporting software licenses (e.g., operating systems, database, scheduling, workflow, documentation, training, help-desk, and version control)
2) Hardware
   a) Application Servers
   b) Database servers
   c) Web servers
   d) Time-capture devices, if applicable
3) Implementation services
4) Post-warranty support (ten years)

The State envisions the TAS as a project with two distinct stages, each with several components:

Development and Implementation Stage

1) Project management
2) Business rule discovery for time reporting and workflow

3) Licensing of necessary software
4) Installation of necessary hardware
5) Configuration and services necessary for statewide implementation of the TAS
6) Interface development with existing line of business systems
7) Migration from identified legacy systems
8) Solution testing support
9) End-user training
10) Warranty period of twelve months

Solution Maintenance and Support Stage

1) Annual licensing of the TAS
2) TAS product technical support
3) Solution maintenance releases and upgrades
4) Post-warranty support

Payments shall be made under the resulting contract based on a negotiated payment schedule and State acceptance of written documents, software, hardware, and activities delivered by the contractor. At the State's option, a Delivery Expectation Document (DED) and a structured walkthrough may be required for each deliverable. The State's deliverable list is contained in Sections 5.04 – 5.07, presented in approximate system development life cycle order. Each billing must consist of an invoice with completed deliverables identified. No payment will be made until the invoice has been approved by the State project manager.

Offerors are permitted to include additional milestones and deliverables to fit their specific implementation life cycle. However, proposals must, at minimum, address the State's deliverables as listed in Sections 5.04 – 5.07.

The sections following this overview are:

<table>
<tr><td>5.02 State-Produced Project Outputs</td><td>Describes project outputs for which the State is responsible. Contractor and Quality Assurance (QA) consultant's participation in output development is required.</td></tr>
<tr><td>5.03 Comprehensive Solution</td><td rowspan="6">Describes groups of deliverables for which the contractor shall be responsible.

Each section begins with a scope description which outlines the State's requirements for the category. (5.0X.1)

The State has identified four categories of deliverables:

1) Written deliverables, such as a training plan.
2) Software deliverables, such as the solution architecture, quality control and environment set-up, all necessary licenses.
3) Hardware deliverables, such as servers and time collection devices.
4) Activity deliverables, such as conduct meetings.

Individual deliverables are numbered to correspond to the cost sheets in Attachment A - Cost Proposal Form.

These are the minimum deliverables to be included in the proposal; more can be specified at the offeror's option.

Required proposal responses are specified in Section Six.</td></tr>
<tr><td>5.04 Project Management</td></tr>
<tr><td>5.05 Design Phase</td></tr>
<tr><td>5.06 Configuration Phase</td></tr>
<tr><td>5.07 Implementation Phase</td></tr>
</table>

5.02 State-Produced Project Outputs

The State intends to produce several standard project outputs. These outputs are not deliverables required from the contractor; however the contractor's participation in developing the outputs is required.

5.02.1 Project Charter

The State shall develop a project charter for the TAS. The State requires the contractor and the QA consultant to participate in developing content of this document.

An understandable and comprehensive charter for the project is needed to establish and communicate a clear and shared vision for the TAS, to ensure a shared understanding of the authorization, goals/objectives, and roles/responsibilities for the project, and to engage the support of key stakeholders. Project charter elements may include:

1) The nature of the project and business need for it
2) State and contractor project managers assigned to the project
3) Key objectives and benefits
4) Measures of success
5) Key deliverables
6) Preliminary project scope
7) Impact to other projects
8) Delivery window
9) Stakeholders and their requirements as known
10) Roles and responsibilities
11) Constraints and assumptions
12) Issues and risk assessment
13) Sign off by the State executive sponsor(s), State project directors, and State project managers

5.02.2 Project Controls, Standards, and Procedures

The State shall produce written guidance to be followed by all individuals involved with the TAS development, implementation, maintenance, and support. The State requires the contractor and the QA consultant to participate in developing content of this guidance.

The purpose is to communicate expectations for consistent communication, documentation, and configuration management. All project team members will be required to adhere to the project controls, standards, and procedures established by the State. A project start-up activity will be to present these project controls, standards, and procedures to the project team in an instructional meeting format. The list below provides a high-level description of the written guidance referenced above.

1) Project charter as described in 5.02.1
2) Communications and change management strategies and approach including, but not limited to:
a) Formal and informal, verbal, and written
b) Information flow, communication patterns
c) Meeting standards (e.g., invitations, agendas, notes, action item tracking)
d) Tools (e.g., conference calls, web meeting, SharePoint)
e) Stakeholder identification methods
3) Change control processes, including procedures, methods, and tools used to manage requirements, changes to requirements, and change requests

4) Risk and issue management, including the processes, procedures, methods, tools, roles, and responsibilities associated with project risk and issue management
5) QA approach:
a) A philosophy of “do it right the first time” and eliminate defects early through the use of Standards Definition, Peer Reviews, Deliverable Reviews
b) Approach used to promote adherence to the standards and processes
c) Deliverables Expectation Documents
d) Work plan updates
e) Process verification audits
f) Quality oversight
g) Performance measurement

5.02.3 Project Quality Assurance Plan

The State, in collaboration with its QA consultant, shall produce a QA plan based on the contractor’s solution plan. This QA plan shall address the following topics:

1) Overall implementation approach
2) QA principles and integration with project management processes
3) Risk and issue management
a) Method for identifying and managing problems and issues related to resources, project deadlines, requirements, or policy
b) Procedures and tools identification, analysis, decision-making, and documentation
4) Roles and responsibilities
5) Reviews and audits
6) Deliverable management, tracking, and acceptance
a) Documentation
b) Testing activities
c) Problem reporting and corrective action
d) Tools, techniques, and methods
e) Code and media control
f) Records collection maintenance and retention
g) Verification and validation of software including metrics and procedures for change control and management, review and approval process, tracing relationships for products of the development process, and testing
h) Training
7) Subcontractor and joint venture management as applicable

5.02.4 Lessons Learned

The State shall gather and document lessons learned during project execution. The lessons learned shall include an organized discussion with key stakeholders including State, contractor, and QA project team members.

Documentation shall provide observations and recommendations for managing risks and improving future project activities.

5.03 Comprehensive Solution

5.03.1 Scope Description

The State is soliciting proposals on behalf of all State agencies to implement a comprehensive, integrated, browser-based TAS to replace existing manual and automated processes for time and attendance. This solution is required to interface with the current State payroll system and accounting system, and must be compatible with the systems that replace these systems within the next ten years. The project will have two stages: the Development and Implementation Stage and the Solution Maintenance and Support Stage.

The contractor will be responsible for requirements assessment and validation, including recommending business process changes where the State could benefit by adopting best practices.

The solution shall be browser-based, easy to learn, and easy to use. It shall be configurable to accommodate complex business rules for time reporting and extensive labor costing.

Time Collection Devices

The State anticipates the need for time collection devices to fully implement the TAS. Locations where these may be appropriate include institutions such as prisons, detention centers, schools, and hospitals, as well as remote field camps or vessels. The design phase of the project will determine the number and type of devices necessary.

The State may choose to purchase time collection devices from the contractor, or may opt to purchase devices with equivalent functionality on the open market. Regardless of the source, the contractor must support the deployment and operation of the time collection devices as part of the TAS implementation.

Project Team

The project team shall be comprised of contractor's staff, as well as State personnel, and a QA consultant under contract to the State. Most work shall be performed on the State's premises in Juneau, Alaska. The contractor is required to have staff on site in accordance with the schedule established by the State project manager, which shall generally require at least three weeks of every four in Juneau.

5.03.2 Comprehensive Solution Deliverables

There are no specific deliverables associated with this section.

5.04 Project Management

5.04.1 Scope Description

5.04.1.1 Overall Project Management

The TAS must be managed using Project Management Institute (PMI) principles, concepts, and methods. Both the State and the contractor shall appoint project managers. These two individuals shall work together to accomplish the project which shall be defined on a single, unified project work plan and schedule.

On initiation of the project planning phase and for the first few weeks of this phase, only key contract personnel will be on-site in Juneau to develop project controls, standards, and procedures. Project controls, standards, and procedures must be established prior to arrival of contractor's full project team.

As additional contract personnel join the project team, the preliminary plan from contractor's proposal will be reviewed/revised by the project managers and contractor's functional leads to create an agreed-upon project work plan and schedule baseline within six weeks of project initiation.

The project kickoff meeting will not occur until State and contractor project team members are educated in project controls, standards, and procedures, and the project work plan and schedule base lines are established.

The contractor will be responsible for all deliverables described in the following sections, including monthly updates to the project work plan and schedule. No changes to the baseline will be made without explicit, written approval by the State project directors.

5.04.1.2 Quality Management Approach

The State and its QA consultant are responsible for overall quality assurance on the project. The contractor and the State shall establish quality standards for activity, written, and software deliverables. The contractor is responsible for monitoring and controlling quality on the project to ensure each deliverable meets the established quality standard.

5.04.1.3 Communication and Agency Outreach Approach

Stakeholders of the TAS project actively participated in defining time and attendance requirements and will remain engaged throughout the project. The State seeks to build on this base with an effective communication program that will broaden awareness of the project, foster continued involvement, and set the stage for training and agency outreach programs.

The State anticipates the implementation of the proposed TAS will have a widespread impact on State practice and culture beyond the TAS implementation. It will affect every State employee, and for many, will be their first experience with self-service, on-line edits enforcing business rules, and workflow routing of documents for approval. The State realizes that change management is critical to the success of this implementation, and to the broader system replacement effort that will come later. As a result, the State seeks to work closely with the contractor to ensure that adequate change management and communication occurs. The contractor shall be responsible for the change management and communication issues within the scope of the TAS project, and the State shall be responsible for the broader change management and communication issues.

At the start of and throughout the project, the State requires an outreach program to be established and managed to support stakeholders. Outreach activities, at a minimum, will include:

1) Creation and distribution of materials, guides, and instructions for agency use.
2) Assistance in planning for and completing implementation, conversion, and interface tasks.
3) Assessments of implementation readiness and effectiveness.
4) Identification, tracking, and resolution of agency concerns.

5.04.1.4 Scope Verification and Control

The State considers proactive scope verification and control an essential element of managing the project to ensure the project completes on time and within budget. The State anticipates the preliminary project scope statement will be refined to a Project Scope Statement during the planning stage with development and decomposition of the work breakdown structure (WBS) to project activities. The State and the contractor shall work to ensure deliverables of the project meet quality requirements. The contractor shall utilize processes for controlling scope and limiting changes to scope.

5.04.1.5 Risk and Issue Management

The State seeks a clear methodology to identify and manage project risks and issues and track planned versus actual status at a sufficiently detailed level to ensure the State can avoid, transfer, or mitigate negative risk and exploit, enhance, or share positive risk and to adequately monitor the progress of the project.

5.04.1.6 Project Meetings and Reporting

The State believes effective planning and reporting through meetings and written reports are essential to project success. At a minimum, the State requires the following:

1) **Introductory Meeting:** Participants will include key contractor staff and State project leaders from the Department of Administration, and QA consultant. This meeting will allow leaders to become acquainted and establish preliminary project procedures.
2) **Kickoff Meeting:** Participants will include the project team and major stakeholders. This meeting is to establish a sound foundation for activities that will follow.
3) **Status Meetings:** Participants will include project directors, project leaders from the contractor, State, and QA consultant. These meetings, which will be conducted at least biweekly, will address status of project risk, overall project status and any additional topics needed to remain on schedule and within budget. A status report from the contractor will serve as the basis for discussion. The project work plan and an earned value analysis (EVA) report shall be updated, at minimum, on a monthly basis and reviewed every alternate biweekly status meeting.
4) **Standup Meetings:** Participants will include all project staff from the contractor, State, and QA consultant. These short meetings shall be conducted on a daily basis to communicate critical project events, identify obstacles to assigned tasks, and coordinate appropriate team staff for a timely resolution.
5) **Special Meetings:** Need may arise for special meetings with State leaders or project stakeholders to address specific issues.
6) **Phase Completion and Phase Planning Meetings:** These meetings will be conducted upon completion of each project phase and will include lessons learned for the phase, verification and acceptance of phase deliverables, and subsequent phase planning.
7) **Exit Meeting:** Participants will include project leaders from the contractor, State, and QA consultant. Discussion will focus on lessons learned from the project and on follow-up options the State may wish to consider.

The contractor will be responsible for preparing agendas and completing minutes for all project related meetings. Drafting, updating, and finalizing formal presentations, such as a presentation for the kickoff meeting, shall also be the contractor's responsibility. All formal presentations must be reviewed and approved by the State project manager prior to distribution.

5.04.1.7 Project Work Plan and Schedule

The State considers a project work plan essential to reaching a comprehensive and clear agreement with a contractor. The project work plan shall include a narrative that describes how the project schedule will be successfully accomplished. A project schedule for a WBS at level 3 for all project activities, loaded with State's and contractor's project team resources, using Microsoft Project 2003 (electronic and hardcopies) is required as an appendix within the proposal. The WBS will be further decomposed to level 4 and possibly level 5 during the subsequent design, configuration, and implementation phases of the project.

5.04.2 Project Management Deliverables

(1) Baseline Detailed Project Work Plan (written)

A proposed project work plan is a requirement for each offeror's response. Before significant work occurs, the State requires a detailed mutually agreed-upon project work plan which will serve as the baseline for the project. The plan shall be based on the proposed project work plan, but refined based on estimates from the project functional leads or the team members who will actually perform the tasks. The detailed plan shall be broken down at a minimum to WBS level 3. The detailed plan shall be created within six weeks following project initiation. The contractor shall address at a minimum the following:

1) All project management activities shall be documented in the project work plan.
2) The project work plan shall outline a plan for the whole project.
3) An estimate of the effort required for each activity shall be included in the project work plan.
4) Microsoft Project 2003 shall be used to document the project schedule.
5) The detailed project work plan shall be delivered in hard copy and e-copy format.

During the project, as a phase is nearing completion, the project work plan for the subsequent phase shall be detailed at the WBS work package level jointly by the contractor and State project team members who will perform the tasks.

(2) Risk and Issues Management (activity and written)

The contractor shall implement risk and issue management as described for the project in the QA plan. Contractor shall participate in identifying and documenting risks and risk triggers, classifying and prioritizing risks, risk response planning and risk ownership, and monitoring risks and issues.

(3) Monthly Project Work Plan Updates (activity and written)

Work accomplished shall be updated by the contractor the Friday prior to each biweekly project status meeting. Each month, the detailed project work plan shall be updated by the contractor to reflect the project status. Completed work shall be indicated, as well as work that is ahead or behind schedule. Changes to the project work plan to mitigate issues and risks shall be clearly identified for discussion in the biweekly status meetings.

(4) Communications and Change Management Plan (activity and written)

The Communication and Change Management Plan (CCMP) shall be written by the contractor and managed by the contractor, State project directors, and State project manager. This plan will be implemented as the project is initiated, and shall be assessed throughout the project lifecycle for the following project activities:

1) Environment and Business Process Assessment - the initial assessment shall confirm that the contractor fully understands the business culture, current business workflow, and resource capabilities.
2) All stakeholders and target audiences - identified by the State in consultation with the contractor and QA consultant.
3) Forms of communication with stakeholders - to be agreed upon by the project managers.
4) Stakeholder communication schedules - to be included in the detailed project work plan.
5) Stakeholder communication messages - proposed by any team member, but subject to approval by the State project manager.

(5) Software Change Control Process and Management Plan (written)

A change control process shall be developed and documented prior to initiation of the TAS. The purpose of the change control process is to identify, address, approve/disapprove, and manage changes that occur both during and following the implementation period.

The contractor is responsible for documenting and reviewing a change control plan for the TAS in collaboration with the State.

It is the responsibility of the contractor to propose, provide licensing if applicable, and implement a change request tracking tool to manage all change requests.

(6) Conduct Project Kickoff Meeting (activity and written)

Once the project team has established its controls, standards, and procedures, and agreed to a baseline detailed project work plan, a project kickoff meeting shall be held with team members and key stakeholders, as identified by the State. Development of the content and materials for this meeting is the responsibility of the contractor, subject to the approval of the State project manager.

(7) Weekly Tactical Meetings (activity and written)

Every week, the contractor's project manager shall schedule and facilitate a meeting of project team members. The purpose of weekly tactical meetings is to keep team members informed about project status, review and resolve issues that might affect the work, and plan for the following week's project activities to ensure the project remains on schedule.

(8) Biweekly Project Status Meetings and Reports (activity and written)

The contractor's project manager shall submit a written project status report to the State on a biweekly basis. This report is to be delivered on a schedule to be agreed upon by the two project managers. A complete set of updated reports from the project management software, along with an electronic copy of the corresponding project work plan, is to be provided with each biweekly status report. The report shall include, at a minimum, the following:

1) Technical status of the project including work package and deliverable status, configuration status, and forecast for next reporting period.
2) Resource status of the project including staff utilization, work package resources status, and resource expenditure summary.
3) Schedule status of the project including milestone trends and schedule summary.
4) Issues, risks, and overall problems which are affecting or could affect progress including the proposed or actual resolution.
5) Biweekly lessons learned summary.
6) Proposed changes to the project work plan, reasons for the changes, and approval/disapproval determination.
7) Updated detailed project work plan with approved changes highlighted.

This status report shall provide the agenda for discussion at the biweekly status meetings which are to be scheduled and facilitated by the contractor's project manager.

(9) Conduct Phase and Project Exit Meetings (activity and written)

Upon completion of the tasks outlined in the detailed plan for a phase and at completion of all activities of the project, the contractor's project manager shall schedule and facilitate phase/project exit meetings for key project team members and stakeholders, as identified by the State. Development of the content and materials for each meeting is the responsibility of the contractor, subject to the approval of the State project manager.

5.05 Design Phase

5.05.1 Scope Description

5.05.1.1 Solution Architecture, Assurance, and Environment Set-up

The contractor is responsible for all design activities for the proposed solution. The contractor is required to develop a clear and complete understanding of the State's current requirements, make recommendations for areas in which the State could benefit from adopting best practices, assist the State with modifications to the requirements as approved by the State project manager, and design a solution that meets these final requirements.

The State requires a web-based TAS, with a browser as the principal user interface mechanism. If the State is hosting the solution, then the solution shall use one of the State standard databases, Microsoft SQL Server or Oracle.

5.05.1.2 Workflow

The State of Alaska currently has manual workflow to route timesheets. As part of implementation of an enterprise TAS, the State requires automated workflow. The State does not currently have automated workflow for any enterprise system and the State payroll and human resources systems do not have an identity management infrastructure.

5.05.1.3 Business Process Modification and Improvement

The State understands that change in its existing business processes may be required to take the best advantage of the selected solution or to avoid modification of the selected solution. The State, however, seeks to consider process change from a broader perspective, including business process improvement opportunities. The contractor shall assist the State in identifying these opportunities and implementing them as appropriate.

5.05.2 Design Phase Deliverables

(10) Conduct and Document Joint Application Design Sessions (activity and written)

The contractor is responsible for scheduling, conducting, and documenting Joint Application Design (JAD) sessions with stakeholders as identified by the State. These sessions shall confirm and clarify requirements for a shared understanding by the project team.

(11) Existing Business Process Map (written)

The contractor shall create diagrams and narratives that document all the State's existing business processes which will be impacted by the TAS.

(12) Software Requirements Specifications (written)

The contractor shall design and conduct a process for developing a complete set of Software Requirement Specifications (SRS) to guide the further stages of application design and development. The SRS should be based upon:

1) Time and Attendance requirements developed during the pre-configuration/design phase of the TAS project.
2) Time and attendance requirements assessment report.
3) Involvement of appropriate Alaska subject matter experts and managers, as well as systems and technical experts from the State, the contractor, and the QA consultant.

The SRS should have the following characteristics:

1) Complete – Everything that the software is supposed to do is included in the SRS.
2) Unambiguous – Every requirement has only one interpretation.
3) Verifiable – There are specific processes that can be used to determine whether the software product meets each requirement.
4) Consistent – All requirements are compatible with one another and with other aspects of the overall system design.
5) Understandable by Customers – Requirements are stated in simple and nontechnical language.
6) Traced – The origin of each requirement is clear.
7) Traceable – Each requirement can be mapped to the software module(s) that satisfy it and to the test that validates it.

(13) Requirements Traceability Matrix (written)

The contractor shall be responsible for clearly identifying to the State what the solution provides, how the system meets functional requirements, and what is “out of the box” for the solution. The contractor shall provide a gap analysis, which identifies specific development/configuration activities required to bring the solution in line with the State’s requirements. The goal of requirements definition will be to minimize changes to the proposed solution, as it exists “out of the box.”

The contractor shall also produce a traceability matrix from the completed requirements to be used throughout the remainder of the development effort, and particularly in mapping user acceptance test criteria back to the requirements.

(14) Business Process Redesign Plan (written)

The contractor must provide to the State a plan for redesigning business processes where the State could benefit from adopting best practices. The State project manager must approve any changes to business processes that affect the requirements that the TAS shall be implemented to satisfy.

(15) Software Configuration Plan (written)

The plan must include:

1) Software management principles to be followed during the project including reporting and approval of configuration changes made to all project software environments.
2) Metrics, procedures, and formatting standards for documentation and program coding.
3) Naming conventions to be used in documentation, program coding, and all operating system and application software installation.
4) Security configuration of operating system and application software that complies with State standards.
5) Approach to providing orientation and training to all project team members.
6) Automated tools to be used and the purpose for which they will be used.

(16) Software Verification and Validation Plan (written)

The plan must address verification and validation of changes that will occur to:

1) Operating system configuration.
2) Hardware configuration.
3) Base software configuration (e.g., database and TAS software).
4) Software patch and new release implementation.

The plan shall also guarantee that all software components of the solution will be at the current release/patch level at the time of the project exit meeting.

(17) Architectural Design Specification (written)

The architectural design specification must address the following standards:

1) A recognized method for software design shall be adopted and applied consistently in the architectural design activities.
2) The developer shall construct a “physical model” which describes the design of the software using implementation terminology.
3) The method used to decompose the software into its module or functional parts to permit a top-down approach.
4) Only the selected design approach shall be reflected in the architectural design specification.
5) The architectural design shall define the major modules or functions of the software and the interfaces between them.
6) The architectural design shall define or reference all external interfaces.
7) The architectural design shall be sufficiently detailed to allow project management to prepare a detailed implementation plan and to control the project during the remaining development phases.
8) For each software module, the following information shall be detailed in the architectural design: data input, functions to be performed, and data output.
9) Data structure definitions shall include the description of each element (e.g., name, type, and dimension), relationships between elements (structure), range of possible values of each element, and initial values of each element.
10) The control flow between the software modules shall be defined in the architectural design.
11) The server resources needed in the application development environment and the operational environment shall be estimated in the architectural design phase and defined in the architectural design specification.

(18) Conduct Information Architecture Review (activity and written)

The contractor must prepare presentation materials and conduct an in-depth, structured walkthrough of the solution architecture with technical and nontechnical project team members to allow for early detection of possible architectural design flaws, encourage early participation by nontechnical staff, and identify improvement opportunities.

(19) Enterprise Security Plan (written)

The contractor must prepare an enterprise security plan that complies with standards established by the State Security office and that includes the following:

1) A backup and recovery plan
2) A disaster recovery plan
3) A vulnerability report

Refer to Section 4.05 - Useful Information for information on accessing the State's Enterprise Security Standards.

(20) Requirements Assessment Report (activity and written)

The JAD sessions ensure and the Requirements Assessment Report (RAR) confirm the shared understanding between the State and contractor of the requirements and the method by which they will be satisfied during the implementation of the TAS. The RAR must identify existing requirements that require revision or clarification for unambiguous interpretation and additional requirements identified during JAD sessions.

(21) Knowledge Transfer Plan (activity and written)

The contractor must provide a knowledge transfer plan, knowledge transfer, and preparation of State technical support staff to provide ongoing technical support for the application. The contractor will produce a written plan that is required to identify the types of knowledge that State staff will need in order to maintain the solution after implementation, and how the contractor intends to ensure that this knowledge is transferred during development of the TAS.

5.06 Configuration Phase

5.06.1 Scope Description

The contractor is responsible for configuring the TAS to meet the requirements resulting from the design phase. The configuration phase includes implementing all technical environments (hardware and software), and preparing the solution for the implementation phase. The contractor shall provide all software, licenses, and hardware including device peripherals required to complete the deliverables and implement the proposed solution.

5.06.1.1 State Infrastructure and Information Technology Standards

The following table provides information on current workload and may be used for sizing estimates. For additional information relative to sizing, reference Attachment F - Requirements.

Workload Level Information	Workload Cycle Information
Peak workload period	First week of the month and the third week of the month
Expected users of proposed solution	Timekeepers and Time Auditors – 2,500 Technical Users - 50 State Employees – 16,500

The State's response time requirement for application processing is not more than .25 (one quarter) of a second response to at least 90% of the screens (see Attachment F, number 145). The State's requirement for presentation response time is less than two seconds to at least 95% of screens for users with a "good" connection (see Attachment F, number 144). This must be accomplished within the constraint of 56K, 600ms latency connections for some users (see Attachment F, number 143 and Attachment M - Connectivity for more information).

5.06.1.2 Interfaces and Interface Standards

Current interfaces to the State's systems are described in Section 4 Background, 4.04 Interfaces and, in Attachment I - Interfaces. Attachment I also contains high-level diagrams of the interface "As-Is" and "To-Be" states that identify functions that will need to be maintained between the TAS and other State systems such as the accounting and payroll systems.

Constructing interfaces will require cooperative efforts involving State and contractor's staff.

5.06.1.3 Backup, Recovery, and Archiving

The State seeks a sound backup, recovery, and archiving provision as part of the TAS. The contractor shall provide a solution that utilizes full and incremental backups to ensure data recoverability in the event of a system failure.

5.06.1.4 Assurance of Business Continuity

The State wishes to assure business continuity as a component of the TAS. The responses must provide for full replication of the production portion of the solution in a physical location, such as Anchorage, Alaska, that is separate from the Juneau production environment. The solution shall provide a plan for transition to the redundant site with restoration of full functionality within two hours in the event of incapacitation of the primary data center regardless of cause.

5.06.1.5 Solution Validation Testing and User Acceptance Criteria and Testing

The State requires the contractor to use test management and testing tools to conduct extensive testing of the solution, including but not limited to:

1) Planning and metrics for integration testing.
2) Planning and metrics for system testing.
3) Planning and metrics for performance and stress testing.

The State requires the contractor to develop testing and migration strategies to control the movement of all solution components and system configuration from the development environment to the QA environment and finally to the production environment.

State staff shall conduct acceptance testing, but support, testing tools, and methodology are required from the contractor as provided in the QA Plan that will be developed by the State and the QA consultant.

5.06.1.6 Version Control

Integrated version control of programs and configuration settings shall be followed during all stages of development and implementation, as well as during post-project maintenance tasks related to additional enhancements and new release installation as provided in the QA plan that will be developed by the State and the QA consultant.

5.06.2 Configuration Phase Deliverables

(22) Detailed Design Document Requirements Specification (written)

The contractor shall provide a detail design document (DDD) that is a written specification for the design (as-built) of the TAS including operating system and database. The specification shall include a detailed correlation of the software functionality to the State's requirements. It will also include a description and attributes for each of the technical environments required to implement the solution. The DDD shall be the primary reference for ongoing maintenance and operations of the system.

(23) Systems Interface Plan including Design Capability (written)

The State has identified existing interfaces that may change as a result of solution implementation.

The contractor shall develop the required interfaces for the TAS functionality with assistance from the State project team.

(24) Detailed Testing Plans (written)

The State requires that an integrated and coherent approach to complete system testing, deficiency correction, user acceptance, and training of testing participants be provided to ensure a successful project.

The contractor will be primarily responsible for the full suite of test planning and preparation throughout the project. These responsibilities include: the identification, preparation, and documentation of all test plans, test variants, test scenarios, test cases, test scripts, test data, test phases, and unit tests. The contractor shall work closely with State SMEs to develop test scenarios and expected test results. Testing scope, methods, and documentation are subject to the approval of the State project manager.

The contractor shall provide a software testing tool (with licensing, if appropriate) that will compare actual test results versus expected results and will track all errors and problems as well as their resolution identified during test execution.

The contractor shall provide training as necessary to the State staff participating in test activities.

The contractor shall verify that the contractor's own staff has successfully executed all prerequisite contractor testing, along with communicating the actual testing results prior to the start of any testing executed by State staff.

In summary, the contractor shall present the State with a test plan, all test variants, test scenarios, test cases, test scripts, test data, expected results, and "bug" tracking system. In addition, the contractor must provide written certification that they have successfully completed the prerequisite tests, meeting the defined acceptance criteria, prior to State staff involvement in any testing activities.

A detailed test plan shall include, at a minimum, a thorough discussion of the approach and tools to be used for complete testing and include the following components:

1) Integration Test Plan – Describes the scope, approach, and resources required for integration testing. Integration testing will bring together program modules and test the connectivity, interfaces, and functionality of these modules operating as one unit.

2) System Test Plan – Provides the approach for conducting the contractor's testing of all integrated modules of the TAS. It will test the integration of primary functions of TAS, the interfaces with other systems, report production, and all other aspects of normal processing.

3) Acceptance Test Plan – Represents the State's approach for testing all of the functionality of the TAS once it has passed integration and system testing. This plan shall define the scope, approach, resources, and schedule of acceptance test activities. The contractor shall provide the State a proposed written Acceptance Test Plan.

   Upon failure of acceptance tests, the State shall notify the contractor, in writing, how the testing failed.

   The contractor shall notify the State no later than two business days from the contractor's receipt of written notice of the test failure, the timeline for corrections to be completed and ready for retesting by the State.

   If there is a significant failure of the software system, (e.g., the system becomes unusable in whole or in part), then the test period for that function or module may start over, at the State's discretion.

4) Regression Testing - The State requires that regression testing occur. By regression testing, the State means selective re-testing to detect faults introduced during the modification effort, both to verify that the modifications have not caused unintended adverse effects, and to verify that the modified and related (possibly affected) system components still meet their specified requirements.

   When a programming change is made in response to a problem identified during user testing, a regression test plan is to be developed by the contractor based on the understanding of the program and the change being made to the program. The test plan is subject to the approval of the State project manager, and has two objectives: first, to validate that the change/update has been properly incorporated into the program; and second, to validate that there has been no unintended change to the other portions of the program. Therefore, the contractor shall be required to:

a) Create a set of test conditions, test cases, and test data that validate that the change has been incorporated correctly.
b) Create a set of test conditions, test cases, and test data that validate that the unchanged portions of the program still operate correctly.
c) Manage the entire process.

   The contractor will execute the regression test, provide actual testing results, and certify its completion in writing to the State prior to passing the modified application to the testers for retesting.

5) Field Test Plan - The contractor shall prepare a field test plan that must include:

   a) Field test sites and staff configuration
   b) Scope and length of field test
   c) Field test objectives and outcomes
   d) Data conversion and software installation
   e) Cultural change and training
   f) Field test monitoring and support
   g) Timely software error correction
   h) Acceptance criteria (developed in collaboration with the State)

(25) Conduct System Testing (activity)

The contractor shall conduct integration and system testing of all software components before delivery to the State for user acceptance testing. When applicable for rework or fixes, regression testing shall be conducted by the contractor prior to resubmitting the software component to the State for user acceptance testing. All testing shall be conducted in accordance with plans developed for deliverable (24).

(26) Support User Acceptance Testing (activity)

The contractor shall support user acceptance testing in accordance with plans developed for deliverable (24).

(27) Time and Attendance Solution Licenses (hardware and software)

The contractor shall provide all initial licenses for the TAS components (hardware and software) and work with the State to establish ongoing maintenance relationships with vendors of the components. The cost of licenses for the components must be at the prices shown in the Cost Proposal. Further, the contractor shall be liable for the difference of the amount identified in the Cost Proposal and the actual maintenance costs administered by the different entities that comprise the Solution. The period of liability shall be for the length of the contract, up to ten years as outlined in Attachment A - Cost Proposal, A4 - Maintenance submitted with the proposal.

(28) Install/Configure Operating System and Database Software (software and activity)

The contractor shall provide all operating system and database software required to implement the TAS. The contractor shall install and configure this software, with assistance from State programming and database staff. With installation and configuration the contractor shall ensure:

1) Identical setup and configuration of all environments guaranteeing consistency across environments.
2) The solution conforms to State security standards.
3) The solution complies with the architectural design specification deliverable (17).

(29) Software Configuration (software and activity)

The contractor will configure the application software to meet the State's requirements as documented in the architectural design specification deliverable (17) and requirements assessment report deliverable (20), and enterprise security plan deliverable (19). The installation and configuration will be identical and consistent across environments.

(30) Tools for Backup and Recovery of all Applications and Data (hardware, software, and activity)

The offeror shall provide processes for backup and recovery of all aspects of the TAS. This encompasses restoration of the application and data as a result of system crash, storage device failures, or other anomalies.

(31) Establish the Test Environment (hardware, software, and activity)

The contractor will establish the test environment in accordance with the approved specifications in the software requirement specifications deliverable (12), the architectural design specification deliverable (17), and the enterprise security plan deliverable (19).

(32) Establish the Quality Assurance Environment (hardware, software, and activity)

Prior to the scheduled training effort for users of the solution, the contractor shall make available to trainers a web-based QA environment for conducting user training. The QA environment must include the same functionality as the production TAS.

(33) Functioning Interfaces (activity and software)

The contractor is responsible for creating, testing, and delivering in-bound and out-bound interface functionality for all systems identified in the system interface plan deliverable (23).

(34) Business Process Mapping Overview (written)

The contractor shall produce an “as built” business process mapping overview for the State’s processes that are impacted by the TAS. The mapping overview shall consist of diagrams, narratives, and other materials as agreed upon by the State and contractor project managers.

5.07 Implementation Phase

5.07.1 Scope Description

5.07.1.1 Data Load and Migration Strategy

The implementation phase consists of the activities that move the proposed solution from development to production status. Conversion of electronic records shall be required for the TAS project.

5.07.1.2 Overall Training

Preparation of State staff on the project team for solution takeover and training of the State of Alaska's three key user groups are required prior to implementation of the TAS. The three key user groups are:

- Timekeepers and time auditors (approximately 2,500 users) – community of users who conduct the majority of the business processes.
- Technical users (approximately 50 users) – operations and maintenance staff including managers, developers, and operators who will be working with the contractor and will eventually support the system.
- State employees (approximately 16,500 users) – individuals who will primarily access the new self-service functionality of the TAS.

The State is willing to consider different types of training methods such as computer-based training or system function guides.

5.07.1.3 Technical Knowledge Transfer

The transfer of technical knowledge from the contractor to the State is important for operations, configuration/development, workflow, business setup, maintenance, management, and planning.

5.07.1.4 Help Desk Approach

The State currently operates a Help Desk, with different groups addressing user process questions and access/password issues. Demands on the current process are likely to increase significantly with implementation of a TAS. For example, a demand for support is likely to peak shortly after implementation. The State seeks plans for providing help desk support during peak demand and assistance in evolving/expanding current help desk functions to meet demands of the Solution.

5.07.1.5 Operational Takeover

The contractor must, with the State's collaboration and approval, implement the solution into an operational, production mode. Operational procedures for maintenance and operation of the solution must be approved prior to cutover.

5.07.2 Implementation Phase Deliverables

(35) Implementation Plans (activity and written)

The contractor shall develop comprehensive plans that document how the overall solution shall be implemented into a production processing environment. The plans shall include, at a minimum, the following components:

Written Plans

1) Implementation Plan
   An overall implementation plan that contains the following information:
   a) Detailed schedule indicating the date each department will begin using the TAS.
   b) Required resources and teams for each implementation.
   c) Guidelines and instructions for each office.
   d) Implementation risks and dependencies.
   e) Contingency plan in the event of unforeseen implementation difficulty or failure.

2) Comprehensive Training Plan and Curriculum

3) Data Load and Conversion Plan
   The data conversion plan should be based upon:
   a) Data conversion specifications developed during the Configuration Phase.
   b) Involvement of appropriate State SMEs and managers, as well as systems and technical experts from the State, contractor, and QA consultant.

4) Business Continuity Plan
   The contractor will be responsible for delivering a workable business continuity plan that meets the requirement to have the system available to users within two hours of a service interruption.

5) Operational Takeover Plan
   The contractor shall prepare, for approval by the State project manager, a plan for turning over the operations and maintenance of the TAS to State staff. This plan must provide steps for verifying that the solution is in production status, and that sufficient knowledge transfer occurs prior to the transition of responsibility for the solution.

6) Post-Implementation User Support Plan
   This support shall include software maintenance as necessary to resolve:
   a) Problem reports and software faults.
   b) Minor adaptive changes resulting from changes in agency, State, or federal requirements.
   c) Required performance enhancements to prevent failure and optimize the software.

Implementation Activities

The contractor is required to participate with State staff in implementation activities that bring the solution to successful production mode in a stable processing environment. Specific implementation activities include:

1) Coordination of hardware, software, and telecommunications requirements with the State.
2) Preparation of TAS for phased implementation of new users.
3) Communication of plan to agency offices in preparation to begin using software.
4) Deployment of software.
5) Provision of on-site support in Juneau during post-implementation and for operational takeover.
6) Provision of central support and maintenance for TAS.

(36) Test Data Conversion Software and Document Results (activity and written)

The contractor shall test the data conversion software and processes to ensure they will produce results anticipated in the data load and conversion plan in deliverable (35). The results of this testing will be documented for approval by the State project manager.

(37) Conduct Field Testing (activity)

The contractor shall support field testing in the production environment in accordance with plans developed for deliverable (24). Such testing shall include at least four noncore locations, at least one of which must be accessed via a 56K connection via satellite communication path.

(38) Conduct Volume/Stress Testing and Produce Tuning Report (activity and written)

Prior to and following move of the solution to production status, the contractor shall conduct volume/stress testing in the QA and production environments to ensure that the TAS has the capacity to handle peak processing periods. The scope, methods, and documentation of this testing are subject to the approval of the State project manager.

Based on results of volume/stress testing, the contractor shall make recommendations for improving the performance of the TAS. The contractor shall work with State staff to tune the system for optimal performance.

(39) Develop Training Materials and Conduct Training (activity and written)

The contractor will be responsible for developing a training strategy and approach that provides for:

1) Training material that is consistent in content.
2) Web-based model for train the trainer and web-based training sessions.
3) “Just-in-time” training delivery.
4) Training sensitive to the varying levels of computer experience of State of Alaska employees.

The contractor shall conduct user training as outlined in this RFP, the detailed project work plan, and other materials produced during the project that have been approved by the State project manager.

Technical training shall be in accordance with the knowledge transfer plan deliverable (21).

(40) Converted Data Loaded into Production Environment (activity)

The contractor shall convert all necessary data and load it to all environments prior to the solution moving to production status.

(41) Track and Conduct Readiness for Production Assessment (activity and written)

The project managers shall maintain a readiness checklist for outstanding tasks to be completed prior to the TAS moving to production status. The project managers shall continually assess the solution against the current checklist to determine its readiness for production.

At the point both project managers are satisfied that the solution is ready for production status per deliverable (35), the contractor is responsible for the steps necessary for a phased or “big bang” implementation of the solution into production status. Operational procedures for maintenance and operation of the system shall be approved by the State project manager prior to cutover.

(42) Software Warranty Support (activity)

Following the final phase cutover to the new solution, the contractor shall support State staff in addressing identified bugs and operational issues with the TAS for the warranty period of twelve months.

SECTION SIX
PROPOSAL FORMAT AND CONTENT

6.01 Introduction

The State discourages overly lengthy and costly proposals. In order for the State to evaluate proposals fairly and completely, offerors shall follow the format set out in this RFP and provide all information requested.

Proposal Format and Organization Requirements

1) For the text of the technical proposal, a Helvetica or Arial type font size of eleven (11) points or larger shall be used. Smaller font size may be used in diagrams and the Transmittal Letter.
2) The proposal shall be printed on 20# (or heavier) 8.5 by 11 inch white paper. The project work plan and appendices may be printed on larger paper.
3) Margins shall be 1 inch on all sides with half inch for header and footer. Where necessary, appendices may use different margins.
4) The original proposal and all copies must be bound separately in 3-ring binders with no larger than 3-inch rings.
5) The response to the Scope of Work in the technical proposal shall be organized in the same topical sequence as the RFP Section 6.02 - Technical Proposal. The State's RFP text for each topic in Section 6.02.2 - 6.02.7 must be repeated in the proposal followed by offeror's response. (See cross-reference below.)
6) The response to 6.03 Requirements must use Attachment J - Offeror Response to Requirements Template and shall adhere to instructions in Section 6.03.
7) The response to 6.04 Qualifications and Experience shall adhere to instructions in Section 6.04.
8) The Cost Proposal shall not be included with the Technical proposal and shall adhere to instructions in Section 6.06.
9) Page numbers, either within a section or for the entire proposal shall be clearly indicated in a footer for each page.

Cross-reference of Section 6 topics to Section 5

The following table summarizes the relationship of required narrative responses to corresponding sections in Section 5 - Scope. Although Section 5.03 - Comprehensive Solution has no specific deliverables, offerors must propose a solution with significant functionality that must be included as part of the overall solution. Responses to the five topics will be evaluated and scored, and are marked with "**".

Section 5 Reference	Section 6 Reference	Section 6 Response Title
State Produced Project Outputs		
5.02	6.02.2	State-Produced Project Outputs
Comprehensive Solution		
5.03	6.02.3.1	** Overall Solution and Approach
5.03	6.02.3.2	** Solution Releases
5.03	6.02.3.3	** Activity Tracking and Labor Costing
5.03	6.02.3.4	** Business Rules and Changes
5.03	6.02.3.5	** Time Collection Devices
Project Management		
5.04.1.1	6.02.4.1	Overall Project Management
5.04.1.2	6.02.4.2	Quality Management Approach
5.04.1.3	6.02.4.3	Communication and Agency Outreach Approach
5.04.1.4	6.02.4.4	Scope Verification and Control
5.04.1.5	6.02.4.5	Risk and Issue Management
5.04.1.6	6.02.4.6	Project Meetings and Reporting
5.04.1.7	6.02.4.7	Project Work Plan and Schedule
Design Phase		
5.05.1.1	6.02.5.1	Solution Architecture, Assurance, and Environment Set-up
5.05.1.2	6.02.5.2	Workflow
5.05.1.3	6.02.5.3	Business Process Modification and Improvement
Configuration Phase		
5.06.1.1	6.02.6.1	State Infrastructure and Information Technology Standards
5.06.1.2	6.02.6.2	Interfaces and Interface Standards
5.06.1.3	6.02.6.3	Backup, Recovery, and Archiving
5.06.1.4	6.02.6.4	Assurance of Business Continuity
5.06.1.5	6.02.6.5	Solution Validation Testing and User Acceptance Criteria and Testing
5.06.1.6	6.02.6.6	Version Control
Implementation Phase		
5.07.1.1	6.02.7.1	Data Load and Migration Strategy
5.07.1.2	6.02.7.2	Overall Training
5.07.1.3	6.02.7.3	Technical Knowledge Transfer
5.07.1.4	6.02.7.4	Help Desk Approach
5.07.1.5	6.02.7.5	Operational Takeover
5.07.1.5	6.02.7.6	Warranty Support

6.02 Technical Proposal

6.02.1 Proposal Format and Content

The technical proposal shall be assembled in binders as described above with tabbed dividers between the sections as indicated below (* = Required appendix):

Title Page
Tab **Table of Contents**
Tab **Transmittal Letter and Additional Documentation**
Business License
Subcontractor Information, if applicable
Joint Venture Agreement, if applicable
Signed Copies of Amendments
Identification of Confidential Materials, if applicable
Technical Proposal
Tab **State-Produced Project Outputs**
Tab **Comprehensive Solution**
Overall Solution and Approach *****
Solution Releases
Activity Tracking and Labor Costing
Business Rules and Changes
Time Collection
Tab **Project Management**
Overall Project Management
Quality Management Approach
Communication and Agency Outreach Approach
Scope Verification and Control
Risk and Issue Management
Project Meetings and Reporting *****
Project Work Plan and Schedule *****
Tab **Design Phase**
Solution Architecture, Assurance, and Environment Set-up *****
Workflow
Business Process Modification and Improvement
Tab **Configuration Phase**
State Infrastructure and Information Technology Standards
Interfaces and Interface Standards *****
Backup, Recovery, and Archiving
Assurance of Business Continuity
Solution Validation Testing and User Acceptance Criteria and Testing *****
Version Control
Tab **Implementation Phase**
Data Load and Migration Strategy
Overall Training *
Technical Knowledge Transfer
Help Desk Approach
Operational Takeover
Warranty Support
Tab **Requirements**
Offeror's Response to Requirements (Attachment J)
Tab **Qualifications and Experience**
Organizational Experience and Qualifications
Organization References
Team Organization and Key Staff Credentials (Attachment E)
Tab **Appendices** (all separately tabbed)
Solution Component Diagrams
Status report example
Project schedule
Architecture
Interface file example
Sample acceptance plan
Training manual example

Title Page, Table of Contents, Transmittal Letter, Additional Documentation

Title Page

1) The title page shall identify the RFP title, number, and specify the offeror's corporate name, mailing address, and street address.
2) This page shall also identify the name, mailing address, and telephone number of the person the State should contact regarding the proposal.

Table of Contents

This page shall include a clear identification of each part of the offeror's proposal, including page numbers where each section and attachment / appendix may be found.

Transmittal Letter

The transmittal letter shall be in the form of a standard business letter on letterhead and shall be signed by a company officer empowered to legally bind the offeror (RFP Section 2.01). The transmittal letter shall also:

1) if applicable, provide notice and justification that the offeror qualifies as an Alaskan bidder (RFP Section 2.15).
2) confirm that services will be provided to the State in Juneau three of every four weeks throughout the development and implementation phases of the contract period (RFP Section 1.05).
3) disclose any conflict of interest (RFP Section 1.17).
4) confirm offeror shall not disseminate or allow dissemination of confidential information (RFP Section 3.18).

By signature on the transmittal letter, an offeror is certifying that the offeror is in compliance with all provisions of this RFP (RFP Sections 1.05 and 1.16).

Additional Documentation

1) Business License. The offeror shall submit its Alaska business license, or other evidence of a valid Alaska business license (RFP Section 2.13) with its proposal.
2) The Cross Reference of Minimum Experience Requirements in Attachment E (RFP Section 2.08).
3) Offeror Response to Requirements in Attachment J.
4) If the proposal submitted by the offeror includes work to be performed by a subcontractor(s), the offeror shall include all required materials (RFP Section 1.14).
5) If the proposal submitted by the offeror is a joint venture, the offeror shall include the joint venture agreement and identify the prime offeror (RFP Section 1.15).
6) Signed copies of any amendments to this RFP shall be included.
7) Identification of trade secrets and other proprietary data considered confidential. The offeror must include a brief statement that sets out the reasons for confidentiality (RFP Section 1.13).
8) Objections to Appendix A and B1 (RFP Section 3.03).

An offeror's failure to include mandatory items 1) through 3) in the transmittal letter, items 1) through 3) of the additional documentation, and items 4) through 7) if appropriate, in the proposal, may cause the proposal to be determined to be nonresponsive and the proposal rejected.

6.02.2 State-Produced Project Outputs

1) Describe the extent of offeror's experience authorizing projects through use of project charters.
2) Describe offeror's use of written project controls, standards, and procedures on projects; discuss the benefits of such guidance; and methods for enforcing mandates of the guidance.
3) Describe the extent of offeror's library of lessons learned from prior projects and list five of the most valuable lessons learned.
4) Describe how offeror will adjust its practices to conform to the State's practices.

6.02.3 Comprehensive Solution

6.02.3.1 Overall Solution and Approach

1) Provide a summary of the proposed Time and Attendance Solution (TAS). Describe the following in the summary:
   a) Look and feel of solution.
   b) Ease of use of the solution.
   c) Types of error messages and processes for handling errors.
   d) Integration with desktop standards.
   e) User-friendly features that are available as part of the proposed solution.
2) Provide a summary of the general approach to the project. At a minimum, the following topics shall be addressed:
   a) How the offeror intends for State staff to be involved.
   b) How the offeror intends to handle Alaska-specific logistical issues (e.g., time zones, distance).
   c) How the phases are determined.
   d) Discuss whether the proposed approach uses a phased vs. big bang approach and explain why the proposed approach is the best approach.
   e) Explain how the proposed approach carries through from the beginning to end of the project.
   f) Describe the type (quantity, quality) of ongoing support for the proposed TAS.
3) For the following topics, provide a summary of components used to meet requirements as stated in Attachment F - Requirements. To the extent possible, include a diagram(s) which depicts how all identified components relate to each other as an **appendix** in the proposal.
   a) Hardware
   b) Software
   c) Services
   d) Subcontractors and / or joint ventures (if applicable)
4) Business continuity in case of disaster is a critical attribute of the TAS. It is the responsibility of the offeror to propose an operational disaster recovery and business continuity plan, including hardware and software necessary for restoration of full functionality of the system within two hours. Describe how offeror intends to fully replicate the solution in a location separate from the production environment and in a location outside of the Juneau area. Describe how the proposed components meet these requirements.
5) Discuss the pros and cons of the proposed solution and approach as compared to other solutions.

6.02.3.2 Solution Releases

Discuss the following aspects of anticipated future releases of the proposed solution. Coverage should include, but not be limited to, the following:

1) The types of releases (maintenance, enhancement, other) that are planned.
2) The specific enhancements that are planned for release within the next 24 months.
3) The resources, planning, and technical skills that are required to install a release of each type.
4) The historical (past three years) and expected frequency of each type of new release.
5) The impact of a release of a module or service on the overall solution.
6) Whether configuration settings carry forward from one release to the next or must be reinstalled.
7) Whether patches carry forward from one release to the next or must be reinstalled.
8) The length of support for a release.
9) The version of the current release.
10) The version of the software proposed for the State of Alaska implementation.
11) How the content of future releases is determined.
12) How the content of a release is communicated to the client.
13) How clients have input to system enhancements.
14) Client-recommended system enhancements scheduled for inclusion in future releases.
15) Client involvement in a government client user group or general client user group.

6.02.3.3 Activity Tracking and Labor Costing

Describe how the proposed solution will account for labor distribution of time worked based on the following employee-specific data, type of pay, and activities. Include in the response a variety of events. Illustrate and/or describe how the proposed solution will handle these events (See Attachment F - Requirements, Category: Activity Tracking and Labor Costing).

1) Location
2) Department
3) Cost center
4) Job
5) Position
6) Project
7) Task
8) Leave
9) Holidays
10) Other

6.02.3.4 Business Rules and Changes

The solution shall be configurable to accommodate complex business rules.

1) Describe how the proposed solution will handle complex business rules that change over time.
2) Describe in detail how all options for maintaining business rules at various levels within the solution operate (e.g., employee, work activity, bargaining unit, organizational unit, payroll batch, system-wide).
3) Illustrate how rules can be applied on an individual basis to fully enforce legal and contractual requirements. To illustrate this example, at a minimum, please describe each of the following activities:
   a) Setting default pay types
   b) Setting multiple pay types during a work day or within a given pay period
   c) Maintaining shift information associated with an employee
   d) Standby premiums
   e) Alternate work weeks
   f) Flex work schedules
   g) Seasonal going to/coming from seasonal leave-without-pay (SLWOP)
   h) Prorating holidays - tracking nonscheduled hours
4) Describe how the proposed TAS will calculate and allocate time by applying rules to collected raw data for:
   a) Overtime
   b) Designate groups for exception or positive time
   c) Record and maintain start and stop dates and/or times
   d) Leave requests and usage
   e) Assign time worked to activity types, cost codes, or cost collectors

6.02.3.5 Time Collection Devices

The State of Alaska has a variety of situations for the collection of time, including: marine vessels, firefighters, remote resources (e.g., troopers, fish counters, and biologists), and 24-hour institutions such as prisons, juvenile detention centers, and pioneer homes. Explain the variety of methods the proposed solution supports for time collection. Describe each type of time collection device, and their intended use, applicable to the TAS.

The State cannot accurately estimate the number of Time Collection Devices (TCDs) until we understand the capabilities of the selected solution. The State wants information about the types of devices offerors propose so quality and functionality as part of the overall solution can be evaluated. For purposes of evaluation, the State has identified the following institutions which might use TCDs:

Institution	Number	Employees
Alaska Psychiatric Institute	1	240
Pioneer Homes	6	640
Youth Centers	8	320
Correctional Facilities	12	990
Total:	27	2,190

For purposes of evaluation, the State will assume four TCDs for each of the 27 institutions. Offerors shall calculate costs for 108 devices (and supporting hardware and software) and include in Attachment A3 of the Cost Proposal.

Include all information that is necessary for the proposal evaluation committee (PEC) to evaluate the effectiveness of the proposed devices. Do not include price information in the technical proposal.

The offeror shall provide a commitment to supply the time collection devices to the State at the quoted price if the State chooses to purchase from the contractor.

6.02.4 Project Management

6.02.4.1 Overall Project Management

Describe offeror's experience with Project Management Institute (PMI) project management methodology.

6.02.4.2 Quality Management Approach

Describe the methodology that will be employed to ensure that each type of deliverable meets quality standards before submission for State consideration. Discussion should include, but not be limited to:

1) Provision for State input to the content of a written deliverable prior to production.
2) Procedures for establishing expectation criteria for software and activity deliverables and metrics for evaluating.
3) The standard for offeror internal review of a written deliverable prior to formal submission.
4) Testing of solution deliverables prior to submission for acceptance testing.

6.02.4.3 Communication and Agency Outreach Approach

Describe the following items for the communication approach:

1) The communication approach in terms of goals, timing or frequency of activities, and media to be employed.
2) Define any responsibilities that the State is expected to fulfill and an estimated resource commitment for these responsibilities.
3) Discuss the evolution and timing of expanding the change management program from a communications focus to an agency outreach.
4) Identify the size and organization of an effective agency outreach team.
5) Indicate the organizational and/or departmental source of proposed team members and describe training that will be required for members.

6.02.4.4 Scope Verification and Control

1) Define and describe what is considered a scope change.
2) Provide a suggested approach for scope control.
3) Describe how the approach has been employed effectively on another project.
4) Discuss how promptly the offeror will provide cost estimates for proposed changes to scope.

6.02.4.5 Risk and Issue Management

1) Provide a list of risks that offeror has identified from projects of similar size and complexity.
2) Provide proposed methodologies for risk and issue management.
3) Discuss State and contractor responsibilities for risk management. Be sure to identify any essential time constraints on State actions.
4) Describe escalation procedures to be defined in a contract between the State and the contractor.

6.02.4.6 Project Meetings and Reporting

As an **appendix**, offeror shall provide an example of a status report prepared for another project. Names of the project and of any individuals involved may be removed. Offeror shall also list the types of meetings it conducts during the life cycle of a project.

At a minimum, offerors shall address the following types of meetings:

1) Introductory Meeting
2) Kickoff Meeting
3) Status Meetings
4) Standup Meetings
5) Special Meetings
6) Phase Completion and Phase Planning Meetings
7) Exit Meeting

Describe the processes that will be employed for meetings. Be sure to cover the following:

1) Frequency, timing, and duration.
2) Recommended participants and their roles in the meetings.
3) Agendas, presentations, and reporting such as earned value analysis (EVA) and review of the updated project work plan.
4) Contractor's availability for special meetings.

6.02.4.7 Project Work Plan and Schedule

1) Provide a preliminary project work plan depicting tasks, task dependencies, schedule, milestones, deliverables, and planned invoice dates. Do not include costs.
2) Describe proposed written, software, hardware, and activity deliverables. Include sufficient detail so the State will be able to identify departures from the plan in sufficient time to seek corrective action. In particular, provide information about staffing resources.
3) Offerors shall provide as an **appendix**, a project schedule for a work breakdown structure (WBS) at level 3 for all project activities, loaded with State's and offeror's project team resources, using Microsoft Project 2003. In addition to the appendix, the schedule shall be provided as a Microsoft Project 2003 file as described in Section 1.01.

Identify and discuss:

1) All assumptions and constraints upon which the project work plan is based.
2) Provide descriptions of recommended roles by activity and time required for both State and offeror members of the project team.
3) Assignments of members of the offeror's team identified by role to specific tasks.
4) Assignments of State staff without over-allocating their time.
5) Critical success factors for the project.

Discuss how this project work plan will be used for managing the project and allocation of resources. Also discuss the method for updating the plan on a regular basis. Explain how the State will know the project is on schedule and within budget.

6.02.5 Design Phase

6.02.5.1 Solution Architecture, Assurance, and Environment Set-up

Provide a narrative description of the technical architecture of the proposed TAS. Graphical representation shall be submitted as an **appendix**. Written descriptions for each architectural component shall parallel the diagrams and pictures used to depict the proposed solution. Include the following elements in the narrative:

1) Proposed software architecture.
2) Proposed hardware and components.
3) Specify whether any part of the proposed solution require software (other than a browser) to be installed on the client workstation. If so, describe the software that shall be installed and the access authorization level required to install it.
4) Specify the browsers and release levels certified to be compliant with the solution.
5) Specify the databases and release levels certified to be compliant with the solution.
6) Specify the LDAP-compliant directory services and release levels certified to be compliant with the solution, including Active Directory.
7) Describe add-on or third-party software that is required to support the functionality desired by the State.
8) Describe the programming languages that are used for development, configuration, and customization of the proposed solution.
9) Identify the components of the software, such as middleware, that are proprietary.
10) Describe the ability of the proposed solution to add new functionality or services.
11) Describe how the solution would add new employees or bargaining units, pay types, activity and/or cost codes.
12) Describe the type of client staffing that is typically required to support the proposed TAS in a production environment for a client of the size and complexity of the State of Alaska. Discuss both the number of staff and the skills required.
13) Describe how the solution interfaces with other systems as described in Attachment I. Provide a list of and describe the Application Program Interfaces (APIs) exposed by the solution for external application use and the technologies supported (e.g., NET, J2EE, etc.).

6.02.5.2 Workflow

1) Describe how the current manual workflow process will be converted to an automated workflow process for the proposed TAS.
2) Describe how the proposed solution will supply an identity management infrastructure that will provide the backbone for an automated workflow.

6.02.5.3 Business Process Modification and Improvement

1) Describe the mechanism that will be employed to review and, if appropriate, modify existing State business processes.
2) Discuss the proposed methodology or approach to identification of issues by area. Also discuss standards for documenting changes to business processes, including mapping to existing processes.
3) Describe how State staff will participate in the process.
4) Describe how many State staff will be needed and for what timeframes.

6.02.6 Configuration Phase

6.02.6.1 State Infrastructure and Information Technology Standards

Discuss the required capacity and components of the State's infrastructure to support the proposed TAS. Focusing on the State's requirements for capacity, the discussion should address the following:

1) The specific hardware configuration (if applicable) the State would need to have in place to support the proposed TAS and the reasons for them.
2) Discuss power requirements for the proposed solution.
3) Describe assumptions, metrics, or benchmarks that served as a basis for the proposed solution.
4) Explain how the proposed solution conforms to State platform preferences. If it does not, explain why the recommended hardware is a superior solution.
5) Describe what type of network capacity will be necessary to satisfy demands of the TAS.
6) Describe what steps are planned on-site to confirm the preliminary recommended technologies can be supported by the State's infrastructure. Include the assumptions, metrics, or benchmarks that will be employed.
7) Describe what methodology will be used on-site to analyze the capacity of the State's network. Include the assumptions, metrics, or benchmarks that will be employed.
8) Describe the minimum and optimal desktop standards for the TAS. If different, describe how the optimal solution will serve the State better than the minimum solution. Describe the products and versions with which the solution is certified to work.

The State's response time requirement for application processing is not more than .25 (one quarter) of a second response to at least 90% of the screens (see Attachment, number 145). The State's requirement for presentation response time is less than two seconds to at least 95% of screens for users with a "good" connection (see Attachment F, number 144). This must be accomplished within the constraint of 56K, 600ms latency connections for some users (see Attachment F, number 143 and Attachment M - Connectivity for more information). Discuss how the solution will satisfy these requirements and how the solution will be monitored to ensure these benchmarks are achieved.

Describe the standards incorporated into the proposed TAS for:

1) Application Program Interfaces (APIs).
2) Security.
3) Requirements Definition.
4) Logical Design.
5) Physical Design.
6) Coding Specifications.
7) Program Code.
8) Testing.
9) Version Control.

Identify whether standards employed are nationally recognized and where applicable, by what organization they are recognized.

6.02.6.2 Interfaces and Interface Standards

Discuss the proposed approach for implementing the function of the interfaces listed in Attachment I - Interfaces.

Distinguish between State and offeror responsibilities for interface capture and development and describe the mechanisms and tools included in the proposed TAS to implement these interfaces. Offerors should address the following aspects of this topic:

1) Submit a "To-Be" diagram which clearly illustrates the proposed solution relative to the "As-Is" and "To-Be" diagrams supplied in Attachment I - Interfaces.
2) Describe what types of interfaces and interface formats are possible with the proposed TAS (e.g., online, batch, etc.).
3) Describe data that is available to other systems. Describe what data may be imported/updated from other systems.
4) Describe the tools that are provided with the TAS for the development of interfaces that may be needed in the future.
5) Describe what programming languages and/or query languages are required for development of interfaces.
6) Describe what scheduling tools are required for initiation of interface, and whether these tools are included with the proposed TAS.
7) Describe any constraints on the timing of batch interfaces.
8) Describe what standard definitions or file layouts the system employs for interfaces and include samples in an **appendix**.

6.02.6.3 Backup, Recovery, and Archiving

Describe and address:

1) Tools proposed for backup, recovery, and archiving of applications and data. Identify which tools are included as part of the offeror's solution and which must be provided by the State.
2) Impact of the proposed backup process on the operation of the system.
3) Use of and method for logging and journalizing.
4) Single points of failure and recommended approaches for their elimination.
5) Approach to redundancy.
6) Impact on software license fees, if any.

6.02.6.4 Assurance of Business Continuity

Discuss the following:

1) The necessary planning for the proposed remote site to continue operation and transition to the site if the primary data center is incapacitated.
2) How the State can implement disaster recovery plans for restoration of full functionality two hours.
3) How the system shall be fully replicated in a location separate from the production environment. The physical location shall be in Anchorage or another location acceptable to the State (See Attachment F – Requirements).
4) The planning, agreements, and preparations necessary to recreate a redundant site, assuming the structure in which the primary or backup site is located has been destroyed. Include in this discussion the timeframe during which the system would be running without redundancy and possible mitigating factors.

6.02.6.5 Solution Validation Testing and User Acceptance Criteria and Testing

A sample acceptance test plan from a completed project is required as an **appendix** for this topic. To define the type of testing support that will be provided, address the following:

1) Describe how configured software will be delivered in functional components for integration testing.
2) Describe plans and metrics for performance and stress testing for the proposed solution.
3) Describe plans and metrics for system testing of the proposed solution.
4) Describe how members of the testing team (offeror and State resources) will be prepared and trained to test the configured software.
5) Describe how configured software will be delivered in functional components for State acceptance testing.
6) Describe the time commitment requirements from the State to complete acceptance testing of the proposed solution.
7) Describe what test management and testing tools will be employed in QA testing prior to delivery of code and system components to the State. Describe how these tools will be made available to the State for use in acceptance testing.
8) Describe how on-site support for the State testing team will be provided.
9) Describe how documentation of configured software will be available to the testing team.
10) Describe the testing and migration strategy from the development and QA environments to the production environment.
11) Describe what specific software tools will be used to isolate performance problems.
12) Describe what tools will be used to document and track the status of suspected defects.
13) Describe which tools will be available to the State after the project is completed.
14) Describe what role the State will play in the classification of suspected defects.
15) Based on experience in similar projects, describe how many and what types of defects and problems are likely to be encountered in acceptance testing. Include metrics from other projects to support this response.
16) Describe how much time is anticipated for comprehensive testing and correction of defects prior to implementation. Based on metrics from similar projects, provide information from other projects to support this response.
17) If the error rate exceeds the expected level, describe what corrective actions will be instituted.
18) Describe how quickly a suspected defect will be investigated, and what classifications are planned for suspected defects.
19) Describe how quickly software defects will be corrected.
20) Describe how the State will participate in defining priorities for defect correction.
21) Describe how system performance, using the State's infrastructure and data, will be measured and documented.

6.02.6.6 Version Control

Version control of programs and configuration settings is required during all stages of development and implementation, as well as during post-project maintenance tasks related to additional enhancements and new release installation.

1) Discuss how version control is integrated with the project management processes proposed by the offeror and the offeror's philosophy related to version control.
2) Describe the procedures and/or automated tools that will be employed to ensure the integrity of programs and configuration settings developed to support the TAS.
3) If automated tools are not used, describe the manual process to support version control.
4) If automated tools are used during the project, describe whether the tools are included in post-project licensing and maintenance costs.

6.02.7 Implementation Phase

6.02.7.1 Data Load and Migration Strategy

Conversion of electronic records will be required for the TAS project.

1) Discuss the amount and type of data that should be migrated to the new system, providing recommendations for assessing data quality and conducting data cleansing prior to conversion, and discuss use of automated tools in conversion.
2) Address procedures for populating the initial production database and data transfer procedures for use when both the old and new systems are operational. Distinguish between State and contractor roles.
3) Discuss the approach for dealing with data duplication and incomplete records. References to approaches employed successfully in other projects should be provided where appropriate.
4) Discuss how data quality will be maintained during testing.

6.02.7.2 Overall Training

Describe how State staff assigned to the project team will be prepared to contribute. Provide an overview of time and attendance training interactions and dependencies between functional groups. Provide a sample of a training manual as an **appendix**.

Describe how the assessment of training needs will be conducted; identify types of users; describe how training will be conducted and evaluated. Address, at a minimum, the following:

1) The type of training (computer-based or other) that will be used for each purpose and why.
2) The methods that will be employed to evaluate training activities.
3) How training will be coordinated with other user-support activities.
4) Whether manuals or online help is adequate to enable trained users to answer their own questions. If they are not adequate, discuss how quickly the manuals can be revised.
5) How training materials will be distributed.
6) Describe how training materials will be maintained as part of an ongoing maintenance and/or service agreement.
7) How the State will be prepared to conduct training after implementation is completed.

6.02.7.3 Technical Knowledge Transfer

1) Address training curriculum, training priorities and prerequisites, specific commercial and custom courses, and one-on-one learning opportunities for each operations, configuration/development, and business analyst staff.
2) Identify whether recommended training will be provided on-site.
3) Address the usability of training materials as a training aid for future staff. Use specific examples from past TAS implementations to explain how the approach to technical training and knowledge transfer would allow the State to operate independently when the implementation phase ends.

6.02.7.4 Help Desk Approach

Describe support for the Help Desk function, including in a discussion of the following:

1) Coordination of the Help Desk with change management and training activities.
2) Recommended Help Desk software tools to complement the TAS project.
3) Training to be provided to the Help Desk agents.
4) Suggested escalation procedures.
5) Interim staffing requirement for peak Help Desk demand periods and transition to a permanent arrangement.
6) Development of a Help Desk electronic knowledge base.
7) Performance metrics, statistics, and reports based on Help Desk inquiries.

6.02.7.5 Operational Takeover

Discuss the methodology and the planning that will be employed to assure a smooth transition for production system acceptance from the contractor to the State.

1) Describe the recommended tasks and takeover activities for knowledge transfer and management that will take place before and after the system is accepted and operating in production status.
2) Describe the roles that the contractor and the State will play in takeover activities for the proposed solution.
3) Discuss planning for system maintenance and control for the proposed solution once system takeover has been completed.

6.02.7.6 Warranty Support

Discuss support to be provided during the twelve month warranty period that begins once operational takeover has been completed.

1) Describe response times and methods for different levels of reported problems.
2) Describe how outstanding issues with the solution will be addressed with software and hardware vendors.
3) Describe contractor role in implementing any software upgrades that are available during the warranty period.

6.03 Requirements

For each time and attendance requirement listed in Attachment F, the offeror shall describe how the proposed solution satisfies the requirement. Attachment J provides a Word document to be used in the offeror's response. The document contains a table listing each requirement and provides space for the offeror's response. The offeror must indicate the level of customization (as shown in the table below) necessary to meet the requirement:

Offeror's Response	Definition
Out of the box	Requirement is fully met "out of the box." Absolutely no configuration or customizations are used.
Configuration	Requirement met through user configuration of software. Configuration includes setting tables or parameters that control processing or screen appearance.
Third-party integration	Requirement met through third-party integration. Software other than the primary solution is used to satisfy the requirement.
User customization	Requirement met through user customization of software. Customization includes changes to base software or new program code (e.g., to format transactions for interfaces). Customization also includes changes to or new record formats needed to satisfy the requirement.
Customization by vendor	Same as "user customization," but requires customization to be authored by the vendor.

The narrative response for each requirement is limited per the instructions in Attachment J.

6.04 Qualifications and Experience

This section shall contain all pertinent data relating to the offeror's organization, personnel, and experience that will substantiate the offeror's qualifications and capabilities to perform the services described in this RFP. The section shall be divided into the following subsections:

6.04.1 Organization Experience and Qualifications

Provide the offeror's, and each subcontractor's or joint venture partner's (if applicable), company background, size, and financial statements. The specific role of each proposed subcontractor or joint venture partner shall be described. At a minimum, include the following:

1) Name of the offeror, subcontractor, or joint venture partner (clearly identified as such).
2) Date established.
3) Ownership (whether public company, partnership, subsidiary, etc.).
4) Primary line of business.
5) Total number of employees.
6) Financial statements for the legal contracting entity and subcontractors or joint venture partners for the last three years, including:

a) Balance sheets
b) Statement of income
c) Statement of changes in financial position
d) Auditor's reports
e) Notes to financial statements
f) Summary of significant accounting policies

6.04.2 Organization References

Complete the Organization Minimum Experience Requirements form in Attachment E to provide at least three references stating that offeror's organization has successfully provided similar time and attendance software and services to government entities of similar size and complexity as stated in Section 2.08. Please note: the State requires the offeror to provide three organization references for evaluation. Of the three references, two can be used to satisfy the minimum organization requirements identified in Section 2.08.

6.04.3 Team Organization and Key Staff Credentials

The offeror shall specify which proposed staff meet the experience requirements in Attachment E – Project Team Experience. Contact information for references who can confirm this experience shall be included as part of the proposal.

Offerors shall provide an organizational chart that: identifies personnel assigned to accomplish the work called for in this RFP; illustrates the lines of authority; designates the individual responsible and accountable for the completion of each deliverable described in Section Five.

Include a narrative description of the organization of the project team and a personnel roster that identifies each person who will actually work on the contract.

Use the Key Project Staff Experience Resume and Reference Contact Information form in Attachment E to present professional resumes including areas of expertise, education, years and description of experience relevant to this RFP, and any applicable certifications (PMP, CPA, CISA, CPM, etc.)

6.05 System Demonstration

Offerors who are determined to be susceptible for award will be invited to Juneau, Alaska to conduct one and one-half day live system demonstrations. Refer to Section 7.08 - Reasonably Susceptible for Award. Offerors shall develop the system demonstrations according to the time constraints and script described in Attachment K - System Demonstration Script and Score Sheet.

6.06 Cost Proposal

The Cost Proposal is to be submitted at the same time, but separate from the general proposal in a sealed envelope clearly labeled “Cost Proposal” as per the instructions in Section 1.01.

Offerors must complete each of the five cost category spreadsheets in the Cost Proposal Form workbook and summarize costs on the Cost Proposal Form Summary Sheet. The Cost Proposal template is available in Attachment A and contains the following spreadsheets:

Attachment A Cost Proposal Form - Summary Sheet is generated from the following 5 supporting spreadsheets:

- Attachment A1 - Cost Proposal Form - Deliverables 1 - 42
- Attachment A2 - Cost Proposal Form - Solution Software and Activity Components
- Attachment A3 - Cost Proposal Form - Solution Hardware Components
- Attachment A4 - Cost Proposal Form - Maintenance
- Attachment A5 - Cost Proposal Form - Labor Rates

For every vendor involved in maintenance of the TAS, the offeror must include a written commitment to the pricing for maintenance that is proposed on Attachment A4 - Cost Proposal Form - Maintenance. These commitments must be on the specified vendor’s letterhead and signed by an individual authorized to bind the vendor.

Costs not itemized on the Cost Proposal Form will not be paid by the State even if they have been referenced elsewhere in the proposal.

6.07 Evaluation Criteria

All proposals will be reviewed to determine if they are responsive. They will then be evaluated using the criteria set out in Section Seven - Evaluation Criteria and Contractor Selection. The Proposal Evaluation Committee (PEC) will score proposals on scores sheets contained in Attachment B - Proposal Evaluation Form. System demonstrations will be evaluated using criteria set out in the System Demonstration Script and Score Sheet that will be provided in an amendment to the RFP.

An evaluation may not be based on discrimination due to the race, religion, color, national origin, sex, age, marital status, pregnancy, parenthood, disability, or political affiliation of the offeror.

A proposal shall be evaluated to determine whether the offeror responds to the provisions, including goals and financial incentives, established in the request for proposals in order to eliminate and prevent discrimination in state contracting because of race, religion, color, national origin, sex, age, marital status, pregnancy, parenthood, or disability.

SECTION SEVEN
EVALUATION CRITERIA AND CONTRACTOR SELECTION

7.01 Introduction

THE TOTAL NUMBER OF POINTS USED TO SCORE THIS PROPOSAL IS 10,000

Each offeror's proposal will be evaluated by the Proposal Evaluation Committee (PEC) using the criteria outlined in this section. Attachment B - Proposal Evaluation Form will be used by the PEC for the actual evaluation.

Points will be distributed among the following:

- 2,000 points - Proposed Time and Attendance Solution (TAS) described in the Technical Proposal
- 2,000 points - Requirements
- 2,000 points - Qualifications and Experience
- 1,000 points - System Demonstration
- 2,000 points - Cost
- 1,000 points - Alaskan Offeror's Preference

10,000 Total points

7.02 Technical Proposal (20 Percent)

Points allocated for the scoring of offeror proposed services as addressed in the Technical Proposal will be distributed among the response categories described in Section 6.02.2 - 6.02.7:

- 100 points - State-Produced Project Outputs
- 500 points - Comprehensive Solution
- 400 points - Project Management
- 350 points - Design Phase
- 350 points - Configuration Phase
- 300 points - Implementation Phase

2,000 Total points

7.03 Requirements (20 Percent)

Time and attendance requirements will be scored based on a narrative for each requirement, completed by offerors in Attachment J - Offeror Response to Requirements Template, and not to exceed one page per requirement:

1) describing how the proposed solution satisfies the requirement.
2) disclosing the level of customization required to meet the requirement.

It is the State's desire to minimize the level of customization for the TAS.

Absolute scores ranging from six points to twenty points are available for each requirement as identified in Attachment F - Requirements.

Scoring Requirements

Mandatory requirements shall be met to satisfy minimum qualifications for a proposal response.

Mandatory and non-mandatory requirements will be scored for the Time and Attendance proposal evaluation. It is important to score mandatory requirements (86% of them) because offerors may claim to satisfy the requirement but during evaluation the PEC may evaluate functionality differently.

Non-mandatory requirements will not be priced separately. Functional requirements are not distinct enough to allow separate pricing. Satisfying non-mandatory requirements is part of an overall solution response. The offeror must decide if the cost of satisfying non-mandatory requirements justifies the points awarded for meeting the requirements.

7.04 Qualifications and Experience (20 Percent)

Points allocated for the scoring of offeror's qualifications and experience will be distributed among three categories:

- 500 points - Organization Experience and Qualifications
- 500 points - Organization References
- 1,000 points - Team Organization and Key Staff Credentials

2,000 Total points

The PEC shall evaluate responsive proposals to determine how well the offeror's, subcontractor's, or joint venture partner's (if applicable) organization, qualifications, personnel, and experience qualify them to perform the services solicited in this RFP. Points available from the evaluation process are identified in the following sections.

7.04.1 Organization Experience and Qualifications (500 points)

Proposals will be evaluated against the questions set out below:

1) How well does the offeror's organization, structure, location, and business partners/relationships support the services requested in this RFP?
2) How well has the offeror demonstrated its ability to provide the services requested by this RFP?
3) If a subcontractor or joint venture partner will perform work on the contract, how well does the organization measure up to the evaluation used for the offeror?

7.04.2 Organization References (500 points)

The State will randomly contact the references until two of the references have been contacted. Each reference contacted shall be asked the same questions regarding the quality and success of similar projects performed by the offeror. The following questions will be asked of the references:

1) How do you rate the overall quality of work?
2) How do you rate the overall dependability of the contractor?
3) How do you rate the contractor's work with internal users and IT staff?
4) How do you rate the contractor's responsiveness to reported problems?
5) How well did the contractor meet the terms of the contract?
6) Would you select the offeror to perform services again?

The references will be asked each question and asked to rate the offeror with a response of:

- **4** = **Exceptional**
- **3 = Above Average**
- **2 = Average**
- **1 = Below Average**

Points will be awarded based on the following:

- **A response of 4** = 80 points
- **A response of 3** = 40 points
- **A response of 2 or less** = zero points

For each question, one through five, the points awarded from both references will be summed and divided by two to determine the number of points awarded for each question.

Due to the nature of question six, the reference will be required to either answer "**yes**" or "**no**". If both answer yes, one hundred (100) additional points shall be awarded. If either reference answers no, no additional points shall be awarded. The following is an example of how reference scoring will occur.

Offeror 1	Reference One Rating	Reference Two Rating	Reference One Points Awarded	Reference Two Points Awarded	Total	Average
Question 1	4	4	80	80	160	80
Question 2	4	4	80	80	160	80
Question 3	4	4	80	80	160	80
Question 4	3	3	40	40	80	40
Question 5	4	3	80	40	120	60
Question 6	Yes	Yes	--	--	100	100
Total Reference Points Awarded						**440**

Offeror 2	Reference One Rating	Reference Two Rating	Reference One Points Awarded	Reference Two Points Awarded	Total	Average
Question 1	3	3	40	40	80	40
Question 2	2	3	0	40	40	20
Question 3	3	3	40	40	80	40
Question 4	2	2	0	0	0	0
Question 5	3	3	40	40	80	40
Question 6	No	Yes	--	--	0	0
Total Reference Points Awarded						**140**

Based on the above example, Offeror 1 would receive 440 reference points and Offeror 2 would receive 140 reference points.

7.04.3 Team Organization and Key Staff Credentials (1,000 points)

In team organization and key staff credentials, more years of experience is desired than has been stated in the prior experience minimum requirements (Section 2.08). For example, the proposed Project Manager requirement for experience is four years for minimum qualifications. An individual with ten years experience will be evaluated higher than an individual with four years experience. In this way, the offeror can indicate if they will provide a resource with more experience, so as to better meet the State's needs for a TAS.

Proposals will be evaluated against the questions set out below:

1. Are resumes complete and do they demonstrate backgrounds that would be desirable for individuals engaged in the work the project requires?
2. How extensive are the applicable education, experience, and certifications of the personnel designated to work on the project?
3. To what extent do the individuals assigned to the project have experience working on similar projects in a government environment and what is their length of experience?

7.05 System Demonstration (10 Percent)

Scripted demonstrations will be evaluated and scored by the PEC. Each section of the demonstration script will carry a pre-assigned score that defines its relative importance to other sections within the demonstration. Invitations to demonstrate will be issued to offerors who are determined to be reasonably susceptible to award.

Scores for each script will be recorded by PEC members in the System Demonstration Script and Score Sheet. Total scores from the scripted demonstrations will be transferred to Attachment B - Proposal Evaluation Form, B.05 System Demonstration.

7.06 Contract Cost (20 Percent)

The State will consider all costs associated with the Development and Implementation Stage provided for the proposed hardware and software and subsequent ten-year maintenance and support stage using the cost sheets in Attachment A.

Overall, a maximum of 20% of the total evaluation points will be assigned to cost. The cost amount used for evaluation may be affected by one or more of the preferences set out below.

- 5 Percent Alaskan Bidder Preference - See Section 2.15
- 15 Percent Employment Program Preference - See Section 2.14
- 10 Percent Alaskans with Disabilities Preference - See Section 2.14
- 10 Percent Employers of People with Disabilities Preference - See Section 2.14

Converting Cost to Points

The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out in Section 2.16.

7.07 Alaskan Offeror's Preference (10 Percent)

If an offeror qualifies for the Alaskan Bidder Preference, the offeror will receive an Alaskan Offeror's Preference. The preference will be 10 percent of the total available points, or 1,000 points. This amount will be added to the overall evaluation score of each Alaskan offeror.

7.08 Reasonably Susceptible for Award

The Procurement Officer will determine whether offerors' proposals are reasonably susceptible for award, based solely upon total technical proposal, requirements, and qualifications and experience scores from the PEC evaluation and the total cost proposal scores, including appropriate preferences.

SECTION EIGHT
ATTACHMENTS

Attachment A	Cost Proposal Form
Attachment B	Proposal Evaluation Form
Attachment C	Standard Agreement with Appendix A and Appendix B1
Attachment D	Notice of Intent to Award
Attachment E	Offeror Experience
Attachment F	Requirements
Attachment G	Confidentiality and Nondisclosure Agreement
Attachment H	State of Alaska Organization Charts and State Project Team Resumes
Attachment I	Interfaces
Attachment J	Offeror Response to Requirements Template
Attachment K	System Demonstration Script and Score Sheet
Attachment L	Offeror Checklist
Attachment M	Connectivity
Attachment N	Glossary
Attachment O	Performance Incentives