State of Florida

Department of Financial Services

Invitation to Negotiate (ITN)

Number DFS FL PALM ITN 1617-07

Revised 04/28/2017 – Addendum 3

Florida Planning, Accounting and Ledger Management Project (Florida PALM)

Software and System Integrator Services

Purchasing Agent:
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SECTION 1   INTRODUCTION

1.1   Purpose

Pursuant to section 287.057, Florida Statutes (F.S.) and Chapter 2016-66, Section 6, 2317A, Laws of Florida, the Department of Financial Services' (Department or DFS) Florida Planning, Accounting and Ledger Management Project (Florida PALM or Project) seeks Replies to this Invitation to Negotiate (ITN) from qualified vendors (Respondents) to obtain the best and most appropriate means of providing Software and System Integrator (SSI) Services for a new financial management solution (Financial Management Solution or the Solution). The state of Florida (State) desires an integrated, enterprise Financial Management Solution that allows the State to organize, define, and standardize its financial management processes and that complies with sections 215.90-215.96, F.S.

The purpose of this ITN is to replace the four main components of the Florida Accounting Information Resource (FLAIR) subsystem and the cash management and accounting management components of the Cash Management System (CMS). The main FLAIR components to be replaced include Central FLAIR, Departmental FLAIR, Payroll, and Information Warehouse. The Scope of Services requested is set out in Attachment B – Project Specifications and the Business Requirements presented in the Advantiv Solutions, LLC (Advantiv) DecisionDirector® (DD2) tool.

This ITN does not include any functionality that duplicates any of the other information subsystems of the Florida Financial Management Information System (FFMIS) or Agency business processes related to any of the functions included in the personnel information system, the purchasing subsystem, or the Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS).

1.2   Background

FLAIR and CMS are references to a series of technical components performing various financial and cash management functions for the State. These current systems support the business aspects of the Department's Division of Accounting and Auditing (A&A), the Division of Treasury (Treasury), and Agency financial management functions. See Attachment A – Overview of the Current Program for more information on FLAIR and CMS.

As a result of the language in Chapter 2013-40, line item 2279, Laws of Florida, the Department procured the services of an independent consulting firm with experience in planning public sector technology projects to complete a study (see FLAIR Study Section 1.10 – Supporting Information) and to recommend either enhancing or replacing FLAIR.

Based on the analysis completed in the FLAIR Study, the recommendation was that the State should replace FLAIR and CMS with a commercial off-the-shelf enterprise resource planning Solution. This option was selected based on information collected from market conditions, trends, and the analysis of both qualitative and quantitative factors, including:

- Alignment to Goals and Objectives;

- Cost Comparison;
- Benefits Comparison; and
- Risk Analysis.

In 2014 the Department received funding authority to begin activities for replacing FLAIR and CMS and established the Florida PALM Project.

The FLAIR Study recommended the Project be organized in several parts or Phases:

- Pre-DDI – This initial phase (the Pre-Design, Development and Implementation or Pre-DDI Phase) includes planning for DDI readiness, business process standardization, and procurement of the Financial Management Solution.
- DDI Phase 1 – This Phase includes the implementation of the Financial Management Solution focusing on core functionality.
- DDI Phase 2 – This Phase includes implementation of expanded functionality necessary to meet the Solution goals.

The Project is in the Pre-DDI phase. Currently, the Project is organized into multiple Tracks or work streams that are staffed to simultaneously support the Project. The Tracks for Pre-DDI are:

- BPS – Business Process Standardization
- OCM – Organizational Change Management
- PMO – Project Management Office (including Procurement)
- SDS – Systems and Data Strategy

Since the Project's inception in 2014, the Project has leveraged the FLAIR Study and General Appropriations Act (HB-5001 (2014), SB 2500-A (2015), HB 5001 (2016)) and supporting implementation bills to establish the Project's scope and implementation strategies for Pre-DDI. The Project also created strategy-related documents that helped formulate a more comprehensive understanding of the results needed for Pre-DDI. The list below communicates the Project's implementation priority and Track responsibility during Pre-DDI.

- The Business Process Standardization (BPS) Track is responsible for developing and executing business process standardization activities and creating functional Business Requirements for the Financial Management Solution. BPS has worked in partnership with more than 500 Agency representatives and other Project stakeholders including the State's Purchasing System, MyFloridaMarketPlace (MFMP), the State's Personnel Information System, People First, Bureau of State Payroll, Office of Information Technology (OIT), Executive Office of the Governor (EOG), House of Representatives, Senate, and LAS/PBS staff. Over 55 Workgroups and Workshops. were held with these stakeholders. Through this collaboration, the BPS Track has produced, refined, and published the functional Business Requirements and Level 2 Standardized Business Process Models in preparation for the release of the ITN, and ultimately, the procurement and implementation of the Solution.
- The OCM Track is responsible for facilitating agency workgroups and workshops, surveying attendees, and assisting the Project with maintaining regular and consistent communications with stakeholders through a variety of media. The OCM Track has developed a Pre-DDI Communications Plan and a Strategic Plan for pre-SSI OCM

activities, both of which are designed to develop and execute change management strategies in preparation for the new Financial Management Solution.

- The PMO Track is responsible for developing and executing project management strategies and for the procurement activities to acquire the new Financial Management Solution and associated Implementation and support Services.
- The SDS Track is responsible for developing the technical Business Requirements for Florida PALM and a current list of FLAIR and CMS interfaces in preparation for the release of the ITN. The SDS Track also supports the BPS Track for all activities related to developing the State's Standardized Business Process Models and functional Business Requirements. The SDS Track is responsible for developing strategies and plans related to the Department's data and technology needs through documents such as the data management plan and Pre-DDI enterprise architecture strategy.

In 2016 the Project was required, via Proviso in Chapter 2016-66, Section 6, 2317A, Laws of Florida, to contract with a third party consulting firm to complete a business case for maintaining agency business systems identified in Attachment 2 of the FLAIR Study. The Business Case includes:

- A detailed description of the functionality provided by the agency business system
- Confirmation that the agency business systems' functionality is not planned to be included in the replacement of the FLAIR subsystem and the CMS
- Documentation including federal and state law, rule, or policy which validates that the agency is required to maintain the functionality currently provided by the agency business system instead of modifying its' business processes.

1.3   ITN Objective and Solution Goals

1.3.1   ITN Objective

The objective of this ITN is to acquire a Financial Management Solution and a highly capable system integrator that best meet the needs of the State. The procurement process is designed to achieve a best-value acquisition of software capable of meeting the Business Requirements and integration Services from an integrator with a track record of successfully implementing similar solutions. The Department desires to make a bundled award for both software and system integration Services to a single primary Respondent, although the primary Respondent may propose a third party's software and may propose to subcontract certain aspects of the integration and support Services. The questions being explored in this ITN is how the proposed Solution and Contractor can best meet the Department's needs. More specific questions can be found in sections 4.2.3.1.2 – 4.2.3.4. The facts being sought in this ITN are identified in Attachments D and E.

1.3.2   Solution Vision and Goals

The following describes the Project vision statement and related Solution goals. There will be checkpoints during the Project to validate the Solution's alignment with these goals.

Vision Statement

Implement a statewide accounting and financial management system to enforce standardization, act as a scalable foundation to evolve as business needs change, and position Florida for future innovation as it considers a true statewide enterprise Solution.

Solution Goals

The goals are:

1. Reduce the State's risk exposure by harnessing modern financial management technology built on the premises of scalability, flexibility, and maintainability.

   Goal Description

   Replace outdated hardware and software with more widely embraced technology leveraging advancements in:
   - Functionality
   - Maintenance
   - Ease of Use
   - Storage
   - Integration standards and protocols (e.g., application programming interface, Service-oriented architecture, etc.)

   Goal Business Value
   - Increases pool of technology talent/resources, which will improve ongoing ability to maintain and support the Solution
   - Employs technology capable of scaling, evolving, and growing as business needs change (e.g., can add fields to transaction details and can add/subtract Agencies through configurable parameters without the need for program code changes)
   - Reduces complexity of integration and reduces costs to maintain the system and interfaces due to leveraging more flexible and adaptable technology framework and platform
   - Increases system security, stability, and recoverability with implementation of latest technology standards
   - Transforms the workforce to better use and leverage new and available technology
   - Increases timeliness of delivering information technology (IT) solutions (e.g., interfaces) since technology standards are predefined and widely recognized
   - Improves flexibility and timeliness of financial transaction processing

2. Improve State and Agency-specific decision making by capturing a consistent and expandable set of data.

   Goal Description
   - Platform supports enterprise-wide and Agency-specific reporting needs
   - Supports self-Service, including both ad hoc and standard reports
   - Data defined and used consistently
   - Data accessible by a common set of reporting tools

   Goal Business Value
   - Provides new, more timely, consistent, and accurate information to aid operational decision making

- Enables ability to produce operational performance metrics to monitor and assess organizational productivity and process efficiency
- Facilitates a common understanding of available data across users, which increases consistency of how information is used
- Enables reuse of developed queries and reports across agencies, which fosters cross-Agency learning
- Increases ability and ease of supporting the Chief Financial Officer's (CFO's) Transparency Florida initiative

3. Improve the State's financial management capabilities to enable more accurate oversight of budget control and cash demands today and in the future.

   Goal Description
   A single, integrated, financial management platform that:
   - Introduces new and enhanced financial management and cash management capabilities (e.g., consolidating and scheduling vendor payments, effective dating, expenditure projections)
   - Provides a single system of record, based on a standard definition of data elements, for all accounting transactions within the Department and across State Agencies
   - Supports extension to other key business functions and processes (e.g., payroll, grants, contracts, projects, and procurement) in the future

   Goal Business Value
   - Increases accuracy of cash forecasting and tracking, which enables cost savings/revenue generating opportunities for the State (e.g., maximizing interest earnings and taking advantage of net discounts)
   - Positions agencies to sunset redundant financial management systems as new financial management capabilities and functionality are introduced with the new statewide accounting Solution
   - Enhances staff effectiveness by reducing time spent reconciling transactions between multiple systems, increasing focus on analysis
   - Introduces a common statewide financial management platform with expandability to support other related business functions
   - Enables new and tighter controls of appropriation spend and reduces number of journal transfers

4. Improve staff productivity, reduce operational complexity, and increase internal controls by enabling standardization and automation of business processes within and between the Department and agencies.

   Goal Description
   - Optimizes use of embedded business and financial reporting process standardization (i.e., minimize system customizations, minimize number of exception processes)
   - Leverages workflow and electronic document storage
   - Establishes overall project and operational governance model to allow focus on process and data standardization

Goal Business Value
- Reduces operational complexity and increases operational efficiency and effectiveness due to reduction of manual processes and number of exception processes
- Increases transactional data integrity and accuracy by adhering to Solution's embedded process standardization
- Increases staff transferability within and among Agencies since business processes and tools are consistent
- Facilitates future process improvement efforts by limiting process variability and facilitating future evaluation of alternate operating models (e.g., shared Services)
- Enables State finance and accounting staff to perform higher-value activities (e.g., monitor trends, identify duplicate payments)
- Supports future implementation of vendor-supplied upgrades for functional and technical improvements due to number of customizations being minimized

1.4   Mandatory Minimum Qualifications

A Respondent must meet all of the Department's Mandatory Minimum Qualifications identified in the following Qualification Questions in order to be considered for award. Respondents will certify its adherence to the Mandatory Minimum Qualifications as part of their Technical Reply within the Transmittal Letter. The Department will not evaluate Replies from Respondents that answer no to any of the Qualification Questions:

a) Does the Respondent confirm that it is registered with the Florida Department of State, Division of Corporations (Sunbiz.org), to transact business in the State, or, does the Respondent certify that if awarded a contract under this ITN, it will register with the Florida Department of State prior to execution of the contract, or, does the Respondent certify that it is not required to register with the Florida Department of State (see applicable sections of the Title XXXVI, Business Organizations, Chapters 605 through 623, F.S.)?

b) Does the Respondent certify that the person submitting the Reply is authorized to respond to this ITN on Respondent's behalf?

c) Is the Respondent committed to enter into a negotiated contract based on this ITN and the Respondent's Reply, including any Best and Final Offers (BAFOs) or Interim Revised Replies (IRRs)?

d) Does the Respondent certify that it, and any proposed subcontractors, is not a Convicted Vendor or Discriminatory Vendor as defined in Sections 7 and 8, respectively, of General Instructions to Respondents (PUR 1001)?

e) Does the Respondent certify compliance with Section 9 of PUR 1001, Respondent's Representation and Authorization?

f) Does Respondent certify that it, and any proposed subcontractors, is not 1) on the Scrutinized Companies with Activities in Sudan List, 2) on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or 3) participating in a boycott of Israel (see section 287.135, F.S.)?

g) Does the Respondent, and any proposed subcontractors, meet the requirements for having no known conflicts of interest as outlined in Section 6 of PUR 1001, Conflict of Interest?

h) Does the Respondent agree that all State Data that is Confidential Information, which is generated, used, or stored by Respondent pursuant to the prospective contract will reside and remain in the United States and will not be transferred out of the United States? Will the Respondent include language in any subcontractor agreements that data generated, used, or stored by the subcontractor pursuant to the prospective contract will reside and remain in the United States and will not be transferred out of the United States?

i) Has the Respondent completed, as the primary provider of integrator Services, at least two implementations of the proposed Primary Financial Software Product that is currently in production as the financial system for a public sector entity with an annual spend managed in the system of at least $20 billion and with at least 30,000 head count employees? Primary Financial Software Product is defined as general ledger and accounts payable, at a minimum.

j) Did the Respondent submit a responsive Reply consisting of Technical Reply, Cost Reply, and Replies to Business Requirements using the Advantiv Solutions, LLC (Advantiv) DecisionDirector® (DD2) tool?

k) Did the Respondent submit a Cost Reply in accordance with ITN Section 3.4 – How to Submit a Reply and Attachment C – Cost Reply Instructions and Workbook?

l) Did the Respondent submit an opinion of out-of-state Respondent's attorney on bidding preferences, if applicable according to Section 3.4.5.2 - Principal Place of Business and Foreign State Preferences in Contracting?

The Respondent acknowledges that the Department will rely on the representations made in the Respondent's Reply to these Mandatory Minimum Qualifications in making its decisions of award. If the Department discovers that any information provided is false prior to the award of the Contract, the Department may determine the Respondent nonresponsive.

1.5   Term

The Department is contemplating a multi-year, fixed-price, deliverable-based contract with an initial term and renewal periods in accordance with Florida law and subject to appropriations. The contract term will be determined during negotiations.

1.6   Definitions

In addition to the definitions in PUR 1000 – General Contract Conditions (PUR 1000), and PUR 1001 – General Instructions to Respondents (PUR 1001), the definitions that apply to this ITN are described in Attachment H - Definitions.

1.7   Special Accommodations

Any person requiring a special accommodation due to a disability should contact the Department's Purchasing Agent. Requests for special accommodation for meetings must be made at least five business days prior to any meeting included in Section 2.2 - Timeline of Events.

1.8   Contact Person

The Purchasing Agent is the sole point of contact from the date of this ITN's release until award. However, Respondents are permitted to contact Advantiv for registration and support of the DD2 tool (see Attachment E – DecisionDirector Instructions). All procedural questions and requests for clarification of this ITN must be submitted in writing to the Purchasing Agent:

> ~~Gloriann McInnis~~Sean Buchanan, Purchasing Services
> Email address: DFSPurchasing@myfloridacfo.com

INCLUDE THE ITN NUMBER IN ALL EMAILS TO THE PURCHASING AGENT IN THE SUBJECT LINE OF THE EMAIL

The Department's Procurement Office address is:

> Department of Financial Services
> 200 East Gaines Street, Larson Building.
> Purchasing Services – Room B-24
> Tallahassee, FL 32399-0317

Between the release of the ITN and the end of the 72-hour period following the agency posting of the notice of intended award (the procurement period), Respondents to this ITN, or persons acting on their behalf, must not engage in any written or verbal communication with any employee or officer of the State's executive or legislative branch, whether or not such individual is assisting in the procurement, regarding the merits of the Respondent or whether the Department should retain or select the Respondent, or concerning any aspect of this ITN, except in writing to the Purchasing Agent. Violation of this provision may be grounds for rejecting a Reply.

Please note that questions will NOT be answered via telephone. Responses to questions posed to the Purchasing Agent in writing before the deadline to submit questions as identified in Section 2.2 - Timeline of Events will be posted on the Vendor Bid System (VBS) website, at http://myflorida.com/apps/vbs/vbs_www.main_menu (modifies Section 5 of PUR 1001).

Only communications which are in writing from the Department may be considered as authorized communications on behalf of the Department. The Respondent will not engage in any lobbying efforts or other attempts to influence the Department or the evaluation or negotiation team in an effort to be selected.

1.9   ITN Support Services

The following list of organizations participated in the feasibility study (FLAIR Study) or the drafting of this ITN:

- Brandt Information Services
- Computer Aid Inc.
- Ernst & Young
- Global Information Services
- Grant Thornton
- Information Services Group (ISG)
- North Highland Company
- Pillsbury Winthrop Shaw and Pittman
- Radey Thomas Yon & Clark
- Technisource, Inc.
- Thomas, Howell, Ferguson
- VCarve

Contract/Purchase order information for these contracted support service providers can be found on the Florida PALM Website listed in ITN Section 1.10 below. These contracted support service providers may be utilized during the solicitation to provide support services.

Section 287.057(17)(c), F.S., states in part:

"[a] person who receives a contract that has not been procured pursuant to subsections (1)-(3) to perform a feasibility study of the potential implementation of a subsequent contract, who participates in the drafting of a Solicitation or who develops a program for future implementation, is not eligible to contract with the agency for any other contracts dealing with that specific subject matter, and any firm in which such person has any interest is not eligible to receive such contract."

1.10   Supporting Information

The files/documents at the following links contain supporting information for this ITN: The following publicly available information may be helpful to the Respondents in developing their Reply. Respondents should monitor any sources they are using for updates during the procurement process which may impact their response.

- American's with Disabilities Act
  http://www.ada.gov/

- Building Owners Management Association
  http://www.boma.org/research/Pages/building-class-definitions.aspx

- Business Case for Maintaining Agency Business Systems
  https://www.myfloridacfo.com/floridapalm/resources/business-case/

- FLAIR/CMS Interface List
  https://www.myfloridacfo.com/floridapalm/procurement/itn-supporting-information/

- FLAIR Procedures Manuals
  http://www.myfloridacfo.com/Division/AA/Manuals/default.htm

- FLAIR Study
  http://www.myfloridacfo.com/floridapalm/FlairStudy.htm

- Florida Administrative Code and Florida Administrative Register website for Florida
  Information Technology Project Management and Oversight Standards
  https://www.flrules.org/gateway/ChapterHome.asp?Chapter=74-1.

- Florida PALM Pre-DDI Communications Plan
  https://www.myfloridacfo.com/floridapalm/procurement/itn-supporting-information/

- Florida PALM Strategic Plan for Pre-SSI OCM Activities
  https://www.myfloridacfo.com/floridapalm/procurement/itn-supporting-information/

- Florida PALM Support Services Contracts
  https://www.myfloridacfo.com/floridapalm/procurement/executed-contracts/

- Florida PALM website
  http://www.myfloridacfo.com/floridapalm/

- Governance Charter
  https://www.myfloridacfo.com/floridapalm/about-us/governance/

- MyFloridaMarketPlace (MFMP) Procurement System's Vendor Information Portal
  https://vendor.myfloridamarketplace.com/

- Pre-DDI Architecture Principles
  https://www.myfloridacfo.com/floridapalm/procurement/itn-supporting-information/

- Pre-DDI Project Management Plan
  https://www.myfloridacfo.com/floridapalm/resources/project-management/

- Project Charter
  https://www.myfloridacfo.com/floridapalm/resources/project-management/

- Project's Current Organizational Chart
  https://www.myfloridacfo.com/floridapalm/about-us/project-organization/

- PUR 1001 and PUR 1000
  http://dms.myflorida.com/business_operations/state_purchasing/documents_forms_references_resources/purchasing_forms

- Report Listing for Level 2 Standardized Business Process Models
  https://www.myfloridacfo.com/floridapalm/procurement/itn-supporting-information/

- Scrutinized List of Prohibited Companies
  https://www.sbafla.com/fsb/FundsWeManage/FRSPensionPlan/GlobalGovernanceMandates.aspx.

- State's Payroll Preparation Manual
  http://www.myfloridacfo.com/Division/AA/Manuals/default.htm

- State's Proposed Standardized Business Process Models
  https://www.myfloridacfo.com/floridapalm/procurement/itn-supporting-information/

- Vendor Business System (VBS)
  http://myflorida.com/apps/vbs/vbs_www.main_menu

- Vendor Payment Information Regarding Rule 60A-1.030-.032, F.A.C.
  http://www.myfloridacfo.com/Division/AA/Vendors/default.htm

Any questions related to links in this ITN document must be directed to the Purchasing Agent in Section 1.8 – Contact Person.

SECTION 2   ITN PROCESS

2.1   General Overview of the ITN Process

The ITN is a method of competitively soliciting a commodity or contractual service under Chapter 287, F.S. The Department will post the ITN and any addenda on the VBS. Reference materials and related reply-formatted documents are located on the Florida PALM website. The process will include a written question and answer period, submission of Replies followed by reviews to identify responsive and responsible Replies, a review of Mandatory Minimum Qualifications, evaluation, negotiation, and award.

Respondents may submit formal questions in writing to the Purchasing Agent by the date listed in Section 2.2 - Timeline of Events, using the question format table provided in ITN Section 3.4.1. If there are any perceived inconsistencies among any of the provisions of the ITN and its attachments, Respondents are expected to bring these inconsistencies to the attention of the Department's Purchasing Agent before the deadline to submit questions as identified in Section 2.2 - Timeline of Events. Respondents must not submit Replies before the answers to Respondents questions are posted on VBS. Submission earlier than 10 calendar days before the Replies are due is not recommended since the Department may post addenda to the ITN. Replies must be submitted by the deadline listed in the Section 2.2 - Timeline of Events. The Department will open the Replies in a public meeting.

Section 1.4 describes the Mandatory Minimum Qualifications in order to be considered responsive. If a Reply contains language which withdraws or negates commitments to requirements of the ITN, such as a Technical Reply or Cost Reply that states the Reply is for evaluation purposes only and should not be interpreted as a binding offer or commitment on the part of a Respondent, or qualifies the Reply such that it is not a binding offer to contract under terms consistent with the requirements of this ITN, the submission may be deemed nonresponsive and rejected. Replies that fail to submit all required information may also be deemed nonresponsive.

2.2   Timeline of Events

The schedule in the following table reflects the Timeline of Events for this ITN. The Department reserves the right to make adjustments to this schedule by posting an addendum on VBS. It is the responsibility of the Respondents to check VBS on a regular basis for such updates. All methods of delivery or transmittal of the Reply to the Procurement Office are exclusively the responsibility of the Respondent and the risk of non-receipt or delayed receipt will be borne exclusively by the Respondent.

Timeline of Events	Event Time Eastern Time (ET)	Event Date
ITN posted on the VBS.	N/A	November 1, 2016
Deadline to submit questions to the Department's Purchasing Agent.	12:00 P.M.	November 28, 2016
The Department's anticipated posting date for answers to Respondents' questions on VBS.	N/A	December 19, 2016
Public Meeting for Evaluator Training Department of Revenue – 2450 Shumard Oak Blvd., Building 1, Room 1820	9:00 A.M.	January 24, 2017
Deadline to submit Replies and all required documents to the Department, including completion of all entry into the DD2 tool.	3:00 P.M.	January 24, 2017
Reply Opening. 200 E. Gaines Street, Tallahassee, FL 32399, Larson Building.	3:00 P.M.	January 24, 2017
Public meeting for negotiation team to discuss recommended award.	TBD	TBD

2.3   Addenda to the ITN

The Department reserves the right to modify this ITN from time to time by issuing addenda. Addenda will be posted on VBS. It is the Respondent's responsibility to check VBS on a regular basis for any changes.

2.4   Contract Formation

The Department will enter into a Contract with the Respondent awarded pursuant to Section 4.3-Negotiation.

The SSI Contract is attached as Attachment G. This draft will be the basis for the awarded Contract, but terms and conditions of the Contract, and its Attachments including at a minimum a Statement of Work, will be negotiated during negotiations. The Department is not bound to enter into a contract with any Respondent unless the Respondent represents the best value to the State and the Department is able to negotiate the conditions and price that it considers fair, competitive, and reasonable.

2.5   Disclosure of Reply Contents

All documentation produced as part of a Reply to the ITN will become the property of the Department and will not be returned to the Respondent unless the Reply is withdrawn prior to the Reply Opening. Replies are subject to section 119.071(1), F.S. Replies will be opened on the date and at the location indicated in Section 2.2 - Timeline of Events. Respondents may attend, but they are not required to do so. The Department will not announce proposed costs or release other materials pursuant to section 119.071(1)(b), F.S.

The Department may use proposed costs and information related to proposed costs from the Replies to formulate appropriation request(s) related to the Project at any time during this ITN.

2.6   Modify Reply

Respondents may modify a Reply at any time prior to the Reply deadline. If a Reply has already been submitted prior to the Reply deadline, the previously-submitted Reply must be withdrawn before a modified Reply is submitted.

2.7   Diversity

The Department is dedicated to fostering the continued development and economic growth of small, minority-, veteran-, and women-owned businesses. Participation of a diverse group of Respondents doing business with the State is central to the Department. To this end, small, minority-, veteran-, and women-owned business enterprises are encouraged to participate in the Department's procurement process as both prime Respondents and subcontractors.

2.8   Certain Meetings Not Open to Public

Negotiations, demonstrations, and vendor presentation meetings between the Department and Respondents are temporarily exempted from public meeting requirements according to section 286.0113(2)(b)1., F.S. Meetings at which negotiation strategies are discussed are exempted by section 286.0113(2)(b)2., F.S. The Department will record all meetings of the negotiation team, as required by law, and such recordings, except to the extent identified as exempt or confidential and exempt, will eventually become a public record. During negotiations, a Respondent must inform the Department if any portion of the meetings should be considered exempt or confidential and exempt because of discussions of trade secrets or other Confidential Information so that the Department can make appropriate arrangements for the segregation of the recording.

SECTION 3   REPLY INSTRUCTIONS

3.1   Purchasing Instructions and General Conditions

Respondents are cautioned and reminded to read carefully and to respond precisely and fully based on all information contained in PUR 1000 and PUR 1001. The requirements of this ITN, including the attachments, will be considered special conditions or special instructions for purposes of superseding the provisions of PUR 1000 and PUR 1001, in compliance with Rule 60A-1.002(7), Florida Administrative Code (F.A.C.).

PUR 1001 and PUR 1000 are incorporated herein and may be accessed at the hyperlink below:

http://dms.myflorida.com/business_operations/state_purchasing/documents_forms_references_resources/purchasing_forms.

3.2   MFMP Registration

Respondents must, by the time the contract is signed, have a current vendor registration and be active within the MyFloridaMarketPlace (MFMP) Procurement System's Vendor Information Portal at: https://vendor.myfloridamarketplace.com/ with a company name that matches the company name with the Florida Department of State, Division of Corporations (Sunbiz.org).

3.3   Who May Respond

Only a single prime Respondent is permitted to submit a Reply. However, that Respondent may utilize Subcontractors to perform some of the integrator Services. A Respondent providing integration Services is allowed to be a prime Respondent in one Reply and a Subcontractor in another Reply. Any Respondent team members that are also members of another Respondent's team shall not discuss the contents of any Reply or attend any presentations or Negotiation session for more than one Respondent.

3.4   How to Submit a Reply

The Department is not liable for any cost incurred by a Respondent in responding to this ITN. The Respondent should examine carefully the contents of the ITN and be informed regarding all of its requirements. The Respondent should prepare Replies simply and economically, providing a straightforward, concise delineation of the Respondent's capabilities to satisfy the requirements of this ITN. The Respondent should place emphasis within its Reply on completeness and clarity of content. The Respondent must consider Attachment G – SSI Contract as baseline terms for submitting its Reply. Section 2.4 – Contract Formation indicates the Contract terms and conditions will be negotiated during negotiations; however, Respondents shall not provide a redlined version of Attachment G – SSI Contract as part of their Reply.

A single Reply may only contain one Primary Financial Software Product. If a Respondent desires to propose more than one primary financial software product, a separate complete Reply must be prepared and submitted for each primary financial software product, which will be scored separately. Within a single Reply the Respondent must clearly articulate the software and Services the Respondent is proposing to implement the proposed Solution. A Respondent can recommend alternatives in Tab 11 of its Reply according to the instructions in Attachment D –

Technical Reply Instructions, Attachment C – Cost Reply Instructions and within the Scope of this ITN.

The Respondent must notify the Department of any exceptions to the Attachment G - SSI Contract in its Reply. With each identified exception or issue, include an explanation of the issue. However, the Cost Reply must be based on the assumption that the terms of General Contract Conditions (PUR 1000) and Attachment G - SSI Contract.

Respondents are responsible for submitting their Replies by the date and time specified in Section 2.2 – Timeline of Events, and according to the instructions in Attachment D – Technical Reply Instructions, Attachment C – Cost Reply Instructions and Workbook, Attachment E – DecisionDirector Instructions and the instructions below.

The Reply submission will be made in two parts:

- Part 1: Technical and Cost Reply (sealed separately within the same Reply package) will be submitted in printed and electronic form to the Procurement Office.
- Part 2: Reply to Business Requirements submitted electronically using the DD2 tool.

Part 1 as described above must be received in the Procurement Office by the deadline listed in Section 2.2 – Timeline of Events. As for Part 2 of the Reply, all Replies to Business Requirements must be made in the DD2 tool by the same date and time as the sealed Reply deadline per the Section 2.2 - Timeline of Events. The DD2 tool will be unavailable after the deadline specified in Section 2.2 - Timeline of Events. Respondents should allow sufficient time to enter all information in the DD2 tool in advance of this deadline.

Submit Part 1 Replies as follows.

1. For each item listed below include a printed and equivalent electronic version. See Section 3.5 – Redacted Submissions for information regarding redactions. These submission instructions replace the submission instructions in Section 3 of PUR 1001:

   - One (1) Original Technical Reply Binder
   - One (1) Original Cost Reply Binder
   - Fifteen (15) copies of the Technical Reply (where one of the 15 is the Redacted Technical Reply if applicable)
   - Thirteen (13) copies of the Cost Reply (where one of the 13 is the Redacted Cost Reply if applicable)

2. The original Reply binders must contain the originals of any documents required to be signed as part of the Reply submission (e.g., the original signed transmittal letter). The copies must be a complete and exact duplicate of the original but may include photocopies of signed documents. Make all binders 8 ½ x 11. Include the following printed information on both the outside front cover and on the spine of each binder:

   - << Respondent's name in which the contract would be awarded>>
   - Reply regarding ITN # DFS FL PALM ITN 1617-07
   - ORIGINAL/Copy #_/Redacted Copy, Binder __ of __

3. The electronic copies must contain searchable, copyable content (i.e., not a copy-protected CD or scanned files [except for scanned forms such as copies of insurance forms and other required documentation]). The electronic copy can be provided as a CD, DVD or on a USB flash drive.

   If a USB flash drive is provided, place the USB flash drive in an envelope and on the envelope include the following:

   - << Respondent's name in which the contract would be awarded>>
   - REPLY REGARDING ITN # DFS FL PALM ITN 1617-07
   - Copy #_ of _

4. Do not contain in the Reply (including software license agreement) any provisions unless such provisions are expressly negated in the Reply, which:

   1) Are inconsistent with Florida law;
   2) Exclude, prohibit, or negate other contract documents;
   3) Subject the State of Florida to the jurisdiction of another state; or
   4) Provide that the State will indemnify the contractor or any other person or entity.

3.4.1 Written Questions Format

Submit written questions in Microsoft Excel to the Purchasing Agent in accordance with Section 2.2, Timeline of Events using the format of the table below.

Company Name	Document or Attachment Name	Section Reference	Question

3.4.2 Technical Reply

Submit the Technical Reply (Part 1) in accordance with the instructions in ITN Attachment D – Technical Reply Instructions.

3.4.3 Cost Reply

The Cost Reply of Part 1 must be submitted in accordance with the instructions in ITN Attachment C – Cost Reply Instructions and Workbook.

3.4.4 Reply to Business Requirements

Submit the Technical Reply (Part 2) in accordance with the instructions in ITN Attachment E – DecisionDirector Instructions.

3.4.5   Preferences

3.4.5.1   Award Preferences for Identical Evaluations of Replies

If the Department's evaluation results in identical evaluations of Replies, the Department will provide and request the affected Respondents to submit an Award Preferences for Identical Evaluations of Reply form. The Department will apply the preferences consistent with Florida Statutes and Rule 60A-1.011, F.A.C.

3.4.5.2   Preference to Florida businesses

The written attorney opinion referenced in section 287.084(2), F.S., is required if the Respondent's Principal Place of Business is outside this State. The written opinion of an attorney at law licensed to practice law in that foreign state must state whether preferences, if any or none, are granted by the law of that state to its own business entities whose Principal Place of Business are in that foreign state in the letting of any or all public contracts. For the purpose of this ITN, the preference in section 287.084(1), F.S., will be applied if applicable. Principal Place of Business means the state in which the Respondent's high level officers direct, control, and coordinate the Respondent's activities.

3.5   Redacted Submissions

In addition to the public records requirements of Section 19 of PUR 1001, if the Respondent considers any portion of its Reply to be Confidential Information or exempt under Chapter 119, F.S. (Public Records Law), or other authority, then the Respondent must simultaneously provide the Department with an un-redacted version of the materials and a separate redacted copy of the materials the Respondent claims as Confidential Information or exempt from disclosure under Chapter 119, F.S., or other applicable state or federal law (Public Records Law) and briefly describe in writing the grounds for claiming exemption from the Public Records Law, including the specific statutory citation for such exemption.

If submitting a redacted version of its Reply (including but not limited to Part 2), mark the redacted copy with the Department's ITN name, number, and the name of the Respondent on the cover, and clearly title it "redacted copy." The redacted copy should only redact those portions of material that the Respondent claims are Confidential Information or exempt from Public Records Law. An entire Reply should not be redacted. An entire page or paragraph which contains Confidential Information or exempt material should not be redacted unless the entire page or paragraph is wholly Confidential Information or exempt from Public Records Law. In the redacted copy, redact and maintain in confidence any materials the Department provides or seeks regarding security of a proposed technology system or information subject to sections 119.011(14), 119.071(1)(f), and 119.071(3), F.S.

In addition, the Respondent should submit a separate index listing the Confidential Information or exempt portions of its Reply. The index should briefly describe in writing the grounds for claiming exemption from the Public Records Law, including the specific statutory citation for such exemption.

The redacted copy will be used to fulfill public records and other disclosure requests and will be posted on the Florida Accountability Contract Tracking System (FACTS) website. In addition, the

Department will follow the procedures identified in the Contract if the Department receives a further request for Confidential Information or exempt material that has been clearly identified as such in writing by the Respondent.

By submitting a Reply, the Respondent agrees to protect, defend, and indemnify the Department for any and all claims arising from or relating to the Respondent's determination that the redacted portions of its Reply are confidential or otherwise not subject to disclosure. If the Respondent fails to submit a redacted copy of its Reply, the Department is authorized to produce the entire unredacted Reply submitted to the Department in response to a public records request.

SECTION 4   SELECTION PROCESS

4.1   Review of Mandatory Minimum Qualifications

Replies must satisfy all Mandatory Minimum Qualifications identified in Section 1.4 - Mandatory Minimum Qualifications in order to proceed into the evaluation process. Replies that fail to meet all of the Mandatory Minimum Qualifications will be deemed nonresponsive and will not be considered further in the evaluation process.

4.2   Evaluation

An evaluation team consisting of three or more members, appointed in writing by the Department, will evaluate the Replies that meet the Mandatory Minimum Qualifications. Alternate evaluators may be selected to participate in the process in the event an appointed evaluator cannot complete scoring. Evaluators will be provided with all Reply information with the exception of the Cost Reply to support scoring. Each member will evaluate independently of the others. Respondents whose Replies meet the Mandatory Minimum Qualifications will be invited to provide demonstrations of proposed software and make team presentations. Representatives for each Respondent (including key proposed Respondent's Project Team members) must plan to be available in person, without interruptions, for the entirety of the Respondent's scheduled software demonstration and team presentation session(s) in Tallahassee, Florida. An agenda for those demonstrations and presentations will be provided by the Department. Any visuals or handouts provided by a Respondent during demonstrations and presentations will become part of the Respondent's Reply to explain the Reply rather than modify the Reply. Scoring of Replies will occur after demonstrations of proposed software and team presentations.

The table below provides a listing of the evaluation category and the maximum score for each evaluation category that will be used to score each Respondent.

Evaluation Category	Reply Section	Maximum Score
1. Software	DD2 Replies to functional Business Requirements	50
	DD2 Replies to technical Business Requirements	50
	Software Functional Capabilities	100
	Software Customizations	100
	Software Technical Capabilities	100
	Maximum Score – Software	400
2. Implementation Services	*Project Management Services* • Project Management, Governance, and Oversight • Project Schedule and Work Breakdown Structure	70
	Application Services • Project Approach, Methodology, and Phasing • Solution Analysis and Design • Application Configuration, Development, and Maintenance • Interfaces and Integration • Data Conversion and Data Migration • Data Architecture	120

Evaluation Category	Reply Section	Maximum Score
	• Testing • Deployment and Post-Implementation Support • Implementation Road Maps	
	Technical Services • Financial Management Solution Hardware • Technical Architecture • System Infrastructure • Security and Technical Compliance	80
	Organizational Change Management Services • Organizational Readiness and Communication • Knowledge Transfer • End-User Training • Florida PALM Help Desk	80
	Maximum Score – Services	350
3. Qualifications	Respondent References	25
	Prior Relevant Experience	125
	Maximum Score – Qualifications	150
4. Cost	*Calculated*	100
	Maximum Score – Cost	100
	TOTAL SCORE AVAILABLE	1,000

Respondent information provided in the following tabs (or portions of tabs) will not be assigned points during evaluation and will be used during negotiations as part of the best value determination.

- Tab 1 – Executive Summary
- Tab 2 – Primary Respondent Profile
- Tab 3 – Subcontractor Company Profile(s)
- Tab 5 – Project Facilities and Office Equipment
- Transition Section of Tab 9
- Tab 11 – Alternative Services
- Tab 12 – Reply to Business Case for Maintaining Agency Business Systems
- Tab 13 – SSI Contract Exceptions

4.2.1   Financial Review

The Department will perform a review to determine the integrity and reliability of the Respondents. The Department may use subject matter experts during this review. The review, at a minimum, will include:

- Confirmation that the Respondent's financial statements, as described by Attachment D, Section 1.6, appear to reflect a financially stable firm, which is described further below.
- Confirmation that the Respondent is responsible based on a review of the information provided in Tab 2 and Tab 3 as referenced in Attachment D- Technical Reply Instructions.

The information provided in Tabs 2 and 3 as referenced in Attachment D- Technical Reply Instructions will be reviewed by a Certified Public Accountant (CPA). The review of financial statements at a minimum includes a review of an Auditor's Report, Balance Sheet, Income Statement, Statement of Cash Flows, and Notes to the Financial Statements. The financial status or any information provided in Tabs 2 and 3 as referenced in Attachment D- Technical Reply Instructions may be a basis for rejection of a Reply if the Department determines that such a circumstance poses any risk that the Respondent may be compromised in its ability to perform the Services sought in the ITN, or would tend to undermine the public trust, or would cause a lack of confidence in the propriety of the Respondent, or would otherwise result in a perceived detriment to the State.

The Department may request, and Respondent must provide, supporting information or documentation. Failure to supply supporting information or documentation as required and requested may be deemed nonresponsive.

4.2.2 Evaluator Scoring Guidelines

Evaluation team members will assign 0 – 5 points to each evaluation question, as applicable in ITN Section 4.2.3, using **no fractions or decimals**. The table below provides the scoring guidelines to be used by evaluation team members when assigning the 0 – 5 points to each question. Each item in the Assessment Description must be met in order to receive the score.

Assessment	Description	Evaluator Score
Excellent	• Reply fully meets all specifications and offers innovative solutions to meet specifications • Reply exceeds minimum specifications and provisions in most aspects for the specific items	5
Good	• Reply more than adequately meets the minimum specifications, or provisions of the specific items, and exceeds those specifications in some aspects for the specific items	4
Adequate	• Reply adequately meets the minimum specifications, or provisions of the specific items, and is generally capable of meeting the Department's needs for specific items	3
Marginal	• Reply minimally addresses the specifications, one or more major considerations of the component are not addressed, or is so limited that it results in a low degree of confidence in the Respondent's Reply or proposed Solution • Reply meets many of the basic specifications or provision of the specific items, but is lacking in some essential aspects for the specific items	2
Poor	• Reply fails to address the component or it does not describe any experience related to the component	1

Assessment	Description	Evaluator Score
	• Reply is inadequate in most basic specifications, or provisions for the specific items	
Information unacceptable	• Insufficient information provided to be evaluated	0

The score for each Reply Section within an evaluation category (except for Sections related to the DD2 Tool and Cost) will be calculated as follows with references to the column designations (A – E) in the example provided:

1. Evaluator's score of 0 – 5 points for each question

2. Sum the points for each question within the Reply Section (A) and divide by the maximum points for that Reply Section (B) to generate the percentage of points earned for the Reply Section (C).

3. Multiply the percentage earned for the Reply Section (C) by the maximum points for the Reply Section (D) to obtain the number of points earned for the Reply Section (E).

Scoring Example

Following is an example of how calculations will be performed.

Evaluation Category: Implementation Services
Reply Section: Project Management Services

	(A)	(B)
Question #	Evaluator's Score	Total Points Available
1	2	5
2	3	5
3	5	5
4	4	5
5	5	5
Total	19	25

Percentage of Points Earned	76.00%	(C)
x Maximum Points for Section	70	(D)
Points Earned for Section	53.20	(E)

To calculate the evaluator's score for each Technical Reply, sum the number of points earned for each Reply Section across Software, Implementation Services, and Qualifications evaluation categories. To calculate the Respondent's total score, average the number of points assigned for the Software, Implementation Services, and Qualifications evaluation categories across all

evaluators and then add the scores for DD2 Replies to functional Business Requirements, DD2 Replies to technical Business Requirements, Respondent References, and Cost.

4.2.3 Evaluation Details

4.2.3.1   Software (0-400 Points)

The software category score is a combination of raw scores from the DD2 tool and points assigned by evaluators. Advantiv will provide detailed and summary reports to the Department that contain scores for functional and technical Business Requirements based on the Respondent's input into the DD2 tool. For additional information on the DD2 tool, see Attachment E – DecisionDirector Instructions.

4.2.3.1.1   DD2 Replies to Business Requirements (0-100 Points)

The score for DD2 Replies will be calculated by generating a percentage score for each Respondent based on each Respondent's Reply in the DD2 tool for both functional Business Requirements and technical Business Requirements and multiplying each Respondent's percentage score times the maximum score allotted for those Business Requirements (up to 50 points for functional Business Requirements and up to 50 points for technical Business Requirements) to calculate each respective Respondent's Business Requirements score. BPS Support Services Contractor (Ernst & Young) will perform quality assurance to confirm scoring reports are complete and accurate based on DD2 inputs received in accordance with its contractual deliverable.

A description of the calculation steps and an example follows.

The score for Business Requirements that will be generated by the DD2 tool will be based on three variables:

1. Requirement Priority - The following table lists the Department's assigned priorities and their associated point values.

Priority	Definition	Priority Value
Priority 1	A requirement for functionality to replace FLAIR/CMS or technology necessary to support the new standard business processes for Florida PALM	4
Priority 2	A requirement for functionality to improve the business process from current FLAIR/CMS functionality or enhance the supporting technology	3
Priority 3	A requirement for functionality or technology that will either increase the performance or value of Florida PALM	1

2. Respondent's DD2 tool Reply Regarding Fit for Business Requirements - The following table lists the Respondent's Fit choices and their associated point values.

Software Fit	Point Value
Configuration Basic	10
Configuration Advanced	8
Customization Low	4
Customization Medium	4
Customization High	4

3. Requirement Category Weighting **-** The following table lists the Department's assigned category weightings. The weighting will not be visible in the DD2 tool.

Business Requirements Category	Category Weighting
Functional	
Accounts Payable	07.27%
Accounts Receivables and Billing	01.82%
Cash Management	17.27%
Treasury Management	14.55%
Asset Management	01.82%
Budget Management	17.27%
Contracts	03.64%
General Ledger	08.18%
Grants	11.82%
Payroll	10.91%
Projects	05.45%
Functional Total %	*100%*
Technical	**Category Weighting**
Enterprise Security	16.70%
Reporting	11.10%
BI and Analytics	06.70%
Data Management	10.00%
Support	12.20%
Operations Management	08.90%
Transaction System	06.70%
General System	08.90%
Integration Architecture	14.40%
Workflow and UI	04.40%
Technical Total %	*100%*

The DD2 Business Requirements scores will be calculated as follows with references to the column designations (A-G) in the example provided:

1. For each individual Business Requirement, multiply the DD2 tool Business Requirement's Requirement Priority (A) times Respondent's Reply Regarding Fit for Requirements (B), which will equal Individual Requirement Points (C)

2. Sum the <u>Individual Requirement Points (C)</u> for each Requirement Category (to get the <u>Requirement Points for the Category</u>).

3. For each Business Requirements Category divide the sum of the <u>Individual Requirement Points for the Category (C)</u> by the <u>Total Possible Requirement Points for the Category (D)</u>, which will equal the <u>Category Raw Percentage Score (E).</u>

4. For each Requirement Category, multiply the <u>Category Raw Percentage Score (E)</u> times its respective <u>Requirement Category Weighting (F)</u> which will equal the <u>Category Percentage Score (G)</u>

5. Sum the <u>Category Percentage Score for each Category</u>, which will equal the <u>Overall Percentage Score</u>

6. Multiply the <u>Overall Percentage Score</u> times the <u>Maximum Score for DD2 tool Replies to Requirements</u>, which will equal the <u>Respondent's Requirements Score</u>.

Scoring Example for DD2 Replies for Business Requirements

Following is an example of how calculations will be performed.

Column Designations	[A]	[B]	[C]	[D]	[E]	[F]	[G]
Calculations	Assigned	Assigned per Reply	[A] x [B]	[A] x 10 max. pts.	[C] / [D]	Assigned	[E] x [F]
Functional Requirement Category	**Require-ment**	**Functional Require-ment Priority**	**Respondent's Reply Regarding Fit for Functional Requirements**	**Individual Require-ment Points**	**Total Possible Points**	**Category Raw % Score**	**Functional Requirement Category Weighting**	**Category Weighted % Score**
Accounts Payable	AP1	4	10	40	40			
Accounts Payable	AP2	4	4	16	40			
Accounts Payable	AP3	1	10	10	10			
Accounts Payable	AP4	3	8	24	30			
Total for Accounts Payable				**90**	**120**	**75.00%**	**7.27%**	**5.45%**
General Ledger	GL1	4	8	32	40			
General Ledger	GL2	3	4	12	30			
General Ledger	GL3	1	10	10	10			
General Ledger	GL4	4	8	32	40			
Total for General Ledger				**86**	**120**	**71.67%**	**8.18%**	**5.86%**
Overall % Score								**11.31%**
Maximum Points for DD2 Responses to Functional Requirements								**50**
Functional Requirements Score (11.31% x 50 Points = 5.66 Points)								**5.66**

Technical Requirement Category	**Require-ment**	**Technical Require-ment Priority**	**Respondent's Reply Regarding Fit for Technical Requirements**	**Individual Require-ment Points**	**Total Possible Points**	**Category Raw % Score**	**Technical Requirement Category Weighting**	**Category Weighted % Score**
Enterprise Security	ES1	4	10	40	40			
Enterprise Security	ES2	4	4	16	40			
Enterprise Security	ES3	1	10	10	10			
Enterprise Security	ES4	3	8	24	30			
Totals for Enterprise Security				**90**	**120**	**75.00%**	**16.70%**	**12.53%**
General System	GS1	4	8	32	40			
General System	GS2	3	4	12	30			
General System	GS3	1	10	10	10			
General System	GS4	4	8	32	40			
Totals for General System				**86**	**120**	**71.67%**	**8.90%**	**6.38%**
Overall % Score								**18.91%**
Maximum Points for DD2 Responses to Technical Requirements								**50**
Technical Requirements Score (18.91% x 50 Points = 9.46 Points)								**9.46**

4.2.3.1.2 Software Functional Capabilities (0-100 Points)

Evaluators will assign points to evaluation questions considering the software demonstrations (including team presentations), the Technical Reply (See Attachment D - Technical Reply Instructions), and the DD2 tool information using the following evaluation questions:

1. Did the Respondent propose an integrated Financial Management Solution of software and software modules that meets the requested functional capabilities?

2. Has the Respondent proposed a licensing and maintenance approach that supports a staged approach?

3. Does the Respondent's proposed availability of the software functionality align with the product road map for the proposed Financial Management Solution?

4. Is all the functionality provided as a part of the Primary Financial Software Product or are third party add-ons necessary to address the functional requirements?

5. Did the Respondent's proposed Solution demonstrate its knowledge of the State and clearly articulate how the Solution will meet the needs of the State?

6. Are there any strategic advantages of the proposed software identified by the Respondent that would benefit the State?

7. Does the proposed Solution appear easy to navigate and will it be intuitive to the end-user?

4.2.3.1.3 Software Customizations (0-100 Points)

Evaluators will assign points to evaluation questions considering the software demonstrations (including team presentations), the Technical Reply (See Attachment D - Technical Reply Instructions), and the DD2 tool information using the following evaluation questions:

1. Were the number of customizations limited to those absolutely necessary to meet the State's Business Requirements?

2. Did the Respondent propose any implementation considerations other than a software customization to meet the requirements?

3. Will the customizations be easy for the Department to maintain and have a minimal impact on the upgrade path of the software?

4. Do the required customizations constitute a minor portion of the overall software functionality?

4.2.3.1.4 Software Technical Capabilities (0-100 Points)

Evaluators will assign points to evaluation questions considering the software demonstrations (including team presentations), the Technical Reply (See Attachment D - Technical Reply Instructions), and the DD2 tool information using the following evaluation questions:

1. Did the Respondent effectively communicate how the software and software modules integrate to create a Financial Management Solution?

2. Does the Respondent's proposed approach to software patterns, frameworks, protocols, and tools for data management, including interoperability and integration meet the requested Services?

3. Does the Respondent's proposed operating systems and platforms, the end-user client supported platforms and access mechanisms, and software development languages meet the requested Services?

4. Do the Respondent's proposed tools to maintain the system including patch and management and deployment as well as application instrumentation processes and tools including root cause analysis support the requested Services?

5. Does the Respondent's proposed software security, access control, and technical compliance capabilities including audit tools and processes meet the requested Services?

4.2.3.2   Implementation Services (0-350 Points)

Evaluators will assign points to evaluation questions considering the software demonstrations (including team presentations) and the Technical Reply using the following evaluation questions.

4.2.3.2.1   Project Management Services (0-70 Points)

1. Does the Respondent's approach to the Project Management Services meet the requested Services, add value (innovative, sustainable, practical, mitigates risks), and include appropriate detail for each Phase?

2. Do the proposed Deliverables and Work Products provide the necessary documentation to support the proposed Project Management approach at an appropriate level of detail?

3. Are the Project Management responsibilities clear for both the Department and Contractor Staff? Is the separation of responsibilities clearly defined and does the distribution seem reasonable?

4. Did the Respondent effectively demonstrate an understanding of, and the ability to perform the Project Management Services, including an understanding of the Agency for State Technology (AST) Project Management standards?

5. Did the Respondent effectively describe an approach to quality management which is practical and will produce high quality results?

6. Did the Respondent clearly describe an effective and practicable approach to risk management?

7. Do the proposed Project Management tools support the proposed Project Management Services? Does the Respondent's proposed Project Management approach and tools have proven success with a projects of similar complexity and scope?

8. Did the Respondent provide a logical and organized work breakdown structure? Did the Respondent provide a reasonable and achievable Project schedule that aligns with the implementation approach?

9. Did the Respondent effectively describe how the Project schedule will be managed throughout the implementation?

4.2.3.2.2 Application Services (0-120 Points)

1. Is the proposed implementation approach reasonable, clearly described, and based on the Respondent's evidence of previous success on a project of similar complexity and Scope?

2. Does the proposed implementation and phasing approach minimize risk to the State?

3. Did the proposed implementation approach include appropriate detail for each phase?

4. Does the Respondent's approach to Application Services meet the requested Services, add value (innovative, sustainable, practical, demonstrated), minimize implementation risk, and provide appropriate detail for each Phase for these Application Services?
   - Solution Analysis and Design
   - Application Configuration and Development
   - Interfaces and Integration
   - Data Conversion and Data Migration
   - Data Architecture
   - Testing
   - Deployment and Post-Implementation Support

5. Do the proposed support tools support these Application Services?
   - Solution Analysis and Design
   - Application Configuration and Development
   - Interfaces and Integration
   - Data Conversion and Data Migration
   - Data Architecture
   - Testing
   - Deployment and Post-Implementation Support

6. Do the proposed Deliverables and Work Products provide the evidence (including enough content) to support these Application Services being performed at an appropriate level of detail?
   - Solution Analysis and Design
   - Application Configuration and Development
   - Interfaces and Integration
   - Data Conversion and Data Migration
   - Data Architecture
   - Testing
   - Deployment and Post-Implementation Support

7. Are the implementation responsibilities clear for both the Department and Contractor Staff, is the separation of responsibilities clearly defined and does the distribution seem reasonable for these Application Services:
   - Solution Analysis and Design
   - Application Configuration and Development
   - Interfaces and Integration
   - Data Conversion and Data Migration
   - Data Architecture
   - Testing
   - Deployment and Post-Implementation Support

8. Did the Respondent effectively describe how the State's proposed standardized business process models (which identify items such as accounting events, integration points, internal controls, and reports) will be used and incorporated throughout the Project?

9. Did the Respondent effectively describe the role and level of involvement of users and other stakeholders during analysis and design?

10. Did the Respondent effectively describe the role and level of involvement of users and other stakeholders during configuration and development?

11. Did the Respondent effectively describe their development approach for forms, reports, interfaces, conversion and extensions, and workflow?

12. Did the Respondent effectively describe the ability to interface to systems operated by other agencies, FFMIS, and third party entities using modern, Services-based patterns and technologies?

13. Did the Respondent effectively demonstrate an understanding of the complexity of data conversion as it relates to migration activities, the implementation schedule, Agency waves, and Fiscal Year Closings?

14. Did the Respondent effectively demonstrate an understanding of the complexity of how the data architecture will accommodate and interact with the rest of the enterprise including FFMIS and other Agency business systems?

15. Did the Respondent effectively demonstrate an understanding of how parallel testing between FLAIR/CMS and the Solution will be performed?

16. Does the Respondent's testing approach consider all types of requested testing Services and are planned to occur within a reasonable timeframe so that the Solution is prepared for user acceptance testing?

17. Did the Respondent effectively describe the role and level of involvement of users and stakeholders during testing?

18. Did the Respondent effectively demonstrate the key factors for determining wave deployment?

19. Did the Respondent clearly articulate how Florida PALM will become the system of record for the general ledger, budget control, and cash balance?

20. Did the Respondent effectively demonstrate an understanding of the software update and defect resolution process throughout the Project life cycle?

21. Did the Respondent clearly describe an effective and practical configuration and release management approach?

22. Did the Respondent effectively describe their approach to post-implementation support?

23. Did the Respondent effectively describe the approach for end user support during deployment and post implementation?

4.2.3.2.3 Technical Services (0-80 Points)

1. Did the Respondent propose Financial Management Solution hardware based on the deployment approach?

2. Does the Respondent's approach meet the requested Services, add value (innovative, sustainable, practical, demonstrated), minimize implementation risk, and provide appropriate detail for each Phase for these Technical Services?
   - Technical Architecture
   - System Infrastructure
   - Security and Technical Compliance

3. Do the proposed support tools support these Technical Services?
   - Technical Architecture
   - System Infrastructure
   - Security and Technical Compliance

4. Do the proposed Deliverables and Work Products provide the evidence (including enough content) to support these Technical Services being performed at an appropriate level of detail?
   - Technical Architecture
   - System Infrastructure
   - Security and Technical Compliance

5. Are the implementation responsibilities clear for both the Department and Contractor, is the separation of responsibilities clearly defined, and does the distribution seem reasonable for these Technical Services?
   - Technical Architecture
   - System Infrastructure
   - Security and Technical Compliance

6. Did the Respondent effectively describe how the technical architecture will be realized for the Implementation Services?

7. Did the Respondent propose system infrastructure to support the implementation of the proposed Financial Management Solution?

8. Does the system infrastructure align with the Implementation Services throughout the lifecycle of the Project and the overall Technical Architecture Strategy?

9. Did the Respondent effectively demonstrate an understanding of the technical architecture's relationship to the State's business processes?

10. Did the Respondent effectively demonstrate an understanding of information technology controls?

4.2.3.2.4 Organizational Change Management Services (0-80 Points)

1. Does the Respondent's approach to the Organizational Change Management Services meet the requested Services, add value (innovative, practical, mitigates risks, holistic), and provide appropriate detail for each Phase for these Organization Change Management Services?
   - Organizational Readiness and Communication
   - Knowledge Transfer
   - Training
   - Florida PALM Help Desk

2. Do the proposed support tools support these Organizational Change Management Services?
   - Organizational Readiness and Communication
   - Knowledge Transfer
   - Training
   - Florida PALM Help Desk

3. Do the proposed Deliverables and Work Products provide the evidence (including enough content) to support these Organizational Change Management Services being performed at an appropriate level of detail?
   - Organizational Readiness and Communication
   - Knowledge Transfer
   - Training
   - Florida PALM Help Desk

4. Are the implementation responsibilities clear for both the Department and Contractor Staff, is the separation of responsibilities clearly defined, and does the distribution seem reasonable for these Organizational Change Management Services?
   - Organizational Readiness and Communication
   - Knowledge Transfer
   - Training
   - Florida PALM Help Desk

5. Did the Respondent identify key stakeholders and describe an approach to assessing and supporting stakeholders?

6. Did the Respondent effectively demonstrate an understanding of how to identify, assess, and support knowledge transfer to the Department's functional and technical support staff?

7. Did the Respondent effectively demonstrate an understanding of the training considerations for waved rollouts to agencies, including an adequate number of training resources, method(s) for training delivery, and evaluation of the training effectiveness?

8. Did the Respondent's approach incorporate the Department's existing help desk structure into the Respondent's deployment approach including resource timing, scalability, roles and responsibilities, and tools?

4.2.3.3   Qualifications (0-150 Points)

Qualifications include points from References and Prior Relevant Experience.

4.2.3.3.1   References (0-25 Points)

The Department will average the scores provided in Attachment F – Reference Form and allocate up to 25 points total.

4.2.3.3.2   Prior Relevant Experience (0-125 Points)

Evaluators will assign points to evaluation questions considering the software demonstrations (including team presentations) and Technical Reply, which includes resumes, using the following evaluation questions:

- Has proposed Respondent's Key Staff previously appear to have the experience, qualifications, training, and certifications (if applicable) to effectively perform the role for which they are proposed?

- Does the proposed Respondent non Key Staff, including Subcontractors, appear to have the experience, qualifications, training, and certifications (if applicable) to effectively perform the role for which they are proposed?

- Are the proposed Respondent's Key Staff dedicated and aligned to support the proposed implementation timeline?

- Did the Respondent dedicate sufficient number of staff to all Implementation Service areas to provide adequate support?

- Does the recommended Department's staffing plan align to support the expectations of the Department's proposed responsibilities? Does the proposed Department's staffing plan align with the implementation approach?

4.2.3.4   Cost (Up to 100 Points)

For purposes of evaluation, the Respondent must provide a total cost for all products and Services necessary to meet the Department's specifications in the ITN. Costs will be evaluated based on the *Present Value of the Total Fixed Price Cost* located in cell D3 of Attachment C – Cost Reply Instructions and Workbook (Worksheet 1 – Deliverables). The cost score will be calculated by the Purchasing Agent assigned to this ITN and each Cost Reply will be scored by use of the following formula for all Respondents:

(Lowest Cost of All Replies ÷ Cost of Reply Being Evaluated) x Maximum Score for Cost Reply = Cost Reply Score

4.3   Negotiation

After evaluation, the Department will compile the final evaluation scores to determine the competitive range of Replies reasonably susceptible of award (Competitive Range). The Department may then select one or more Respondents within the Competitive Range with which to commence negotiations (concurrently or sequentially), or may reject all Replies. The Department will establish a negotiation team to conduct the negotiations and make an award recommendation after determining which Respondent presents the best value based on the selection criteria as identified in Section 4.3.4 – Basis of Award and Final Selection.

Selected Respondent(s) will be invited to provide more detailed clarifications of their Replies, to provide interactive presentations of the Replies, and to enter into negotiations with the Department. Any information that the Respondent provides during negotiations constitutes an Interim Revised Reply (IRR) and becomes part of the Respondent's Reply. Failure to provide requested information may result in rejection of the Reply.

Based on the clarifications, presentations, and negotiations, the Department will either award the contract to the Respondent who provides the best value for the Department and the State or reject all Replies. The Department may at any time during the negotiations eliminate a Respondent from further consideration or stop negotiations with a Respondent. Additionally, the Department reserves the right to conclude negotiations at any time and proceed to contract award.

The negotiation team may consider any information obtained during evaluation but is not bound by evaluation scoring. The negotiation team may reassess any of the evaluation determinations and may consider any additional information that comes to its attention during the negotiations.

The Department is not bound to enter into a contract with any Respondent unless the Respondent is determined to provide best value to the State and the Department is able to negotiate the conditions and cost that it considers fair, competitive, and reasonable. This ITN will not result in an exclusive license to provide the Services or products described in this ITN or the resulting contract. The Department may, in compliance with applicable law, contract with other Respondents or vendors to provide the same or similar Services.

Negotiations may include discussions of the terms, conditions, costs, Statement of Work, and related Services to be provided by the Respondent. The negotiation team will not engage in scoring, but will arrive at its recommendation by discussion during a public meeting.

Respondents may be provided an opportunity to recommend enhanced value alternatives and provide information and options during negotiations. The Department reserves the right to negotiate different terms and related price adjustments if the Department determines that such changes would provide the best value to the State. The negotiation team may address each proposed alternative during negotiations but is under no obligation to accept a proposed alternative. If the negotiation team determines that a proposed alternative is not acceptable and the Respondent fails to offer another alternative that is acceptable to the negotiation team, the Respondent may be eliminated from further consideration or the negotiation team may stop negotiation with that Respondent.

4.3.1   Negotiation Location and Attendance

The Department will schedule negotiation sessions and distribute instructions and/or agendas in advance of each negotiation session. The negotiation sessions will be conducted in Tallahassee, Florida (FL), unless otherwise approved by the Department. The Representatives for each Respondent (including a representative authorized to agree to Contract terms on behalf of the Respondent and key proposed Project Team members relevant to the topic being discussed) must plan to be available in person, without interruptions, for the entirety of the Respondent's scheduled negotiation session(s) in Tallahassee, FL. The Department reserves the right to require attendance at negotiation sessions by particular representatives of the Respondent. The Respondent should plan to limit its negotiation team to six individuals.

4.3.2   Revised Replies and Best and Final Offers

During the negotiation, the Department may request clarifications and revisions to Replies (including best and final offers and revised best and final offers) until it is satisfied that it has achieved the best value to the State.

4.3.3   Other Department Rights During Negotiations

The Department reserves the right at any time during the negotiation process to:

- Conduct reference checks and due diligence investigation of any Respondent, as the Department deems appropriate in its discretion.
- Schedule additional negotiation sessions with any or all responsive Respondents.
- Require any or all responsive Respondents to provide additional, revised, or final Replies addressing specified topics.
- Require any or all responsive Respondents to provide a written best and final offer.
- Require any or all responsive Respondents to address Services, prices, or conditions offered by any other Respondent.
- Arrive at an agreement with any responsive Respondent, finalize principal contract terms with such Respondent, and terminate negotiations with any or all other Respondents, regardless of the status of or scheduled negotiations with such other Respondents.
- Decline to conduct further negotiations with any Respondent.
- Re-open negotiations with any Respondent.

- Take any additional administrative steps the Department deems necessary in determining the final award, including additional fact-finding, or negotiation where consistent with the terms of this ITN.
- Review and rely on relevant information contained in the Replies.
- Include subject matter experts or other interested persons in negotiations with vendors, vendor presentations, and meetings at which negotiation strategies are discussed.

4.3.4 Basis of Award and Final Selection

After negotiations are conducted, the Department intends to award a Contract to the responsible and responsive Respondent whose Reply, or Best and Final Offer (BAFO) if applicable, is assessed as providing the best value to the State by using the selection process. Selection criteria will include the following at a minimum:

- Respondent's articulation, innovation, and demonstrated ability of the proposed approach to meet the Department's Solution goals and the requirements of this ITN;
- Experience and skills of Respondent's proposed Staff relative to the proposed approach; and
- Respondent's pricing and overall costs to the Department.

The Negotiation team may modify or add to this selection criteria provided that such changes are disclosed to Respondent(s) engaged in such negotiations. The Negotiation team members will not numerically score Respondent(s); the final decision of which Respondent will be recommended for award may be made based by a majority vote of the Negotiation team members.
Responsiveness may be assessed at any point in the selection process.

The Department will consider the total cost of the Contract, including renewal years as submitted by the Respondent.

The Department reserves the right to accept or reject any and all offers, or separable portions thereof, and to waive any minor irregularity, technicality, or omission if the Department determines that doing so will serve the best interest of the State. The Department has the right to use any or all ideas or adaptations of the ideas presented in any Reply.

In submitting a Reply, a Respondent agrees to be bound to the terms of General Contract Conditions (PUR 1000) and to negotiate Attachment G – SSI Contract, in good faith. Respondents must assume those terms will apply to the final contract, but the Department reserves the right to negotiate different terms and related cost adjustments if the Department determines during negotiations that those different terms and related cost adjustments will provide the best value to the State. A Respondent will not be allowed during negotiations to claim that its Cost Reply assumed or was predicated on different contract terms more favorable to the Respondent – any such claims will be disregarded. Respondents whose past performance, current status, or Reply does not reflect the capability, integrity, or reliability to fully and in good faith perform the requirements of a contract may be rejected.

The Department will coordinate a contract for signature, substantially in the form attached as ITN Attachment G – SSI Contract, between the Department and the awarded Respondent, as soon as possible after the posting of the notice of award on the VBS website, http://myflorida.com/apps/vbs/vbs_www.main_menu.

SECTION 5   ADDITIONAL ITN TERMS

The requirements of this ITN, including Attachment G – SSI Contract, are considered special conditions or special instructions for purposes of superseding the provisions of PUR 1000 and PUR 1001 in compliance with Rule 60A-1.002(7), F.A.C.

5.1   Inapplicable Provisions of PUR Forms

The following provisions found in the PUR 1000 are not applicable to this ITN:

- Section 2. Purchase Orders, omit the first three sentences;
- Section 4. Price Changes Applicable only to Term Contracts is hereby amended to remove subsection (b), Best Pricing Offer, and (e), Equitable Adjustment;
- Section 20. Limitation of Liability;
- Section 27. Purchase Order Duration;
- Section 31. Dispute Resolution; and
- Section 43. Cooperative Purchasing

The following provisions in the PUR 1001 are not applicable to this ITN:

- Section 3. Electronic Submission of Replies
  Submit Replies in accordance with Section 3.4 of this ITN.
- Section 5. Questions
  Submit Questions in accordance with Section 2.1 of this ITN.

5.2   Cooperation with Agency Inspectors General

The Respondent or Contractor understands its duty, pursuant to subsection 20.055(5), F.S., to cooperate with the inspector general in any investigation, audit, inspection, review, or hearing. The Contractor must comply with this duty and verify that its subcontracts issued under this Contract, if any, impose this requirement, in writing, on its subcontractors.

SECTION 6   ATTACHMENTS

A – Overview of Current Program

B – Project Specifications

C – Cost Reply Instructions and Workbook

D – Technical Reply Instructions

E – DD2 Tool Instructions

F – Reference Form

G – SSI Contract

H – Definitions