

STATE OF FLORIDA
DEPARTMENT OF MANAGEMENT SERVICES
PEOPLE FIRST TEAM

INVITATION TO NEGOTIATE

HUMAN RESOURCES OUTSOURCING – PEOPLE FIRST

ITN NO.: DMS-14/15-011

REPLIES DUE:
Mar. 23, 2015, at 3:00 PM Eastern Time

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SECTION 1 – INTRODUCTION

1.1 Overview

The Florida Department of Management Services (Department) invites interested vendors to submit replies to this Invitation to Negotiate (ITN) for Human Resources Outsourcing (HRO) services as described in this ITN. The terms used throughout this ITN document and attachments are intended to be consistent with the definitions provided in the Contract (Attachment A). This ITN defines service requirements, solicits detailed replies, outlines the evaluation and negotiation process, and establishes the framework for a contract.

1.2 Background

The general objectives of these HRO services are to provide the State with an employee and manager self-service online tool, to more effectively and efficiently provide services by streamlining and standardizing human resource (HR) transactional processes, and to reduce the cost of government.

Section 110.116, Florida Statutes, requires the Department to establish and maintain a Human Resource Information System (HRIS) and allows the Department to contract with a vendor to provide this HRIS. Sections 215.93-94, Florida Statutes, direct the Department to be the functional owner of the system. In August 2002, the Department contracted with Convergys Customer Management Group, Inc. (Convergys) to provide the State with a HRIS and an enterprise-wide suite of HR services known as People First. Convergys was acquired by NorthgateArinso, Inc. (NGA) in June 2010, and the contract with NGA expires on Aug. 20, 2016.

The People First System is a self-service, secure, Web-based HRIS comprised of modular technologies that support a scope of services ranging from:

- Appointments and status
- Attendance and leave
- Benefits administration
- Classification and organizational management
- Payroll preparation
- Performance management
- Recruitment, and
- Reporting, with an external data warehouse component

A more detailed description is found in Attachment B (“As Is” System Functionality). The People First Service Center “As Is” functionality is described in Attachment C (“As Is” Service Center Functionality).

The primary SAP application supporting People First was successfully upgraded in 2010 from an older SAP HR software version to ECC 6.0 HR on Net Weaver 7.0. This system utilizes a three-tiered architecture (Web, application and database) that operates on a SuSE Linux Enterprise Server 11 with a Sun Solaris 10 operating system. System data of approximately 3.7 terabytes is maintained in an Oracle database and extracted each night to an Oracle data warehouse. The People First data maintained in the data warehouse is approximately 3.9 terabytes including data from the legacy HRIS. There are currently over one billion rows of data captured in the data warehouse master table. The NGA data center is located in Jacksonville, Florida while the backup and recovery data center is located in Atlanta, Georgia (see Attachment D for a description of the State of Florida Network Landscape). The current People First System includes the software, hardware, licensing and other technology drivers described in the Technology Drivers Listing (Attachment E). The following Figure 1 depicts SAP’s three-tier client/server architecture:

Three-Tier Client/Server Architecture

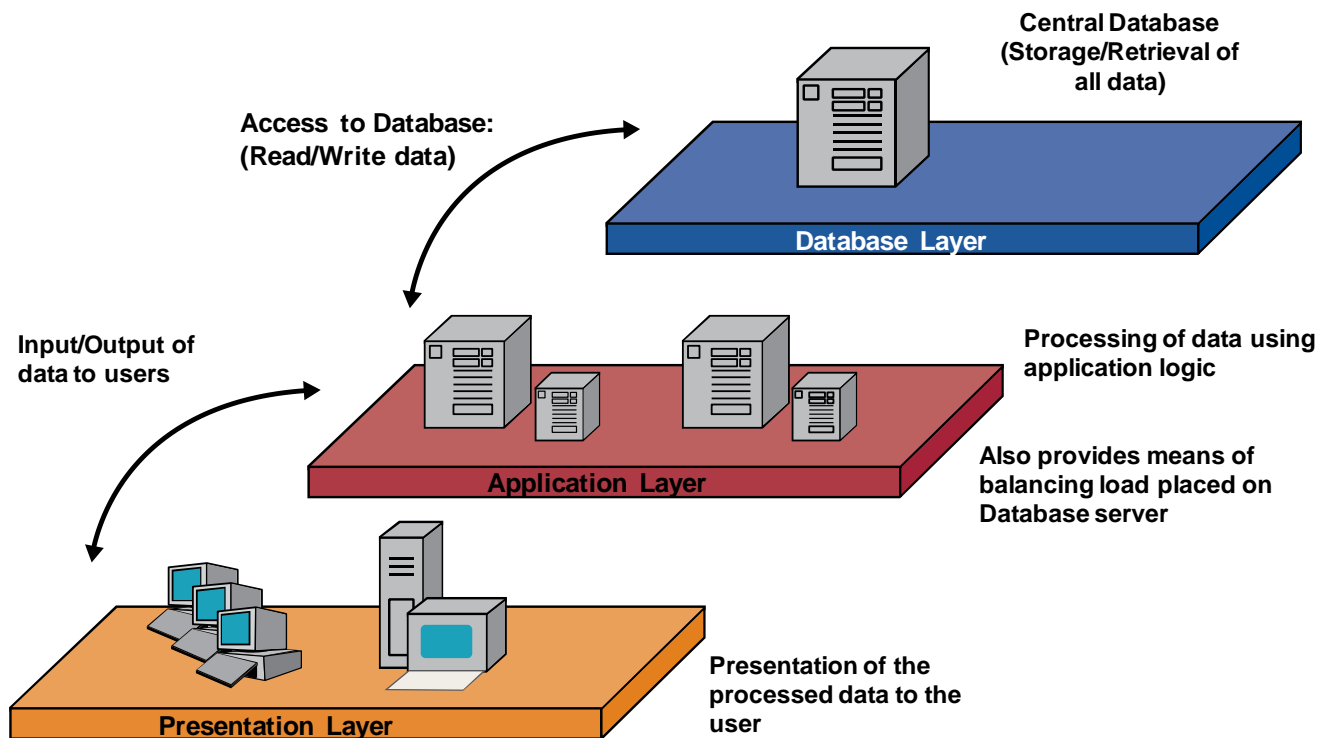


Figure 1: Three-Tier Client/Server Architecture

To accommodate Florida law and business requirements, NGA has implemented customizations to SAP ECC 6.0 (the back-end solution) and web application layers (the front-end solution). The SAP application was customized as part of the initial 2002 implementation based on many of the state process requirements and has continued to be customized. The “As Is” System Functionality (see Attachment B) provides a description of the customizations by business process/functional area.

The current scope of services is delivered to approximately 221,000 Users that rely on the People First platform to gather and submit information based on their need. The People First User base includes the employees of all 33 state agencies, the employees of all 12 state universities, all State of Florida government retirees who have elected to continue with pre-tax health insurance benefits, and other Users (e.g., Legislature). A User is defined as an active, former or retired State employee that has personal data and/or work information stored in the People First System and has received a unique User identification number (ID) to log into the system to view, retrieve, or edit personal and work information. These Users access the People First System through the main website (<https://peoplefirst.myflorida.com>). A description of the User Population is included in Attachment F.

The People First System streamlines and automates many of the State’s HR functions, and promotes paperless work processes (e.g., timesheet submission, benefits transactions, and direct deposit). For example, the Department has promoted online Open Enrollment in recent years to achieve more than 94 percent of Users making their Open Enrollment changes in the People First System (versus calling the People First Service Center). In a recent effort to further automate processes, the Department developed a Fax Elimination Listing that provides a list of documents currently faxed into the service center and recommendations as to how these documents should be submitted in the future. The intent of this initiative is to encourage the use of online and automated technology and remove the reliance on fax and manual document submission processes, where appropriate (see Attachment G).

Below are examples of functionality that allow employees and managers to complete routine processes online, which did not exist before People First (see Figure 2):

Employee Self-Service	Manager Self-Service
<ul style="list-style-type: none"> • Complete timesheets • View leave balances • Establish and maintain direct deposit authorization • Maintain W-4 elections • Enroll and elect benefits • View and update personal information 	<ul style="list-style-type: none"> • Process and approve timesheets • Initiate personnel actions (hiring, promoting, separating) • Advertise job vacancies • Execute management reports • View their employees' personnel information

Figure 2: Employee/Manager Self-Service Functionality

The current State of Florida HRO contract requires NGA to staff one or more service centers to meet customer needs. These service centers are located in Tallahassee and Jacksonville, Florida. NGA HR Specialists provide navigational and transactional assistance, issue resolution, and perform other specific duties that state agency HR offices and the Department formerly handled; including, benefits enrollment, appeals, refunds, reinstatements, job postings, and job application assistance. See a description of the “As Is” Service Center Functionality (Attachment C).

The service centers handle approximately 34,000 calls per month on average (see Transaction Data in Attachment H for service center call volume by functional tower). Since 2006, calls to the service center have decreased by more than 59 percent. Job applicants search and apply for positions and maintain their applications online. Job applicants do not have to be state employees to view or apply for a job. Since May 2003, more than 166,000 State of Florida jobs have been posted in People First, and more than 12 million employment applications have been submitted for those positions.

The People First System supports four payroll cycles:

- Bi-weekly with employees paid on the second Friday after the payroll cycle ends
- Bi-weekly with employees paid on the third Friday after the payroll cycle ends
- Monthly with employees paid for the first to the last day of the month, on the last business day of the payroll cycle
- Monthly with employees paid for the period of the 15th day of the prior month through the 14th day of the current month; paid on the last business day of the current month

The system also supports collective bargaining units (a description of the Collective Bargaining Units is in Attachment I) and a number of work schedule variations (see a description of the Work Schedule Variations in Attachment J). There are 596 system interfaces (136 inbound and 460 outbound) that have been built to exchange data between the People First System and System Subcontractors, external parties and other related applications including (see Attachment K for a full listing of the System Interfaces):

- The PeopleFluent talent management product
- The WageWorks, Inc. portal
- Banks supporting lockbox services and fringe benefit programs
- Insurance carriers supporting employee benefit programs
- Internal state organizations like Department of Financial Services (DFS), Division of State Group Insurance, Division of Retirement and state universities

Major stakeholders such as the Florida Lottery, Justice Administrative Commission, State Courts System, and the State Personnel System have varying business needs. Meeting these business needs has resulted in customized solutions. Some stakeholders are considered "benefits only" utilizing only the People First benefits administration module to access their insurance information (e.g., Florida State University uses another ERP platform for attendance and leave, payroll and other HR modules).

The Department's People First team is responsible for overseeing the People First Initiative (see Figure 3, below). The People First team mission strives to ensure excellence in HR services through the development and delivery of a user-friendly, reliable, online system and service center in the most efficient and cost-effective manner. The People First team acts as both the contract manager and project manager over this initiative, which includes the following:

- **Contract Management** – Monitors service provider compliance with state and federal policies, procedures, statutes, rules, and contract performance requirements. Additional contract management responsibilities include monitoring the service provider's Subcontractors' compliance with the contract, all aspects of adequately securing State of Florida production data, the day-to-day functionality of the system, and the operations of the service centers.
- **Project Management** – Oversees the State of Florida HRIS by identifying customer needs, developing requirements for system and data warehouse development, coordinating user acceptance testing, delivering communication documents and training materials, and monitoring production implementation. The team serves as the liaison between the service provider and the State and communicates the State's system design needs to:

- Prepare accurate and timely payroll to more than 115,000 employees.
 - Administer state-approved benefits to more than 209,000 participants.
 - Oversee the annual Open Enrollment process.
 - Provide accurate and timely data warehouse information to 33 state agencies.
 - Correct People First System and data warehouse deficiencies.
 - Change system functionality based on state policy revisions and union agreements.
 - Implement legislatively-mandated system changes.
 - Deliver contractually-required enhancements to the system and data warehouse.
- **Agency Support** – Provides customer support and delivers services in a prompt, friendly manner. Agency support responsibilities include: coordinating public records requests, handling recurring report requests for various customers (Governor’s Office, Legislature, and State agencies), coordinating mass data loads into the system, managing agency reorganizations, and providing support to agency report writers and technical assistance on Web portal reports.

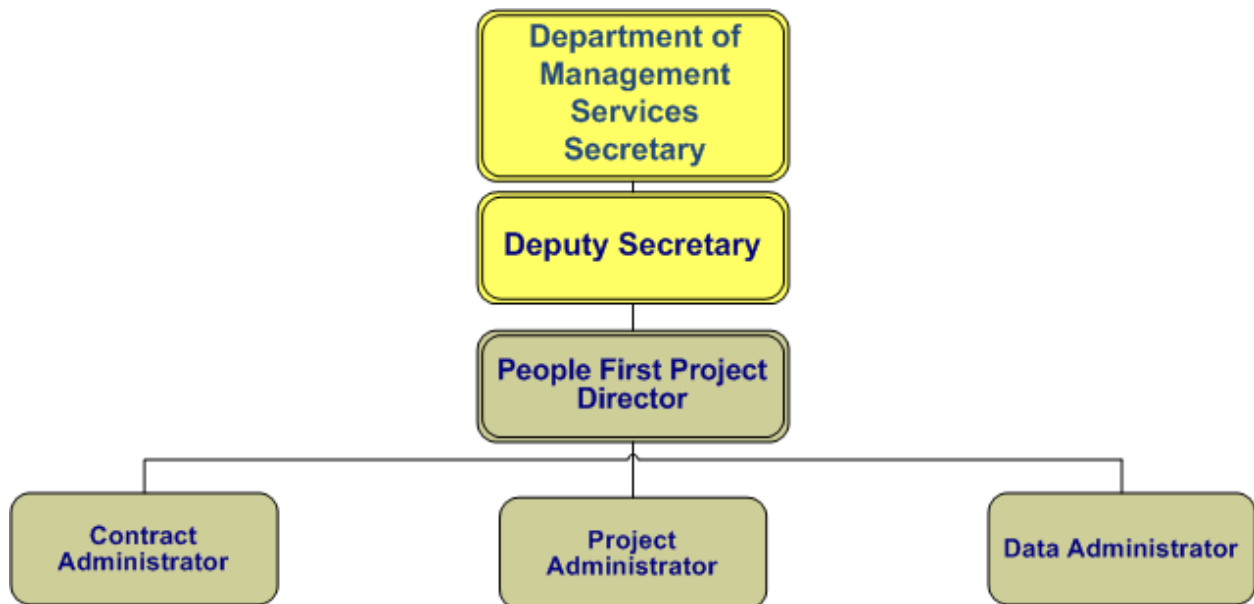


Figure 3: People First Team

1.3 **Vision – Next Generation Roadmap**

The vision for the Next Generation of People First is to build upon the many successes achieved to date (e.g., self-service online tool, standardizing HR transactional processes, cost savings) and to bring additional system enhancements and service delivery improvements to customers. The Department's motto is "We Serve Those Who Serve Florida" and by continuing to automate manual processes through People First and maintain a customer-centric service center model, State of Florida employees can focus more on their core job duties and less on administrative activities.

A People First System Roadmap ("Roadmap") has been developed to serve as a starting point for such continuous improvement planning and it should be updated continuously as new strategies or solutions are planned, as priorities change, and as technology changes. The People First System Roadmap (Attachment L) is shown by the various work streams and roadmap activities expected to occur over the coming years. The five work streams are Application Management Services (AMS), Procurement Activities, Migration Services, Optimization Initiatives, and Projects. [Note: The Roadmap reflects certain Procurement Activities that are not addressed in this ITN. This is for informational purposes only and need not be addressed in the Vendor's reply.]

YEAR 0 (Time Period from Contract Award to Cut-Over Date on Aug. 21, 2016)

The Department intends to contract with a vendor that is capable of, and will consistently perform at a high level, in maintaining what has already been deployed to date (in both the People First System and at the People First Service Center). The Department does not expect any changes to the People First System or People First Service Center for Year 0 as described in the "As Is" System and Service Center Functionality documents (Attachments B and C) in the areas of: Global, Data Warehouse Technical, Health and Insurance, HR Administration, Leave and Attendance, Organizational Management, Payroll Preparation and Reports. It is critical that the vendor meet these day-to-day core activities, in its operational and functional state at the time of the Cut-Over Date and through the life of the Contract, with no degradation of functionality or Services.

To fully understand the breadth of what has been developed and deployed to date, the Department has provided an in-depth description of People First System functionality and People First Service Center responsibilities in this ITN (see description of the "As Is" System and Service Center Functionality in Attachments B and C). Vendors should carefully review these documents to fully understand what is expected in the Next Generation of People First. The Roadmap uses the term Application Management Services (AMS) to describe core activities required to maintain the solutions and system, maintain the service center, and address open maintenance and

support requests. These are the day-to-day core activities that “keep the lights on” as opposed to optimization initiatives (i.e., enhancements to existing system functionality) or new projects.

The People First System and its service delivery components are stable today and if Migration Services are needed (defined as activities that will take place prior to Aug. 21, 2016, if a vendor other than the incumbent is awarded the Contract (Attachment A, Section 1.1 (“Definitions”))), the migration period will need to be carefully planned and meticulously executed. As depicted in the Roadmap, the Department’s expectations for the vendor during a migration period are to (1) migrate and stand-up the People First System (including subcontracted solutions and external system integration) in a seamless fashion (i.e., minimal disruption), and (2) establish a service center(s) with adequate numbers of trained staff and fully implemented and tested service center business processes. The primary goal is to ensure a seamless end-user experience. For a more detailed description, Section 10 (“Migration Services”) of this ITN provides a listing of the key tasks, deliverables, and work products that should be included in a Migration Plan. The vendor awarded the Contract is expected to work cooperatively with the Department and other stakeholders to expeditiously develop a Migration Plan to meet the Department’s expectations.

Also in Year 0, there are several areas where further analysis and planning is required prior to determining an exact solution, or the best approach to be considered. These areas include portal/mobile and reporting/data strategies and it is imperative that the vendor work with the Department to develop the appropriate solution strategies in these two areas. These strategies should include the vendor’s proposed solution architecture, approach, scope, integration requirements, estimated cost, planned benefits and an implementation plan.

The People First System currently supports a third party (Subcontractor) FSA/HSA program. Over 16,000 State of Florida employees participate in the flexible spending account program and over 1,400 State of Florida employees participate in the health savings account program. The current solution has been in place since 2005 (with HSA being added for plan year 2007) and the Department encourages vendors to bring new FSA/HSA ideas and solutions to better meet User needs. A new solution for this program would require the vendor to migrate to the new solution expeditiously, seamlessly, and prior to Cut-Over Date. Such a migration would be captured in the Migration Plan.

The Department and its Users have identified additional FSA/HSA functionality and services to better meet the needs of its Users. Examples include mobile applications, text messaging functionality, and online claim reporting. The vendor is expected to meet the requirements deployed currently (see description of the “As Is” System Functionality in Attachment B) and to deploy new system enhancements. Vendors should review the FSA/HSA Enhancement Requirements (Attachment M) to determine the system enhancement requirements identified in

addition to what are being provided today. Deploying new system enhancements for the FSA/HSA program are expected to begin in Year 0 and finish no later than the end of Year 1.

There may also be a new performance management and recruitment solution that would replace the solution that is in place today. The People First System currently supports a third party software solution (Subcontractor) for performance management and recruitment through a software-as-a-service (SAAS) model; i.e., software and data housed in a private cloud solution outside of SAP where the code is only configurable and not customizable. Regardless of which course of action or solution is pursued (current solution versus a new solution), the vendor is expected to meet the requirements in place today (see description of the “As Is” System Functionality in Attachment B) and to deploy new system enhancements. Vendors should review the Performance Management and Recruitment Enhancement Requirements (Attachments N and O) to determine the system enhancement requirements that are in addition to what are being provided today. Deploying new system enhancements in the performance management and recruitment areas are expected to begin in Year 0 and finish no later than the end of Year 1.

The Department desires to maintain a SAAS model for these two functions as well as any new talent management functionality (e.g., Learning Management System (LMS)) that may be included in the Next Generation of People First. It is also the Department’s preference to have only one talent management solution that has the various talent management functions (e.g., performance management, recruitment, LMS) already fully integrated in the solution. This is in contrast to contracting for multiple best of breed solutions and having to integrate the multiple solutions to meet User needs. Integrating various solutions expands the initial timeframe for implementation, and increases the costs, risks, maintenance efforts, testing activities, and overall system enhancement complexity.

YEAR 1 (Aug. 21, 2016 through Jun. 30, 2017)

In Year 1, the Roadmap focuses on upgrading the SAP software to establish a current and an up-to-date technical baseline. This technical upgrade includes applying all support and EHPs released by SAP to the latest and most up-to-date software versions of NetWeaver and SAP ECC; for example, today SAP NetWeaver is four versions behind the latest software version available and no SAP ECC EHPs have been installed in the People First System. This upgrade is to only install and not to activate the modifications in the EHPs. Benefits of a technical upgrade include the ability to take advantage of the functional changes included in the EHPs, better integration within SAP products, reduced system customizations, improved productivity, improved customer experience, and the increased value to the intellectual property developed to support the system.

Once the upgrade is completed, the vendor will work cooperatively with the Department to perform a detailed Functional Gap Analysis to assess the impact of the EHP on the current functional baseline solution. The Functional Gap Analysis will identify new functionality to be deployed, as well as customizations to be replaced by new or existing SAP functionality in the EHPs. The decision needs to be made as to whether or not to activate the functional changes in the EHPs, and such a decision will need to take into account the cost (in System Enhancement Hours) versus the value received. This analysis should be completed in Year 1 so there is a stable functional baseline, and gaps in the solution to “standard” SAP capabilities are known. If the decision is to activate some of the enhancements in Year 1 or in future years, the new functionality included in each EHP would be implemented using System Enhancement Hours.

The Department plans to begin a stand-alone SAP HANA implementation to replace the existing Oracle-based data warehouse and to layer SAP Business Intelligence (BI) Suite on HANA starting in Year 1, but it is dependent on the reporting/data strategy in Year 0. Such an implementation is expected to begin in Year 1 and finish no later than the end of Year 2. This strategy will be based on the SAP BI suite of products and include a phased delivery approach to provide reporting applications to the User community. The reporting/data strategy will provide the details for this project. This solution will provide the Department the ability to provide enhanced reporting and analytics capabilities and provide a baseline for a future HANA migration to replace the existing Oracle-based transactional database. Benefits of implementing SAP HANA to replace the existing Oracle-based data warehouse include greater accessibility, improved security and controls, greater ease of use, faster execution, the ability to take advantage of the EHPs, and better integration within SAP products.

Rounding out the Roadmap in Year 1 is a portal upgrade which is another key deployment in Year 1 but it is dependent on the portal/mobile strategy defined in Year 0. The Roadmap migrates all Business Server Pages (BSPs) to SAP NetWeaver 7.3 (or later if available) portal solution to provide a more solid baseline solution for all external facing applications and interactions with Users. Such a migration will leverage standard integration and interface capabilities and help reduce the need for customization of objects and reduce future testing requirements. It also provides the foundation to support mobile solutions (e.g., creating and approving timesheets, viewing leave balances, updating address information; from smart telephones, tablets and other electronic devices). The mobile solution is dependent on the portal/mobile strategy defined in Year 0, and the mobile feasibility and planning efforts must take into account the outcome and impact of both the technical upgrade and portal upgrade. The upgrade components include the appropriate hardware, software, and security applications to support the portal and mobile needs of People First.

YEAR 2 (Jul. 1, 2017 through Jun. 30, 2018)

In Years 2 – 5, there will be continuous improvements and desired enhancements to the solutions. Enhancements will be identified from User focus groups, surveys, solution roadmaps, new technologies, EHP reviews, and the Functional Gap Analysis performed in Year 1. Whether they are regular maintenance updates, EHP upgrades, or enhancements that provide additional capabilities or functionality, these will be planned and implemented regularly. There should be a regular cadence for these types of releases to production which will assist with resource management, configuration management, and testing optimization. In fact, the Roadmap plans for the first of many mobile applications to be deployed in Year 2 and continuing through Year 5. Also, once the SAP BI Suite on HANA Reporting and Data Warehouse upgrade is complete, the Roadmap plans for new reports being released in Year 3 with regular releases through Year 5.

Since the technical baseline and all infrastructure-related implementations will be in place at the end of Year 1, the development and deployment of a new LMS will be the focus of Year 2. Today, the State of Florida does not have an enterprise-wide LMS solution to track and manage training activities, but all state agencies have an LMS need. The State of Florida LMS needs can be broken out into three key areas: statewide training, agency-specific training, and compliance training. The enterprise-wide LMS will be used to deliver online courses to all state agencies for all employee-related training as well as support contractor training needs. The goal is to provide an integrated solution with all other talent management processes (e.g., onboarding, recruitment, performance management) to minimize the initial timeframe for implementation, costs, risks, maintenance efforts, testing activities, and overall system enhancement complexity. The LMS Requirements provided in Attachment P capture functionality that the State is seeking through this ITN.

YEAR 3 (Jul. 1, 2018 through Jun. 30, 2019)

Based on the time in between upgrades, there will most likely need to be another functional and technical upgrade planned. SAP has communicated that 2020 is the end of maintenance for SAP ECC 6.0. Therefore, the Department must plan for a major release upgrade project or a migration to a HANA solution for the transactional database and to replace SAP ECC 6.0. To initiate the planning for consideration of migrating to the SAP HCM on Enterprise HANA platform, the vendor, in collaboration with the Department will develop a long-term solution strategy taking into account the previous SAP BI Suite on HANA Reporting and Data Warehouse upgrade. This strategy will include the solution architecture, the migration strategy, the cost/benefit analysis, and the implementation plan. The HANA Upgrade Strategy will be completed prior to the procurement decisions on the potential future contract (Years 6 – 10). These strategies will be part of the scope and approach to be included in the potential future contract (Years 6 – 10).

The Department plans to implement a standardized, automated onboarding process in Year 3. The People First System currently does not support an onboarding module, but all state agencies have an automated onboarding need. Onboarding is defined as the mechanism used to: initiate new employees into their new job; acquire the necessary information from the employee (e.g., I-9); and to start the development process for the employee. The goal of the onboarding process is to provide an integrated solution with all other talent management processes (e.g., LMS, recruitment, performance management). This integration will allow for the collection of data (personal) at various points of the onboarding process and apply them in the People First System (SAP).

YEAR 4 (Jul. 1, 2019 through Jun. 30, 2020)

The last of the new major system enhancements occurs in Year 4. The Department plans to implement a standardized, org charting/modeling solution that is not currently in existence today. All state agencies perform this function independent of one another to generate and publish detailed organization charts for their workforce visualization needs and to create proposed organization models. Providing a standard tool for capturing agency organization structures would streamline information such as job titles, class codes, and organization codes into templates. It is the Department's preference to only include the org charting/modeling solution if it is already fully integrated into one talent management solution that has the various talent management functions (i.e., performance management, recruitment, learning management system, onboarding).

The fourth year of the initial contract kicks off contract term expiration discussions and a decision on contract renewal: either "go" or "no-go". The decision to renew with the vendor will depend on many factors, such as past performance, vendor/client relationship, and total benefits realization. In addition, the Department will evaluate the feasibility, customer service, cost, technology, staffing, and risk to relocate the hardware hosted at the vendor's data center to a State of Florida managed site. The purpose of such a move would be to reduce overall program costs. If such a move was agreed to, it would occur no earlier than Year 6 and the costs would be included in the renewed or new contract. For purposes of planning and providing a Price Proposal to this ITN, the vendor should assume the current outsourced, vendor-hosted hardware model would continue.

YEAR 5 (Jul. 1, 2020 through Jun. 30, 2021)

The focus of the fifth and last year of the initial contract term will be for the Service Provider to consistently perform at a high level, and maintain what has been deployed to date (in both the People First System and Service Center).

YEARS 6 – 10 (July 1, 2021 through end of renewal years)

Years 6 – 10 are possible renewal years and the work to be performed remains flexible. However, based on the time between upgrades, there will most likely need to be another functional and technical upgrade planned. The Department will plan for a major release upgrade project or a migration to a HANA solution for the transactional database as well as replacing SAP ECC 6.0. This initiative is dependent upon the HANA Upgrade Strategy in Year 3. The HANA Upgrade Strategy needs to be completed prior to the procurement decisions on the new contract.

1.4 Purpose of the ITN

The purpose of this ITN is to explore the various questions identified in this ITN and to determine, through the negotiation process, the preferred solution to achieve the goals of the ITN. The Department intends to make a single award for all services sought in this ITN.

1.5 Questions Being Explored and Facts Being Sought

Vendors are not to respond directly to these questions. The Department will use the information obtained throughout this ITN process to assist in developing opinions and positions regarding the following questions:

- (a) How can the Department ensure pricing remains competitive throughout the entire term of the Contract?
- (b) How can the Department most efficiently provide HRO services to customers?
- (c) How can the Department best position the Contract to provide flexibility for future system changes (e.g., implementing new functionality, system enhancements, new system Users, legislative mandates)?
- (d) What additional performance metrics, or more stringent performance standards, can vendors offer to provide greater vendor accountability?
- (e) How can the Department achieve greater transparency (e.g., pricing, staffing, licensing) in the provision of HRO services to the State?
- (f) What additional value propositions can vendors offer that are in the best interest of the State?

1.6 Specific Goals of the ITN

- (a) To effectuate a reduction in the next generation Contract price as compared to the current contract price.

- (b) To establish a Contract promoting the cost-efficient administration of the People First System and service delivery, optimizing the State's existing investment in SAP software and leveraging the latest available technology.
- (c) To establish a flexible Contract that provides the ability to effectuate future policy and program changes. Future changes may include, but are not limited to: implementing new functionality, system enhancements, new system Users, or legislative mandates.
- (d) To determine the combination of performance metrics and pricing terms preferred by the Department and the vendor providing the best overall value in executing the preferred solution.
- (e) To establish a Contract promoting vendor transparency in operational activities, staffing, pricing and licensing.
- (f) To ensure the best value to the State of Florida.

1.7 Contact Person and Procurement Officer

The Department's contact person and Procurement Officer for all communications regarding this ITN is:

Cassandra Williams, FCCM, FCCN, PMP
Departmental Purchasing
Department of Management Services
4050 Esplanade Way, Suite 335.2X
Tallahassee, FL 32399-0950
DMS.Purchasing@dms.MyFlorida.com

All contact with the Procurement Officer must be in writing by email **only**. No facsimiles or telephone calls will be accepted for any reason.

1.8 Anticipated Contract Term

The Department anticipates that the Contract will begin Aug. 21, 2016, or on an earlier date if Migration Services as defined in the proposed Contract (Attachment A) are needed. Following migration, the anticipated length of the initial term (exclusive of the migration period) of the Contract is five years. Negotiations may result in a shorter or longer period in the resulting Contract.

The Contract may be renewed for periods not to exceed the term of the original Contract. Renewal may be for yearly or multiple-year increments. Such renewal is at the Department's sole

discretion, will be contingent upon satisfactory performance evaluations as determined by the Department, and will be subject to the availability of funds. Any renewal will consider the vendor’s ability to (i) establish pricing guarantees throughout the Contract term, (ii) ensure competitive pricing and services throughout the Contract term, and (iii) ensure appropriate pricing improvements when warranted by market conditions and/or program modifications.

1.9 Schedule of Events and Deadlines

DATE	TIME (Eastern)	ACTIVITY
Jan. 5, 2015		Release of Solicitation
Jan. 26, 2015	5:00 p.m.	Submission Deadline for Vendor Questions
Feb. 9, 2015		Answers to Questions are posted on the Vendor Bid System (Anticipated)
Mar. 23, 2015	3:00 p.m.	Submission Deadline for Replies
Mar. 24, 2015		Evaluation Phase Commences
May 18, 2015	TBD	Evaluation Team Public Meeting
May 19, 2015		Negotiation Phase Commences (Anticipated)
Jul. 27, 2015	TBD	Negotiation Team Public Meeting – Recommended Award (Anticipated)
Jul. 28, 2015		Posting of Intent to Award on Vendor Bid System (Anticipated)
Aug. 21, 2016, or sooner if Migration Services are needed		Contract Start Date (Anticipated)

All updates or revisions to any of the dates/times will be accomplished by an addendum to the solicitation and posted on the Vendor Bid System (VBS). All times listed are local time in Tallahassee, Florida (Eastern Time, both Eastern Standard Time and Eastern Daylight Time when applicable).

END OF SECTION

SECTION 2 – THE ITN PROCESS

2.1 Overview

The ITN process is divided into two phases: Evaluation Phase and Negotiation Phase. The Evaluation Phase involves the Department’s initial evaluation of replies. During the Evaluation Phase, all responsive replies will be evaluated to establish a competitive range of replies reasonably susceptible of award. The Department will then select one or more vendors within the competitive range with which to commence negotiations.

The Negotiation Phase involves negotiations with the vendor(s). During the Negotiation Phase, the Department may request revised replies and/or best and final offers based on the negotiations. The Department intends to post a Notice of Intent to Award after negotiations, identifying the responsive and responsible vendor that provides the best value. Responsive vendors will not be formally eliminated from the ITN process until the posting of the Notice of Intent to Award. Final Contract terms will be established during the Negotiation Phase.

2.2 Official Notices and ITN Documents

All notices, decisions, intended decisions, addenda and other matters relating to this procurement will be electronically posted at http://myflorida.com/apps/vbs/vbs_main_menu (the Vendor Bid System or VBS)

IT IS THE RESPONSIBILITY SOLELY OF THE VENDOR TO CHECK THE VBS FOR INFORMATION AND UPDATES.

In the event of conflict in terms among the foregoing during this ITN, the following order of precedence will apply:

- (a) Addenda to the ITN, if any
- (b) This ITN including all attachments

Interested vendors may obtain a disk that contains the entire ITN document and its associated documents and attachments directly from the Procurement Officer. All requests for these documents must be by email to the Procurement Officer and must include the contact information of the individual who is to receive the disk. Vendors may make arrangements with the Procurement Officer for delivery of the disk.

2.3 Contacting Department Personnel

2.3.1 Contact Other than During the Negotiation Phase

During the time between the release of this ITN and the end of the 72-hour period following the Department's posting of the Notice of Intent to Award, prospective vendors or persons acting on their behalf may not contact any Department personnel or consultants, or any employee or officer of the executive or legislative branch concerning any aspect of this solicitation, except in writing (by email only) to the Procurement Officer identified in Section 1.7 ("Contact Person and Procurement Officer") above or as otherwise provided in this solicitation. Any such contact by a prospective vendor's affiliate, a person with a relevant business relationship with a prospective vendor, or an existing or prospective Subcontractor to a prospective vendor is assumed to be on behalf of a prospective vendor unless otherwise shown.

2.3.2 Contact During the Negotiation Phase

During the Negotiation Phase of this ITN: (i) any contact and communication between a prospective vendor's negotiation team members and the Department's negotiation team members is permissible, but only "on the record" (as required by section 286.0113(2), Florida Statutes) during the negotiation meetings; and (ii) communication between a vendor's lead negotiator and the Procurement Officer outside of the negotiation meetings is permissible so long as it is by email.

2.3.3 Violation of Contact Limitations

Violation of the provisions of Section 2.3 of this ITN may be grounds for rejecting a reply.

2.4 Addenda to the Solicitation Documents

The Department will post addenda to the solicitation documents, including the Schedule of Events and Deadlines updates in Section 1.9 of this ITN on the VBS, at http://myflorida.com/apps/vbs/vbs_main_menu under the posted solicitation number.

IT IS THE RESPONSIBILITY SOLELY OF THE VENDOR TO MONITOR THE VBS FOR NEW OR AMENDED INFORMATION.

2.5 Vendor Questions

Vendors must submit all questions during the Question and Answer period in writing to the Procurement Officer by email. The deadline for submission of questions is reflected in Section 1.9 ("Schedule of Events and Deadlines") of this ITN. Each vendor's submission of questions should

be clearly labeled “ITN for HRO People First Services” and should include the ITN number. Questions will not constitute a protest or objection to the solicitation terms.

To be considered, questions must be submitted in the following format:

Question #	Vendor	ITN Section	ITN Page #	Question

Responses to all written inquiries, and any resulting revisions to the ITN, will be made through the VBS.

2.6 Special Accommodation

Any person requiring a special accommodation due to a disability should contact the Department’s Americans with Disabilities Act (ADA) Coordinator at (850) 488-0439. Requests for accommodation for meetings must be made at least five workdays prior to the meeting. A person who is hearing or speech impaired can contact the ADA Coordinator by using the Florida Relay Service at (800) 955-8771 (TDD).

2.7 Replies

2.7.1 Reply Deadline

Replies must be submitted to and received by the Department no later than the date and time provided in Section 1.9 (“Schedule of Events and Deadlines”), and delivered to the Procurement Officer at the address described in Section 1.7 (“Contact Person and Procurement Officer”).

All methods of delivery or transmittal to the Procurement Officer are exclusively the responsibility of the vendor and the risk of non-receipt or delayed receipt will be borne exclusively by the vendor. Replies not received at the specified address by the deadline will be rejected and returned to the vendor, except that the Department will retain the original reply for use in the event of a dispute.

2.7.2 Withdrawal of Reply

Withdrawal of replies may be requested within 72 hours (excluding State holidays, Saturdays and Sundays) after the reply submission. Requests received in accordance with this provision may be granted by the Department upon proof of the impossibility to perform based upon an obvious error.

2.7.3 Firm Reply

The Department may make an award within 180 days after the date the final replies are due. By submitting a reply, a vendor acknowledges and agrees that its reply will remain firm (and will not be withdrawn) for at least 180 days after the final replies have been submitted. If an award is not made within the 180 day period, the final reply will remain firm until either the Department awards the Contract or the Department approves the vendor's request for withdrawal of the reply.

2.7.4 Use of Reply Contents

All documentation produced as part of this ITN becomes the exclusive property of the Department and may not be removed by the vendor. All replies become the property of the Department and will not be returned to the vendor. The Department will have the right to use any or all ideas or adaptations of the ideas presented in a reply. Selection or rejection of a reply will not affect this right.

2.8 Cost of Preparation

Neither the Department nor the State is liable for any costs incurred by a vendor in responding to this ITN.

2.9 Electronic Posting of Agency Decisions

The Department will electronically post a notice of the Department's decisions at http://fcn.State.fl.us/owa_vbs/owa/vbs_www.main_menu on the dates indicated in Section 1.9 ("Schedule of Events and Deadlines"), as amended or updated. If a decision is delayed, in lieu of posting the notice, the Department will post an addendum with a revised date or dates for posting the decision.

IT IS THE RESPONSIBILITY SOLELY OF THE VENDOR TO CHECK THE VBS FOR INFORMATION AND UPDATES.

2.10 Public Records and Vendor's Confidential Information

2.10.1 Public Records

All electronic and written communications pertaining to this ITN, whether sent from or received by the Department, are subject to the Florida Public Records Law. Section 2.10.4 ("How to Claim Protection for Exempt Materials") below addresses the submission of trade secret and other information a vendor contends is exempted from public inspection.

2.10.2 Replies Are Public Record

All materials submitted in reply to this ITN will be a public record subject to the provisions of Chapter 119, Florida Statutes. Selection or rejection of a reply does not affect the public record status of the materials.

2.10.3 Replies Will Be Subject to Public Inspection

Unless exempted by law, all public records are subject to public inspection and copying under Florida's Public Records Law, Chapter 119, Florida Statutes. A time-limited exemption from public inspection is provided for the contents of a reply pursuant to section 119.071(1)(b), Florida Statutes. Once that exemption expires, all contents of a reply become subject to public inspection unless another exemption applies. Any claim of trade secret exemption for any information contained in a vendor's reply to this solicitation will be waived upon submission of the reply to the Department, unless the claimed trade secret information is submitted in accordance with Section 2.10.4 ("How to Claim Protection for Exempt Materials").

2.10.4 How to Claim Protection for Exempt Materials

If a vendor considers any portion of the documents, data, or records submitted in its reply to be a trade secret and/or otherwise exempt from public inspection or disclosure pursuant to Florida's Public Records Law, the vendor must prominently and conspicuously mark all such information in the reply (original and 12 copies) as "Confidential – Exempt from Public Disclosure." The vendor must submit a brief, written description of the grounds for claiming exemption from the Public Records Law, including the specific statutory citation for such exemption.

A vendor must also simultaneously provide the Department with a separate, electronic, redacted copy of its reply, redacting all data or information claimed to be exempt from public disclosure. The file name of the electronic, redacted copy must contain the name of the Vendor, the ITN number and "Redacted Copy" (e.g., Vendor Name_DMS ITN 14/15-011_Redacted Copy.pdf). The first page of the electronic, redacted copy and each page on which information is redacted must prominently display the phrase "Redacted Copy." Except for the redactions, the redacted copy must be an exact duplicate of the original, unredacted reply. This submission must be made no later than the reply submittal deadline listed in Section 1.9 ("Schedule of Events and Deadlines") of this ITN.

2.10.5 Public Records Requests

If a vendor fails to mark any materials submitted to the Department as exempt from public disclosure, the vendor waives the exemption under Chapter 119, Florida Statutes. Vendors exclusively bear the burden of complying with this section to ensure their exempt information is appropriately marked.

2.10.6 Department Not Obligated to Defend Vendor's Claims

The Department is not obligated to agree with a vendor's claim of exemption and, by submitting a reply, the vendor agrees to defend its claim that any or some portion of the reply is exempt from inspection and copying under Florida's Public Records Law. Further, by submitting a reply, the vendor agrees to protect, defend, indemnify, and hold harmless the Department for any and all claims and litigation (including litigation initiated by the Department), including attorney's fees and costs, arising from or in any way relating to the vendor's assertion that the redacted portions of its reply are exempt from public disclosure under Chapter 119, Florida Statutes.

2.11 General Instructions to Vendors PUR 1001 FORM and General Contract Conditions PUR 1000

The Florida Administrative Code requires that the Department include the standard PUR 1001 Form "General Instructions to Respondents" and the PUR 1000 "General Contract Conditions" with this solicitation. The PUR 1001 and the PUR 1000 forms can be found at:

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

The Department is permitted by the Florida Administrative Code, however, to override the provisions of both forms. Accordingly, the terms and conditions of PUR 1001 FORM do *not* apply to this solicitation and are instead modified and superseded by the instructions, technical specifications, and scope of work requirements contained throughout this ITN. The terms and conditions of PUR 1000 do *not* apply to this solicitation and are instead modified and superseded by the proposed Contract included as Attachment A to this ITN.

2.12 Subcontracting

The successful vendor is fully responsible for all work performed under the resultant Contract of this solicitation. If a vendor intends to use any Subcontractors to perform the work, such Subcontractors must be identified in Section 7 of this ITN (Vendor Information). If a vendor should need to replace a Subcontractor prior to the Department posting a notice of intent to award, the vendor must provide to the Procurement Officer a request to substitute the Subcontractor, explaining why the vendor seeks to substitute the Subcontractor. The vendor must provide an

updated Section 7 (Vendor Information) document on the proposed Subcontractor substitute with the request. The substitution will be subject to Department approval.

The vendor acknowledges that it will not be released of its contractual obligation to the Department because of any subcontract. The Department may treat the vendor's use of a Subcontractor not disclosed during the ITN process or approved by the Department as a breach of the Contract.

2.13 Protests

Section 120.57, Florida Statutes, applies to this solicitation.

2.13.1 Time Limits for Filing Protests

Any person whose substantial interests are adversely affected by the decision or intended decision made by the Department pursuant to this solicitation shall file with the Department a **notice of intent to protest** in writing **within 72 hours** (excluding State holidays, Saturdays and Sundays) after the posting of the Department's notice of decision or intended decision.

2.13.2 Protest of Terms, Conditions, and Specifications

With respect to a protest of the terms, conditions, and specifications contained in this solicitation, including any provisions governing the methods for scoring or ranking replies, awarding contracts, or modifying or amending any contract, the **notice of intent to protest** shall be filed in writing **within 72 hours** (excluding State holidays, Saturdays, and Sundays) after the posting of the solicitation. For purposes of this provision, the term "the solicitation" includes this ITN; any addenda, responses to written questions; clarifications; or other document concerning the terms, conditions, or specifications of the solicitation.

2.13.3 Bond Must Accompany Formal Protest

When protesting a decision or intended decision (including a protest of the terms, conditions, and requirements of the solicitation), the protestor must post a bond equal to one percent (1%) of the estimated contract amount.

The estimated Contract amount is not subject to protest. The protest bond must be conditioned upon the payment of all costs and charges that are adjudged against the protestor in the administrative hearing in which the action is brought and in any subsequent appellate court proceeding. In lieu of a bond, the Department will accept a cashier's check, official bank check, or money order for the estimated Contract amount. An original cashier's check, official bank check, or money order must be posted in the same fashion as a protest bond.

FAILURE TO POST AN ORIGINAL BOND FOR THE REQUISITE AMOUNT AT THE TIME OF FILING THE FORMAL WRITTEN PROTEST WILL RESULT IN A REJECTION OF THE PROTEST.

2.13.4 Filing a Protest

A formal written protest is “filed” when actually received by the Procurement Officer listed in Section 1.7 (“Contact Person and Procurement Officer”) or by the Department’s Agency Clerk. Filing of a formal written protest may be achieved by hand-delivery, courier, mail, facsimile, or email. Actual delivery by the deadline will remain the responsibility solely of the protestor, and the risk of non-receipt or delayed receipt will be borne exclusively by the protestor.

A protest bond must be posted together with the formal written protest. A protest bond is “posted” when the *original* bond is physically tendered to the Procurement Officer or Agency Clerk. Bonds (and cashier’s checks, official bank checks, or money orders) *cannot* be posted by facsimile, email, or other transmission that does not result in the original being physically tendered to the Department. Actual posting of an original bond by the deadline will remain the responsibility solely of the protestor, and the risk of non-receipt or delayed receipt will be borne exclusively by the protestor.

FAILURE TO FILE A PROTEST WITHIN THE TIME PRESCRIBED IN SECTION 120.57(3), FLORIDA STATUTES, OR FAILURE TO POST THE BOND OR OTHER SECURITY REQUIRED BY LAW WITHIN THE TIME ALLOWED FOR FILING A BOND SHALL CONSTITUTE A WAIVER OF PROCEEDINGS UNDER CHAPTER 120, FLORIDA STATUTES.

2.14 Department’s Reserved Rights

2.14.1 Waiver of Minor Irregularities

The Department reserves the right to waive minor irregularities when to do so would be in the best interest of the State of Florida. A minor irregularity is a variation from the terms and conditions of this ITN that does not affect the price of the reply or give the vendor a substantial advantage over other vendors and thereby restrict or stifle competition and does not adversely impact the interest of the Department. At its option, the Department may allow a vendor to correct minor irregularities but is under no obligation to do so. In doing so, the Department may request a vendor to provide clarifying information or additional materials to correct the irregularity. However, the Department will not request and a vendor may not provide the Department with additional materials that affect the price of the reply or that give the vendor an advantage or benefit not enjoyed by other vendors.

2.14.2 Right to Inspect, Investigate, and Rely on Information

The Department reserves the right to inspect a vendor's facilities and operations, to investigate any vendor representations, and to rely on information about a vendor in the Department's records or known to Department personnel in making its best value determination.

2.14.3 Rejection of All Replies

The Department reserves the right to reject all replies at any time, including after an award is made, when to do so would be in the best interest of the State of Florida, and by doing so the Department will have no liability to any vendor.

2.14.4 Withdrawal of ITN

The Department reserves the right to withdraw the ITN at any time, including after an award is made, when to do so would be in the best interest of the State of Florida, and by doing so the Department will have no liability to any vendor.

2.14.5 Reserved Rights After Notice of Intent to Award

The Department reserves the right, after posting notice thereof, to withdraw or amend its notice of intent to award and re-open negotiations with any vendor at any time prior to execution of a Contract.

2.14.6 No Contract Until Execution

A notice of intent to award under this ITN will not constitute or form any Contract between the Department and a vendor. No Contract will be formed until such time as the vendor and the Department formally execute a Contract with requisite written signatures.

2.15 Diversity

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

END OF SECTION

SECTION 3 – RESPONDING TO THE ITN

3.1 Overview

Replies should provide a straightforward, concise description of the vendor's ability to provide the solution sought by the solicitation. Excessive information distracts readers from focusing on essentials. Properly referenced replies may be in the form of informational materials and brochures, but must be specific to the issue raised or question asked. When responding to specific questions, reprint each question in its entirety before the reply.

The vendor's reply may not apply any conditions or exceptions to any mandatory requirements of the solicitation.

3.2 Submittal of Replies

Each vendor is responsible for ensuring that its reply is delivered at the proper time and to the proper place. **REPLIES MUST BE RECEIVED AT OR BEFORE THE TIME AND DATE** reflected on the schedule included in Section 1.9 ("Schedule of Events and Deadlines") of this ITN. **The Department will reject late replies.**

The face of each box submitted must be addressed to the attention of the Procurement Officer and indicate the Departmental Purchasing address, the ITN number, and date and time the reply is submitted. Any submitted documents claimed to be exempt from Florida's Public Records Law must comply with the provisions of Section 2.10.4 ("How to Claim Protection for Exempt Materials") at the time of the reply submission.

The reply must be submitted in a properly marked, sealed box(es) containing the following:

- (a) one original and 12 separate, bound paper copies;
- (b) 12 electronic copies on 12 separate disks; and
- (c) one electronic Redacted Copy of entire reply on disk (if applicable, as described in Section 2.10.4 ("How to Claim Protection for Exempt Materials") of this ITN).

3.3 Format of Reply

THE VENDORS MUST SUBMIT REPLIES IN THE FOLLOWING FORMAT AND ORDER IN ACCORDANCE WITH THE INSTRUCTIONS PROVIDED IN EACH CORRESPONDING SECTION OF THIS ITN. EACH REPLY MUST BE TABBED AS FOLLOWS:

Tab A: Minimum Qualifications (Section 5 of this ITN).

Vendors must provide a response to each of the Minimum Qualifications identified in Section 5 of this ITN. A response of “No” or failure to submit a response to any of the Minimum Qualifications in Section 5 of this ITN will disqualify the vendor from further consideration. The response to Section 5 (Minimum Qualifications) must not exceed five pages (not including attachments).

Tab B: Introductory Section

The following documents will comprise the Introductory Section of the vendor’s reply to this ITN:

- (a) **Transmittal Letter.** The purpose of this letter is to transmit the reply and acknowledge the receipt of any addenda. The transmittal letter should be brief and signed by an individual who is authorized to commit the vendor to the services and requirements as stated in this ITN. The transmittal letter must also include the name and contact information for the vendor’s primary contact person for this solicitation. The transmittal letter must not exceed one page.
- (b) **Title Page and Table of Contents.** The title page should bear the name and address of the vendor and the name and number of this ITN. This should be followed by a table of contents for the entire reply.
- (c) **Declaration of Exempt Information.** A listing of information that is claimed to be exempt from public disclosure must be provided immediately following the table of contents. This listing must identify each section of the reply that has been marked as exempt and excluded from the redacted copy provided with the reply as described in Section 2.10 (“Public Records and Vendor’s Confidential Information”) of this ITN.
- (d) **Executive Summary.** The vendor must condense and highlight the contents of the Technical Reply in a separate section titled “Executive Summary” including how the vendor meets the requirements set forth in the Technical Reply (Section 9). The Executive Summary must not exceed three pages.

Tab C: Questionnaire (Section 6 of this ITN).

Vendors must provide responses to the questions and requests for information in Section 6 (“Questionnaire”) of this ITN. Failure to provide a response to any item in Section 6 may result in rejection of the vendor’s reply. The response to Section 6 (“Questionnaire”) shall not exceed 15 pages (not including attachments).

Tab D: Vendor Information (Section 7 of this ITN).

Vendors must provide a response to each requested item in Section 7 (“Vendor Information”) of this ITN. Additional tables may be added by the vendor as needed for the response to any item in Section 7.

Tab E: Administrative Requirements (Section 8 of this ITN).

Vendors must acknowledge each Administrative Requirement in Section 8 (“Administrative Requirements”) of this ITN by restating each and writing “Confirm” or “Do Not Confirm” below the requirement in a different colored font. If a Vendor does not confirm an Administrative Requirement, the Vendor must provide an alternative solution to the requirement or provide reference to the corresponding response in the Technical Reply (Section 9), if applicable.

Tab F: Technical Reply (Section 9 of this ITN).

Vendors must respond to each question and request for information in Section 9 (“Technical Reply”) of this ITN. Vendors must restate each item and provide a response to the item in a different colored font. Vendors must respond to all parts of each question or request for information. Failure to submit a response to a question or request for information or any subparts of a question or request for information (e.g., a, b, or c) may disqualify the vendor from further consideration. See Section 4.2.2 (“Scoring of Replies During Evaluation Phase”) of this ITN for scoring.

Tab G: Migration Services (Section 10 of this ITN).

Vendors must submit a Migration Plan and associated information in Tab G that meets all the requirements set forth in Section 10 (“Migration Services”) of this ITN.

Tab H: People First Optimization Initiatives and Projects (Section 11 of this ITN). The following attachments must be completed and submitted in the following order:

- Attachment M – Flexible Spending Account/Health Savings Account Enhancement Requirements
- Attachment N – Performance Management Enhancement Requirements
- Attachment O – Recruitment Enhancement Requirements
- Attachment P – Learning Management System Requirements
- Attachment Q – Onboarding Requirements
- Attachment R – Org Charting/Modeling Requirements
- Attachment S – Payroll End-to-End Processing Requirements

The vendor's response to this Section will not be scored. However, this Section will be evaluated and reviewed to determine if the vendor's reply conforms in all material respects to this solicitation.

Tab I: Financial Reply (Section 12 of this ITN).

Vendors must provide a Price Proposal (conforming to the State's fiscal year of July through June) by completing and submitting the Price Proposal Spreadsheet (Attachment T). The vendor must provide a separate price for each item listed. The Price Proposal Spreadsheet (Attachment T) must be completed in its entirety.

Tab J: Forms (Section 13 of this ITN).

Vendors must complete and submit the following forms listed below in the following order displayed:

- Form 1 – Vendor Certification
- Form 2 – Notice of Conflict of Interest
- Form 3 – Non-Collusion Affidavit
- Form 4 – Statement of No Involvement
- Form 5 – Business/Corporate Reference
- Form 6 – Addendum Acknowledgement

Tab K: Additional Reply Attachments.

Vendors must complete and submit all Additional Reply Attachments listed in the order shown below. Vendors should refer to the indicated Section for additional information related to the requirement for each Additional Reply Attachment.

- Reply Attachment to Section 6: Organizational Chart
- Reply Attachment to Section 6: Background Screening Policy
- Reply Attachment to Section 6: Annual Audited Financial Statements
- Reply Attachment to Section 6: Interim Financial Statements
- Reply Attachment to Section 6: Customer Satisfaction Survey Results
- Reply Attachment to Section 6: Customer Satisfaction Survey Tool
- Reply Attachment to Section 7: Executive Sponsor Resume or Curriculum Vitae
- Reply Attachment to Section 7: Contract Manager Resume or Curriculum Vitae
- Reply Attachment to Section 7: Contract Management Team Members Resumes or Curriculums Vitae
- Reply Attachment to Section 7: Information Technology Director Resume or Curriculum Vitae

Human Resources Outsourcing – People First

Florida Department of Management Services

- Reply Attachment to Section 7: Service Center Director Resume or Curriculum Vitae
- Reply Attachment to Section 7: Migration Team Manager Resume or Curriculum Vitae
- Reply Attachment to Section 7: Migration Team Members Resumes or Curriculums Vitae
- Reply Attachment to Section 9: Business Continuity Plan
- Reply Attachment to Section 9: Statistical Reports
- Reply Attachment to Section 9: Training Plan
- Reply Attachment to Section 10: Migration Plan

END OF SECTION

SECTION 4 – EVALUATION, SELECTION AND AWARD

The Department intends to award the contract to the responsible and responsive vendor that presents the best value to the State.

This procurement will be supported by technical advisors who will provide information and technical support to the Department. To assist with this procurement process, the Department has hired KPMG LLP as a technical subject matter expert. KPMG LLP will not receive override commissions or any other valuable consideration, in any form, from any involved party when such fee proceeds are from or may be attributable to the award of the Contract with the Department. Fees earned by KPMG LLP relating to this procurement will be limited exclusively to those fees paid under the contract for these services between KPMG LLP and the Department.

4.1 Selection Criteria

The following Selection Criteria for award will apply to this ITN:

Criteria
Vendor’s articulation of its approach and solutions, and the ability of the approach and solutions to meet the State’s needs based on the requirements of this ITN.
Vendor’s approach and solutions to providing People First optimization initiatives and projects, and other value enhancements to the State.
Vendor’s references, track record implementing similar solutions to the ones specified in this ITN, and overall experience.
Vendor’s pricing and overall costs to the State.

4.2 Evaluation Phase

4.2.1 Evaluation Criteria and Process

The Department will establish an Evaluation Team to evaluate replies (Evaluation Phase). The Department will score replies consistent with Section 4.2.2 (“Scoring of Replies During Evaluation Phase”) of this ITN.

The Evaluation Team will meet in a public meeting before scores are finalized. The Department will evaluate replies to establish a competitive range of replies reasonably susceptible of contract award.

4.2.2 Scoring of Replies During Evaluation Phase

Replies will be scored based on responses to Section 9 (“Technical Reply”) and Section 12 (“Financial Reply”). In all responses, clarity is necessary. Evaluators are not expected to decipher vague, ambiguous, overly complex, or otherwise difficult to understand responses. Any reply that is not clearly presented in terms of its narrative description may be down-scored.

The Evaluation Team will apply the scoring guidelines of “Understanding,” “Functionality” and “Capability” to each vendor’s Technical Reply, using the following point scale system:

Point Scale System		
<p>Understanding: The knowledge of and familiarity with the subject and demonstrated comprehension of the requested individual components and the whole.</p> <p>Functionality: The quality of having a practical use, the quality of being functional, the particular use or set of uses for which something is designed, and the sum or any aspect of what a product can do for a User.</p> <p>Capability: The ability to meet the stated requirements through a set of controllable and measurable faculties, features, functions, processes, or services.</p>		
Assessment	Assessment Description	Evaluator Score
Exceptional	<ul style="list-style-type: none"> • Demonstrates superior understanding of the project; • Greatly exceeds minimum required functionality; and • Provides excellent and innovative capability. 	5
Good	<ul style="list-style-type: none"> • Demonstrates above-average understanding of the project; • Partially exceeds minimum required functionality; and • Provides above-average capability. 	4
Adequate	<ul style="list-style-type: none"> • Demonstrates general understanding of the project; • Meets minimum required functionality; and • Provides acceptable capability. 	3
Poor	<ul style="list-style-type: none"> • Demonstrates insufficient project understanding; or • Partially addresses minimum required functionality; or • Presents limited capability. 	2
Inadequate	<ul style="list-style-type: none"> • Demonstrates lack of understanding of the project; or • Fails to meet minimum required functionality; or • Fails to demonstrate capability. 	1

The replies will be scored in six categories (five technical categories and one financial category). The categories are assigned the following total possible points:

- Systems and Technology – 1,140 out of 5,655 points
- Service Center – 1,120 out of 5,655 points
- Contract Administration – 275 out of 5,655 points
- Security – 285 out of 5,655 points
- Optimization Initiatives and Projects – 1,120 out of 5,655 points
- Financial Reply – 1,715 out of 5,655 points

For each response to the questions in Section 9 (“Technical Reply”), each evaluator will assign a score from one (1) to five (5). For the Financial Reply, scores will be based on the grand total contract price (Section F of the Price Proposal Spreadsheet (Attachment T)) over the 10-year period. The lowest grand total contract price will receive 1,715 points. The grand total contract price for all other financial replies will receive points directly proportionate to the lowest grand total contract price. The formula for determining a vendor’s Financial Reply Score is: *Financial Reply Score = (lowest submitted Grand Total Contract Price / vendor’s Grand Total Contract Price) x 1,715 points.*

After each evaluator has scored each question of each vendor’s Technical Reply, the Department will calculate the vendor’s Total Score as follows:

Step 1: For each evaluator’s scores of a reply, the Department will add the assigned points in each technical category to determine the subtotal for each technical category.

Step 2: The technical category subtotal will then be multiplied by the weighted multiplier for each technical category given in the table below to obtain the Category Weighted Points Total.

Step 3: The Category Weighted Points Totals for each technical category are added to determine the vendor’s Technical Score as assigned by each evaluator. Then, the Department will add the vendor’s Technical Score with the vendor’s Financial Reply Score to obtain the vendor’s Total Score per evaluator.

Step 4: The Department will then average the evaluators’ Total Scores for each vendor to arrive at the vendor’s Overall Total Score.

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The chart below illustrates (example) scoring for one evaluator during the Evaluation Phase.

TECHNICAL REPLY					
Category	Question No.	Subcategory	Vendor Points (Example)	Possible Points	
1	Systems and Technology	1	Hardware, Software and Technology	3	5
		2	Ongoing System Maintenance and Corrections	3	5
		3	Implementation Process and Deadlines	4	5
		4	Service Provider System Testing Responsibilities	4	5
		5	Scheduled System Downtime	2	5
		6	Disaster Recovery	3	5
		7	State of Florida Access	4	5
		8	System Updates and Upgrades	3	5
		9	Security Testing	4	5
		10	System Staffing	5	5
		11	Password Security Protocols	1	5
		12	Innovation	1	5
				Category Subtotal	37
		Weight	19	19	
		Category Weighted Points Total	703	1,140	
2	Service Center	13	Location	4	5
		14	Language	3	5
		15	Business Processes Documentation	4	5
		16	Statistical Reports System	3	5
		17	Hours of Operation	5	5
		18	People First Service Center Integration	2	5
		19	Voice Connectivity	4	5
		20	Call Transfer Responsibilities	3	5
		21	Call Recordings	1	5
		22	Customer Satisfaction Surveys	3	5
		23	Service Center Staffing	4	5
		24	Three-Call Escalation Process	1	5
		25	Training	5	5
		26	Vendor Discrepancy Reports	2	5
		27	Fiscal Administration	3	5
		28	Innovation	3	5
		Category Subtotal	50	80	
		Weight	14	14	
		Category Weighted Points Total	700	1,120	

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TECHNICAL REPLY					
Category	Question No.	Subcategory	Vendor Points (Example)	Possible Points	
3	29	Meetings	4	5	
	30	System Enhancement Hours	5	5	
	31	Hourly Rate of Pay	2	5	
	32	Contract Management Team	3	5	
	33	Innovation	3	5	
		Category Subtotal		17	25
		Weight		11	11
		Category Weighted Points Total		187	275
4	34	Background Checks	4	5	
	35	Security Breaches and Incidents	4	5	
	36	Service Center Security Requirements	5	5	
		Category Subtotal		13	15
		Weight		19	19
	Category Weighted Points Total		247	285	
5	37	Portal/Mobile Strategy	5	5	
	38	Reporting/Data Strategy	3	5	
	39	HANA Upgrade Strategy	2	5	
	40	Flexible Spending Account/Health Savings Account (FSA/HSA)	5	5	
	41	Performance Management Functionality	4	5	
	42	Recruitment Functionality	3	5	
	43	Technical Upgrade	3	5	
	44	Functional Gap Analysis	1	5	
	45	SAP BI on HANA Reporting and Data Warehouse Upgrade	1	5	
	46	Portal/Mobile Upgrade	4	5	
	47	Learning Management System	2	5	
	48	Onboarding	3	5	
	49	Org Charting/Modeling	3	5	
	50	Payroll End-to-End Processing	4	5	
	51	Email Box and Online Submission	5	5	
	52	Roadmap Alternatives	3	5	
		Category Subtotal		51	80
		Weight		14	14
	Category Weighted Points Total		714	1,120	

FINANCIAL REPLY				
	Lowest Submitted Grand Total Contract Price (Example)	Vendor’s Grand Total Contract Price (Example)	Vendor’s Financial Reply Score (Example)	Maximum Possible Score
	\$ 100,000,000	\$ 150,000,000	1,143	1,715
		TOTAL SCORE	3,694	5,655

4.3 Negotiation Phase

4.3.1 Goal of Negotiation Process

The negotiation process is intended to enable the Department to determine which vendor presents the best value to the State and to establish the principal terms and conditions of a resultant Contract.

4.3.2 Negotiation Process

After a competitive range of replies is established using the Evaluation Phase scoring, the Department intends to select at least two vendors for negotiations. Although the Department intends to negotiate with at least two vendors, it reserves the right to select more or fewer vendors with whom to negotiate.

No presumption of preference or merit in the negotiation process or for contract award will arise from the scores awarded during the Evaluation Phase, and such scores and ranking will not carry over to the Negotiation Phase.

The Department will establish a Negotiation Team to conduct the negotiations, assess the final value proposition of each vendor, and make an award recommendation to the Department’s Secretary after determining which vendor presents the best value based on the selection criteria (identified in Section 4.1 (“Selection Criteria”)). The Negotiation Team will not be bound by Evaluation Phase scoring, has full authority to reassess any of the Evaluation Phase determinations, and may consider any additional information that comes to its attention during the Negotiation Phase.

Vendors may be provided an opportunity to recommend enhanced value alternatives and provide information and options during the Negotiation Phase. 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 vendor fails to offer another alternative that is acceptable to the Negotiation Team, the vendor may be eliminated from further consideration.

The Department may negotiate sequentially or concurrently (or a combination of both) and may at any time during the Negotiation Phase eliminate a vendor from further consideration. Additionally, the Department reserves the right to conclude negotiations at any time and proceed to contract award.

4.3.3 Vendor Attendance at Negotiation Sessions

Negotiation sessions are the formal meetings between the Negotiation Team and the vendor(s) to determine which vendor presents the best value to the State and to establish the principal terms and conditions of a resultant Contract. The Department reserves the right to require attendance at negotiation sessions by particular representatives of the vendor; such as, the Executive Sponsor, the Contract Manager, the Information Technology Director, the Service Center Director, the Migration Team Manager, or other individuals that will perform a critical role in the day-to-day management of the HRO services. The vendor should limit its negotiation team to six individuals.

Failure to provide any information requested by the Department during the Negotiation Phase may result in termination of negotiations with the vendor.

4.3.4 Revised Replies and Best and Final Offers

During the Negotiation Phase, the Department may request clarification 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.

4.3.5 Other Department Rights During Negotiations

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

- Schedule additional negotiation sessions with any or all responsive vendors.
- Require any or all responsive vendors to provide additional, revised, or final replies addressing specified topics.
- Require any or all responsive vendors to provide a written best and final offer.

- Require any or all responsive vendors to address services, prices, or conditions offered by any other vendor.
- Pursue a contract with one or more responsive vendors for the services encompassed by this solicitation.
- Arrive at an agreement with any responsive vendor, finalize principal contract terms with such vendor, and terminate negotiations with any or all other vendors, regardless of the status of or scheduled negotiations with such other vendors.
- Decline to conduct further negotiations with any vendor.
- Re-open negotiations with any vendor.
- Take any additional administrative steps the Department deems necessary in determining the final award, including additional fact-finding, evaluation, or negotiation where consistent with the terms of this solicitation.
- Review and rely on relevant information contained in the replies.

The Department has discretion in deciding whether and when to take the foregoing actions during negotiations, the scope and manner of such actions, and whether to provide concurrent public notice of any such decision.

4.3.6 Negotiation Meetings Not Open to Public

Negotiations between the Department and vendors are temporarily exempted from Chapter 286, Florida Statutes.

Negotiation Team strategy meetings are exempted by section 286.0113 (2) (b) 2, Florida Statutes.

The Department will record all meetings of the Negotiation Team, as required by law, and such recordings will eventually become a public record. During negotiations, a vendor must inform the Department if any portion of the meetings should be considered exempt because of discussions of trade secrets or other exempt information so that the Department can make appropriate arrangements for the segregation of the recording.

4.4 Final Selection and Notice of Intent to Award Contract

4.4.1 Award Selection

The Department will select for contract award the responsive and responsible vendor that provides the best value to the State based on the selection criteria in Section 4.1 (“Selection Criteria”).

4.4.2 Department’s Negotiation Team Recommendation

The Department’s Negotiation Team will develop a recommendation as to the award that will provide the best value to the State. In so doing, the Negotiation Team will not engage in scoring, but will arrive at its recommendations by majority vote during a public meeting.

The scores from the Evaluation Phase will not carry over into the Negotiation Phase, and the Negotiation Team will not be bound by those scores. The Negotiation Team will forward its recommendations to the Secretary or his designee for review.

4.4.3 Secretary’s Approval

The Secretary or his designee will make the final decision as to which vendor should be awarded the contract taking into consideration the Negotiation Team’s recommendation.

4.4.4 Posting Notice of Intent to Award

If the Department decides to award a Contract, it will post a Notice of Intent to Award Contract, stating its intent to enter a contract with the vendor identified therein, on the VBS website (http://vbs.dms.state.fl.us/vbs/main_menu). If the Department decides to reject all replies, it will post its notice at the same VBS website.

4.5 Vendor Registration in MyFloridaMarketPlace

To comply with Rule 60A-1.030, Florida Administrative Code (F.A.C.), each successful vendor doing business with the State of Florida for the sale of commodities or contractual services as defined in section 287.012, Florida Statutes, must register in the MyFloridaMarketPlace system, unless exempted under Rule 60A-1.030(3), F.A.C., in order to be paid. Vendors that are not subject to registration requirements should include proof of exemption by Rule from registration. Failure to include either proof of registration or exemption will not prevent the evaluation of the reply; however, such failure must be remedied prior to execution of a contract, if any.

4.6 Composition of the Contract

The Department intends that the contract awarded as a result of this ITN will be comprised of the HRO People First Contract provided in Attachment A to this ITN, which contains proposed general contract terms and conditions.

Any attempts to red-line or modify the terms of the Department’s proposed Contract will be disregarded and ignored by the Department during the Evaluation Phase. Therefore, vendors should not include in their replies alterations or edits to the Department’s proposed Contract. Vendors must price their reply assuming no changes to the proposed HRO People First Contract. Some contract terms may be negotiated, however, during the Negotiation Phase.

END OF SECTION

SECTION 5 – MINIMUM QUALIFICATIONS

Instructions: Vendors must respond to each of the following Minimum Qualifications. Vendors must meet the Minimum Qualifications identified below. Failure to submit a response, or selection of the response “No” will disqualify the vendor from further consideration. Responses to Section 5 – Minimum Qualifications, must not exceed five pages (not including attachments).

1. Does vendor confirm that they have at least five years’ experience providing comprehensive (more than one HR function) HRO services, specifically HRIS and service center support?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

Describe the services provided:

2. Does vendor confirm they have at least five years of experience managing a client’s HRIS built on SAP?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

Describe the experience managing a client’s HRIS built on SAP:

3. Does vendor confirm they are currently (within the last 24 months) responsible for managing a client’s HRIS built on SAP?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

Describe the HRIS services provided in SAP (the type and number of clients, and number of system users):

4. Does vendor confirm they currently have at least 220,000 system users across their HRO book of business (at least 50,000 system users in one large client) as of the reply submission date?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

Describe the type and number of system users (public, private, active employees, part-time employees, retirees, etc.) in vendor’s book of business:

5. Does vendor confirm that at the time of the Cut-Over Date, they can effectively support and maintain the People First System with no degradation of functionality or Services per Section 3.4 (“Ongoing System Operations Maintained by Service Provider”) of the Contract (Attachment A) and Attachment B of this ITN (“As Is” System Functionality)?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

6. Does vendor confirm that at the time of the Cut-Over Date, they can effectively support and maintain the People First Service Center in its operational and functional state with no degradation of functionality or Services per Section 3.5 (“Ongoing Service Delivery Maintained by Service Provider”) of the Contract (Attachment A) and Attachment C of this ITN (“As Is” Service Center Functionality)?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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7. Does vendor confirm that they are registered with the Florida Department of State, Division of Corporations, to transact business in the State of Florida?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

8. Does vendor confirm that their proposed business model complies with the no offshoring provisions in Section 6.4 of the Contract (Attachment A)?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

END OF SECTION

SECTION 6 – QUESTIONNAIRE

Instructions: Provide a response to the following questions and requests for information. Failure to provide response to any request below may result in rejection of the vendor's reply. The vendor's response to this section will not be scored. However, this section will be evaluated and reviewed to determine if the vendor's reply conforms in all material respects to this solicitation and to determine the vendor's responsibility. Responses to Section 6 – Questionnaire, must not exceed 15 pages (not including attachments).

1. Describe the vendor's experience in providing HRO services, including a brief history of the organization, its growth on a national level, and its ownership structure.
2. Describe the vendor's experience with Florida-based clients.
3. Describe the vendor's experience with public sector clients.
4. How many years has the vendor administered HRO services to:
 - (a) Florida-based clients?
 - (b) Public sector clients?
 - (c) Private sector clients (similar in size (number of system users) to the State of Florida)?
5. List all public entity clients within the last five years that the vendor, or any of its affiliates, are or were in contract with for the performance of services similar to those required in this ITN, including within the State of Florida. Include the contact information of the public entity's contract manager. The Department may contact those entities regarding the vendor's performance of the contract.
6. State the total number of HRO clients the vendor is supporting as of December 1, 2014.
7. Provide a distribution (number and percent) of HRO clients the vendor supports by number of system users in the following categories as of December 1, 2014. (Clients do not need to be identified.)
 - (a) Less than 1,000 system users
 - (b) 1,000 to 4,999 system users
 - (c) 5,000 to 9,999 system users

- (d) 10,000 to 49,999 system users
 - (e) 50,000 to 99,999 system users
 - (f) 100,000 to 499,999 system users
 - (g) 500,000 or more system users
8. Provide a proposed organizational chart from the senior most executive through all areas responsible for providing Services required by this ITN. The organizational chart must contain names, titles, and number of staff (full-time and part-time) proposed to support the State of Florida at all levels (e.g., IT professionals, service center / HR Specialists), by function.
9. Do you expect to make major changes to your proposed data center structure within the next 24 months (e.g. moving to a different location, merging units)?
- (a) If yes, describe the changes and the expected schedule of changes.
10. Do you expect to make major changes to your proposed service center structure within the next 24 months (e.g. moving to a different location, merging units)?
- (a) If yes, describe the changes and the expected schedule of changes.
11. Do you expect to make major changes to your proposed call and case management system within the next 24 months (e.g., changing platforms)?
- (a) If yes, describe the changes and the expected schedule of changes.
12. Do you expect to make major changes to your proposed Interactive Voice Response (IVR) system within the next 24 months (e.g., changing platforms)?
- (a) If yes, describe the changes and the expected schedule of changes.
13. Have you been involved in any acquisitions or mergers within the last five years?
- (a) If yes, describe.
14. To the best of your knowledge, will you be involved in any acquisitions or mergers within the next five years?
- (a) If yes, describe.

15. Do you know or are you aware of any efforts of your Board of Directors to entertain or affect a merger, acquisition or sale of your company's assets within the term of the proposed Contract?
- (a) If yes, describe.
 - (b) If yes, what assurances can you provide the Department that if such a change in organization structure occurred that the change will not cause:
 - i. A disruption or confusion to the Services provided to our Users.
 - ii. A degradation in service levels, performance or cooperation with the Department regarding the Contract.
16. Do you have the following insurance coverage for any clients similar in size (number of system users) to the State of Florida? If yes, provide for each the policy limits and deductibles, and describe what policy limits and deductibles you are proposing to meet the requirements of this ITN:
- (a) Commercial General Liability
 - (b) Worker's Compensation
 - (c) Automobile Liability
 - (d) Professional Indemnity
17. For the performance of services similar to those required in this ITN, have you ever been notified of or been declared in breach or default of a contract; received written notice that you were considered to be in breach or default; or been defaulted on a contract with any other business entity?
- (a) If so, provide the particulars, including when, where, which parties were involved, what occurred, and the ultimate outcome.
18. Have you ever been issued a letter of non-compliance on a contract involving services similar to those required in this ITN?
- (a) If so, advise when, where and the ultimate outcome of such actions.
19. Have you ever terminated or given notice of termination of any contract for which you performed services similar to those required in this ITN?
- (a) If so, provide the particulars, including when, where, which parties were involved, what occurred, and the ultimate outcome.
20. Have you ever received notice of termination or have had a contract terminated by the other party for which you performed services similar to those required in this ITN?

- (a) If so, provide the particulars, including when, where, which parties were involved, what occurred, and the ultimate outcome.
21. Have you ever been assessed or paid liquidated damages/performance credits or any other type of penalty for failure to meet performance metrics regarding the performance of services similar to those required in this ITN?
- (a) If so, advise when, where, the amount(s) paid and the outcome of such actions.
22. Describe any discipline, fines, litigation and/or government action taken, threatened or pending against your company or any entities of your company during the last five years regarding the performance of services similar to those required in this ITN. This information must include whether the vendor has had any registrations, licenses, and/or certification suspended or revoked in any jurisdiction within the last five years, along with an explanation of circumstances.
23. Identify and describe all security breaches and/or security incidents (that may not have reached the level of a breach) related to client data or unauthorized physical access to the data center experienced within the last five years. Explain how this was handled by the organization.
24. Provide a copy of your company's background screening policy.
25. Provide a copy of the two most recent annual audited financial statements.
26. Provide a copy of interim statements since the most recent annual audited financial statements.
27. Provide a copy of the most current customer satisfaction survey(s) results (both service center and system related), conducted for vendor's HRO clients.
- (a) Describe how the survey is conducted and provide a copy of the survey tool(s).
- (b) How is the sample of survey participants selected?
- (c) Describe the methodology used to ensure a statistically valid sample.
- (d) Does the survey offer system user anonymity? (If not, can it?)
- (e) If you use an outside vendor to conduct the survey, identify the software used and the vendor.
- (f) Are you able to report survey results on a client specific basis (i.e., People First System Users only)?
- (g) Describe a quality improvement activity including its results (i.e., effectiveness) initiated as a result of your satisfaction surveys.

28. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.

END OF SECTION

SECTION 7 – VENDOR INFORMATION

The vendor’s response to this section will not be scored. However, this section will be evaluated and reviewed to determine if the vendor’s reply conforms in all material respects to this solicitation and to determine the vendor’s responsibility.

Instructions: Provide a response to each requested item below.

1. **Vendor General Information**

Company Information	Response
Vendor’s legal name	
Address	
City	
State	
ZIP Code	
Web address	
Corporate tax status	
Federal Employer Identification Number (FEIN)	

2. **Contact Information**

Identify the primary contact person responsible for the overall development of the vendor’s reply.

Primary Contact	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	

3. Executive Sponsor

Provide the following information regarding the Executive Sponsor that will be assigned to the State’s account. This individual is the highest ranking officer with direct involvement in the State’s account. In addition, submit a resume or curriculum vitae for the Executive Sponsor shown below.

Executive Sponsor	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	
Years of HRO industry experience	
Years with the organization	
Years in the current position	
Proposed percent of time dedicated to the People First Contract	
Number of HRO clients, and size of accounts	

4. Contract Manager

Provide the following information regarding the Contract Manager that will be assigned to the State’s account. This individual provides oversight of account services for the State. In addition, submit a resume or curriculum vitae for the Contract Manager shown below.

Contract Manager	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	
Years of HRO industry experience	
Years with the organization	
Years in the current position	
Proposed percent of time dedicated to the People First Contract	
Number of HRO clients, and size of accounts	

5. Contract Management Team Members

Provide the following information regarding the Contract Management Team that will be assigned to the State’s account (add additional tables as needed for this response). In addition, submit a resume or curriculum vitae for each team member shown below.

Contract Management Team Member	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	
Years of HRO industry experience	
Years with the organization	
Years in the current position	
Proposed percent of time dedicated to the People First Contract	
Number of HRO clients, and size of accounts	

6. Information Technology (IT) Director

Provide the following information regarding the Information Technology Director that will be assigned to the State’s account. This individual has overall day-to-day responsibility for planning, supervising and performing account IT services for the State. In addition, submit a resume or curriculum vitae for the IT Director shown below.

IT Director	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	
Years of HRO IT experience	
Years with the organization	
Years in the current position	
Proposed percent of time dedicated to the People First Contract	
Number of HRO clients, and size of accounts	

7. Service Center Director

Provide the following information regarding the Service Center Director that will be assigned to the State’s account. This individual has overall day-to-day responsibility for the service center dedicated and exclusive to the State. In addition, submit a resume or curriculum vitae for the Service Center Director shown below.

Service Center Director	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	
Years of HRO service center experience	
Years with the organization	
Years in the current position	
Proposed percent of time dedicated to the People First Contract	
Number of HRO clients, and size of accounts	

8. Migration Team Manager

Provide the following information regarding the Migration Team Manager that will be assigned to the State’s account. This individual is responsible for managing the activities associated with the initial program migration and ensuring a successful execution of the Migration Plan submitted by the vendor. In addition, submit a resume or curriculum vitae for the Migration Team Manager shown below.

Migration Team Manager	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	
Years of IT migration experience	
Years of service center migration experience	
Years with the organization	
Years in the current position	
Proposed percent of time dedicated to the People First migration	

9. Migration Team Members

Provide the following information regarding the Migration Team that will be assigned to the State’s account (add additional tables as needed for this response). In addition, submit a resume or curriculum vitae for each team member shown below.

Migration Team Member	Response
Name	
Title	
Address	
City	
State	
ZIP Code	
Telephone number	
Email address	
Years of IT migration experience	
Years of service center migration experience	
Years with the organization	
Years in the current position	
Proposed percent of time dedicated to the People First migration	

10. Subcontractors

Provide responses below for each Subcontractor that the vendor proposes to perform any of the required Services under the Contract. If additional Subcontractors are proposed, copy and insert additional tables and update the header (i.e., Subcontractor #2). Submission of this information does not indicate the Department’s approval (see Section 2.12 (“Subcontracting”) of this ITN and Section 10.31 (“Subcontractor Approval”) of the Contract (Attachment A)), but provides the Department with information on proposed Subcontractors for initial review.

Information	Subcontractor #1
Subcontractor Name	
Corporate address, telephone number and website	
Office address, telephone number and website of the proposed Subcontractor that will be performing any of the required services under the Contract	
Federal Employer Identification Number (Employer ID or Federal Tax ID, FEID)	
Occupational license number (if applicable)	
W-9 Verification	
Primary contact person name, address, email address and telephone number	
Brief summary of the history of the Subcontractor's company and information about the growth of the organization on a national level and within the State of Florida	
Describe any significant government action or litigation taken or pending against the Subcontractor's company or any entities of the Subcontractor's company during the most recent five years	
List and describe the Services the Subcontractor will be responsible for in the performance of the Contract	

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<p>Explain the process for migrating these Services from the State’s current vendor to your proposed Subcontractor (including training of Subcontractor staff).</p>	
<p>Explain the process for monitoring the performance of the Subcontractor and measuring the quality of its results.</p>	
<p>What procedures do you have in place to ensure Subcontractor compliance with HIPAA requirements?</p>	
<p>Is this Subcontractor currently registered as a Minority Business Enterprise (CMBE) or Women-Owned Business (WBE) certified by the State of Florida?</p>	
<p>Describe the process that you will implement during the Contract term to ensure that background checks (as described in the Contract) will be completed on the Subcontractor.</p>	

11. References

Provide at least five references for clients for whom you currently (or within the last 24 months) provide similar HRO services in the tables below and complete a Form 5 - “Business/Corporate Reference” provided in Section 13 of this ITN for each reference listed in the tables below. References must include at least one reference for which the proposed Contract Manager provides services, the IT Director provides services, the Service Center Director provides services, and the Migration Manager provides services. (Add additional tables as needed for this response.)

Information	Reference #1
Company name	
Contact person	
Title	
Address	
City	
State	
Telephone number	
Email address	
Size of account	
Contract period	
Brief summary of services	

Information	Reference #2
Company name	
Contact person	
Title	
Address	
City	
State	
Telephone number	
Email address	
Size of account	
Contract period	
Brief summary of services	

Information	Reference #3
Company name	
Contact person	
Title	
Address	
City	
State	
Telephone number	
Email address	
Size of account	
Contract period	
Brief summary of services	

Information	Reference #4
Company name	
Contact person	
Title	
Address	
City	
State	
Telephone number	
Email address	
Size of account	
Contract period	
Brief summary of services	

Information	Reference #5
Company name	
Contact person	
Title	
Address	
City	
State	
Telephone number	
Email address	
Size of account	
Contract period	
Brief summary of services	

END OF SECTION

SECTION 8 – ADMINISTRATIVE REQUIREMENTS

Instructions: Review and acknowledge each of the following Administrative Requirements in Tab E by restating each and writing “Confirm” or “Do Not Confirm” below the requirement in a different colored font. If a Vendor does not confirm an Administrative Requirement, the Vendor shall provide an alternative solution to the requirement or provide reference to the corresponding response in the Technical Reply (Section 9), if applicable. The vendor’s response to this Section will not be scored. During the Negotiation Phase, the Parties may negotiate alternatives to achieve best value; however, the Department is not obligated to accept any alternatives to these Administrative Requirements.

I. Term and Compensation

1. **Renewal Term Price.** The Service Provider’s renewal term price shall include a price reduction and improved services and enhanced system functionality, as per Section 2.4 (“Renewal Term Price”) of the Contract (Attachment A).

II. Scope of Work

2. **Covered Entities Support.** The Service Provider agrees to fully support all Covered Entities as prescribed in Sections 1.1 (“Definitions”) and 3.1 (“Overview”) of the Contract (Attachment A).
3. **Deliverables.** The Service Provider shall provide the Department with the deliverables described in Section 3.3 (“Deliverables”) of the Contract (Attachment A) within the established deadlines and schedule described in (see Appendix B (“Deliverables”) of the Contract) at no additional cost to the Department.
4. **Ongoing System Maintenance and Corrections.** The Service Provider shall perform ongoing customary maintenance on the People First System and correct all System Defects at no additional cost to the Department as described in Subsection 3.4.3 (“Ongoing System Maintenance and Corrections”) of the Contract (Attachment A).
5. **Service Provider System Testing Responsibilities.** In accordance with Subsection 3.4.4 (“Service Provider System Testing Responsibilities”) of the Contract (Attachment A), in the event inadequate testing was conducted and a System Defect is created by the implementation of a system change, the Service Provider shall be responsible for all costs to:
 - (a) notify the Covered Population.
 - (b) make the impacted individuals whole, when applicable.

6. **Scheduled System Downtime.** In accordance with Subsection 3.4.5 (“Scheduled System Downtime”) of the Contract (Attachment A), the Service Provider shall schedule all system maintenance to be performed by the Service Provider and Subcontractors on Saturdays between the hours of 6:00 a.m. and 10:00 a.m. Eastern Time.

7. **Disaster Recovery.** In accordance with Subsection 3.4.6 (“Disaster Recovery”) of the Contract (Attachment A), the Service Provider shall:
 - (a) restore SAP application, online availability and database functionality (includes front-end) for Services provided to the Covered Population within Recovery Time Objective (RTO) of 24 hours of a disaster affecting the Service Provider’s data center. RTO is the maximum acceptable (tolerable) period in which the system may be down for an unexpected, unplanned event. This includes applying transaction iterations to the disaster recovery system to bring the system up to the point the production system was at when it went offline.
 - (b) maintain Recovery Point Objective (RPO) at one minute. RPO is the maximum acceptable (tolerable) period in which data might be lost from an IT system due to a major incident.
 - (c) make the information stored in the data warehouse and related tools, as well as Subcontractor systems, available within 48 hours.

8. **State of Florida Access.** In accordance with Subsection 3.4.7 (“State of Florida Access”) of the Contract (Attachment A), the Service Provider shall:
 - (a) provide the Department with eight user licenses that will provide statewide view and limited update access to SAP Graphical User Interface (GUI) for all infotypes, tables, custom and standard SAP programs, and all other applicable functions that contain SOF Production Data or are otherwise used to support the People First System. Current SOF access is contained in Attachment B (“As Is” System Functionality).
 - (b) provide access to eight Department employees for the purposes of viewing dependent and other Qualifying Status Change (QSC) documentation.
 - (c) provide eight Department employees SAP Technical Network account access, as well as access to third party vendor customer support sites.
 - (d) allow for and fully support single sign-on capability with other websites as agreed upon by the Parties and in a format to be defined by the Service Provider (must use one of the top three leading single sign-on encryption processes to ensure security of the data). The Service Provider shall be responsible for hosting and maintaining the single sign-on database and engine.
 - (e) support Internet Explorer, Firefox-Mozilla, Safari, and Google Chrome and fully support all subsequent releases when they occur within 30 days of release.
 - (f) permit other internet browsers for use in the HRIS only to the extent practicable within the underlying systems.
 - (g) purchase/renew Secure Socket Layer Certificates from Verisign (or comparable vendor) for accessing the People First System at no additional cost to the Department.

9. **HR Software and Supporting Services.** In accordance with Subsection 3.4.9 (“HR Software and Supporting Services”) of the Contract (Attachment A), the Service Provider shall be responsible for any licenses, customizations of SAP source and object code, file interfaces, and reports, as well as configuration of rules, system settings, parameters, master data files, and maintenance of the HR Software application.
10. **System Updates and Upgrades.** In accordance with Subsection 3.4.10 (“System Updates and Upgrades”), the Service Provider shall:
 - (a) notify the Department within 30 days after a security patch or upgrade has been released by the third party vendor.
 - (b) install each security patch, security upgrade, service patch, SAP patch, and SAP EHP of the HR Software at its sole expense, within 120 days after such item has been released by the third party vendor.
 - (c) if the security patch or upgrade includes a critical security fix, the Service Provider shall take all necessary actions to implement within 30 days of such release.
11. **Security Testing.** In accordance with Subsection 3.4.11 (“Security Testing”) of the Contract (Attachment A), the Service Provider shall implement automated system monitoring that effectively ensures the People First System is not exposed to data security threats and known security risks, and is protected against all threats at all times.
12. **Password Security Protocols.** In accordance with Subsection 3.4.12 (“Password Security Protocols”) of the Contract (Attachment A), the Service Provider shall implement and enforce secure password requirements that meet or exceed industry standards, including, but not limited to:
 - (a) requiring use of a secure password that is at least eight characters in length, requires at least one upper case letter, one lower case letter and at least one number and supports the use of special characters.
 - (b) presenting Users with a real time indicator of how strong their password is when establishing a new password.
 - (c) expiring passwords, requiring Users to update their password on a routine basis (e.g., quarterly).
 - (d) locking User accounts based on incorrect login attempts.
 - (e) changing passwords.
 - (f) resetting passwords.
13. **Testing Environments.** In accordance with Subsection 3.4.13 (“Testing Environments”) of the Contract (Attachment A), the Service Provider shall:
 - (a) implement enhanced testing environments that are available for the State to use for user acceptance testing that include the following:
 - i. a fully functioning, secured data warehouse test environment
 - ii. a fully functioning, secured front-end test environment
 - iii. quarterly refreshes to all test environments, unless otherwise mutually agreed

- (b) be responsible for implementing and maintaining separate sandbox, development and quality assurance environments for internal development and testing.

14. **System Staffing.** In accordance with Subsection 3.4.15 (“System Staffing”) of the Contract (Attachment A), the Service Provider shall:

- (a) maintain an experienced and competent staff of IT professionals (including Individual Contractors) who are familiar with the People First System.
- (b) maintain IT staff at a level sufficient to perform all ongoing maintenance and system development.
- (c) ensure that IT staff is managed by a dedicated director-level position that possesses an extensive background in IT and project management experience.
- (d) recognize the Department’s right to remove any Service Provider or Subcontractor employee from directly performing Services under the Contract at its discretion.
- (e) recognize the Department’s right to request and receive system staffing numbers at any time during the term of the Contract.

15. **Department’s Access to Subcontractors.** In accordance with Subsection 3.4.16 (“Department’s Access to Subcontractors”) of the Contract (Attachment A), the Service Provider shall:

- (a) recognize the Department’s right to have direct access to Subcontractors.
- (b) ensure the Subcontractor has a support unit dedicated to the State of Florida.
- (c) coordinate quarterly business meetings between the Department and the Subcontractor.

16. **Dedicated People First Service Center.** In accordance with Subsection 3.5.1 (“Dedicated People First Service Center”) of the Contract (Attachment A), the Service Provider shall answer calls from the Covered Population and maintain a People First Service Center staffed by HR Specialists dedicated solely to providing Services under the Contract.

17. **Language.** In accordance with Subsection 3.5.3 (“Language”) of the Contract (Attachment A), the Service Provider shall:

- (a) provide language support with English as a primary language.
- (b) respond to Spanish speaking Covered Population calls into the service center as soon as reasonably possible but in no more than 24 hours of the contact.
- (c) support callers with hearing impairments.

18. **Physical Space for Department Employees.** In accordance with Subsection 3.5.4 (“Physical Space for Department Employees”) of the Contract (Attachment A), the Service Provider shall:

- (a) make space available to accommodate Department employees during visits to the People First Service Center.
- (b) recognize the Department’s right to interact with Service Provider employees and generally monitor the provisioning of the Services.

19. **Business Processes Documentation.** In accordance with Subsection 3.5.5 (“Business Processes Documentation”) of the Contract (Attachment A), the Service Provider shall document

People First Service Center standard processes and provide them to the Department on an annual basis.

20. **Statistical Reports System.** In accordance with Subsection 3.5.6 (“Statistical Reports System”) of the Contract (Attachment A), the Service Provider shall maintain a system for data collection and analysis in connection with its provision of the Services. The system shall be designed in consultation with the Department to ensure data collection and analysis reporting meets the Department’s needs.
21. **Hours of Operations.** In accordance with Subsection 3.5.7 (“Hours of Operations”) of the Contract (Attachment A), the Service Provider shall:
- (a) have and will continue to maintain toll-free numbers available to receive calls and faxes from the Covered Population.
 - (b) answer and respond to calls, voice mails, and email inquiries Monday through Friday between 8:00 a.m. and 6:00 p.m. Eastern Time excluding Service Provider observed holidays described in subsection 3.5.14 (“Service Provider’s Holidays”).
 - (c) require HR Specialists to respond to all voice mails or email inquiries received from the Covered Population after business hours no later than the next business day.
22. **People First Service Center Integration.** In accordance with Subsection 3.5.8 (“People First Service Center Integration”) of the Contract (Attachment A), the Service Provider shall:
- (a) provide its HR Specialists with the desktop configuration necessary to support the Contract and efficiently provide Services to the Covered Population.
 - (b) require HR Specialists to enter information about Cases into the Case Management System for resolution by the Service Provider or State, as applicable.
23. **Voice Connectivity.** In accordance with Subsection 3.5.9 (“Voice Connectivity”) and Subsection 3.5.12 (“IVR and Web Self-Service Availability”) of the Contract (Attachment A), the Service Provider shall:
- (a) receive calls in support of the Services on a Service Provider-paid, toll-free lines (and toll-free TDD and facsimile).
 - (b) provide a front-end IVR for the Covered Population’s use, available seven days a week, 24 hours a day.
 - (c) provide callers an estimated wait time to speak to a live HR Specialist.
 - (d) provide an option to opt-out to a live HR Specialist at any time during the call.
 - (e) provide on hold messaging functionality that provides information to callers when they are placed on hold and waiting for an HR Specialist to answer.
 - (f) provide a message advising when the system is unavailable.
24. **Call Transfer Responsibilities.** In accordance with Subsection 3.5.10 (“Call Transfer Responsibilities”) of the Contract (Attachment A), the Service Provider shall provide call transfer capabilities to other toll-free numbers and a Warm Transfer of callers to the appropriate resource at the State, and update the Warm Transfer list annually.

25. **Call Recordings.** In accordance with Subsection 3.5.11 (“Call Recordings”) of the Contract (Attachment A), the Service Provider shall:
- (a) record all calls received at the service center in support of the Services.
 - (b) provide the Department remote access to the call recording platform owned or licensed by the Service Provider and used for State of Florida calls.
 - (c) provide screen capturing call recording technology to synchronize voice and video of an HR Specialist’s customer interactions.
 - (d) maintain the calls and all screen captures for a minimum of two years with an internal Service Provider policy in place ensuring the criteria for which recordings should be retained for further investigation. However, calls and screen captures less than 90 days old shall be readily available (i.e., accessible to the Department within 30 minutes).
26. **Customer Satisfaction Surveys.** In accordance with Subsection 3.5.13 (“Customer Satisfaction Surveys”) of the Contract (Attachment A), the Service Provider shall:
- (a) offer callers an automated survey at the end of each call.
 - (b) provide the survey results to the Department on a quarterly basis or more frequently, as determined by the Department.
 - (c) offer an instant customer satisfaction survey via a window or screen dialog box (or similar methodology) to gauge real-time, anonymous system user satisfaction if SAP or third party software provides autonomous customer satisfaction survey functionality.
 - (d) require each Subcontractor to conduct a customer satisfaction survey at least annually and the results of any surveys will be shared with the Department.
27. **Service Provider’s Holidays.** In accordance with Subsection 3.5.14 (“Service Provider’s Holidays”) of the Contract (Attachment A), the Service Provider (and any Subcontractor service centers) shall only be closed during all State observed holidays.
28. **Service Center Staffing.** In accordance with Subsection 3.5.15 (“Service Center Staffing”) of the Contract (Attachment A), the Service Provider shall:
- (a) provide sufficient service center staff whose skills and experience match specific job requirements in the Contract.
 - (b) ensure service center staff is managed by a dedicated, director-level position that possesses an extensive background in service center delivery.
 - (c) designate teams of HR Specialists to deal with unique issues and assist unique groups within the Covered Population.
 - (d) ensure that the service center has at least one supervisor available to assist HR Specialists at all times during normal operating hours.
 - (e) recognize the Department’s right to remove any Service Provider or Subcontractor employee from directly performing Services under the Contract at its discretion.

- (f) recognize the Department’s right to request and receive service center staffing numbers at any time during the term of the Contract.
29. **Three-Call Escalation Process.** In accordance with Subsection 3.5.16 (“Three-Call Escalation Process”) of the Contract (Attachment A), the Service Provider shall implement a process whereby when a member of the Covered Population calls the People First Service Center three times on the same issue, that call is immediately escalated to a supervisor or manager for review and handling.
30. **Training.** In accordance with Subsection 3.5.17 (“Training”) of the Contract (Attachment A), the Service Provider shall:
- (a) ensure staff is oriented, trained, and demonstrate sufficient knowledge about the Services to be provided by the Service Provider.
 - (b) monitor its HR Specialists for quality assurance.
 - (c) establish a training schedule for all HR Specialists.
 - (d) recognize the Department’s right to review all training materials in advance and to attend the trainings upon reasonable advance notice.
31. **Lockbox Services.** In accordance with Subsection 3.5.18 (“Lockbox Services”) of the Contract (Attachment A), the Service Provider shall:
- (a) maintain a lockbox for the purpose of receiving and posting insurance premiums mailed from participants and for the purpose of receiving checks submitted by State of Florida Medical Reimbursement Account (MRA) participants to repay debit card claims for ineligible MRA purchases.
 - (b) pay the monthly lockbox fees directly to the financial institution on behalf of the Department.
32. **Vendor Discrepancy Reports.** In accordance with Subsection 3.5.20 (“Vendor Discrepancy Reports”) of the Contract (Attachment A), the Service Provider shall receive discrepancy reports from vendors supporting the State of Florida through the Contract, analyze report data to determine whether errors are present, and correct errors in the People First System.
33. **Fiscal Administration.** In accordance with Subsection 3.5.21 (“Fiscal Administration”) of the Contract (Attachment A), the Service Provider shall:
- (a) timely identify overpayments for members of the Covered Population who are no longer enrolled in an insurance plan and processing refunds for these individuals.
 - (b) timely identify underpayments for members of the Covered Population caused by a People First System Defect or incorrect information given by an HR Specialist, and reimburse the Department (on behalf of the employee and state agency) the amount of underpayment (both employee and employer premiums).

34. **Implementation Process and Deadlines.** In accordance with Subsection 3.6.1 (“Implementation Process and Deadlines”) of the Contract (Attachment A), the Service Provider shall:
- (a) follow the implementation process and deadlines.
 - (b) use standard SAP code and minimize system customization. However, if the State's business requirements necessitate customization as the only option, the Service Provider shall explain in full detail the justification for the customization in the Functional Design Document.
 - (c) strive to avoid extensions to the Release to Production Due Date.
 - (d) provide a collaboration tool whereby all documents related to Change Requests are captured and shared between both Parties.
35. **Consequences of Service Provider Failing to Meet the Release to Production Due Date.** Service Provider agrees with the requirements of Subsection 3.6.4 (“Consequences of Service Provider Failing to Meet the Release to Production Due Date”) of the Contract (Attachment A).

III. Contract Administration

36. **Organizational Contact Matrix.** In accordance with Section 4.1 (“Organizational Contact Matrix”) of the Contract (Attachment A), the Service Provider shall:
- (a) promptly notify the Department in the event of any change in key personnel, address, or telephone number.
 - (b) provide the Department 30 days’ advance notice prior to removing “key personnel” from the State of Florida People First account.
 - (c) recognize the Department’s right to interview proposed candidates under consideration to fill the anticipated vacancy and provide final approval prior to hire.
37. **Contract Administrator and Contract Manager.** In accordance with Sections 4.2 (“Contract Administrator”) and 4.3 (“Contract Manager”) of the Contract (Attachment A), the Service Provider shall:
- (a) designate a Contract Administrator who shall be responsible for maintaining the Contract during the Term of the Contract (Attachment A).
 - (b) designate a Contract Manager who shall oversee the Service Provider’s performance of its duties and obligations pursuant to the terms of the Contract (Attachment A).
 - (c) provide written notice to the Department of any changes to the Contract Administrator and/or Contract Manager.
38. **Notice and Approval of Major Organizational Changes or Changes in Service Provider's Organization.** In accordance with Section 4.4 (“Notice and Approval of Major Organizational Changes or Changes in Service Provider's Organization”) of the Contract (Attachment A), the Service Provider shall:

- (a) not allow, during the term of the Contract, a transfer or sale of more than 49.9% of its equity shareholder interests or allow a sale of substantially all of its assets without the prior written consent of the Department, which consent shall not be unreasonably withheld or delayed.
 - (b) provide a minimum of 60 business days' notice to the Department of a transfer or sale to a wholly owned subsidiary.
39. **Meetings.** Service Provider agrees with the requirements of Section 4.6 ("Meetings") of the Contract (Attachment A).
40. **Performance Metrics.** Service Provider agrees with the requirements of Section 4.7 ("Performance Metrics") of the Contract (Attachment A). The Service Provider accepts the Performance Metrics as written. Note: During the Negotiation Phase, the Parties may negotiate alternatives to achieve best value; however, the Department is not obligated to accept any alternatives to the Performance Metrics.
41. **System Enhancement Hours.** In accordance with Subsection 4.8.1 ("Number of Hours") of the Contract (Attachment A), the Service Provider confirms:
- (a) the Department will be allotted 1,750 System Enhancement Hours per quarter to be used for implementation of new system functionality/modules and enhancements to existing functionality/modules.
 - (b) time required by the Service Provider to develop the cost estimate is considered a cost of doing business and shall not be counted as a reduction in System Enhancement Hours.
 - (c) any unused System Enhancement Hours, up to 3,500 hours, shall be carried forward to the next calendar year, and any unused System Enhancement Hours at the Contract Expiration Date shall be credited to the Department in the form of an invoice credit.
42. **Change Orders.** Service Provider agrees with the requirements of Section 4.9 ("Change Orders") of the Contract (Attachment A).
43. **Price Reduction.** In accordance with Section 4.10 ("Price Reduction") of the Contract (Attachment A), the Service Provider recognizes that if a change is expected to result in net savings to the Service Provider over the remaining Term, there will be an equitable reduction to the price set forth in Section 2.3 ("Contract Term Price") of the Contract (Attachment A).
44. **Open Enrollment.** In accordance with Section 4.11 ("Open Enrollment") of the Contract (Attachment A), the Service Provider agrees to:
- (a) meet each year prior to the end of January that immediately precedes the annual enrollment period to discuss any known changes to the Benefit Plans.
 - (b) attend and participate in all Open Enrollment benefit fairs, as determined by the Department.

45. **Audit Rights.** In accordance with Section 4.12 (“Audit Rights”) of the Contract (Attachment A), the Service Provider recognizes:

- (a) the State Chief Financial Officer (CFO), the Office of the Auditor General, and the Department (or alternative third party vendor) have authority to perform audits.
 - i. all shall have access to electronic and physical records in the possession of the Service Provider or its Subcontractors related to or created as a result of the Contract to fulfill their audit responsibilities.
- (b) on an annual basis, the Service Provider shall engage at its own expense a service auditor for the purpose of obtaining a report, commonly known as a SSAE-16 SOC 2, Type II report, for the audit period of State fiscal year July 1 through June 30.
 - i. the service auditor shall also include evaluations of subservice organizations, where necessary.
 - ii. a copy of that report shall be provided annually at no charge to the Department, the State CFO and the Auditor General.

46. **Third Party Monitoring.** In accordance with Section 4.13 (“Third Party Monitoring”) of the Contract (Attachment A), the Service Provider recognizes:

- (a) the Department reserves the right to contract for third party consultant services to deliver independent verification and validation (IV&V).
- (b) the third party consultants shall have the authority to access any and all documents, information or gain other access afforded the Department under the Contract.

IV. Insurance

47. **Insurance Coverage.** In accordance with Sections 5.1 (“Insurance Coverage”) and 5.3 (“Proof of Insurance”) of the Contract (Attachment A), the Service Provider and its Subcontractors shall:

- (a) at their own expense, secure and continuously maintain the insurance coverage required by law and explicitly required by Section 5 (“Insurance”) of the Contract (Attachment A).
- (b) provide proof of such insurance coverage annually, and at the Department’s request.
- (c) be responsible for all deductible payments.

48. **Performance and Payment Bond.** In accordance with Section 5.5 (“Performance and Payment Bond”) of the Contract (Attachment A), the Service Provider shall:

- (a) furnish within 10 business days after execution and delivery of the Contract and keep in force during the entire Contract term, a performance bond at no cost to the Department.
- (b) furnish within 10 business days after execution and delivery of the Contract and keep in force during the entire Contract term, a payment bond at no cost to the Department.
- (c) provide proof of the performance and payment bonds annually, and at the Department’s request.

V. Security

49. **Security Officers.** In accordance with Section 6.1 (“Security Officers”) of the Contract (Attachment A), the Service Provider shall designate an employee to serve as a Security Officer dedicated to the HRIS.

50. **Background Checks.** In accordance with Section 6.2 (“Background Checks”) of the Contract (Attachment A), the Service Provider shall:

- (a) conduct a criminal background screening of, or ensure that such a screening is conducted for, each of its employees, Subcontractor personnel, independent contractors, leased employees, volunteers, licensees or other Persons directly performing Services under the Contract, as well as those Persons who are not performing Services under the Contract but have access, including indirect access, to SOF Production Data.
- (b) include a check of the following databases through a law enforcement agency or a Professional Background Screener accredited by the National Association of Professional Background Screeners or a comparable standard: (i) Social Security Number Trace; and (ii) Criminal Records (Federal, State and County criminal felony and misdemeanor, national criminal database for all states which make such data available).
- (c) be responsible for any and all costs and expenses in obtaining and maintaining the criminal background screening information for each Person.
- (d) maintain documentation of the screening in the Person's employment file.
- (e) immediately remove those Persons with Criminal Findings within the last 10 years from any position directly performing Services under the Contract, as well as those Persons who are not performing Services under the Contract but have access, including indirect access, to SOF Production Data.
- (f) ensure that all Persons have a responsibility to self-report to the Service Provider within one calendar day of an arrest, Criminal Finding, or an updated court disposition of a Criminal Finding.
- (g) notify the Department's Contract Manager within 24 hours of all details concerning any arrest, Criminal Finding or an updated court disposition of such Criminal Finding as reported by a Person.
- (h) require that all Persons complete an annual certification that they have not received any arrests or Criminal Findings and shall maintain that certification in the employment file.
- (i) ensure that all background screening is refreshed no less than every five years from the time initially performed for each Person during the Term of the Contract.
- (j) recognize the Department's right to audit the Service Provider's background screening process and inspect the work area/or location upon two business days' prior written notice to the Service Provider during the Term of the Contract.

51. **SOF Production Data Access.** Service Provider agrees with the requirements of Section 6.3 (“SOF Production Data Access”) of the Contract (Attachment A).

52. **Security Breaches and Incidents.** In accordance with Subsection 6.5 (“Security Breaches and Incidents”) of the Contract (Attachment A), the Service Provider shall:

- (a) notify the Department as soon as possible and in all events within one business day in the event it discovers any SOF Production Data is breached, any unauthorized access of SOF Production Data occurs, any unauthorized transmission of SOF Production Data, or any credible allegation or suspicion of a material violation of the above.
- (b) provide the Department with final documentation of the incident including all actions that took place.
- (c) pay all costs to notify all members of the Covered Population whose data was accessed by any security breach, unauthorized access or transmission caused by the Service Provider or its Subcontractors no later than 30 days after the determination of a breach or reason to believe a breach occurred.
- (d) provide credit monitoring services at its own cost for those members of the Covered Population affected or potentially affected by a breach allegation for no less than a two year period of time following the breach.
- (e) notify all consumer reporting agencies that compile and maintain files on consumers on a nationwide basis when a security breach impacts more than 1,000 members of the Covered Population at a single time.

53. **Encryption Requirements.** In accordance with Section 6.6 (“Encryption Requirements”) of the Contract (Attachment A), the Service Provider shall:

- (a) establish, maintain, and enforce a policy that prohibits the sending of any SOF Production Data that is customarily considered to be sensitive or confidential in nature by electronic mail.
- (b) require its Subcontractors to comply with the encryption requirements to the extent applicable to Subcontractor’s services.

54. **Service Center Security Requirements.** Service Provider agrees with the requirements of Section 6.7 (“Service Center Security Requirements”) of the Contract (Attachment A).

VI. General Provisions

55. **Advertising.** In accordance with Section 10.1 (“Advertising”) of the Contract (Attachment A), the Service Provider shall submit to the Department all press releases and other publicity matters relating to the Contract and shall not publish or use such press releases or publicity matters without obtaining the Department’s written consent.

56. **American with Disabilities Act Requirements/Unauthorized Aliens.** In accordance with Section 10.3 (“American with Disabilities Act Requirements/Unauthorized Aliens”) of the Contract (Attachment A), the Service Provider shall assume the sole responsibility for compliance with all laws, rules and regulations stated in the Americans with Disabilities Act and the Immigration and Nationality Act as applicable to Service Provider’s employees.
57. **Diversity - Service Provider’s Commitment.** Service Provider agrees with the requirements of Section 10.8 (“Diversity - Service Provider’s Commitment”) of the Contract (Attachment A).
58. **Documents and Data.** In accordance with Section 10.9 (“Documents and Data”) of the Contract (Attachment A), the Service Provider agrees that information pertaining to the Covered Population received by Service Provider from the Department, the Covered Population or Subcontractors providing Services to or for the Department for the Covered Population is and shall remain the sole and exclusive property of the State, free and clear of any and all claims of the Service Provider.
59. **Drug Free Workplace Program.** Service Provider agrees with the requirements of Section 10.10 (“Drug Free Workplace Program”) of the Contract (Attachment A).
60. **Employment Eligibility Verification (E-Verify).** In accordance with Section 10.11 (“Employment Eligibility Verification (E-Verify)”) of the Contract (Attachment A), the Service Provider agrees that it will:
- (a) enroll and participate in the E-Verify program.
 - (b) provide to the Department, within 30 days of the Contract Effective Date, documentation of enrollment in E-Verify.
 - (c) require each Subcontractor that provides Services under the Contract, within thirty (30) days of the Contract Effective Date or within thirty (30) days of execution of its agreement with any new and/or additional Subcontractor, to enroll and participate in E-Verify.
 - (d) maintain records of its participation and compliance with the provisions of E-Verify, and to make such records available to the Department.
61. **Lobbying.** Service Provider agrees with the requirements of Section 10.21 (“Lobbying”) of the Contract (Attachment A).
62. **Loss of Data.** In accordance with Section 10.22 (“Loss of Data”) of the Contract (Attachment A), the Service Provider shall, in the event of loss of any State data or records where such loss is not due to the Department’s action, be responsible for recreating such lost data in the manner it existed or in a comparable manner reasonably acceptable to the Department on a reasonable schedule set by the Department.

63. **Non-Discrimination and Equal Opportunity.** In accordance with Section 10.23 (“Non-Discrimination and Equal Opportunity”) of the Contract (Attachment A), the Service Provider agrees to not discriminate on the basis of race, religion, sex, creed, national origin, disability, age, marital status, or veteran’s status in its employment practices.
64. **Notices.** In accordance with Section 10.24 (“Notices”) of the Contract (Attachment A), the Service Provider shall serve all notices under the Contract to the Department by certified mail, return receipt requested, by reputable courier service, or delivered personally.
65. **Other Compliances.** In accordance with Section 10.25 (“Other Compliances”) of the Contract (Attachment A), the Service Provider shall:
- (a) provide all signed Affidavits of Compliance to the Department and shall promptly advise the Department of any Subcontractors who do not sign the certification.
 - (b) review all requirements under the Contract and investigate and confirm compliance with all Contract requirements.
 - (c) take immediate corrective action if during that process (or at any other time), the Service Provider or any approved Subcontractor discovers that it is not in compliance with the Contract obligations.
 - (d) provide to the Department a corrective action plan that details the actions to be taken to comply with the Contract requirements within three business days of discovering the noncompliance.
66. **Public Records and Access to Records.** Service Provider agrees with the requirements of Section 10.27 (“Public Records and Access to Records”) of the Contract (Attachment A).
67. **Subcontractor Approval.** In accordance with Section 10.31 (“Subcontractor Approval”) of the Contract (Attachment A), the Service Provider shall:
- (a) obtain the Department's approval in writing before they enter into any contract with any Subcontractor ("Subcontractor Agreement") to provide, or assist in the provision of, any Services under the Contract.
 - (b) give the Department 30 calendar days' written notice of its intent to subcontract Services required under the Contract.
 - (c) agree that any change in control of a Subcontractor shall require the Subcontractor to go through the above approval process as if it were a new company.
 - (d) ensure that all Subcontractor Agreements requiring Department approval shall contain substantially specific terms and conditions described in Subsection 10.31.2 (“Subcontractor Agreements”).
 - (e) provide a copy of any Subcontractor Agreement (and addendums) to the Department upon request.

- (f) obtain the Department's approval in writing to remove any Subcontractor at any time at least 60 calendar days before such action is taken.
- (g) perform annual audits (with on site audits occurring at least every other year) and provide a copy of all annual audit results to the Department.
- (h) require at least annual training of Subcontractors and their employees for all security requirements applicable to them under the Contract and the Security Plan.
- (i) require each Subcontractor to conduct a customer satisfaction survey at least annually with respect to the Services provided by the Subcontractor, and provide the results of any surveys to the Department.

END OF SECTION

SECTION 9 – TECHNICAL REPLY

Instructions: Provide a response to each of the following Technical Reply questions and requests for information by restating the item and providing your response below the item in a different colored font. Vendors must provide responses for all parts of an item. Failure to submit a response to a question or request for information or any subparts of a question or request for information (e.g., a, b or c) may disqualify the vendor from further consideration.

This section will be scored pursuant to Section 4.2.2 (“Scoring of Replies During Evaluation Phase”) of this ITN.

I. Systems and Technology

1. **Hardware, Software and Technology.** Subsection 3.4.1 (“Description”) of the Contract (Attachment A), and Attachments D (“State of Florida Network Landscape”) and E (“Technology Drivers Listing”) of this ITN provide the current software, hardware and other technology to effectively maintain the People First System.
 - (a) Describe the software, hardware and technology you propose to maintain and support the system.
 - (b) Describe the enhanced value of the software, hardware and technology you propose using to support the system, including your reasons for proposing them.
 - (c) Describe how you propose to maintain a single tenant server model whereby SOF Production Data is maintained and secured separately from other Service Provider client data, including what will and will not be virtualized.
 - (d) Describe the physical location of where you propose to store SOF Production Data, including back-ups and copies for sandbox, development and quality assurance environments for internal development and testing.
2. **Ongoing System Maintenance and Corrections.**
 - (a) Describe your process for identifying, capturing, managing and correcting system defects.
 - (b) Describe your process for administering Open Enrollment activities including system changes, communication, training, HR Specialist/service center staffing, and benefit fairs.
 - (c) Describe your process for administering mass data changes, including developing templates, programs and schedules.
3. **Implementation Process and Deadlines.** In accordance with Subsection 3.6.1 (“Implementation Process and Deadlines”) of the Contract (Attachment A), the Service Provider shall:
 - (a) follow the implementation process and deadlines.
 - i. Describe the system development and implementation process that you propose to meet the requirements of this ITN.

- ii. Is there an alternative process that you recommend as part of your response that would allow for greater efficiency, accountability and enhanced value to the State? If so, describe, including your reasons for recommending them.
- (b) provide a collaboration tool whereby all documents related to Change Requests are captured and shared between both Parties.
 - i. Describe the collaboration tool that you propose to implement to meet the requirements of this ITN.

4. Service Provider System Testing Responsibilities.

- (a) Describe your process for developing and maintaining all test scripts (regression scripts, as well as new scripts for the system change being implemented) and for conducting all quality assurance testing, including full regression testing for the impacted area, for all system changes and for ensuring system defects are not created as part of the system change being implemented.
- (b) What standards/certifications does your organization hold with regard to quality assurance?
- (c) Describe the automated testing tool you propose to manage the testing process.
- (d) Describe how you determine which test scripts are built into the automated testing tool.
- (e) Describe how the automated testing tool is used to manage the full testing cycle (e.g., develop test scripts, store test scripts, execute test scripts, integrate with content management, and access levels).

5. Scheduled System Downtime. Subsection 3.4.5 (“Scheduled System Downtime”) of the Contract (Attachment A) prescribes that all system maintenance and releases shall be performed by the Service Provider and Subcontractors on Saturdays between the hours of 6:00 a.m. and 10:00 a.m. Eastern Time.

- (a) Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., reduced number of downtime hours per week or eliminate downtime completely).
- (b) Describe the downtime that is experienced by the systems you manage currently. What has been done to improve the downtime experienced for those systems?

6. Disaster Recovery. Subsection 3.4.6 (“Disaster Recovery”) of the Contract (Attachment A), requires the Service Provider to restore the SAP application, online availability and database functionality (includes front-end) for Services provided to the Covered Population within the RTO of 24 hours of a disaster affecting the Service Provider’s data center. The RPO must be maintained at no more than one minute. In addition, it requires the Service Provider shall make the information stored in the data warehouse and related tools, as well as Subcontractor systems, available within 48 hours.

- (a) Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., reduction in time to restore applications).
- (b) Describe how you monitor, test and restore your systems and/or services as well as those of your Subcontractors that you propose in this ITN.

- (c) Describe the physical location of your disaster recovery systems and data as well as those of your Subcontractors that you propose in this ITN.
- (d) Provide a current or recent (within the past 24 months) Business Continuity Plan that you developed for a client similar in size and services as those sought by the State of Florida.

7. State of Florida Access. In accordance with Subsection 3.4.7 (“State of Florida Access”) of the Contract (Attachment A), the Service Provider shall:

- (a) provide the Department with eight user licenses that will provide statewide view and limited update access to SAP Graphical User Interface (GUI) for all info types, tables, custom and standard SAP programs, and all other applicable functions that contain SOF Production Data or are otherwise used to support the People First System.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., additional user licenses).
- (b) provide access to eight Department employees for the purposes of viewing dependent and other Qualifying Status Change (QSC) documentation.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., access to additional users).
- (c) provide eight Department employees SAP Technical Network account access, as well as access to third party vendor customer support sites.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., access to additional users).
- (d) allow for and fully support single sign-on capability with other websites as agreed upon by the Parties and in a format to be defined by the Service Provider (must use one of the top three leading single sign-on encryption processes to ensure security of the data). The Service Provider shall be responsible for hosting and maintaining the single sign-on database and engine.
 - i. Describe your process for developing, securing and maintaining single sign-on.
 - ii. Describe the single sign-on technology you propose to use.
- (e) support Internet Explorer, Firefox-Mozilla, Safari, and Google Chrome and fully support all subsequent releases when they occur within 30 days of release.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., reduction in the number of days to support a subsequent release).
 - ii. Describe your process for identifying new releases and your testing protocols.

8. System Updates and Upgrades. In accordance with Subsection 3.4.10 (“System Updates and Upgrades”) of the Contract (Attachment A), the Service Provider shall:

- (a) notify the Department within 30 days after a security patch or upgrade has been released by the third party vendor.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., reduction in the number of days to support a subsequent release).

- (b) install each security patch, security upgrade, service patch, SAP patch, and SAP EHP of the HR Software at its sole expense, within 120 days after such item has been released by the third party vendor. If the security patch or upgrade includes a critical security fix the Service Provider shall take all necessary actions to implement within 30 days of such release.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., reduction in the number of days to support a subsequent release).
 - ii. Describe your process for identifying new releases and your testing protocols.

- 9. **Security Testing.** In accordance with Subsection 3.4.11 (“Security Testing”) of the Contract (Attachment A), the Service Provider shall implement automated system monitoring that effectively ensures the People First System is not exposed to data security threats and known security risks and is protected against all threats at all times.
 - (a) Describe your process for automated system monitoring.

- 10. **Password Security Protocols.** Subsection 3.4.12 (“Password Security Protocols”) of the Contract (Attachment A), the Service Provider shall maintain password security protocols that are at, or exceed industry security standards.
 - (a) Describe your minimum and suggested password protocols, including the recommended password length(s), types of characters, the combination of characters that are required and recommended, and the validity period for a password and initial password creation.
 - (b) Describe your recommended login protocols (e.g., combination of identifiers required to access the system, number of invalid attempts before locking a User account).
 - (c) Describe how you monitor a User’s login credentials (e.g., password, security questions) to effectively ensure it is not exposed to data security threats and known security risks and is protected against all threats at all times.
 - (d) Describe your password reset process, including all protocols you recommend (security questions, personal identifiers, etc.) to be included in the process. Include both online and other methods (e.g., calling the service center, through the IVR) of resetting a User’s password.
 - (e) How would you suggest improving the current password protocols used for the People First System (see “As Is” System Functionality in Attachment B)?

- 11. **System Staffing.** In accordance with Subsection 3.4.15 (“System Staffing”) of the Contract (Attachment A), the Service Provider shall maintain staff at a level sufficient to perform all ongoing maintenance and system development.
 - (a) Describe your proposed IT staffing model, by year through the proposed Contract Term.
 - (b) Describe the number of IT professionals, their minimum qualifications and average years’ experience in your proposed IT staffing model including the IT Director.
 - (c) Identify the percentage of time each IT professional is proposed to be dedicated to the People First Initiative and whether the IT professional is assigned for the migration period or for full Contract term.

- (d) Describe your process for orienting new IT professionals on the system setup and coding, including how long is spent on the process.
- (e) Describe your process of determining whether to hire an experienced SAP professional, versus an entry level or intermediate level SAP professional.
- (f) What is the annual turnover rate for the past three calendar years of IT professionals in your organization?
 - i. Provide the formula you use to determine turnover.
 - ii. Describe any programs that are in place to minimize turnover.

12. Innovation. In the area of systems and technology:

- (a) Describe the innovative and creative approaches that you will bring to this initiative.
- (b) Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
- (c) What do you perceive as your competitive advantages sought by this ITN?

II. Service Center

13. Location. In accordance with Subsection 3.5.2 (“Location”) of the Contract (Attachment A), the Service Provider shall locate the service center in the State of Florida and a substantial part of the HR Functions set forth in Section 3.1 (“Overview”) of the Contract (Attachment A) shall be serviced in a service center located in Tallahassee, Florida. The intent of this requirement is to provide more effective Contract oversight and better opportunity for collaboration.

- (a) What is the location of the service center you have proposed to meet the requirements of this ITN? If more than one service center location is proposed, provide information on each service center including which Services each will support.
- (b) Is there an alternative location(s) you recommend as part of your response that would allow for greater efficiency, customer support and enhanced value to the State? If so, describe, including your reason for recommending it.

14. Language. In accordance with Subsection 3.5.3 (“Language”) of the Contract (Attachment A), the Service Provider shall provide language support with English as a primary language and respond to Spanish speaking Covered Population calls into the service center as soon as reasonably possible but in no more than 24 hours of the contact.

- (a) Describe other languages you typically support.
- (b) Describe how the service center you have proposed will meet the requirements of this subsection.
- (c) Describe how the service center you have proposed will provide access to individuals with disabilities. Specifically, address hearing impaired callers.

15. Business Processes Documentation. In accordance with Subsection 3.5.5 (“Business Processes Documentation”) of the Contract (Attachment A), the Service Provider shall document People First Service Center standard processes and provide them to the Department on an annual basis.

- (a) Describe your proposed process for reviewing, updating and documenting service center business processes.
- (b) What is your quality assurance process for online and other resources available to HR Specialists to assist them in providing accurate and timely services?
- (c) Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., more frequent process review and submission).

16. Statistical Reports System. In accordance with Subsection 3.5.6 (“Statistical Reports System”) of the Contract (Attachment A), the Service Provider shall maintain a system for data collection and analysis in connection with its provision of the Services. The system shall be designed in consultation with the Department to ensure data collection and analysis reporting meets the Department’s needs. The system shall produce reports (system generated and manual) that track and measure service center statistics.

- (a) Describe the statistical reports system you propose to meet the requirements of this ITN.

17. Hours of Operations. In accordance with Subsection 3.5.7 (“Hours of Operations”) of the Contract (Attachment A), the Service Provider shall:

- (a) answer and respond to calls, voice mails, and email inquiries Monday through Friday between 8:00 a.m. and 6:00 p.m. Eastern Time excluding observed holidays described in subsection 3.5.14 (“Service Provider’s Holidays”) of the Contract (Attachment A).
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., longer hours of operation, 24/7).
- (b) require HR Specialists to respond to all voice mails or email inquiries received from the Covered Population after business hours no later than the next business day.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., return calls same day).

18. People First Service Center Integration. In accordance with Subsection 3.5.8 (“People First Service Center Integration”) of the Contract (Attachment A), the Service Provider shall:

- (a) provide its HR Specialists with the desktop configuration necessary to support the Contract and efficiently provide Services to the Covered Population.
 - i. Describe the desktop configuration you propose to support the Contract requirements and your reasons for proposing this configuration.
- (b) require HR Specialists to enter information about Cases into the Case Management System for resolution by the Service Provider or State, as applicable.
 - i. Describe the call and case management system you propose to meet the requirements of this ITN including, types of data captured, capabilities around documenting case notes, reporting of data, integration with the HRIS, and the software and hardware platform.
 - ii. Where do you look for cost savings in your operations (e.g., shifting workload to automated channels, abandon rate reduction, accuracy improvement)?

19. **Voice Connectivity.** In accordance with Subsections 3.5.9 (“Voice Connectivity”) and 3.5.12 (“IVR and Web Self-Service Availability”) of the Contract (Attachment A), the Service Provider shall receive calls in support of the Services on a Service Provider-paid, toll-free lines (and toll-free TDD and facsimile) and will provide a front-end IVR for the Covered Population’s use. The hours of operation for the IVR and web self-service shall be seven days a week, 24 hours a day.

- (a) Describe the IVR system that you propose to meet the requirements of this ITN including types of information accessible to callers, options available to callers, on hold messaging functionality, types of data captured, reporting of data, integration with the HRIS, and the software and hardware platform.
- (b) Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., ability for callers to talk to an HR Specialist immediately without going through the IVR).
- (c) What are your standardized call greetings, hold procedures and call closing protocols that you plan to use to support the People First Service Center?
- (d) How will you integrate customer communication channels (IVR, email box, etc.) to ensure consistency in customer support?

20. **Call Transfer Responsibilities.** In accordance with Subsection 3.5.10 (“Call Transfer Responsibilities”) of the Contract (Attachment A), the Service Provider shall provide call transfer capabilities to other toll-free numbers and a Warm Transfer of callers to the appropriate resource at the State.

- (a) Describe the call manager system that is proposed to meet the requirements of this ITN to manage and route calls to the appropriate service center team or resource at the State.

21. **Call Recordings.** In accordance with Subsection 3.5.11 (“Call Recordings”) of the Contract (Attachment A), the Service Provider shall record all calls received in the service center and maintain the calls and all screen captures for a minimum of two years in support of the Services (however, calls and screen captures less than 90 days old shall be readily available (i.e., accessible to the Department within 30 minutes)).

- (a) Describe the call recording system that you propose to meet the requirements of this ITN, including a description of the call recording platform and screen capturing call recording technology.
- (b) Describe the process you propose to store and archive calls and screen captures to meet the requirements of this ITN.
- (c) Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida.

22. **Customer Satisfaction Surveys.** In accordance with Subsection 3.5.13 (“Customer Satisfaction Surveys”) of the Contract (Attachment A), the Service Provider shall:

- (a) offer callers an automated survey at the end of each call.

- i. Describe the automated survey functionality, workflow, reporting capabilities, State of Florida access to the data, and software that you propose to meet the requirements of this ITN.
 - ii. With regard to customer feedback, how do you capture, review, analyze, prioritize and incorporate it into training, program and service delivery?
 - iii. How do you integrate service center employee feedback and improvement suggestions into the service center's service delivery?
- (b) provide the survey results to the Department on a quarterly basis or more frequently, as determined by the Department.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., increased frequency of providing results).
- (c) offer an instant customer satisfaction survey via a window or screen dialog box (or similar methodology) to gauge real-time, anonymous system user satisfaction if SAP or third party software provides autonomous customer satisfaction survey functionality.
 - i. Describe the instant survey functionality, workflow, reporting capabilities, State of Florida access to the data, and software that you propose to meet the requirements of this ITN.
- (d) require each Subcontractor to conduct a customer satisfaction survey at least annually and the results of any surveys will be shared with the Department.
 - i. Describe any improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., increased frequency of providing results).

23. Service Center Staffing. In accordance with Subsection 3.5.15 ("Service Center Staffing") of the Contract (Attachment A), the Service Provider shall:

- (a) provide sufficient staff whose skills and experience match specific job requirements in the Contract.
 - i. Describe your proposed service center staffing model, by year through the proposed Contract Term (staffing levels need to account for seasonal employment periods (i.e., open enrollment)).
 - ii. Describe the minimum qualifications and average years' experience of your service center director and HR Specialists in your proposed service center staffing model.
 - iii. Explain your company philosophy for employee retention and describe your service center plan regarding career progression.
 - iv. What workforce management tool(s) are used to assist with operational efficiency of service center staffing and scheduling? Explain how this works in your organization.
 - v. What is the annual turnover rate for the past three calendar years of HR Specialists in your organization? Provide the formula you use to determine turnover. Describe any programs that are in place to minimize turnover.

- vi. How do you balance service center staffing efficiencies without sacrificing customer service?
- vii. How do you screen potential employees for customer service aptitude?
- (b) designate teams of HR Specialists to deal with unique issues and assist unique groups within the Covered Population.
 - i. Is there an alternative or modified staffing model recommended as part of your response that would allow for greater efficiency, customer support and enhanced value to the State? If so, describe, including your reason for recommending it.
- (c) ensure that the service center has at least one supervisor available to assist HR Specialists at all times during normal operating hours.
 - i. Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., increased number of supervisors during this time period).

24. Three-Call Escalation Process. In accordance with Subsection 3.5.16 (“Three-Call Escalation Process”) of the Contract (Attachment A), the Service Provider shall implement a process whereby when a member of the Covered Population calls the People First Service Center three times on the same issue, that call is immediately escalated to a supervisor or manager for review and handling.

- (a) Describe your process for triaging calls that are routed to the HR Specialists.
- (b) Describe your process for handling members of the Covered Population that call more than once on the same issue.
- (c) Describe your process for handling members of the Covered Population who become dissatisfied with the customer service provided.
- (d) What technologies do you use to measure the quality of service provided by your HR Specialists?
- (e) Describe any alternatives or improvements to this requirement that you propose to provide enhanced value to the State of Florida.

25. Training. In accordance with Subsection 3.5.17 (“Training”) of the Contract (Attachment A), the Service Provider shall ensure staff are oriented, trained, and demonstrate sufficient knowledge about the Services to be provided by the Service Provider.

- (a) Describe your standardized training strategy that enables consistent customer service including curriculum, course frequency, re-training, participants, job shadowing, use of case studies and real scenarios, quality assurance and monitoring program, training schedule process and other information that would provide insight into your training program. Provide a copy of a training plan that you have implemented for a client you support with similar service center services to People First.
- (b) How will you take State of Florida policy change and train and implement these changes into the service center?

- (c) Is there alternative or additional training you recommend as part of your response that would allow for greater customer support, accountability and enhanced value to the State? If so, describe, including your reasons for recommending them.
- (d) Do you have a dedicated training development team for your service center? If yes, do you plan on having a dedicated training team for the People First Service Center? Describe the number of training professionals, their minimum qualifications and average years' experience in your service center training team.

26. Vendor Discrepancy Reports. In accordance with Subsection 3.5.20 (“Vendor Discrepancy Reports”) of the Contract (Attachment A), the Service Provider shall receive discrepancy reports from vendors (e.g., insurance carriers) supporting the State of Florida through the Contract, analyze report data to determine whether errors are present, and correct errors in the People First System. Attachment C (“As Is” Service Center Functionality”) provides current discrepancy reports that are provided to the service center and the expectations around analysis and error correction.

- (a) Describe the process you propose to receive and analyze vendor discrepancy reports and correct resulting errors to meet the requirements of this ITN.

27. Fiscal Administration. In accordance with Subsection 3.5.21 (“Fiscal Administration”) of the Contract (Attachment A), the Service Provider shall:

- (a) Timely identify overpayments for members of the Covered Population who are no longer enrolled in an insurance plan and for processing a refund for these individuals.
- (b) Timely identify underpayments for members of the Covered Population caused by a People First System Defect or incorrect information given by an HR Specialist.
 - i. Describe the process you propose to timely identify overpayments and underpayments for members of the Covered Population to meet the requirements of this ITN.

28. Innovation. In the provision of service center services:

- (a) Describe the innovative and creative approaches that you will bring to this initiative.
- (b) Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
- (c) What do you perceive as your competitive advantages sought by this ITN?

III. Contract Administration

29. Meetings. Per Section 4.6 (“Meetings”) of the Contract (Attachment A), the Department has prescribed specific requirements for meetings.

- (a) Are there alternative meeting protocols you recommend as part of your response that would allow for greater communication, accountability and enhanced value to the State? If so describe, including your reasons for recommending them.

30. **System Enhancement Hours.** In accordance with Section 4.8 (“System Enhancement Hours”) of the Contract (Attachment A), the Service Provider confirms that the Department will be allotted 1,750 System Enhancement Hours per quarter to be used for implementation of new system functionality/modules and enhancements to existing functionality/modules.

- (a) Describe your proposed process for developing cost estimates for system enhancement requests.
- (b) Describe how you determine the type of resources (e.g., functional analyst, programmer).
- (c) Describe any improvements to this requirement that you propose to provide enhanced value to the State of Florida (e.g., increased number of hours).

31. **Hourly Rate of Pay.**

- (a) In accordance with Appendix J (“Change Order Form”) of the Contract (Attachment A), provide the maximum fixed hourly rate of pay for IT development (design, coding, testing, implementation) and learning development activities. Explain the calculation used to determine the hourly rate (e.g., blending functional analyst, programmer, quality assurance rates).
- (b) In accordance with Appendix K (“Transition Services”) of the Contract (Attachment A), provide the maximum fixed hourly rate of pay for in-house service provider employees providing transition services. Explain the calculation used to determine the hourly rate (e.g., blending functional analyst, programmer, quality assurance rates).

32. **Contract Management Team.**

- (a) Describe the organization and structure of the contract management team that will support the State of Florida. Include the rationale for this structure and the ways in which it is particularly responsive to the State's needs and goals.
- (b) Describe contract management support, including the mechanisms and processes in place to allow State of Florida personnel to communicate with contract management team members, hours of operation, and types of inquiries that can be handled by contract management team members.

33. **Innovation.** In the provision of contract administration:

- (a) Describe the innovative and creative approaches that you will bring to this initiative.
- (b) Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
- (c) What do you perceive as your competitive advantages sought by this ITN?

IV. Security

34. **Background Checks.** Describe the background screening process you propose to meet the requirements of this ITN, including all databases searched, documentation maintained, employee

removal, self-reporting policies, notification policies, certification requirements, list of frequently used outside vendors, and rescreening frequency.

35. **Security Breaches and Incidents.** Describe the security breach and incident process you propose to meet the requirements of this ITN including, security monitoring, notification policies, documentation maintained, employee removal and self-reporting policies.
36. **Service Center Security Requirements.** Describe the service center security requirements you propose to meet the requirements of this ITN including, printing capabilities, desk audits, access to and storage of SOF Production Data, internet and mobile device access restrictions, document shredding, surplus equipment policies and policy notification and training of employees.

V. Optimization Initiatives & Projects

37. **Portal/Mobile Strategy.** In reference to Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):
 - (a) Describe your experience in researching industry and technical solutions for SAP Portals and Mobile Strategy, facilitating strategy workshops, developing and distributing agendas and notes from workshops, developing implementation projects plans and timelines, and creating roadmap strategy documents.
 - (b) Describe your experience in SAP Portal implementation by providing examples where you have implemented a new SAP portal for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.
 - (c) Describe your experience with Web Dynpro portal pages and BSPs, and your approach to convert these current portal pages into a new SAP portal.
 - (d) Describe your experience in SAP mobile infrastructure implementation and provide examples where you have implemented a new SAP mobile infrastructure for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.
38. **Reporting/Data Strategy.** In reference to Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):
 - (a) Describe your experience in researching industry and technical solutions for Reporting and Data Strategy, facilitating strategy workshops, developing and distributing agendas and notes from workshops, developing implementation projects plans and timelines, and creating roadmap strategy documents.
 - (b) Describe your experience in the SAP BI Suite and provide examples where you have implemented new SAP BI tools for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.

- (c) Describe your experience in the SAP HANA database and provide examples where you have implemented SAP HANA to replace an existing database or data warehouse for HCM for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently.
- (d) Describe your experience in overlaying the SAP BI Suite on HANA database and provide examples for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.

39. HANA Upgrade Strategy. In reference to Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Describe your experience in researching industry and technical solutions for a HANA Upgrade Strategy, facilitating strategy workshops, developing and distributing agendas and notes from workshops, developing implementation projects plans and timelines, and creating roadmap strategy documents.
- (b) Describe your experience in SAP BI Suite on HANA and upgrading from older versions of a SAP or Oracle database to SAP BI Suite on HANA, and provide examples where you have upgraded to SAP BI Suite on HANA for HCM for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.

40. Flexible Spending Account/Health Savings Account. The vendor is strongly encouraged to bring new FSA/HSA ideas and solutions to the Next Generation of People First. At a minimum, the vendor is expected to meet the FSA/HSA requirements deployed currently (see description of the “As Is” System Functionality in Attachment B). The vendor is also expected to deploy new system enhancements. Refer to FSA/HSA Enhancement Requirements (Attachment M) to determine the system enhancement requirements identified in addition to what are being provided today. Based on these documents and Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Provide the name and description of the FSA/HSA solution, and name and location of company providing the solution or services you propose for the State of Florida.
- (b) Provide at least one example of where your company has successfully implemented FSA/HSA services similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.
- (c) Provide a high level project plan that includes tasks, work products, and deliverables. Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.

- (d) Provide a solution roadmap, upgrade plans and schedules.
- (e) Innovation. In the provision of FSA/HSA services:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?
- (f) Describe your experience with Health Reimbursement Accounts (HRA) in the event the State of Florida pursues an HRA offering.

41. Performance Management Functionality. The vendor is expected to meet the requirements deployed currently (see description of the “As Is” System Functionality in Attachment B). The vendor is also expected to deploy new system enhancements identified in Performance Management Enhancement Requirements (Attachment N). Based on these documents and Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Provide the name and description of the performance management solution, and name and location of company providing the solution you propose for the State of Florida.
- (b) Provide at least one example of where your company has successfully implemented the performance management functionality similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.
- (c) Provide a high level project plan that includes tasks, work products, and deliverables. Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Provide a solution roadmap, upgrade plans and schedules.
- (e) Innovation. In the provision of performance management functionality:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

42. Recruitment Functionality. The vendor is expected to meet the recruitment requirements deployed currently (see description of the “As Is” System Functionality in Attachment B). The vendor is also expected to deploy new system enhancements identified in Recruitment Enhancement Requirements (Attachment O). Based on these documents and Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Provide the name and description of the recruitment solution, and name and location of company providing the solution you propose for the State of Florida.

- (b) Provide at least one example of where your company has successfully implemented the recruitment functionality similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.
- (c) Provide a high level project plan that includes tasks, work products, and deliverables. Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Provide a solution roadmap, upgrade plans and schedules.
- (e) Innovation. In the provision of recruitment:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

43. Technical Upgrade. The Department plans to upgrade the SAP software to establish a current and an up-to-date technical baseline. This technical upgrade includes applying all support and EHPs released by SAP to the latest and most up-to-date software versions of NetWeaver and SAP ECC. Based on the requirements in Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L) of this ITN:

- (a) Describe your experience with implementing an SAP technical upgrade in a highly customized SAP environment to include application of NetWeaver software, SAP ECC support and EHPs, and your approach to these work efforts.
- (b) Provide a high level project plan that includes tasks, work products, and deliverables.
- (c) Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Describe your experience in implementing an SAP technical upgrade by providing examples for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.
- (e) Innovation. In the provision of implementing an SAP technical upgrade:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

44. Functional Gap Analysis In reference to the Functional Gap Analysis Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Describe your experience in researching industry and technical solutions to perform a SAP functional gap analysis, facilitating strategy workshops, developing and distributing agendas and notes from workshops, developing implementation projects plans and timelines, and creating roadmap strategy documents.
- (b) Describe your experience in assessing the impact of SAP EHPs to current functional baselines for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.

45. **SAP BI on HANA Reporting and Data Warehouse Upgrade.** The Department plans to implement SAP HANA to replace the existing Oracle-based data warehouse. The vendor is also expected to layer the SAP BI Suite of products on top of the HANA-based data warehouse as well as other requirements as described in Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Describe your experience in implementing and maintaining the SAP Business Intelligence (BI) suite and provide examples where you have implemented new SAP BI tools for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently.
- (b) Describe your experience in implementing and maintaining the SAP HANA database and provide examples where you have implemented SAP HANA to replace an existing database or data warehouse for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.
- (c) Describe your experience in implementing and maintaining SAP BI Suite on the SAP HANA database and provide examples for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.
- (d) Provide the approach you propose for the State of Florida.
- (e) Provide a high level project plan that includes tasks, work products, and deliverables.
- (f) Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (g) For the query and report building tool/software that would be licensed and fully supported by the vendor, provide the name and description of the solution, and name and location of company providing the solution or services you propose for the State of Florida.
- (h) Provide at least one example of where your company has successfully implemented a web-based query and report building tool similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.

- (i) Innovation. In the provision of SAP BI Suite on HANA Reporting and Data Warehouse upgrade:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

46. **Portal/Mobile Upgrade.** The Department plans to migrate all BSPs to a standard SAP portal solution to provide a more solid baseline solution for all external facing applications, and interactions with Users, and mobility. Based on the requirements in Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Describe your experience with Web Dynpro portal pages and BSPs, and your approach to convert these current portal pages into a new SAP portal.
- (b) Provide a high level project plan that includes tasks, work products, and deliverables.
- (c) Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Describe your experience in SAP Portal implementation by providing examples where you have implemented a new SAP portal for a client the size of the State of Florida. Include the lessons learned, what was successful, and what you would do differently. Provide the name of the client and contact information for possible follow-up by the Department.
- (e) Innovation. In the provision of a SAP portal upgrade:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

47. **Learning Management System.** Based on the Learning Management System Requirements (Attachment P), Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Provide the name and description of the learning management solution, and name and location of the company providing the solution or services you propose for the State of Florida.
- (b) Provide at least one example where your company has successfully implemented the learning management system functionality similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges.

Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.

- (c) Provide a high level project plan that includes tasks, work products, and deliverables. Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Provide a solution roadmap, upgrade plans and schedules.
- (e) Innovation. In the provision of learning management system functionality:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

48. Onboarding. Based on the Onboarding Requirements (Attachment Q), Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Provide the name and description of the onboarding solution, and name and location of the company providing the solution or services you propose for the State of Florida.
- (b) Provide at least one example where your company has successfully implemented the onboarding functionality similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.
- (c) Provide a high level project plan that includes tasks, work products, and deliverables. Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Provide a solution roadmap, upgrade plans and schedules.
- (e) Innovation. In the provision of new onboarding system functionality:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

49. Org Charting/Modeling. Based on the Org Charting/Modeling Requirements (Attachment R), Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN, Section 11 (“People First Optimization Initiatives and Projects”) and the People First System Roadmap (Attachment L):

- (a) Provide the name and description of the org charting/modeling solution, and name and location of the company providing the solution or services you propose for the State of Florida.
- (b) Provide at least one example where your company has successfully implemented the org charting/modeling functionality similar to what is being sought with this ITN. Identify

implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.

- (c) Provide a high level project plan that includes tasks, work products, and deliverables. Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Provide a solution roadmap, upgrade plans and schedules.
- (e) Innovation. In the provision of new org charting/modeling system functionality:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

50. Payroll End-to-End Processing. As part of the FLAIR and CMS Replacement project, the State of Florida is considering outsourcing additional payroll processes (end-to-end processing). The goal is for all payroll activities and calculations to be completed using the People First System (SAP) and to provide electronic payroll distribution files to DFS for warrant and electronic funds distribution. Refer to the Payroll “As Is” System Functionality included in Attachment B for current payroll processes that are administered as part of the People First solution. Based on the additional payroll processes included in the People First Optimization Activities and Projects (Section 11), the requirements in Attachment S (Payroll End-to-End Processing Requirements), Section 1.3 (“Vision – Next Generation Roadmap”) of this ITN and the People First System Roadmap (Attachment L):

- (a) Provide at least three examples of where your company has successfully implemented the SAP end-to-end payroll functionality similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the clients and their contact information for possible follow-up by the Department.
- (b) Provide a high level project plan that includes tasks, work products, and deliverables.
- (c) Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (d) Provide a solution roadmap, upgrade plans and schedules.
- (e) Innovation. In the provision of new SAP end-to-end payroll functionality:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

51. Email Box and Online Submission. The State of Florida is considering enhancing service center functionality by incorporating a new email box and online submission option for receiving

emails and documentation into the service center. The Department's expectations are for the vendor to provide a price for a new email box and online submission option in the Financial Reply (Section 12 of this ITN). Based on the requirements included in the People First Optimization Initiatives and Projects (Section 11, "Email Box and Online Submission") of this ITN:

- (a) Describe the functionality and workflow that you propose to meet the requirements of this ITN.
- (b) Provide at least one example of where your company has successfully implemented functionality and services similar to what is being sought with this ITN. Identify implementation challenges and explain how you addressed those challenges. Provide any lessons learned from implementation experiences. Provide the name of the client and contact information for possible follow-up by the Department.
- (c) Provide a high level project plan that includes tasks, work products, and deliverables.
- (d) Provide a high level timeline showing key milestones and dependencies. Provide any assumptions that this schedule is based on.
- (e) Provide a solution roadmap, upgrade plans and schedules.
- (f) Innovation. In the provision of email box and online submission functionality:
 - i. Describe the innovative and creative approaches that you will bring to this initiative.
 - ii. Describe the key advantages of your organization and particular differentiators that set your organization apart from other industry competitors.
 - iii. What do you perceive as your competitive advantages sought by this ITN?

52. Roadmap Alternatives. Based on the Department's vision, (Section 1.3, "Vision – Next Generation Roadmap"), the People First System Roadmap (Attachment L), and the People First Optimization Activities and Projects (Section 11) of this ITN, provide any alternatives in schedule, scope or process that is recommended as enhanced value to the State of Florida with regard to these efforts.

END OF SECTION

SECTION 10 – MIGRATION SERVICES

The vendor's response to this section will not be scored. However, this section will be evaluated and reviewed to determine whether the vendor's plan for migration services is responsive and provides a feasible approach in the context of the vendor's proposed solution.

The Department anticipates that the proposed contract period will begin Aug. 21, 2016; however, Migration Services must take place prior to the end of the current contract if a new vendor is awarded the Contract (see Section 1.8 ("Anticipated Contract Term") of this ITN). Migration Services are defined as activities that will take place prior to Aug. 21, 2016, if a vendor other than the incumbent is awarded the Contract (Attachment A, Section 1.1 ("Definitions")). The responses to this Section shall be included in Tab G. The Department's objectives during this migration period are to:

- migrate the People First System (including subcontracted solutions) in a seamless fashion, with minimal disruption to end-user experience
 - support a fully integrated system to external systems (e.g., DFS, insurance carriers, state universities) via fully tested file interfaces
 - cut over at least three months prior to Contract Expiration Date (Aug. 20, 2016) to allow for at least three cycles of parallel payroll overlap (old system and new system) with all supporting tools functional
 - establish a service center(s) with adequate numbers of trained staff, and fully implemented and tested service center business processes to ensure a seamless end-user experience with all supporting tools functional
 - support a seamless Plan Year 2017 Open Enrollment with minimal disruption to end-user experience
1. **Migration Plan:** Provide a Migration Plan that describes your approach to providing Migration Services. The plan should include a high level work breakdown structure that includes tasks, deliverables and work products (as described below) and due dates showing key milestones and dependencies (provide any assumptions that this schedule is based on). The following scope (at a minimum) should be addressed:
- (a) Contract Administration
 - i. Governance (reporting structure, change control, IV&V)
 - ii. Communications
 - iii. Roles and Responsibilities

- iv. Meetings
 - v. Performance Metric Management
 - vi. Reports
 - vii. Contract Compliance (insurance, performance bonds, security/background checks)
 - viii. Service Center Security Requirements
- (b) Data Center
- i. Hardware installation
 - ii. Software installation including a potential system freeze
 - iii. Migration of existing development, quality assurance, user acceptance and production environments
 - iv. Security installation
 - v. Supporting tools for system monitoring, configuration management, issue/defect management
 - vi. Bank/lockbox integration
 - vii. Knowledge transfer from existing Service Provider
 - viii. Disaster recovery/business continuity environment
 - ix. Data Warehouse
 - x. Talent management migration
 - xi. Flexible spending account migration
- (c) Service Center
- i. Knowledge and support for business processes
 - ii. Documentation (including business process maps, procedures, policies, online reference libraries, Division of State Group Insurance approval process)
 - iii. Case database (call notes, case notes)
 - iv. HR Specialist training materials

- v. Open cases transitioned from existing Service Provider
- vi. Archived records/employee records (forms, call recordings)
- vii. Templates of standard forms and letters

(d) Deliverables

- i. Contract Administration Plan – a plan that includes the vendor’s approach to governance (reporting structure, Change Control Board, IV&V), roles and responsibilities, communications, meetings, performance metric management, reports, contract compliance, performance bonds, insurance and security/background checks.
- ii. Draft Systems Migration Plan – a plan that includes the vendor’s approach to managing all of the activities and resources involved during the migration period. This plan should include, at a minimum overall approach, resources, project plan, milestones, dependencies and schedule.
- iii. Systems Architecture – a plan that includes the vendor’s approach to managing all system architecture components, including at a minimum, SAP, talent management, FSA/HSA, data warehouse, hardware/infrastructure, and software/applications.
- iv. System Integration Plan – a plan that includes the vendor’s approach to migrating existing interfaces (e.g., banks, agencies, insurance carriers, universities).
- v. Knowledge Transfer Plan – a plan that includes the vendor’s approach to transferring knowledge from the current People First vendor (regarding, at a minimum, system, service center operation, data center) and the Department (e.g., current business processes, policies) to the vendor awarded the Contract.
- vi. Service Center Operations Plan – a plan that includes the vendor’s approach to service center operations, including at a minimum, business processing, communication, tools, training and documentation.
- vii. Operations Readiness Plan – plan that includes the vendor’s approach to bringing the system(s) and services operational (i.e., Go Live/Cut-over).
- viii. Final Systems Migration Plan – a plan that includes the vendor’s final approach to managing all of the activities and resources involved during the migration period. This plan includes, at a minimum overall approach, resources, project plan, milestones, dependencies and schedule.

(e) Work Products

- i. Risk Management Plan – a plan that includes the vendor’s approach to identifying, monitoring and mitigating risks to the People First system and services.
- ii. Quality Management Plan – a plan that includes the vendor’s approach to managing and monitoring the quality of services, software, operations of People First.
- iii. Security Management Plan – a plan that includes the vendor’s approach to managing and monitoring the security of the systems and services and identifying security risks.
- iv. Disaster/Business Continuity Plan – a plan that describes the vendor’s approach, methodology and timelines associated with business continuity in the event of a disaster or major system outage.
- v. Organization Change Management Plan – a plan that describes the vendor’s approach to managing organizational change.
- vi. Configuration Management Plan – a plan that describes the vendor’s approach to managing the system configurations and customizations.
- vii. Recruitment Staffing Plan – a plan that describes the vendor’s approach to recruiting, onboarding/re-badging, staffing and training the necessary teams to implement and manage the system and services.
- viii. Testing Plan – a plan that describes the vendor’s approach to developing test scripts and managing testing activities. This plan includes, at a minimum, roles and responsibilities, environment/technical approach (unit, integration, system, user acceptance testing, regression), and the tools needed to test system changes before release to production.
- ix. Application Licenses Plan – a plan that describes the vendor’s approach to acquiring the necessary licenses to implement the People First systems and services. This plan should include, at a minimum, license type and approach, costs, user counts, maintenance agreements, schedules, monitoring and auditing.
- x. People First Materials (see Attachment A (Contract), Appendix G) – a plan for accepting and implementing HR software as part of the solution.

2. Migration Team.

- (a) Describe how you will establish a Migration Team that will be responsible for overseeing the migration of all Services from the incumbent Service Provider to begin providing Services and full performance of the Contract on August 21, 2016, 12:00:00 a.m.
- (b) Provide, at a minimum, the roles and hours by month for all vendor and State of Florida resources to be included as part of the Migration Plan.
- (c) Describe the migration experience of the Migration Team Members proposed in Section 7, (“Vendor Information”). The vendor agrees that the Department may, upon request, require the immediate addition or removal of a Migration Team Member.

- 3. Migration Experience.** Provide at least one example of where your company has successfully migrated services similar to what is being sought with this ITN. Identify migration challenges and explain how you addressed those challenges. Provide any lessons learned from migration services experience.

Note: The vendor awarded the Contract must develop a payment schedule with corresponding key milestones for the deliverables (mentioned above) for Migration Services. The Department will pay the awarded vendor based on the agreed upon schedule and upon acceptance by the Department of the milestones.

END OF SECTION

SECTION 11 PEOPLE FIRST OPTIMIZATION INITIATIVES AND PROJECTS

Instructions: Section 1.3 (“Vision – Next Generation Roadmap”) and Attachment L (“People First System Roadmap”) of this ITN provides an overview of the Department’s vision for the Next Generation of People First. The Optimization Initiatives and Projects listed on the Roadmap are explained below. The vendor is expected to use the information in this Section 11 to better understand the Department’s requirements for a specific item. The vendor must complete the spreadsheets provided in Attachments M through S of this ITN (as applicable) and include those completed spreadsheets in Tab H of the vendor’s reply to this ITN. The spreadsheets must be completed in their entirety.

Optimization Initiatives

1. **Portal/Mobile Strategy.** This strategy assesses the current environment and proposes an approach and solution to implement a central portal that will become the baseline solution for existing functionality, reporting, mobility, self-service, and a future HANA Upgrade. This initiative, including a collaborative strategy workshop with the Department, is to be performed in Year 0 to provide the foundation for a portal upgrade in Year 1. The vendor shall evaluate the Web Dynpro portal pages, landing pages, headers, footers, and BSPs that are currently in production, as well as requirements for mobility, the use cases and the platform. The vendor shall provide a detailed plan that defines the scope and approach to convert the Web Dynpro portal pages and customized BSPs into a new portal and an approach to implement the mobile architecture needed to support the solution. This strategy workshop and any additional research is expected to take 400 hours to complete, and shall include, at a minimum, the following:
 - i. Industry and technical solution research performed prior to the workshop
 - ii. Workshop facilitation
 - iii. Notes finalized daily and consolidated into one document (deliverable)
 - iv. Proposed implementation project plan to include, at a minimum, tasks, deliverables, dependencies, responsible parties, dates, and timeline (deliverable)
 - v. Final Portal/Mobile Strategy Roadmap document that addresses the proposed solution architecture, approach, scope, integration requirements, risks, estimated costs, and planned benefits (deliverable)

2. **Reporting/Data Strategy.** The Department plans to implement SAP HANA to replace the existing Oracle-based data warehouse. The vendor is also expected to layer the SAP BI

Suite of products on top of the HANA-based data warehouse. This strategy shall be based on the SAP Business Intelligence Suite of products and include a phased delivery approach to provide reporting applications to the User community. This may include, but is not restricted to, implementing Dashboards, Web Intelligence, Crystal Reports, Explorer, and Lumira visualization. This initiative, including a collaborative strategy workshop with the Department, is to be performed in Year 0 to provide the foundation for a new SAP HANA database (for the data warehouse) and Business Intelligence implementation in Years 1 and 2. This strategy workshop and any additional research is expected to take 400 hours to complete, and shall include, at a minimum, the following:

- i. Industry and technical solution research performed prior to the workshop
- ii. Workshop facilitation
- iii. Notes finalized daily and consolidated into one document (deliverable)
- iv. Proposed implementation project plan to include, at a minimum, tasks, deliverables, dependencies, responsible parties, dates, and timeline (deliverable)
- v. Final Reporting/Data Strategy Roadmap document that addresses the proposed solution architecture, approach, scope, integration requirements, risks, estimated costs, and planned benefits (deliverable)

3. **HANA Upgrade Strategy.** This strategy will provide the Department with a planning document and roadmap for procurement decisions on the potential future contract (Years 6 – 10). It is critical that the Department plan for a major release upgrade project or a migration to a SAP HCM on Enterprise HANA solution since maintenance for SAP ECC 6.0 will soon be coming to an end. This initiative, including a collaborative strategy workshop with the Department, and any additional research is expected to take 400 hours to complete, and shall include, at a minimum, the following:

- i. Industry and technical solution research performed prior to the workshop
- ii. Workshop facilitation
- iii. Notes finalized daily and consolidated into one document (deliverable)
- iv. Proposed implementation project plan to include, at a minimum, tasks, deliverables, dependencies, responsible parties, dates, and timeline (deliverable)
- v. Final HANA Upgrade Strategy Roadmap document that addresses the proposed solution architecture, approach, scope, integration requirements, risks, estimated costs, and planned benefits (deliverable)

4. **Flexible Spending Account/Health Savings Account Enhancements.** The People First System currently supports a third party (Subcontractor) FSA/HSA program. The program includes a Medical Reimbursement Account, an MRA debit card (myMRA card), a Dependent

Care Reimbursement Account and a Health Savings Account. Employees enroll in these tax-favored account offerings upon employment, during a qualified status change event, or during open enrollment through the enrollment screens in People First. Data is shared between the third party vendor and the People First Systems via interface files.

The “As Is” System Functionality document (Attachment B) captures the program’s functionality as offered today and the vendor is expected to meet these requirements. Also, the vendor is expected to deploy new system enhancements to supplement the functionality provided today by the end of Year 1. Vendors should review the FSA/HSA Enhancement Requirements (Attachment M) to determine those system enhancement requirements. The vendor shall complete the spreadsheet provided in Attachment M (“FSA/HSA Enhancement Requirements”) of this ITN and include the completed spreadsheet in Tab H of the vendor’s response to this ITN.

5. **Performance Management Enhancements.** The People First System currently supports a third party software solution (Subcontractor) for Performance Management. The Performance Management module provides managers and employees the ability to prepare, review and acknowledge completion of employee performance plans and evaluations in a statewide standardized approach. Employees are initiated into performance plans based off of predetermined eligibility. Managers then set expectations and complete performance evaluations. Data is shared from the People First System to the third party vendor via interface files.

The “As Is” System Functionality document (Attachment B) captures the program’s functionality as offered today and the vendor is expected to meet these requirements. Also, the vendor is expected to deploy new system enhancements to supplement the functionality provided today by the end of Year 1. Vendors should review the Performance Management Enhancement Requirements (Attachment N) to determine those system enhancement requirements. The vendor shall complete the spreadsheet provided in Attachment N (“Performance Management Enhancement Requirements”) of this ITN and include the completed spreadsheet in Tab H of the vendor’s response to this ITN.

6. **Recruitment Enhancements.** The People First System currently supports a third party software solution (Subcontractor) for recruitment. Applicants have the ability to create individual applicant accounts where they can save their State of Florida employment application along with any other attachments (veteran documents, resume, etc.) and can then apply for advertised vacancies as they become available. Agency hiring managers can use the information obtained during the application process to make a hiring decision. Data is shared from the People First System to the third party vendor via interface files.

The “As Is” System Functionality document (Attachment B) captures the program’s functionality as offered today and the vendor is expected to meet these requirements. Also, the vendor is expected to deploy new system enhancements to supplement the functionality provided today by the end of Year 1. Vendors should review the Recruitment Enhancement Requirements (Attachment O) to determine those system enhancement requirements. The vendor shall complete the spreadsheet provided in Attachment O (“Recruitment Enhancement Requirements”) of this ITN and include the completed spreadsheet in Tab H of the vendor’s response to this ITN.

7. **Technical Upgrade.** The People First System Roadmap (Attachment L) focuses on upgrading the SAP software to establish a current and up-to-date technical baseline. This technical upgrade includes applying all support and EHPs released by SAP to the latest and most up-to-date software versions of NetWeaver and SAP ECC in Year 1. This effort is to only install and not to implement the SAP ECC EHPs. The vendor should review Section 1.2 (“Background”) of this ITN to understand the technical components and features of the system as well as the “As Is” System Functionality document (Attachment B) that provides a description of the customizations by business process/functional area.

8. **Functional Gap Analysis.** Once the technical upgrade is completed, the vendor will work cooperatively with the Department to perform a detailed Functional Gap Analysis to assess the impact of the EHPs to the current functional baseline solution. This analysis is to be performed in Year 1 to determine new functionality to be deployed, as well as customizations to be replaced by new or existing SAP functionality in the EHPs. The People First System Roadmap (Attachment L) shows “Enhancements” in Years 2-5 which are a result of this analysis using System Enhancement Hours. This analysis is expected to take 400 hours to complete, and shall include, at a minimum, the following:
 - i. Industry and technical solution research performed prior to the workshop
 - ii. Workshop facilitation
 - iii. Notes finalized daily and consolidated into one document (deliverable)
 - iv. Proposed implementation project plan (covering Years 2-5) to include, at a minimum, tasks, deliverables, dependencies, responsible parties, dates, and timeline (deliverable)
 - v. Final Functional Gap Analysis Roadmap document that addresses the proposed functional enhancements to deploy, solution architecture, approach, scope, integration requirements, risks, estimated costs (in terms of System Enhancement Hours), and planned benefits (deliverable)

Projects

9. **SAP BI Suite on HANA Reporting and Data Warehouse Upgrade.** The People First System currently has an Oracle-based data warehouse in which transactional data from the SAP ECC system is extracted and loaded into the data warehouse on a nightly, weekly, or monthly basis. Other outside data is sent to and loaded into the data warehouse from third party sources via File Transfer Protocol (FTP). Pre-defined/ pre-built reports are made available for Users to run from a portal within the People First System. Along with access to pre-built reports, Users with granted access to the data warehouse views may run ad-hoc queries via a per-User licensed query tool. There are approximately 100 custom views developed in the Oracle database and 38 standard or “canned” reports in the data warehouse solution.

The Department plans to begin implementing the SAP HANA database to replace the existing Oracle-based data warehouse followed by the layering of the SAP BI Suite of products on top of the HANA-based data warehouse. These products would include all or a combination of the following applications: dashboards, web intelligence, crystal reports, Explorer, and Lumira visualization and any other BI Suite applications. In addition, as part of the SAP BI Suite implementation, the vendor is expected to implement a query and report building tool/software that would be fully supported, managed, and maintained by the vendor. Data warehouse Users would have access to the tool/software through the web. A link would be built in the People First System, to provide a ‘single sign on’ operation, similar to the “Performance & Talent Management” module today.

These initiatives are dependent on the reporting/data strategy in Year 0. Such an implementation is expected to begin in Year 1 and finish no later than the end of Year 2. This solution will provide the Department the ability to provide enhanced reporting and analytics capabilities by replacing the existing data warehouse with more robust functionality. It will also provide a baseline for a future SAP HCM on Enterprise HANA migration as shown on the Roadmap in Years 6 – 10. The vendor should review the “As Is” System Functionality document (Attachment B) that provides a description of the data warehouse technical features and data warehouse reports. The Department’s expectations are for the vendor to provide a separate price for hardware, software, and implementation in the Financial Reply (Section 12 of this ITN) for a SAP BI Suite on HANA Reporting and Data Warehouse upgrade.

10. **Portal Upgrade.** A portal upgrade is another key deployment in Year 1 and is dependent on the portal/mobile strategy defined in Year 0. The People First portal is a set of secure User-facing web pages used to make the People First System available to Users through a secure

login protocol. It is currently customized primarily using the BSP technology, with Web Dynpro being used for the employee timesheet and SAP reports. The objective of the portal upgrade is to move to the latest SAP portal that will allow the state to take advantage of more standard SAP portal functionality, look and feel, and better position the state for a mobile implementation.

Mobile solutions include the ability for a User to use a smart telephone, tablet, and other electronic devices, including at a minimum, iOS, Android and Windows devices, and any other device agnostic platforms currently under development to perform an HR activity described in this ITN. Examples of mobile applications may include creating and approving timesheets, viewing leave balances, creating and approving leave requests, approving personnel action requests, managing flexible spending accounts, approving performance evaluations, approving job requisitions, and submitting for job postings. The Department's expectations are for the vendor to provide a separate price for hardware, software, and implementation in the Financial Reply (Section 12 of this ITN) for a portal upgrade.

11. **Learning Management System.** Since the technical baseline and all infrastructure-related implementations will be in place at the end of Year 1, the development and deployment of a new LMS is the focus of Year 2. Today, the State of Florida does not have an enterprise-wide LMS solution to track and manage training activities, but all state agencies have an LMS need. The State of Florida needs can be broken out into three key areas: statewide training, agency-specific training, and compliance training. The goal is to provide an integrated solution with all other talent management processes (e.g., onboarding, recruitment, performance) to minimize the initial timeframe for implementation, costs, risks, maintenance efforts, testing activities, and overall system enhancement complexity. The Learning Management System Requirements provided in Attachment P capture functionality that the State is seeking through this ITN. The vendor shall complete the spreadsheet provided in Attachment P of this ITN and include the completed spreadsheet in Tab H of the vendor's response to this ITN.
12. **Onboarding.** The Department plans to implement a standardized, automated onboarding process in Year 3. The People First System currently does not support an onboarding module, but all state agencies have an automated onboarding need. Onboarding is defined as the mechanism used to: initiate new employees into their new job; acquire the necessary information from the employee (e.g., I-9); and to start the development process for the employee. The goal of the onboarding process would be to provide an integrated solution with all other talent management processes (e.g., LMS, recruitment, performance). This integration will allow for the collection of data (personal and employee) at various points of the onboarding process and apply them in the People First System (SAP). The Onboarding Requirements provided in Attachment Q capture functionality that the State is seeking

through this ITN. The vendor shall complete the spreadsheet provided in Attachment Q of this ITN and include the completed spreadsheet in Tab H of the vendor's to this ITN.

13. **Org Charting/Modeling.** The Department plans to implement a standardized, org charting/modeling solution in Year 4 that is not currently in existence today. The solution would generate and publish detailed organization charts for an agency's workforce visualization needs, and create proposed organization models. Providing a standard tool for capturing agency organization structures would streamline information such as job titles, class codes, and organization codes into the templates. The Org Charting/Modeling Requirements provided in Attachment R capture functionality that the State is seeking through this ITN. The vendor shall complete the spreadsheet provided in Attachment R of this ITN and include the completed spreadsheet in Tab H of the vendor's response to this ITN.

Other Services (to be considered at a later date)

14. **Payroll End-to-End Processing Enhancement.** Currently, parts (gross salary calculations, miscellaneous deductions, etc.) of the biweekly, monthly, supplemental and Criminal Justice Incentive Payment (CJIP) payrolls are completed within the existing People First solution. Refer to the Payroll "As Is" System Functionality included in Attachment B for current payroll processes that are administered as part of the People First solution.

However, the DFS owns the payroll process for the state and manages the recording and payment execution, creation and maintenance of employee payment records, and taxation accounting (including federal and local tax reporting and payments; e.g., Forms W-2, 941) for state officers and employees, computes employer cost (calculating to gross salary charge) and net pay and initiates all accounting entries, including payroll distribution files. Both the gross salary charge and net pay are calculated based on the payroll requisition files received from People First, the Florida Legislature, the Florida Department of Highway Safety and Motor Vehicles and the Florida Department of Military Affairs (DMA). In addition to the payroll requisition files, separate files are also provided to DFS from various entities to control retirement contributions and deferred compensation deduction amounts and/or percentages. These supporting files are used in the calculations of gross salary charge and net pay.

In general, the payroll requisition files from People First, the Florida Legislature and the Department of Highway Safety and Motor Vehicles are processed on the regular payroll runs (biweekly, monthly and supplemental payrolls). However, separate payroll flows and payroll processes are used to calculate and process payments for the CJIP files (order and position authorization files) sent from People First to DFS and for the payroll files from DMA for the State Active Duty (SAD) payroll. The SAD payroll is used to compensate Florida National Guard members for certain qualifying military related events (e.g., qualifying training) and

most of the individuals on the SAD payroll files are generally not State employees (however, form W-2s are printed for these individuals). The SAD payroll input file includes both cash gross and related tax deductions for all individuals. Based on the type of payment, some payments are not taxed. The file is processed through a custom validation process to ensure the file layout and dollar values match. In addition to these payrolls (biweekly (2-3 per month), monthly, supplemental (2-3 per month), CJIP and SAD), DFS also processes a custom daily On-Demand Payroll that is used to process settlements, retroactive payments (more than two pay periods back), beneficiary payments and selected other payments that cannot be processed on the other payroll runs. Unlike the other payrolls which generally have a four - six business day process to deposit cycle, the On-Demand Payroll has a two-day deposit cycle.

The goal for the payroll end-to-end processing is to complete all payroll activities, calculations and create payroll distribution files using the People First System (SAP). The payroll end-to-end processing requirements spreadsheet provided in Attachment S captures the functionality that is being sought through this ITN. The vendor shall complete the spreadsheet provided in Attachment S of this ITN and include the completed spreadsheet in Tab H of the vendor's response to this ITN.

15. Email Box and Online Submission

One way to promote greater efficiency is to implement an email box and online submission option. [Note: Mail and fax submissions will still need to be supported by the service provider for those few instances where mail or fax is necessary.] The email box would be located on the People First System for Covered Population questions or assistance ("inquiries"). The email box shall include a dropdown for the functional area, a section for the question/comment, a section for Covered Population contact information, and have the ability to transmit real-time. The system shall send an automated, immediate reply to the sender that would show that the inquiry was received by the Service Provider. The Service Provider shall respond in detail to all email inquiries within one business day of receiving the inquiry. The Service Provider and Department shall work cooperatively in the development of the email box to ensure it meets the customer service expectations of the Department and Covered Population.

In addition, the Service Provider shall develop secure, online submission functionality to receive forms and documents normally sent by Covered Population via fax or mail. This process must be contained within the People First System, requiring participants to securely log into the People First System to submit forms and documents. Access to this online submission process must be easily accessible for employees (e.g., included in the My Quick Links section on each landing page). Process must include the ability to select the document type and the ability to attach multiple documents at one time. Documents must be encrypted

within the applicable databases. The Service Provider and Department shall work cooperatively in the development of the online submission functionality to ensure it meets requirements of Section 6 (“Security”) of the Contract (Attachment A) and the customer service expectations of the Department and Covered Population.

The Department’s expectations are for the vendor to provide a price for a new email box and online submission option in the Price Proposal Spreadsheet (Section 12 and Attachment T of this ITN).

END OF SECTION

SECTION 12 – FINANCIAL REPLY

Instructions: Provide a price proposal for each item on the Price Proposal Spreadsheet (Attachment T). The spreadsheet must be completed in its entirety. The Price Proposal Spreadsheet (Attachment T) must be included in Tab I and a description of each item is provided below.

A. Migration Services Provided

1. Hardware – Price of all physical components (servers, switches, etc.) required to purchase, install, run and secure SAP and all supporting systems (excluding service center operations and any other hardware price separated out or included in another line item in this section).
2. Data Center Operations (including labor) – Physical data center price for storage, infrastructure, data center (e.g., racks, cabling) and network equipment, system monitoring, building monitoring (e.g., temperature, humidity), as well as the operations price (e.g., overhead, data center staff).
3. SAP Licensing – SAP license price for the SAP Software used to run the People First solution. Note: The Department reserves the right to license directly with SAP for SAP licenses and other SAP products during the Negotiation Phase of this ITN.
4. Software – Price of all software required to migrate and bring the solution online “As Is” prior to cut-over, excluding the license price for SAP, service center operations, and any other license price separated out or included in another line item in this section.
5. Licensing for Transactional Database (excluding SAP) – License price for the database(s) used to host the SAP software solution.
6. Licensing for Data Warehouse (excluding SAP) – License price for the database(s) used to host the data warehouse information.
7. Application Support Labor (SAP and data warehouse functional and technical resource prices) – Service Provider only (not to include Subcontractors) – Price for all IT staff (excluding data center operations staff) required to migrate and bring both the SAP and data warehouse solutions online “As Is” prior to cut-over.
8. Service Center Operations (including Labor) – Price to physically setup, secure and staff the service center and all related cost for service center technology, software and hardware (e.g., IVR, case management solution).

9. FSA/HSA Program Subcontractor Software and Labor – Subscription, set-up, configuration and customer support price required to migrate and bring the solution online “As Is” prior to cut-over.
10. Performance Management and Recruitment Subcontractor Software and Labor – Subscription, set-up, configuration and customer support price required to migrate and bring the solution online “As Is” prior to cut-over.
11. All Other Prices (include description of what is included in this price) – Additional prices not identified elsewhere in this Section 12 A.
12. Total Migration Price – Total price captured in Section 12 A, items 1 – 11 above.
13. Provide narrative to explain these prices (optional) – To be used by vendor as needed to provide additional information around the price proposal.

B. Ongoing System Operation Maintained by Service Provider

1. Hardware – Price of all physical components (servers, switches, etc.) required to purchase, install, run and secure SAP and all supporting systems (excluding service center operations and any other hardware price separated out or included in another line item in this section).
2. Data Center Operations (including labor) – Physical data center price for storage, infrastructure, data center (e.g., racks, cabling) and network equipment, system monitoring, building monitoring (e.g., temperature, humidity), as well as the operations price (e.g., overhead, data center staff).
3. SAP Licensing – SAP license price for the SAP Software used to run the People First solution. Note: The Department reserves the right to license directly with SAP for SAP licenses and other SAP products during the Negotiation Phase of this ITN.
4. Software – Price of all software required to run the People First solution, excluding the license price for SAP, service center operations, and any other license price separated out or included in another line item in this section.
5. Licensing for Transactional Database (excluding SAP) – License price for the database(s) used to host the SAP software solution.
6. Licensing for Data Warehouse (excluding SAP) – License price for the database(s) used to host the data warehouse information.
7. Application Support Labor (SAP and data warehouse functional and technical resource prices) – Service Provider only (not to include Subcontractors) – Price for all

IT staff (excluding data center operations staff) required to develop and maintain all aspects of the applications.

8. FSA/HSA Program Subcontractor Software and Labor – Subscription, set-up, configuration and customer support price required to provide FSA/HSA services to the State of Florida.
9. Performance Management and Recruitment Subcontractor Software and Labor – Subscription, set-up, configuration and customer support price required to provide Performance Management and Recruitment functionality to the State of Florida.
10. All Other Prices (include description of what is included in this price) – Additional prices not identified elsewhere in this Section 12 B.
11. Total Ongoing System Operation Price – Total price captured in Section 12 B, items 1 – 10 above.
12. Provide narrative to explain these prices (optional) – To be used by vendor as needed to provide additional information around the price proposal.

C. Ongoing Service Delivery Maintained by Service Provider

1. Hardware – Price of all physical components required to purchase, install, run and secure all supporting systems in the service center.
2. Service Center Operations (including labor) – Price to physically setup, secure, staff and maintain the service center and all related costs for service center technology, software and hardware (e.g., IVR, case management solution).
3. Software – Price of all software required to support the service center operations.
4. All Other Prices (include description of what is included in this price) – Additional prices not identified elsewhere in this Section 12 C.
5. Total Ongoing Service Delivery Price – Total price captured in Section 12 C, items 1 – 4 above.
6. Provide narrative to explain these prices (optional) – To be used by vendor as needed to provide additional information around the price proposal.

D. Optimization Initiatives and Projects

1. Portal/Mobile Strategy – Price to provide a collaborative strategy workshop with the Department and the associated deliverables as described in Section 11.

2. Reporting/Data Strategy – Price to provide a collaborative strategy workshop with the Department and the associated deliverables as described in Section 11.
3. HANA Upgrade Strategy – Price to provide a collaborative strategy workshop with the Department and the associated deliverables as described in Section 11.
4. Flexible Spending Account/Health Savings Account Program Enhancements - Implementation – Price to deploy new Flexible Spending Account/Health Savings Account enhancements to supplement the functionality provided at cut-over as described in Section 11.
5. Performance Management Enhancements - Implementation – Price to deploy new Performance Management enhancements to supplement the functionality provided at cut-over as described in Section 11.
6. Recruitment Enhancements - Implementation – Price to deploy new Recruitment enhancements to supplement the functionality provided at cut-over as described in Section 11.
7. Technical Upgrade – Price to upgrade the SAP software to establish a current and up-to-date technical baseline as described in Section 11.
8. Functional Gap Analysis – Price to perform a detailed Functional Gap Analysis in cooperation with the Department to assess the impact of the EHPs to the current functional baseline solution, and the associated deliverables as described in Section 11.
9. Portal Upgrade - Hardware – Price of all physical components required to move to the latest SAP portal.
10. Portal Upgrade - Software – Price of all software required to move to the latest SAP portal.
11. Portal Upgrade - Implementation – Price to manage all of the resources and activities involved in deploying a portal upgrade (excluding hardware and software costs).
12. SAP BI Suite on HANA Reporting and Data Warehouse Upgrade - Hardware – Price of all physical components required to implement the SAP HANA database to replace the existing Oracle-based data warehouse, followed by the layering of the SAP BI Suite of products on top of the data warehouse.
13. SAP BI Suite on HANA Reporting and Data Warehouse Upgrade - Software – Price of all software required to implement the SAP HANA database to replace the existing

Oracle-based data warehouse, followed by the layering of the SAP BI Suite of products on top of the data warehouse.

14. SAP BI Suite on HANA Reporting and Data Warehouse Upgrade - Implementation – Price to manage all of the resources and activities involved in implementing the SAP HANA database to replace the existing Oracle-based data warehouse, followed by the layering of the SAP BI Suite of products on top of the data warehouse (excluding hardware and software costs).
15. Learning Management System – Hardware – Price of all physical components required to implement a new enterprise-wide Learning Management solution.
16. Learning Management System – Software – Price of all software required to implement a new enterprise-wide Learning Management solution.
17. Learning Management System - Implementation – Price to manage all of the resources and activities involved in implementing a new enterprise-wide Learning Management solution (excluding hardware and software costs).
18. Learning Management System - Annual Support – Price to have the third party vendor available to provide technical assistance on the product.
19. Onboarding - Hardware – Price of all physical components required to implement a new standardized, onboarding module.
20. Onboarding – Software – Price of all software required to implement a new standardized, onboarding module.
21. Onboarding – Implementation – Price to manage all of the resources and activities involved in implementing a new standardized, onboarding module (excluding hardware and software costs).
22. Onboarding – Annual Support – Price to have the third party vendor available to provide technical assistance on the product.
23. Org Charting/Modeling – Hardware – Price of all physical components required to implement a new standardized, Org Charting/Modeling solution.
24. Org Charting/Modeling – Software – Price of all software required to implement a new standardized, Org Charting/Modeling solution.
25. Org Charting/Modeling – Implementation – Price to manage all of the resources and activities involved in implementing a new standardized, Org Charting/Modeling solution (excluding hardware and software costs).

26. Org Charting/Modeling – Annual Support – Price to have the third party vendor available to provide technical assistance on the product.
27. Total Optimization Initiatives and Projects Price – Total price captured in Section 12 D, items 1 – 26 above.
28. Provide narrative to explain these prices (optional) – To be used by vendor as needed to provide additional information around the price proposal.

E. Other Contractual Requirements Price

1. To be determined by Vendor (optional).
2. To be determined by Vendor (optional).
3. Total Other Contractual Requirements Price – Total price captured in Section 12 E, items 1 – X above.
4. Provide narrative to explain these prices (optional) – To be used by vendor as needed to provide additional information around the price proposal.

F. GRAND TOTAL – Total price of Sections 12 A, B, C, D and E above.

G. Other Services

1. Payroll End-to-End Processing Enhancements – Hardware – Price of all physical components required to complete the additional payroll activities, calculations and payroll distribution files using the People First System (SAP).
2. Payroll End-to-End Processing Enhancements – Software – Price of all software required to complete the additional payroll activities, calculations and payroll distribution files using the People First System (SAP).
3. Payroll End-to-End Processing Enhancements – Implementation – Price to manage all of the resources and activities involved in completing the additional payroll activities, calculations and payroll distribution files using the People First System (SAP) (excluding hardware and software costs). Prices shall include all implementation pricing to modify the existing payroll process in People First (Attachment B – “As Is” System Functionality) to process payroll end-to-end (Attachment S – Payroll End-to-End Processing Requirements). Price shall not include any pricing to maintain the current payroll processes (Attachment B - “As Is” System Functionality).
4. Payroll End-to-End Processing Enhancements – Annual Support – Price to have the third party vendor available to provide technical assistance on the product for the

additional payroll activities, calculations and payroll distribution files as defined in (Attachment S – Payroll End-to-End Processing Requirements). Price shall not include any pricing to maintain the current payroll processes (Attachment B - “As Is” System Functionality).

5. Email Box and Online Submission – Hardware – Price of all physical components required to provide email box and online submission system functionality.
 6. Email Box and Online Submission – Software – Price of all software required to provide new email box and online submission system functionality.
 7. Email Box and Online Submission – Implementation – Price to manage all of the resources and activities involved in completing email box and online submission system functionality and services.
 8. Other Services Total – Total pricing captured in Section 12 G, items 1 – 7 above.
 9. Provide narrative to explain this pricing (optional) – To be used by vendor as needed to provide additional information around the price proposal.
- H. Assumptions – To be used by vendor as needed to provide any assumptions that were built into the Price Proposal.

END OF SECTION

SECTION 13 – FORMS

The following forms (Form 1 through Form 6) included in this Section must be completed and attached in their entirety with the signature of the vendor's authorized agent and included in Tab J. **Failure to complete, sign, and/or return these documents with replies by the submission deadline may result in disqualification of the reply.**

The remainder of this page
is intentionally left blank.

FORM 1 – VENDOR CERTIFICATION

As the person authorized to sign on behalf of _____ [vendor name], I certify the following.

1. The above-named vendor understands that all information provided by and representations made by the vendor are material and will be relied on by the Department in awarding the Contract. The Department reserves the right to investigate all representations and any other information the Department deems pertinent. Any misstatement will be treated as fraudulent concealment from the Department of true facts relating to the submission of the reply. A misrepresentation will be punishable by law, including but not limited to chapter 817, Florida Statutes. Accordingly, all information and representations contained in this reply are true and accurate to the best of my knowledge, and no modifications have been made to this ITN Section 13 forms submitted with the vendor's reply.
2. The above-named vendor has not been placed within the last 36 months on the Department's Convicted Vendor List or on a similar list maintained by any other governmental entity.
3. The above-named vendor is not currently under suspension of debarment by the State of Florida or any other governmental entity.
4. The above-named vendor and its affiliates, subsidiaries, directors, officers, and employees are not currently under investigation by any governmental authority and have not in the last 10 years been convicted or found liable for any act prohibited by law in any jurisdiction involving conspiracy or collusion with respect to bidding on any public contract.
5. The above-named vendor currently has no delinquent obligations to the State of Florida, including a claim by the State for liquidated damages under any other contract.
6. The above-named vendor has fully informed the Department in writing of all convictions of the vendor; its affiliates (as defined in section 287.133(1)(a), Florida Statutes); and all directors, officers, and employees of the firm and its affiliates for violation of state or federal antitrust laws with respect to a public contract for violation of any state or federal law involving fraud, bribery, collusion, conspiracy, or material misrepresentation with respect to a public contract. This includes disclosure of the names of current employees who were convicted of contract crimes while in the employ of another company.

Signature of Authorized Representative:

Name: _____

Title: _____

Date: _____, 2015

Mailing Address:

Email Address: _____

Telephone: _____

FORM 2 – NOTICE OF CONFLICT OF INTEREST

Vendor Name _____

For the purpose of participating in the solicitation process and complying with the provisions of Chapter 112, of the Florida Statutes, the undersigned corporate officer states as follows:

The persons listed below are corporate officers, directors or agents and are currently employees of the State of Florida or one of its agencies:

_____	_____
_____	_____
_____	_____

The persons listed below are current State employees who own an interest of ten percent or more in the vendor named above:

_____	_____
_____	_____
_____	_____

FORM 3 – NON-COLLUSION AFFIDAVIT

STATE OF _____

COUNTY OF _____

I state that I _____ of _____,
(Name and Title) (Name of Vendor)

am authorized to make this affidavit on behalf of my firm and its owner, directors and officers. I am the person responsible in my firm for the price(s) and amount(s) of this reply, and the preparation of the reply. I state that:

1. The price(s) and amount(s) of this reply have been arrived at independently and without consultation, communication or agreement with any other vendor, Provider, potential provider, Proposer, or potential Proposer.
2. Neither the price(s) nor the amount(s) of this reply, and neither the approximate price(s) nor approximate amount(s) of this reply, have been disclosed to any other vendor or person who is a vendor, Provider, potential Provider, Proposer, or potential Proposer, and they will not be disclosed before reply submission.
3. No attempt has been made or will be made to induce any vendor or persons to refrain from submitting a reply for the contract, or to submit a price(s) higher than the prices in this reply, or to submit any intentionally high or noncompetitive price(s) or other form of complementary reply.
4. The reply of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive reply.
5. _____, its affiliates, subsidiaries, officers, director, and employees
(Name of Vendor)
are not currently under investigation, by any governmental agency and have not in the last three years been convicted or found liable for any act prohibited by state or federal law in any jurisdiction, involving conspiracy or collusion with respect to the reply, on any public contract, except as follows:

I state that I and the named vendor understand and acknowledge that the above representations are material and important, and will be relied on by the State of Florida for which this reply is submitted. I understand and my firm understands that any misstatement in this affidavit is, and shall be treated as, fraudulent concealment from the State of Florida of the true facts relating to the submission of responses for the contract.

Human Resources Outsourcing – People First
Florida Department of Management Services

Dated this _____ day of _____ 2015.

Name of Vendor: _____

Signed by: _____

Print Name _____

Being duly sworn deposes and says that the information herein is true and sufficiently complete so as not to be misleading.

Subscribed and sworn before me this _____ day of _____ 2015.

Notary Public: _____

My Commission _____

Expires: _____

FORM 4 – STATEMENT OF NO INVOLVEMENT

I, _____, as an authorized representative of the aforementioned company, certify that no member of this firm nor any person having any interest in this firm has been involved with the Department of Management Services to assist it in:

1. Developing this solicitation; or,
2. Performing a feasibility study concerning the scope of work contained in this Invitation to Negotiate.

Name of Vendor

Signature of Authorized Representative and Date

Print Name

FORM 5 – BUSINESS/CORPORATE REFERENCE

This form must be completed by the person giving the reference on the Vendor. For purposes of this form, the Vendor is the business entity that currently or has previously provided services to your organization, and is submitting a reply to a solicitation. Upon completion of this form, please return original to Vendor.

This business reference is for (Vendor's Name): _____

Name of the person providing the reference: _____

Title of person providing the reference: _____

Organization name of person providing the reference: _____

Telephone number of the person providing the reference: _____

Please identify your relationship with the Vendor (e.g., subcontractor, customer).

How many years have you done business with the Vendor? _____

Please provide dates: _____

If a customer, please describe the primary service the Vendor provides your organization.

Did the Vendor act as a primary provider or as a subcontractor? _____

Do you have a business, profession, or interest in the Vendor's organization? If yes, what is that interest?

Have you experienced any contract performance problems with the Vendor's organization?

Would you conduct business with the Vendor's organization again? _____

Are there any additional comments you would like to make regarding the Vendor's organization?

Dated this _____ day of _____ 2015.

Name of Vendor: _____

Signed by: _____

Print Name _____

Being duly sworn deposes and says that the information herein is true and sufficiently complete so as not to be misleading.

Subscribed and sworn before me this _____ day of _____ 2015.

Notary Public: _____

My Commission Expires: _____

FORM 6 – ADDENDUM ACKNOWLEDGEMENT

This acknowledgment form serves to confirm that the Vendor has reviewed, complied with and/or accepted all Addenda to the solicitation posted on the Vendor Bid System (VBS).

Please list all Addendum or Addenda below.

Name of Vendor

Signature of Authorized Representative and Date

Print Name

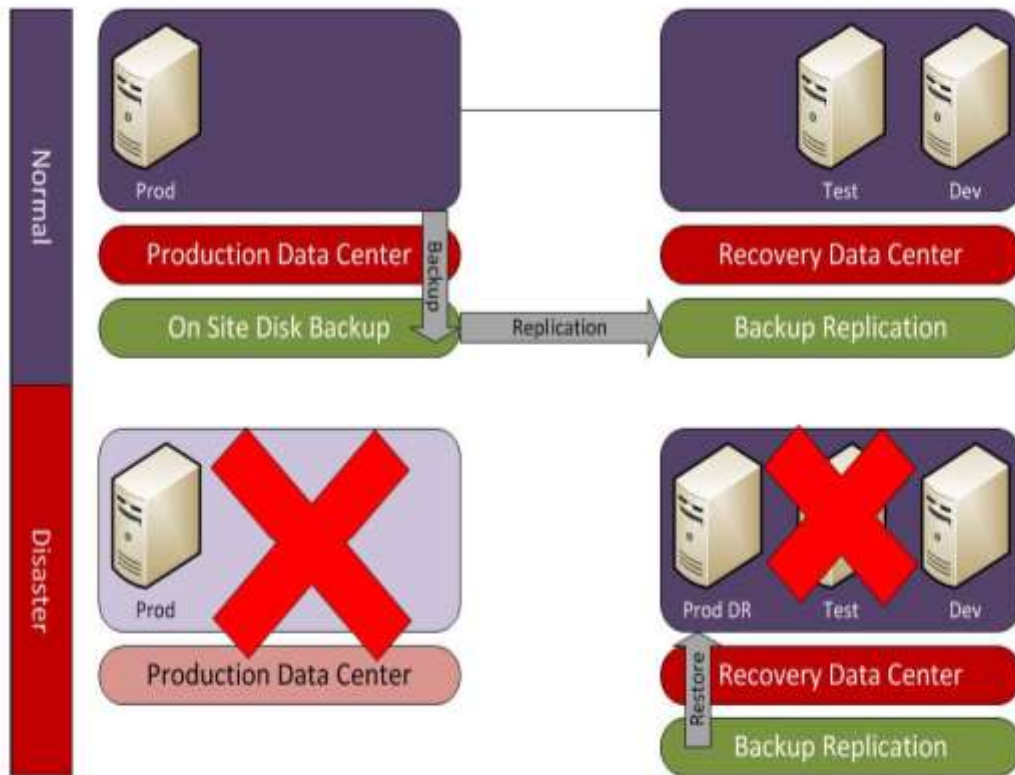
ATTACHMENT A
CONTRACT (SEE DISK)

ATTACHMENT B

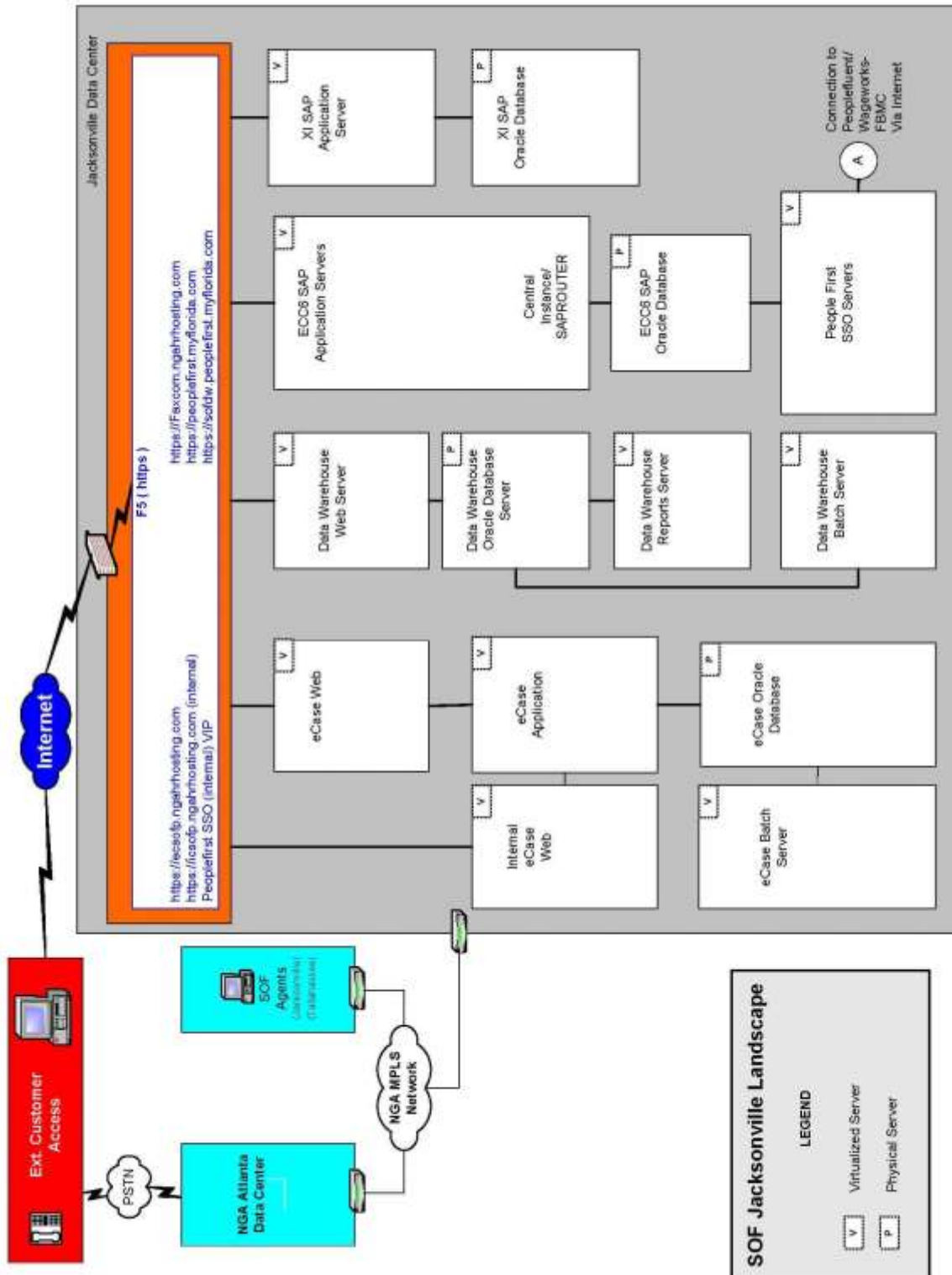
“AS IS” SYSTEM FUNCTIONALITY (SEE DISK)

ATTACHMENT C
“AS IS” SERVICE CENTER FUNCTIONALITY (SEE DISK)

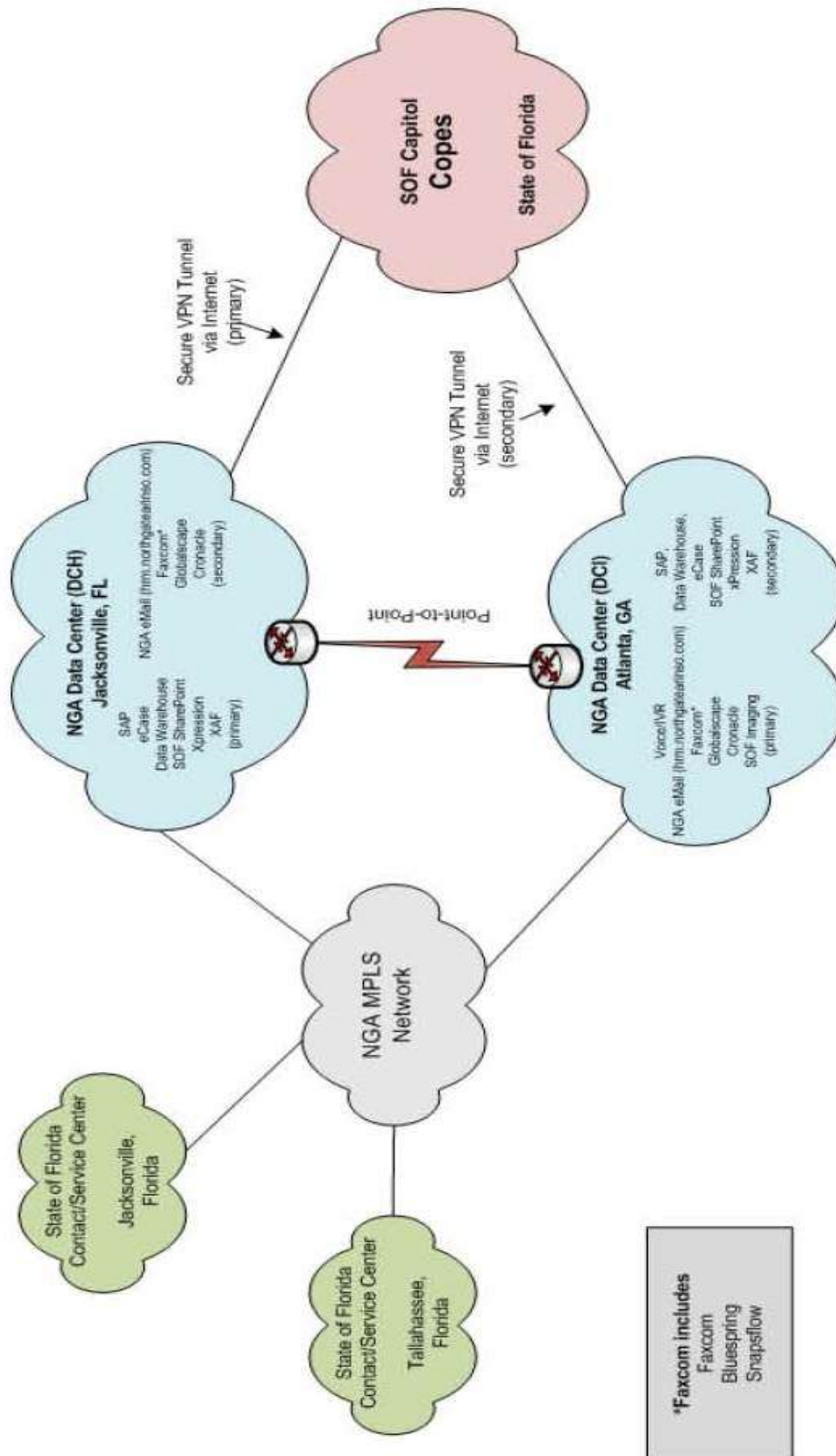
ATTACHMENT D STATE OF FLORIDA NETWORK LANDSCAPE



Human Resources Outsourcing – People First
 Florida Department of Management Services



Human Resources Outsourcing – People First
 Florida Department of Management Services



ATTACHMENT E TECHNOLOGY DRIVERS LISTING

Architecture Component/Interface	Product Name	Description
Batch Processing	Cronacle (Version M33.58-58052)	Redwood's Cronacle is a software tool designed to schedule batch processing and to monitor the status of all system/batch jobs.
Benefits – Document Processing	Total Agility 6.0.2.2	Kofax document processing product, Total Agility, is an optical reader that scans, classifies and routes documents to the right team for handling.
Benefits – Imaged Document Archive	IDA 1.5.01	Intelligent Document Architecture (IDA) is an in-house solution to archive imaged documents and is integrated with the service center's call and case tracking tool (eCase).
Case Tracking Tool	eCase	The eCase product is a call and case tracking tool developed by the Service Provider and used by the service center to record and manage interactions with state employees and their dependents.
Core Business Application (ERP)	SAP (ECC 6.0)	SAP stands for "Systems Applications and Products" and has evolved over the years to manage financial, asset, cost accounting, human resources/personnel, payroll, workflow modules and other service offerings. The core HR functions for the state run on the SAP ERP application. The ERP version being supported is SAP Enterprise Central Component 6.0 (ECC 6.0).
Data Warehouse	Oracle 11g Enterprise Edition (Release 11.2.0.3.0)	The state has a centralized data repository for historical and current transactional data for Users.
Facsimile Processing	Faxcom Server 6.5.1.1	Biscom's facsimile server is used to send and receive electronic images of paper documents.
Integrated Development Environment (IDE)	NetWeaver 7.0	Supports the development and runtime environment for SAP business applications and is used to extend code and integrate with other applications and systems. The primary development language used on the platform is ABAP, but other supported languages include C, C++, and Java EE.

Architecture Component/Interface	Product Name	Description
Integrated Voice Response (IVR)	Avaya Voice Portal 5.1	Customers have a choice of leveraging the self-service features of the system or choosing an agent to assist with a call. The IVR routes calls through the service center and, in some cases, to external service providers such as WageWorks.
Operating System	Linux 11(X86_64) on VMware (Sun Solaris)	The supporting operating system platform which hosts the application, IDE (Integrated Development Environment), database, web services, and data warehouse.
Oracle Development Environment	Oracle – Application Express 4.2.0.00.27	Is used to support rapid web application development for an Oracle database. Using a web browser, applications are quickly developed and deployed off of the state's data warehouse.
Reports	Business Objects XI (R2) and Crystal Reports XI	Business Objects and Crystal Reports are used for various reporting functions regarding service center performance metrics.
SAP Database	Oracle 11g Enterprise Edition (Release 11.2.0.3.0)	The SAP transactional database layer.
System Interfaces	Various Secure File Transfer Protocol (SFTP) mechanisms	There are 596 system interfaces, both inbound and outbound, that have been built to exchange data between the People First System and System Subcontractors, external parties and other related applications.
Talent Management	PeopleFluent –Talent Management 11.4.0.2	The talent management application is a hosted solution provided by PeopleFluent and is used to support activities around the recruiting and performance management processes.
Testing (Load and Stress)	LoadRunner (Version 11.0)	Mercury Interactive LoadRunner is an automated software testing tool used for load and stress testing. This application is not required to run the system.
Timesheet and Reports Module	Web Dynpro	The state implemented a customized User Interface (UI) to accommodate time entry and reporting needs. This product is a part of the SAP framework.

ATTACHMENT F USER POPULATION

Covered Entity	Full Users	Benefits Administration Only	FTEs	OPS	Total Users
1. Agency for Health Care Administration (AHCA)	X		1,452	144	1,596
2. Agency for Persons with Disabilities (APD)	X		2,675	711	3,386
3. Agency for State Technology (AST)	X		201	10	211
4. Agriculture & Consumer Services (DACCS)	X		3,380	646	4,026
5. Business & Professional Regulation (DBPR)	X		1,556	247	1,803
6. Central Florida Expressway (CFX)		X	58	0	58
7. Children & Families (DCF)	X		11,078	604	11,682
8. Citrus (CIT)	X		46	16	62
9. COBRA and COBRA Extension		X	1,869	0	1,869
10. Commission on Offender Review (FCOR)	X		118	56	174
11. Corrections (DOC)	X		20,980	512	21,492
12. Economic Development (DEO)	X		1,508	559	2,067
13. Education (DOE)	X		2,135	127	2,262
14. Elder Affairs (DOEA)	X		395	96	491
15. Environmental Protection (DEP)	X		2,893	805	3,698
16. Financial Services (DFS)	X		2,354	169	2,523
17. Fish & Wildlife Conservation Commission (FWCC)	X		1,989	826	2,815
18. Florida Board of Bar Examiners		X	43	0	43
19. Florida Inland Navigation District		X	6	0	6
20. Florida School for the Deaf and the Blind (FSDB)	X		665	322	987
21. Governor's Office (EOG)	X		362	120	482
22. Health (DOH) / County Health (CPH)	X		12,667	2,485	15,152
23. Highway Safety & Motor Vehicles (HSMV)	X		4,059	277	4,336
24. Injured In Line of Duty		X	5	0	5
25. Justice Administrative Commission (JAC)	X		9,357	438	9,795
26. Juvenile Justice (DJJ)	X		3,019	98	3,117
27. Layoff		X	100	0	100
28. Law Enforcement (FDLE)	X		1,632	88	1,720
29. Legal Affairs (DLA), including Office of Statewide Prosecutor	X		1,069	97	1,166
30. Legislature (includes Active and Vested Legislators and Legislative Staff)		X	1,596	6	1,602
31. Lottery (LOT)	X		396	2	398

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Covered Entity	Full Users	Benefits Administration Only	FTEs	OPS	Total Users
32. Management Services (DMS), including Administrative Hearings (DOAH) and Public Employees Relations Commission (PERC)	X		1,057	19	1,076
33. Miami Dade Expressway (MDX)		X	42	0	42
34. Military Affairs (DMA)	X		389	4	393
35. Non-Retiree Life Waivers		X	168	0	168
36. Public Service Commission (PSC)	X		256	3	259
37. Revenue (DOR)	X		4,718	61	4,779
38. State (DOS)	X		380	97	477
39. State Board of Administration (SBA)		X	235	1	236
40. State Courts System (SCS)	X		4,071	563	4,634
41. State Retirees		X	44,982	0	44,982
42. State Universities		X	47,256	9,043	56,299
43. Surviving Spouse & Surviving Spouse of Law Enforcement Officer		X	2,971	0	2,971
44. Transportation (DOT)	X		5,833	31	5,864
45. TriRail		X	114	0	114
46. Veterans' Affairs (DVA)	X		1,072	162	1,234
47. Volunteer Florida (VOLFL)		X	17	0	17
48. West Coast Inland Navigation District		X	3	0	3

ATTACHMENT G

FAX ELIMINATION LISTING

The following listing provides the documents that are currently faxed to the People First Service Center for processing. The columns marked with “Xs” indicate the recommendation of how these documents should be submitted in the Next Generation of People First.

Fax Elimination Listing					
Area	Subject	Online	Mail	Fax	Notes
Benefits	Adoption	X	X		Adoption legal documents.
Benefits	Agency Error	X			Letter from agency.
Benefits	Appeals	X	X		Letter from employee.
Benefits	Beneficiary Affidavit	X	X		This is the DFS application that is sent out or received when the State has to re-issue an estate check directly to the beneficiaries because they cannot cash the estate check if the estate was not probated.
Benefits	Carrier Forms Sent to People First	X	X		Any type of form or documentation that needs to go to the carriers such as Minnesota Life forms/information, certificates of creditable coverage/prior health coverage, beneficiary forms that are sent to Minnesota Life, Minnesota Life cash value letters, waivers, etc.
Benefits	Cobra Election Form		X	X	Contains personal health information; currently election can be done over the telephone.
Benefits	Death Certificate	X	X		
Benefits	DII Claim Request	X	X		There is some medical information (e.g., diagnosis) included with the application.
Benefits	Divorce Decree	X	X		
Benefits	Employment Verification	X	X	X	Some agencies send their own form.
Benefits	Fiscal Move Money Form	X			Currently a PDF file.
Benefits	Fiscal Refund Form	X			Currently a PDF file.
Benefits	FSA Continuation Form	X	X	X	The form received when an employee terminates and wants to continue/extend the Medical Reimbursement Account (MRA) to the end of the calendar year.

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Fax Elimination Listing					
Area	Subject	Online	Mail	Fax	Notes
Benefits	General Correspondence	X	X		
Benefits	Health Insurance Subsidy Form	X	X		Health Insurance Subsidy forms that are filled out and sent to the Division of Retirement.
Benefits	Medical Support Order	X	X	X	Legal document that comes from others (e.g., Dept. of Revenue, court order) not the participant.
Benefits	Medicare Documentation (Card and ineligible letter from Medicare)	X	X		Social Security number (SSN) is on the card.
Benefits	Personal Health Information Form	X	X	X	
Benefits	Power of Attorney (POA)	X	X	X	Need to keep dedicated fax for these documents. POAs will come from various sources.
Benefits	Pre-Tax Wavier Form	X	X		
Benefits	Retiree Election Form	X	X		
Benefits	Spouse Program Form	X	X		Required to be completed using a form; contains SSN for dependents.
Benefits	Surviving Spouse Form		X	X	Participants do not have access to system.
Staffing	Additional Attachments	X			Examples: cover letter, awards and certifications.
Staffing	DD-214	X	X		1) Allow applicant to continue attaching DD-214 to application after applying but prior to the requisition closing (requires system enhancement); 2) DD-214 needs to be submitted online, but we will keep toll-free fax number live (not advertised) for contingency situations; and 3) Allow applicants to submit DD-214 one time instead of with each application submission (included in applicant profile).
Staffing	Resume (part of new application process; i.e., resume parsing)	X	X		Eliminate ability to fax resumes as part of the application process but we will keep toll-free fax number live (not advertised) for contingency situations. Next generation functionality will include resume builder/parsing functionality.

Fax Elimination Listing

Area	Subject	Online	Mail	Fax	Notes
Staffing	Supplemental Applications (SA)	X			Agency unique forms must be submitted electronically. 1) Eliminate ability to fax SAs as part of the application process. SAs must be attached/uploaded during application process but we will keep toll-free fax number live (not advertised) for contingency situations; 2) Allow applicant to continue attaching SAs to application after applying but prior to the requisition closing (requires system enhancement).
Staffing	Transfer, Promotion, Reassignment, Change in Duty Station Form (TPRC)	X			Design an electronic process whereby the TPRC would be part of the applicant's profile. The service center would be required to search applicant profiles to determine eligible applicants.

ATTACHMENT H TRANSACTION DATA

*Note: Data for some of November 2014 and all of December 2014 was not available at the time this ITN was released.

I. SERVICE CENTER CALL VOLUME

People First Calls Offered by Tower									
Month/Year		Total Calls Offered	Benefits	HR	Payroll	Staffing			
January	2013	37,049	25,700	1,315	4,997	5,037			
February	2013	28,587	19,792	1,130	2,986	4,679			
March **	2013	15,357	10,229	611	2,112	2,405			
April	2013	29,370	20,640	1,130	2,567	5,033			
May	2013	29,816	20,092	1,233	2,421	6,070			
June	2013	28,261	18,866	1,198	2,450	5,747			
July	2013	31,262	20,205	2,256	2,729	6,072			
August	2013	30,351	20,103	2,189	2,445	5,614			
September	2013	30,650	20,774	1,722	2,966	5,188			
October	2013	48,433	36,850	2,397	3,698	5,488			
November	2013	49,230	39,839	1,799	3,495	4,097			
December	2013	34,646	24,496	2,406	3,665	4,079			
Total	2013	393,012	277,586	19,386	36,531	59,509			
** March 2013 Calls Offered Totals do not reflect all calls offered due to system software error preventing capture from March 4 - 14.									

People First Calls Offered by Tower									
Month/Year		Total Calls Offered	Benefits	HR	Payroll	Staffing			
January	2014	39,484	26,009	3,919	3,802	5,754			
February	2014	36,483	26,392	3,579	2,054	4,458			
March	2014	30,289	21,777	1,495	2,165	4,852			
April	2014	31,068	21,407	1,494	2,819	5,348			
May	2014	27,782	18,943	1,513	2,918	4,408			
June	2014	29,984	19,539	2,418	2,984	5,043			
July	2014	35,515	21,398	4,951	3,140	6,026			
August	2014	31,175	20,637	2,503	2,626	5,409			
September	2014	33,154	22,833	1,816	3,235	5,270			
October	2014	44,887	33,608	2,008	3,777	5,494			
November	2014	40,590	31,625	1,636	3,401	3,928			
December	2014	*	*	*	*	*			
Total	2014	380,411	264,168	27,332	32,921	55,990			

II. BENEFITS PREMIUM POSTINGS

Month/Year		Benefit Premiums Posted
January	2013	9,270
February	2013	8,421
March	2013	8,864
April	2013	9,192
May	2013	10,031
June	2013	9,107
July	2013	10,216
August	2013	10,748
September	2013	9,761
October	2013	9,873
November	2013	8,531
December	2013	9,931
Total	2013	113,945

Month/Year		Benefit Premiums Posted
January	2014	9,896
February	2014	9,117
March	2014	9,146
April	2014	9,852
May	2014	9,861
June	2014	9,505
July	2014	9,424
August	2014	10,848
September	2014	11,485
October	2014	11,502
November	2014	*
December	2014	*
Total	2014	100,636

III. BENEFITS PREMIUM REFUNDS

Month/Year		Benefit Premiums Refunds
January	2013	870
February	2013	708
March	2013	800
April	2013	911
May	2013	1,060
June	2013	805
July	2013	1,050
August	2013	1,177
September	2013	1,025
October	2013	1,287
November	2013	1,203
December	2013	958
Total	2013	11,854

Month/Year		Benefit Premiums Refunds
January	2014	1,167
February	2014	1,082
March	2014	1,372
April	2014	1,510
May	2014	1,710
June	2014	1,618
July	2014	1,533
August	2014	1,255
September	2014	1,332
October	2014	1,543
November	2014	*
December	2014	*
Total	2014	14,122

IV. **BENEFIT REINSTATEMENTS**

Month/Year		Benefit Reinstatements
January	2013	961
February	2013	839
March	2013	668
April	2013	761
May	2013	609
June	2013	773
July	2013	752
August	2013	650
September	2013	707
October	2013	832
November	2013	559
December	2013	884
Total	2013	8,995

Month/Year		Benefit Reinstatements
January	2014	858
February	2014	711
March	2014	693
April	2014	671
May	2014	609
June	2014	690
July	2014	707
August	2014	659
September	2014	790
October	2014	719
November	2014	*
December	2014	*
Total	2014	7,107

V. **COBRA ELIGIBILITY NOTIFICATIONS**

Month/Year		COBRA Eligibility Notifications
January	2013	7,640
February	2013	6,573
March	2013	10,533
April	2013	3,696
May	2013	3,758
June	2013	7,903
July	2013	8,320
August	2013	11,765
September	2013	5,215
October	2013	10,993
November	2013	10,523
December	2013	3,679
Total	2013	90,598

Month/Year		COBRA Eligibility Notifications
January	2014	7,628
February	2014	8,543
March	2014	8,485
April	2014	7,256
May	2014	9,944
June	2014	7,710
July	2014	9,753
August	2014	11,544
September	2014	4,236
October	2014	11,122
November	2014	*
December	2014	*
Total	2014	86,221

VI. LEVEL I APPEALS

Month/Year		Level I Appeals
January	2013	126
February	2013	97
March	2013	100
April	2013	60
May	2013	59
June	2013	60
July	2013	62
August	2013	74
September	2013	41
October	2013	69
November	2013	116
December	2013	142
Total	2013	1006

Month/Year		Level I Appeals
January	2014	192
February	2014	98
March	2014	113
April	2014	110
May	2014	82
June	2014	108
July	2014	88
August	2014	55
September	2014	68
October	2014	58
November	2014	*
December	2014	*
Total	2014	972

VII. JOB REQUISITION POSTINGS

Month/Year		Job Requisition Postings
January	2013	1,341
February	2013	1,196
March	2013	1,245
April	2013	1,283
May	2013	1,350
June	2013	1,170
July	2013	1,434
August	2013	1,347
September	2013	1,237
October	2013	1,284
November	2013	1,035
December	2013	1,100
Total	2013	15,022

Month/Year		Job Requisition Postings
January	2014	1,081
February	2014	1,125
March	2014	1,222
April	2014	1,397
May	2014	1,344
June	2014	1,274
July	2014	1,824
August	2014	1,543
September	2014	1,460
October	2014	1,524
November	2014	*
December	2014	*
Total	2014	13,794

VIII. JOB APPLICANT PACKAGES PROCESSED

Month/Year		Job Applicant Packages Processed
January	2013	1,319
February	2013	1,380
March	2013	1,420
April	2013	1,474
May	2013	1,572
June	2013	1,275
July	2013	1,679
August	2013	1,494
September	2013	1,383
October	2013	1,562
November	2013	1,170
December	2013	1,289
Total	2013	17,017

Month/Year		Job Applicant Packages Processed
January	2014	1,317
February	2014	1,120
March	2014	1,822
April	2014	1,533
May	2014	1,568
June	2014	1,428
July	2014	1,804
August	2014	1,686
September	2014	1,696
October	2014	1,775
November	2014	*
December	2014	*
Total	2014	15,749

IX. JOB APPLICATIONS SUBMITTED

Month/Year		Job Applications Submitted
January	2013	92,615
February	2013	83,018
March	2013	84,116
April	2013	96,280
May	2013	115,597
June	2013	112,725
July	2013	129,818
August	2013	113,899
September	2013	104,358
October	2013	102,012
November	2013	82,477
December	2013	86,244
Total	2013	1,203,159

Month/Year		Job Applications Submitted
January	2014	108,279
February	2014	85,068
March	2014	95,452
April	2014	94,580
May	2014	87,293
June	2014	103,673
July	2014	122,229
August	2014	116,958
September	2014	105,668
October	2014	100,511
November	2014	*
December	2014	*
Total	2014	1,019,711

X. NUMBER OF SAP SYSTEM LOGINS

Month/Year		SAP System Logins
January	2013	789,121
February	2013	649,609
March	2013	676,015
April	2013	683,180
May	2013	695,230
June	2013	655,998
July	2013	780,443
August	2013	805,596
September	2013	685,249
October	2013	863,017
November	2013	727,742
December	2013	808,139
Total	2013	8,819,339

Month/Year		SAP System Logins
January	2014	966,683
February	2014	811,878
March	2014	711,694
April	2014	716,717
May	2014	709,453
June	2014	808,833
July	2014	998,588
August	2014	775,431
September	2014	721,059
October	2014	814,887
November	2014	701,641
December	2014	*
Total	2014	8,736,864

XI. NUMBER OF SERVICE CENTER PASSWORD RESETS

Month/Year		Service Center Password Resets
January	2013	5,027
February	2013	3,810
March	2013	3,810
April	2013	4,069
May	2013	4,128
June	2013	3,888
July	2013	4,408
August	2013	5,014
September	2013	4,477
October	2013	8,533
November	2013	8,003
December	2013	4,150
Total	2013	59,317

Month/Year		Service Center Password Resets
January	2014	5,434
February	2014	4,377
March	2014	3,785
April	2014	3,612
May	2014	3,638
June	2014	3,996
July	2014	4,511
August	2014	4,450
September	2014	5,369
October	2014	7,630
November	2014	6,893
December	2014	*
Total	2014	53,695

XII. NUMBER OF EMPLOYEE ONLINE PASSWORD RESETS

Month/Year		Employee Online Password Resets
January	2013	30,928
February	2013	23,178
March	2013	23,852
April	2013	23,809
May	2013	23,934
June	2013	23,189
July	2013	25,036
August	2013	26,464
September	2013	23,346
October	2013	31,800
November	2013	27,014
December	2013	25,021
Total	2013	307,571

Month/Year		Employee Online Password Resets
January	2014	29,832
February	2014	23,703
March	2014	22,178
April	2014	22,573
May	2014	22,404
June	2014	24,230
July	2014	26,236
August	2014	22,658
September	2014	22,995
October	2014	29,064
November	2014	24,854
December	2014	*
Total	2014	270,727

XIII. NUMBER OF TIMES A DATA WAREHOUSE REPORT IS EXECUTED

Month/Year		Executed Data Warehouse Reports
January	2013	4,596
February	2013	4,915
March	2013	4,793
April	2013	5,776
May	2013	5,378
June	2013	4,980
July	2013	6,249
August	2013	4,855
September	2013	5,263
October	2013	5,302
November	2013	3,948
December	2013	4,310
Total	2013	60,365

Month/Year		Executed Data Warehouse Reports
January	2014	5,298
February	2014	4,686
March	2014	6,548
April	2014	6,241
May	2014	4,968
June	2014	7,185
July	2014	7,546
August	2014	8,849
September	2014	6,103
October	2014	6,725
November	2014	4,668
December	2014	*
Total	2014	68,817

XIV. NUMBER OF TIMES AN SAP REPORT IS EXECUTED

Month/Year		Executed SAP Reports
January	2013	36,743
February	2013	37,805
March	2013	42,088
April	2013	37,220
May	2013	37,047
June	2013	33,770
July	2013	34,998
August	2013	36,820
September	2013	33,711
October	2013	36,775
November	2013	30,698
December	2013	34,768
Total	2013	432,443

Month/Year		Executed SAP Reports
January	2014	38,925
February	2014	33,250
March	2014	35,678
April	2014	38,111
May	2014	36,062
June	2014	38,301
July	2014	40,939
August	2014	40,364
September	2014	42,041
October	2014	48,746
November	2014	38,539
December	2014	*
Total	2014	430,956

XV. NUMBER OF PERSONNEL ACTION REQUESTS (PARS) PROCESSED ONLINE

Month/Year		PARs Processed Online
January	2013	9,766
February	2013	9,922
March	2013	9,559
April	2013	9,686
May	2013	10,797
June	2013	10,159
July	2013	11,205
August	2013	11,109
September	2013	12,325
October	2013	14,556
November	2013	9,295
December	2013	8,862
Total	2013	127,241

Month/Year		PARs Processed Online
January	2014	10,848
February	2014	9,403
March	2014	8,625
April	2014	9,471
May	2014	9,989
June	2014	10,294
July	2014	12,291
August	2014	10,466
September	2014	12,131
October	2014	13,216
November	2014	8,708
December	2014	*
Total	2014	115,442

XVI. NUMBER OF PERSONNEL ACTIONS PROCESSED

Month/Year		Personnel Actions Processed****
January	2013	14,065
February	2013	12,035
March	2013	11,629
April	2013	11,661
May	2013	14,054
June	2013	12,924
July	2013	21,650
August	2013	20,893
September	2013	69,800***
October	2013	165,194***
November	2013	18,309
December	2013	20,206
Total	2013	392,420

Month/Year		Personnel Actions Processed
January	2014	28,011
February	2014	24,921
March	2014	16,006
April	2014	16,795
May	2014	36,216
June	2014	23,951
July	2014	34,844
August	2014	47,914
September	2014	33,963
October	2014	28,871
November	2014	19,000
December	2014	*
Total	2014	310,492

*** Note: Starting in September 2013 the State implemented the Affordable Healthcare Act requirements for Other Personal Services benefits eligibility.

**** Note: This includes PARs processed in the front-end of the system and transactions received through interface files from benefit-only Users (e.g., State Universities).

XVII. NUMBER OF QUALIFIED STATUS CHANGE (QSC) EVENTS CREATED

Month/Year		QSCs Created
January	2013	4,830
February	2013	3,740
March	2013	3,902
April	2013	3,714
May	2013	4,147
June	2013	3,986
July	2013	4,766
August	2013	6,136
September	2013	5,844
October	2013	6,959
November	2013	4,467
December	2013	5,938
Total	2013	58,429

Month/Year		QSCs Created
January	2014	5,243
February	2014	4,887
March	2014	4,518
April	2014	4,468
May	2014	5,045
June	2014	5,599
July	2014	6,838
August	2014	7,196
September	2014	6,017
October	2014	6,133
November	2014	5,036
December	2014	*
Total	2014	60,980

XVIII. OPEN ENROLLMENT CALLS AND TRANSACTIONS

Open Enrollment Plan Year	Calls Offered	Calls Answered	HR Specialist Elections	Web Elections	% Web Elections
2010	31,411	30,781	9,795	36,745	78.95%
2011	36,814	35,105	8,452	51,804	85.97%
2012	40,584	37,008	6,792	48,165	87.64%
2013	44,925	42,434	4,171	74,360	94.68%
2014	44,082	41,252	4,962	75,483	94.27%
2015	37,626	36,680	4,574	78,590	94.50%

ATTACHMENT I

COLLECTIVE BARGAINING UNITS

A collective bargaining unit designation (CBU) is a two-digit numeric designation used to identify the collective bargaining unit to which the class has been assigned. Collective bargaining units are designated and recognized by the Public Employees Relations Commission (PERC). The CBU designations are as follows:

Career Service Represented

01 - Administrative and Clerical Unit. This unit is under the American Federation of State, County, and Municipal Employees (AFSCME) Master Contract and includes Career Service employees whose work involves keeping or examining records and accounts, or general office work.

02 - Operational Services Unit. This unit is under the AFSCME Master Contract and includes Career Service employees whose work includes laborers and artisans, as well as technicians, mechanics, operators, and service workers.

03 - Human Services Unit. This unit is under the AFSCME Master Contract and includes Career Service employees whose work includes human or institutional services.

04 - Professional Health Care Unit. This unit is under the Florida Nurses Association Agreement and includes Career Service professional health care employees and Career Service first line health care supervisory employees involved in the delivery of health care activities and services.

05 - Professional Unit. This unit is under the AFSCME Master Contract and includes non-health care professional Career Service employees whose work requires the exercise of discretion and judgment in its performance. The work is predominantly intellectual and varied in character, and requires knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study.

06 - Law Enforcement Unit. This unit is under a Florida Police Benevolent Association (PBA) Agreement and includes all Career Service sworn law enforcement officers and the Career Service first line supervisors of law enforcement officers whose work includes the pursuit,

apprehension, and arrest of law violators or suspected law violators.

08 - Security Services Unit. This unit is under the Teamsters Local Union No. 2011 Agreement and includes all Career Service correctional officer employees up to the captain level, probation officer employees up to the senior supervisor level, and institutional security employees up to the shift supervisor level whose primary duties involve the direct care, custody, and control of persons involuntarily confined to state institutions or facilities.

10 - Special Agent Unit. This unit is under a PBA Agreement and includes all Florida Department of Law Enforcement Career Service employees in Special Agent Trainee and Special Agent classes whose primary duties involve conducting criminal investigations of suspected law violations primarily connected with organized crime and/or providing other specialized law enforcement services, including the investigation of other law enforcement officers.

11 - Fire Service Unit. This unit is under the Florida State Fire Service Association Agreement and includes Career Service employees and first line supervisory employees whose primary duties involve fire prevention, suppression, training and instruction.

12 - Florida Highway Patrol Unit. This unit is under a PBA Agreement and includes all Department of Highway Safety and Motor Vehicles sworn Career Service Florida Highway Patrol (FHP) law enforcement officers and first line supervisors of FHP law enforcement officers whose work includes the pursuit, apprehension, and arrest of law violators or suspected law violators.

Career Service Non-Represented

07 - Supervisory Unit. This unit is comprised of Career Service supervisory classes. Employees in this unit are not represented by a bargaining agent and therefore are not covered by a collective bargaining agreement. Unit employees must customarily and regularly direct the work of at least two full-time employees or their equivalent and spend the majority of their time communicating with, motivating, training, and evaluating employees, and planning and directing employees' work, and must also have the authority to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline subordinate employees or effectively recommend such action.

09 - Managerial/Confidential Unit. This unit is comprised of Career Service employees in classes that have been designated as being Managerial or Confidential pursuant to the requirements of subsections 447.203(4) and (5), Florida Statutes, and are thereby specifically

excluded from the right to collective bargaining. Subsection (4) specifies that in order for a position to be considered Managerial, the position must have substantial independent authority for policy formation, personnel administration, or budget preparation, or play a significant role in collective bargaining negotiations or the administration of collective bargaining agreements. Subsection (5), as interpreted by PERC, specifies that a position designated as Confidential must aid or assist a Managerial employee, as defined in subsection (4), by working with confidential information concerning the agency's labor relations functions.

18 - Fruit and Vegetable Inspection Service Unit. This unit is comprised of Career Service employees in the Department of Agriculture and Consumer Services appointed to the Fruit and Vegetable Inspector and Fruit and Vegetable Terminal Market Inspector classes. These classes have been specifically excluded from the right to collectively bargain pursuant to subsection 447.203(3)(g), Florida Statutes, which states, "Those persons appointed to inspection positions in federal/state fruit and vegetable inspection service whose conditions of appointment are affected by the following:

1. Federal license requirement.
2. Federal autonomy regarding investigation and disciplining of appointees.
3. Frequent transfers due to harvesting conditions.

Selected Exempt Service Represented

80 - Physicians Unit. This unit is under the Federation of Physicians and Dentists Agreement and includes employees assigned to positions in the Selected Exempt Service classes of Physician and Senior Physician.

81 - Selected Exempt Service Attorneys Unit. This unit is under the State Employees Attorneys Guild Agreement and includes employees assigned to positions in the Selected Exempt Service classes of Attorney and Senior Attorney.

86 - Supervisory Non-Professional Unit. This unit is under the Federation of Physicians and Dentists/Alliance of Healthcare and Professional Employees Agreement and includes employees assigned to positions in non-professional Selected Exempt Service supervisory classes. Unit employees must customarily and regularly direct the work of at least two full-time employees or their equivalent and spend the majority of their time communicating with, motivating, training, and evaluating employees, and planning and directing employees' work, and must also have the authority to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline subordinate employees or effectively recommend such action.

Selected Exempt Service Non-Represented

87 - Supervisory Unit. This unit is comprised of Selected Exempt Service supervisory classes. Employees in this unit are not represented by a bargaining agent and therefore are not covered by a collective bargaining agreement. Unit employees must customarily and regularly direct the work of at least two full-time employees or their equivalent and spend the majority of their time communicating with, motivating, training, and evaluating employees, and planning and directing employees' work, and must also have the authority to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline subordinate employees or effectively recommend such action.

89 - Other Selected Exempt Service Unit. This unit is comprised of Selected Exempt Service classes that may be eligible for representation but do not conform to any of the collective bargaining unit definitions, or have been specifically excluded from the right to collectively bargain pursuant to Chapter 447, Florida Statutes.

Senior Management Service

99 - Senior Management Service Unit. This unit is comprised of all Senior Management Service classes, all of which are specifically excluded from the right to collectively bargain pursuant to subsection 447.203(4), Florida Statutes.

Non-State Personnel System Collective Bargaining Units

31 – Lottery Administrative & Support Bargaining Unit – This unit is under the Federation of Public Employees contract and includes Florida Lottery Exempt Service employees whose work involves or supports the sale of Lottery tickets and supports the Lottery's mission of raising money for education.

40-Teacher-Certified (FSDB) – Staff members assigned the professional activity of instructing students in courses in classroom situations, including basic instruction, exceptional student education, and career education.

41-Administrative Staff (FSDB) – Staff who perform management activities, formulate policies, and oversee general school operations.

42-Specialist-Certified or Licensed Staff (FSDB) – Staff who provide direct support in the learning process of students.

ATTACHMENT J WORK SCHEDULE VARIATIONS

Section I: Standard Work Periods

- **Biweekly Excluded Work Period** – Default work schedule for biweekly Career Service Excluded (not eligible for overtime), Selected Exempt Service (SES) Excluded, and Senior Management Service (SMS) and equivalent. Schedule matches the biweekly pay period.
- **Monthly Excluded Work Period** – Default work schedule for monthly Career Service Excluded (not eligible for overtime), SES, and SMS and equivalent employees. Schedule matches the monthly pay period (first to last day of the calendar month).
- **Standard 40-Hour Workweek Period** – Default work schedule for all included employees (overtime eligible) in both biweekly and monthly agencies. This is the default overtime period in the Fair Labor Standards Act (FLSA).

Section II: Extended Work Periods – The following schedules are currently only used for classes of public sector employees that have a specific exemption in the FLSA regulations (e.g., law enforcement officers, correctional officers, firefighters).

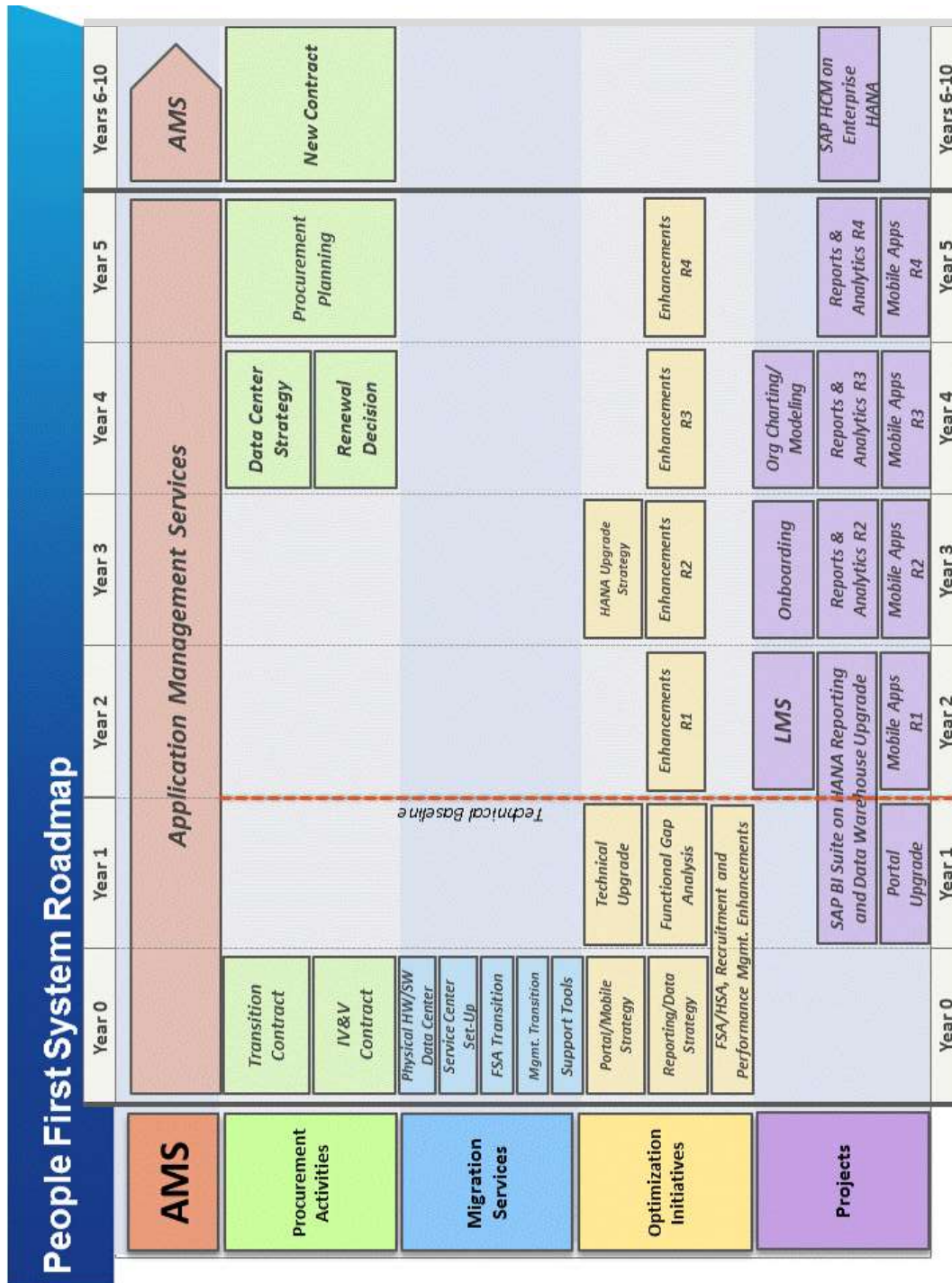
- **14-day, 80-hour Work Period** – Law Enforcement specific work schedule that allows offset of time over a 14-day period to reduce overtime incurrence. This schedule is currently used for State Troopers. Leave accruals and overtime are based on the 14-day period. Employees are still paid regular salary based on their pay cycle (biweekly or monthly).
- **28-day, 160-hour Work Period** (two versions, only difference is the start date) – Extended work schedule that allows offset of time over a 28-day period to reduce overtime incurrence. This schedule is currently used for pockets of law enforcement employees, as well as correctional officers assigned to the administrative shift. Leave accrual and overtime are based on the 28-day period. Employees are still paid regular salary based on their pay cycle (biweekly or monthly).
- **28-day, 168-hour Work Period** – Extended work schedule that allows offset of time over a 28-day period to reduce overtime incurrence. This schedule is used where

employees are on a 12-hour work shift. Currently this schedule is used by the Department of Corrections for the majority of their correctional officers (all except those assigned to the administrative shift). Leave accrual and overtime are based on the 28-day period. Employees are still paid regular salary based on their pay cycle (biweekly; not currently available for monthly agencies). However, employees are paid 84 hours biweekly, not 80.

- **28-day, 192-hour Work Period** – Extended work schedule that allows offset of time over a 28-day period to reduce overtime incurrence. This schedule is used where employees are on a 24-hour work shift. Currently this schedule is only used by agencies that have their firefighters on a 24-hour shift. Leave accrual and overtime are based on the 28-day period. Employees are still paid regular salary based on their pay cycle (biweekly or monthly).

ATTACHMENT K
SYSTEM INTERFACES
(SEE DISK)

ATTACHMENT L PEOPLE FIRST SYSTEM ROADMAP



ATTACHMENT M
FLEXIBLE SPENDING ACCOUNT/HEALTH SAVINGS
ACCOUNT ENHANCEMENT REQUIREMENTS
(SEE DISK)

ATTACHMENT N
PERFORMANCE MANAGEMENT ENHANCEMENT
REQUIREMENTS
(SEE DISK)

ATTACHMENT O
RECRUITMENT ENHANCEMENT REQUIREMENTS
(SEE DISK)

ATTACHMENT P
LEARNING MANAGEMENT SYSTEM REQUIREMENTS
(SEE DISK)

ATTACHMENT Q
ONBOARDING REQUIREMENTS
(SEE DISK)

ATTACHMENT R
ORG CHARTING/MODELING REQUIREMENTS
(SEE DISK)

ATTACHMENT S
PAYROLL END-TO-END PROCESSING REQUIREMENTS
(SEE DISK)

ATTACHMENT T
PRICE PROPOSAL SPREADSHEET
(SEE DISK)