

Little Rock National Airport

Request for Qualifications

**Software and Implementation Services:
Enterprise Resource Planning System for Little Rock
Airport Commission**

Due Date: Tuesday, April 27th, 2010

Time: 2:00 pm

Location: Little Rock National Airport Commission Office

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1 PROJECT OVERVIEW

1.1 Invitation

The Little Rock Municipal Airport Commission (“the Commission”), is inviting responses to this Request for Qualifications (RFQ) seeking a qualified ERP implementor (“the Company”) to provide both software and related consulting services for the implementation of an integrated ERP system for Little Rock National Airport (“the Airport”). The initial term of the agreement will be for the timeframe required to implement the initial phase (“Phase 1”) of the project, with extensions available to complete the project’s remaining phase(s). Submissions are due Tuesday, April 27th, 2010 at 2:00 PM, Central Standard Time (CST) in the Commission office of Little Rock National Airport.

1.2 Background

Little Rock National Airport is Arkansas’ largest commercial service Airport, serving 2.4 million passengers annually. The Airport attracts passengers from a large part of Arkansas as well as a number of surrounding states.

There are approximately 116 flight arrivals/departures at Little Rock each day, with non-stop jet service to 16 national/international gateway cities. The Airport is served by American, Continental, Delta, Southwest, United, and US Airways.

The Airport has one concourse with a total of 12 gates. All gates are complete with modern jetways for comfortable passenger loading. When used with the parking deck, passengers may move from their automobile to their aircraft completely out of the weather. The parking deck also houses rental car facilities on the ground floor, and includes Alamo, Avis, Budget, Enterprise, Hertz, National, and Thrifty car rental companies.

From a systems perspective, the Airport currently uses the following:

- Airport Management System (AMS) – the primary system for all financial processes
- Kronos – for HR, timekeeping and payroll
- eaDoc – for construction contracts and project cost management
- ScanNet – for parking revenue control
- Nortel CS 1000 Telephony Manager – for call management and costing
- Passur – 3rd party provider for Airport statistics

It is anticipated that the ERP system will replace AMS, and interface with several of the other systems noted above.

Additionally, the Airport has approximately 170 employees. Of these, 75-100 are projected to be “users” (occasional users, “super users”, and administrators) of the ERP system.

The primary objectives of this project – now called “Adams FlightPlan” – is to procure and implement the optimum software and related services necessary to automate Airport’s core processes on a single, integrated ERP platform in the most timely, effective, and cost-efficient manner practical. The Airport has engaged an independent consulting firm, to assist with ERP planning, process design, and change management activities.

1.3 Schedule

The following is an anticipated schedule for this procurement. The Airport reserves the right to modify any part of this schedule.

RFQ Release Date

Sunday, March 28th, 2010

Pre-bid Meeting	Tuesday, April 6th, 2010 2PM CST
Deadline for RFQ Questions	Wednesday, April 7th, 2010 3PM CST
Responses to RFQ Questions Provided	Friday, April 9th, 2010, by COB.
RFQ Response Due Date	Tuesday, April 27th, 2010, 2PM CST
Notification of Short-Listed Companies	Friday, May 7th, 2010
Company Presentations and Demos (one day each)	May 24-28th, 2010
Commission Ranking	Tuesday, June 15th, 2010

1.4 Pre-Bid Meeting

A pre-submittal meeting will be held at 2:00 PM on Tuesday, April 6th, 2010 in the Airport Commission Conference Room. All prospective respondents should attend and are encouraged to make a site visit. Respondents located outside the local market may make arrangements to attend the Pre-Bid meeting via phone by calling Elwin Jones, Manager – Purchasing at 501-372-3439, by 3:00 PM CST on Monday, April 5th, 2010.

1.5 Questions

If discrepancies or omissions in this document are found by any prospective respondent, or if there are RFQ-related questions, a written request for clarification or interpretation must be submitted in writing to:

Elwin D. Jones
Manager – Purchasing
Little Rock National Airport
One Airport Drive
Little Rock, Arkansas 72202
ejones@fly-lit.com

All requests must be received by Wednesday, April 7th, 2010, 3:00 PM. Answers will be sent to all companies on record of having received this RFQ, and will be posted to the LIT website; www.fly-lit.com; under section “About Us”; “Document Downloads” by close of business on Friday, April 9th, 2010.

1.6 References

References are required as part of this solicitation. Use Attachment A to list four current clients using an ERP system comparable to what you have proposed in response to this solicitation. Additional references required are outlined in section 3.1.9.

1.7 Fee Schedule

The Airport anticipates awarding a “time and materials” contract, with a not-to-exceed limit. Company’s pricing requirements as part of this solicitation are provided in section 3.3. **This pricing document must be delivered in a SEPARATE, SEALED envelope with your response. It will be opened after Commission ranking.**

1.8 Selection Criteria and Process

The evaluation of company’s qualifications shall include, but not be limited to;

- Technical Solution: Ability of proposed ERP solution to meet LIT’s functional and technical requirements.

- Project Team Experience: Experience of proposed project team with implementing the proposed ERP solution in similar operating environments.
- Management Approach: Ability to provide a logically phased implementation approach and project management plan that meets LIT's timeline and business goals.
- DBE participation: Ability to meet LIT's DBE goals of 15%.
- Review of References, compliance with the provisions of this request and other criteria as deemed necessary by the Commission.

Upon review of all RFQ responses received, a short-list of the most qualified Companies will be developed. Those on the short list will be invited to participate in one-day, on-site presentation and software demonstration to Airport ERP Project Committee. Scripts for these presentations will be provided with the announcement of the short list.

After RFQ review, oral presentations and software script demonstrations, the ERP Project committee will rank the companies and present their findings to the Lease Committee of the Commission for approval. The Lease Committee will forward their recommendation to the full Commission for final approval of company ranking.

The Commission reserves the right to reject any or all bids, or to waive formalities, irregularities or technicalities, and to solicit new bids, or to accept any bids which are deemed to be more advantageous to the users of Little Rock National Airport and the City of Little Rock.

Following full Commission approval, Airport staff shall open the sealed pricing documents and begin negotiating a contract with the top ranked respondent for the services to be rendered at a compensation level which the Airport staff determines to be fair and reasonable. Should Airport staff be unable to negotiate a satisfactory contract with the top ranked respondent, negotiations with the firm shall cease and Airport staff shall then undertake negotiations with the second most qualified respondent. The same process shall be employed between Airport staff and the second respondent and if unsuccessful, Airport staff shall undertake negotiations with the third most qualified respondent.

Should Airport staff be unable to negotiate a satisfactory contract with any of the selected respondents Airport staff may select from additional submissions in ranked order as determined by the Commission.

1.9 FAA Review

The Company shall at all times be subject to inspection and review by the Airport, the Federal Aviation Administration (the "FAA") or any of their duly authorized representatives to any books, documents, papers, and records of Company that are directly pertinent to the Airport. Cooperation of the Respondent's assigned personnel with the FAA shall be required.

1.10 Disclosure of Information

Pursuant to Arkansas statute, all information contained in any submitted bid, request for proposal, or request for qualifications document to the Commission will be available for public review upon FOIA request. All respondents are hereby advised that any information that they may consider to be confidential or proprietary and would give a competitive advantage if disclosed, should be identified, along with a statement as to whether or not a claim of confidential or proprietary privilege is being asserted. If such information is later sought by a FOIA request, the respondent will be allowed to justify its claim of privilege and the Commission will assess the validity of said claim in advance of any release.

1.11 Cone of Silence

The matter giving rise to this RFQ is such that the Commission wishes to impose a “Prohibition Against Any Unauthorized Communication or Contact” (Cone of Silence), with regard to the discussions leading up to a contract with the successful respondent. The Cone of Silence begins with the publication of this RFQ document, remains in place through Commission selection and ends only after successful negotiations with the selected respondent have concluded in an executed contract. The Cone of Silence requires all communication concerning this RFQ document be directed to the Manager – Purchasing, for Little Rock National Airport, except during any Airport sponsored, publicly announced meeting for the purpose of RFQ clarification. Communication with any other contracted representative, employee, or member of the Little Rock Municipal Airport Commission or Little Rock National Airport, concerning any part of the RFQ process is prohibited. Failure to comply with the Cone of Silence is grounds for disqualification of the offending respondent.

1.12 Disadvantaged Business Enterprise

The Little Rock Municipal Airport Commission, in accordance with Title VI of the Civil Rights Act of 1964, 79 Stat., 252, 42 U.S.C. 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation Subtitle A, Office of the Secretary, Part-21 Nondiscrimination in federally-assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all proposers that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, Disadvantaged Business Enterprises will be afforded full opportunity to offer submissions in response to this invitation and will not be discriminated against on the grounds of race, color, sex or national origin in consideration for an award.

All respondents shall make good faith efforts, as defined in Appendix A of 49 CFR Part 26, Regulations of the Office of the Secretary of Transportation, to subcontract 15 percent (Commission goal) of the dollar value of the prime contract to small business concerns owned and controlled by socially and economically disadvantaged individuals (DBEs).

In the event that a respondent for this solicitation qualifies as a DBE, the contract goals shall be deemed to have been met.

Individuals who are rebuttably presumed to be socially and economically disadvantaged include Women, Black-Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans and Americans with Disabilities. All respondents are required to submit information concerning the DBEs that will participate in this contract. The information will include the name and address for each DBE, a description of the work to be performed by each named firm, and the percentage of the contract (subcontract).

If a respondent fails to identify/demonstrate that it will achieve the contract goal as stated herein, the respondent MUST provide documentation demonstrating that it made good faith efforts (Attachment B) in attempting to do so. A submission failing to meet these requirements will be considered non-responsive.

1.13 Insurance

The successful Company shall carry and maintain in full force and effect for the duration of this agreement, and any supplements thereto, the insurance specified in Attachment C. Insurance requirements may be altered or waived by the Commission as it deems necessary. Any requests to waive or alter insurance requirements must be submitted with your response.

1.14 Submission

Respondents shall submit;

- A “marked” original and seven (7) copies of their responses, including all applicable attachments. No pricing information shall be included in this document.
- Complete and provide a MS Excel file showing the “fit-gap” analysis of the proposed solution against LIT’s functional and technical requirements matrix (see Attachment I). This shall be included on the CD in MS Excel format.
- **A separate pricing document**, one copy, sealed in an opaque envelope, included with your response documents and marked: **Pricing Document; DO NOT OPEN**.
- Provide one **complete** copy of the response, with all attachments, on a CD in a portable document format (PDF). **No pricing information shall be included on this CD.**

All responses shall be SEPARATELY SEALED in opaque envelopes or carton, and marked **RFQ Response for ERP Software and Implementation Services – Technical Response; DO NOT OPEN** and delivered to:

Mr. Elwin D. Jones
Commission Office
Little Rock National Airport
One Airport Drive
Little Rock, AR 72202-4489
Subject: ERP - RFQ Response

All responses must be received no later than Tuesday, April 27th, 2010; 2:00 P.M CST. All respondents using an overnight service to deliver your response should notify the Airport by email (ejones@fly-lit.com) with shipper name and all tracking information at the time of shipment.

The Non-Collusion Affidavit (Attachment D), shall be included in each Company’s sealed submission to constitute a complete submission package and shall be used in the determination of a Company being responsible and responsive.

In the event a contract is entered into pursuant to this RFQ, the Company must not discriminate against any qualified employee or qualified applicant for employment because of race, sex, color, creed, national origin or ancestry. The Company must include in any and all subcontracts a provision similar to the above.

Any ambiguity in any Statement as a result of omission, error, lack of clarity or non-clarity by the Company with this RFQ, instructions, and all conditions of the submission shall be constructed in the light most favorable to the Commission.

All documents submitted in connection with this RFQ will remain the property of the Commission.

To be considered as a responsible and responsive bidder, each submission shall respond to all sections and include all completed attachments which are part of the Request for Qualification.

1.15 Agreement

A proposed agreement is included (Attachment E) for your reference.

1.16 Attachments

- A – Client References
- B – Good Faith Effort
- C – Insurance Requirements
- D – Non-Collusion Affidavit
- E – Proposed “Pro Forma” Agreement
- F – General Questionnaire
- G – Past and Current Litigation
- H – Signature Page
- I – Functional and Technical Requirements Matrix

2 STATEMENT OF WORK

2.1 Overview

The Commission is seeking a qualified professional firm to provide a commercial off the shelf (COTS) ERP system and consulting services for the implementation of the system and any other related services that may arise or be required by the Commission. The selected firm will assist Airport management with a phased project to configure and install the appropriate software to automate business processes in the following areas:

Phase 1: Core Financials (e.g., GL, AP, AR); Fixed Assets; Budgeting/Planning; Purchasing, Financial Reporting, Kronos integration (for HR/payroll data)

Phase 2: Revenue Management (e.g., invoicing, property/tenant management); Capital Program Management; Grants Management; Maintenance Management (e.g., work orders); Inventory Control (including receiving); SCAN integration (for operational parking data); Passur integration (for airline and passenger operational data)

The Company shall implement the enterprise business design based on their fit-gap against Airport requirements (see Attachment I), and then develop the associated detailed integrated work program covering all necessary activities. The Company will also establish the development and testing environment by installing the proposed software. The Company will configure the ERP system to be consistent with enterprise business design, based on the functional requirements developed by Airport staff during the planning phases of the ERP project and implement the system to realize those requirements, consistent with applicable best practices and minimal customization and disruption to ongoing Airport business operations.

At the time of this RFQ issuance, Airport has no pre-defined preference for an “in house” versus “hosted” (i.e., software as a service, or “SAAS”) model for eventual deployment. As such, the Airport requests Companies to define their recommended approach for Airport and tailor their response to the work approach accordingly.

In addition, the Company will conduct the following activities:

- Implement industry-standard quality assurance (QA) and quality control (QC) processes, including configuration control of deliverables and software products/versions.
- Assist with procurement of necessary hardware and/or “middleware” to support implementation.
- Plan and conduct all necessary data migration (Airport staff will be responsible for data cleansing and preparation for all data migration requirements).
- Design and implement the interfaces required to integrate with appropriate legacy systems (e.g., Kronos, SCAN)
- Conduct unit, integration, regression, system, performance/stress and user acceptance testing.
- Develop the training curriculum, deliver instructor-led and/or web-based training courses, facilitate a train-the-trainer program, and develop on-the-job training (OJT) materials with appropriate detail.
- Collaborate effectively with the Program Management contractor who will be conducting program and change management activities and communications.

The Airport has determined the scope of the ERP Implementation Project and has defined the following tasks for the project.

- Task A: Technical and Project Management
- Task B: Software Testing
- Task C: Quality Assurance
- Task D: Training Plan and Materials

- Task E: Phase One Deployment
- Task F: Phase Two Deployment (optional)
- Task H: Software as a Service (optional)

2.2 Milestones

The project is expected to start in mid-2010 with the initial Phase One completed by early 2011. Subsequent implementation Phase(s) are to be completed in 2011-2012. However, the Airport reserves the right to modify, defer or cancel the scope and timing of the subsequent phases at their sole discretion.

As noted, the Airport recommends ERP functionality to be implemented in multiple, logical phases over the course of the project rather than using the “big bang” approach. The Company shall propose, in a phased approach, the recommended sequencing of functions based on interdependencies and other factors which affect successful implementation. The following table identifies Airport’s priority sequence for ERP Functionality. This sequence is recommended, but the Airport encourages the Company to suggest a different logical sequence based on interdependencies, if appropriate. The successful Company will work with the Airport to determine the exact implementation sequence. The timing of implementation will likely be impacted by data migration from legacy systems.

Deployment Phase	ERP Functionality
Phase One	fixed assets, procuring, vouchers, payment processing, tax reporting, vendor management, budget preparation, cash management, encumbrances, financial control & management, forecasting, general ledger, reporting, receivables
Phase Two	inventory control, receiving, maintenance, warranties, work orders, capital budgeting, grants & funding, project financial management, billing, collections, space & property management, tenant agreement management, tenant insurance, airport statistics

2.3 Implementation Tasks

There are a total of eight implementation tasks. The following four tasks (A through D) will be performed during each deployment phase.

1. Task A – Technical and Project Management
2. Task B – Software Testing
3. Task C – Quality Assurance
4. Task D – Training Planning

There are three additional tasks associated with the implementation activities of each deployment Phase, as well as an additional task for the implementation of an ASP model. A description of these tasks and deliverables are included in the sections below.

2.3.1 Technical and Project Management

The entire ERP Implementation Project will be lead by a joint Program Office comprised of the Company’s project manager, and appropriate Airport and external consultant staff. The Airport requires that the Company help manage the project effectively to ensure that the schedule is adhered to. This task encompasses project governance, status reporting, communications with Airport management, schedule management, work and resource planning, contract management, issue and problem management, risk management, and all other tasks that the Company considers essential to effective project and technical management. The Company shall provide informal knowledge transfer throughout the project to Airport

functional and technical staff who are working on the project. The knowledge transfer should encompass systems configuration, exception processing, trouble shooting, systems administration, configuration management, data management, security administration, database administration and the development and maintenance of system interfaces.

2.3.1.1 Deliverables

- **Kick-off meeting** -The Company shall conduct an Airport Project Kick-off Meeting within ten days of contract award.
- **Project Plan** – The Company shall develop a resource plan and task schedule in Microsoft Project.
- **Issues Management Plan** - The Company shall develop an Issues Management plan that details how Issues management will be handled on this project
- **Project Change Control Plan** - The Company shall develop a Project Change Control Plan that details how Project Change Control practices will be applied to the project. Proposals should discuss how any modification or deviation from the standard functionality, or changes to the time or cost will be subject to the change control procedures via contract modification.
- **Risk Management Plan** - The Company shall develop a Risk Management Plan that details how Risk Management practices will be applied to the project
- **Communication Plan** – The Company shall develop a Communication Plan that provides collection and distribution structures, description of information to be distributed, method for updating the plan, and schedule listing when information will be produced.
- **Bi-Weekly Status Reports** – The Company shall submit a written Bi-Weekly Status Report on an agreed schedule. The Company will propose to the Airport a format for these reports and Airport will provide format and content suggestions, as needed, to maintain their acceptability.
- **Architecture Design** -The Company shall develop an Architecture Design that envisions the new ERP system integrating with the Airport's legacy and new systems.
- **System Integration Plan** - The Company shall develop a Data Systems Integration Plan that is consistent with its proposed approach for integrating the legacy systems with the new ERP system.
- **Interface Specifications** - The Company shall develop a specification for each interface that describes the technical requirements of the legacy and new systems that will be integrated.
- **Security Plan** – The Company shall develop a Security Plan consistent with its proposal which establishes and maintains the security of the new ERP system.
- **Data Migration Plan** – The Company shall develop a detailed Data Migration Plan that implements its proposal's approach for data conversion and migration from legacy systems to the new ERP system.
- **Configuration Management Plan** – The Company shall develop a Configuration Management plan applying Configuration Management practices to the project.

2.3.2 Software Testing

Testing of all Company development work is vital to the success of the project. Development work consists of any work intended or required to configure the ERP Software to appropriately meet the Airport's requirements. Such development may include development and implementation of interfaces to Airport Legacy systems or other systems that are external to the ERP Software and the creation of custom reports, workflows, forms, or enhancements to the System. Configurable items include reports, interfaces, conversion, workflow objects, ERP Bolt-on systems, and system user profiles and roles.

2.3.2.1 Deliverables

- **Test Management Plan** – The Company shall develop a plan that addresses all of the Company’s planned testing activities, including:
 - Unit Testing -- develop unit test procedures that fully test the unit logic as designed; unit test procedures must cover both normal and exception processing.
 - Integration Testing -- develop procedures to ensure all interfaces are fully and reliably functional; integration test cases shall cover:
 - Internal Interfaces (e.g., Application Interfaces (APIs))
 - Sequential Processing (e.g., file-based)
 - External Interfaces (e.g., third-party business systems)
 - Systems Testing -- develop a System Test Plan to ensure that all system processing is accurate and that all system outputs are valid.
 - Acceptance Testing -- develop procedures based on the Airport’s functional and technical requirements. The plan will cover acceptance of:
 - Business process testing
 - Performance / load testing
 - Interface testing
 - Usability testing
 - Test Incident Reporting and Resolution
- **Capacity Evaluation Plan** – The Company shall develop a plan to predict the System’s impact on the Airport’s network architecture. The plan shall include load/stress and volume/throughput test scenarios.

2.3.3 Quality Assurance

The Airport requires that the Company implement effective QA/QC processes, including configuration control of requirements, deliverables, and appropriate software artifacts, quality control of deliverables, and all other tasks that the Company considers essential to effective quality management.

2.3.3.1 Deliverables

- **Quality Assurance Plan** - The Company shall develop a quality assurance plan that details how quality assurance practices will be applied to the project.

2.3.4 Training Planning

The Airport requires that the Company manage the training program effectively to ensure that the deliverables are adhered to. The Airport requires that the Company provide training on the ERP system to Airport management and Airport end-users. This task encompasses developing the training curriculum, developing and delivering instructor-led class room and web-based training courses, facilitating a train-the-trainer program, offering “systems administrator” training, and developing on-the-job training (OJT) materials.

2.3.4.1 Deliverables

- **Training Curriculum** – The Company shall detail the training courses and topics, approaches and objectives, and training methodology.
- **Training Plan** – The Company shall develop a comprehensive Training Plan for Airport Management and end-users that will be used as for foundation for knowledge transfer and retooling the workforce. Document will detail developing instructor-led and web-based training courses, facilitating a train-the-trainer program, offering web-based training, and developing on-the-job training (OJT) materials.

2.3.5 Phase I Deployment

This task encompasses design, implementation, unit testing, integration testing, regression testing, system testing, performance/stress testing, user acceptance testing, training, deployment, two months post-go-live support on-site, and all other tasks that the Company considers essential to implementing the functionality of Phase One.

2.3.5.1 Deliverables

- **Phase One Implementation Plan** – Plan will layout how the functionality will be implemented with activities and milestones and the estimated staffing requirements necessary for Airport staff.
- **Configuration Document** – Document will capture the design decisions made during the ERP configuration for each module in terms of defining key parameters. Once documented, these parameters establish how the system is to be set up and serve as a guide for additional modifications or additions to the system.
- **ERP System** – User accepted system which meets the requirements of Phase One, including accurate and timely processing of accounting transactions, maintaining a standard set of account codes (i.e., chart of accounts) for use across the Airport, and reporting consolidated and detailed financial data for planning and decision making.

2.3.6 Phase II Deployment

This task encompasses design, implementation, unit testing, integration testing, regression testing, system testing, performance/stress testing, user acceptance testing, training, deployment, two months post-go-live support on-site, and all other tasks that the Company considers essential to implementing the functionality of Phase Two.

2.3.6.1 Deliverables

- **Phase Two Implementation Plan** – Plan will layout how the functionality will be implemented with activities and milestones and the estimated staffing requirements necessary for Airport staff.
- **Configuration Document** – Document will capture the design decisions made during the ERP configuration for each module in terms of defining key parameters. Once documented, these parameters establish how the system is to be set up and serve as a guide for additional modifications or additions to the system.
- **ERP System** – User accepted system which meets the requirements of Phase Two, including functionality to manage, track and allocate grant monies; plan and execute work orders; manage receipt and control of inventory; administer tenant agreements and invoicing requirements; automate the collection of airline, passenger and parking data; and support the financial control of on-going capital projects.

2.3.7 Software as a Service (SaaS)

Airport requires that the Company install all of the proposed software components in order to establish the infrastructure for development, testing, training, and eventual deployment. If desired by Airport, the Company must provide these development, testing, production, and training environments via a software-as-a-service (SAAS) model. In this case, the Airport requires that the Company manage the coordination of the SAAS setup and operation effectively to ensure that the technical requirements are adhered to. This task encompasses any and all additional activities (i.e., those not included in any of the tasks listed above) related to technical specifications, integration, data migration, environment install and setup, configuration management, security, and all other tasks that the Company considers essential to effective SAAS implementation.

2.3.7.1 Deliverables

- **Software Installation Report** - The Company shall develop a report of all software to be installed with version information noted and certify that the install activities have been completed.
- **Setup and Operation Plan** - The Company shall develop a Setup and Operation Plan that details how the ERP system will be installed and operate in an SAAS environment.
- **System Integration Plan** - The Company shall develop a detailed data systems integration plan that explains the Company's approach for integrating the legacy systems with the new ERP system in an SAAS environment.
- **SAAS Transition Plan** - The Company shall include an approach that provides for a seamless transition to a new SAAS hosting, including:
 - salient risks associated with SAAS transition and plans to mitigate them
 - components are owned by the Airport and those which are owned by the Company
 - appropriate Service Level Agreements (i.e., SLAs)
- **SAAS** – The Company will deliver a technically complete and functional ERP system hosted using an SAAS and SAAS Service Level Agreement that is acceptable to the Airport.

3 SUBMITTAL REQUIREMENTS

All responses must include the following components:

- Technical Response
- Fit-Gap Analysis against Functional and Technical Requirements Matrix
- Pricing Response
- Required Attachments
- Electronic copy of all submittals on CD (NO pricing information)

3.1 Content and Format of Company's Technical Response

All technical responses shall contain the following sections:

3.1.1 Title Page

Referencing the Company's name, date, and the project on which they are submitting.

3.1.2 Letter of Transmittal

Identifying who in the firm is accountable for all terms in the Company's response, as well as acknowledgement of receipt by the Company of all addendums to this solicitation (if any).

3.1.3 Table of Contents

Clearly identifying the overall structure of all sections of the response, including section and page numbers.

3.1.4 Executive Summary

Summarizing the key points of the Company's bid (not to exceed five pages).

3.1.5 Company Background

Providing relevant background on the Company organization, to include but not be limited to its: office locations, number of professional staff, years in business, key service lines, and ownership structure. If subcontractors are used, their firms (and DBE status) should be identified and their role described in this section.

3.1.6 Proposed Application Software and Computing Environment

Identifying the "core" ERP software, any "bolt on" or third party applications, database software, and "middle ware" which are included as part of the submission.

Additionally, the respondent shall, as a part of their submission, identify all hardware and related peripheral equipment, including specifications and sizing requirements needed to operate the ERP system and all remaining legacy systems according to specifications. It is anticipated that the Airport will ultimately procure the hardware and related peripherals in accordance with Airport IT Master Plan. However, if the Company is able to negotiate prices, terms and conditions that are more favorable to the Company than to Airport, then Airport will reimburse the Company for the actual costs of procuring these items.

3.1.7 Project Approach

Providing narrative on how the Company will perform all tasks outlined in the previously described Statement of Work. A Gantt chart schedule of all key tasks and deployment phases should also be included. Special attention should be paid to describing the Company's approach to:

- Any recommended changes to the suggested "phased implementation" approach described in the Statement of Work
- Software "customizations" (i.e., changes to source code needed to meet functional requirements)
- Implementation Support and Training
- Maintenance/Upgrade Program
- Their recommendation as to whether or not Airport should pursue a "SAAS" or "ASP" deployment model
- Systems Security
- Change Order management

3.1.8 Project Team

Providing information on the proposed team members, the team structure, and each individual's proposed role on the engagement, including DBE team members. Where subcontractor staff are proposed, their roles should also be clearly identified. Special attention should be paid to describing:

- The experience and qualification of the proposed project manager
- The level of effort estimate of all proposed team members (by phase, as appropriate)
- The expectations of "on site" time for the project team
- The expected commitment of LIT staff to support implementation activities (e.g., level of effort, roles/responsibilities)
- Resumes of proposed staff (can be included as an Attachment)

3.1.9 Company Qualifications and References

Describing the qualifications of the Company that relate to projects of similar size and scope to this engagement; use Attachment A to list four current clients that use an ERP solution of similar size and scope to that proposed for Little Rock National Airport.

Additionally, please supply a client list of Airports which use your proposed ERP software and client contact information. Define which products are currently being used and date installed.

3.1.10 Financial Information / Financial Stability

Companies must demonstrate the capability to successfully complete the Project by providing the following documentation.

- Documentation and discussion of the financial condition and capacity of the Prime company to complete the project.
- Annual reports and financial statements for the past year for the Prime company.
- Bank name and reference contact information.

3.2 Functional/Technical Requirements Matrix Response

The Functional Requirements Matrix should be completed in MS Excel format using the template provided in Attachment I as part of this solicitation. Companies are encouraged to identify during which phase of the ERP's deployment the functionality would be implemented. Companies are also required, for each functional or technical requirement, to state whether or not they are fully compliant, partially compliant, or not compliant, as well as their method of compliance (1 – out of the box; 2 – using 3rd party software; 3 – requiring customization of base code; or 4 – requiring both 3rd party software and customization of base code).

Companies are strongly recommended to review the Functional/Technical Requirements Matrix in advance of the Bidders Conference to allow sufficient time to answer any questions related to how it is to be used in support of this procurement.

3.3 Content and Format of Company's Pricing Response

The pricing component of the response needs to provide the structure and level of detail necessary for Airport to understand the total cost of hardware, software and implementation services across each deployment phase. Special attention should be paid to describing:

- Fully burdened labor rates by each proposed staff member (or staff category including DBE firm)
- Total costs of all hardware and software
- On-going maintenance and support costs
- Out of pocket expense cost estimates

This pricing document (one copy only) must be separately sealed within your response in an opaque envelope to be opened after final Commission ranking.

3.4 Required Attachments

Companies are required to complete and provide the necessary attachments identified in Section 1.16.

3.5 Sample Agreements

Companies are required to provide sample agreement for the following:

- software licensing
- maintenance and support
- subscription agreements (in the case of a SAAS solution only)

These attachments should not include any pricing information.

3.6 Compact Disk

A CD of the Company's complete submittal (in PDF format) must also be included.