



City of Los Angeles
Department of Airports

Request for Proposals

On-Call SAP Support Services

RFP release date: February 7, 2011

Pre-Proposal Conference: February 23, 2011, 1:00 p.m. to 3:00 p.m. PST

(Attendance is not mandatory, but is strongly recommended)

Deadline for written questions: March 14, 2011, 11:00 a.m. PST

(Submitted to fansley@lawa.org)

RFP responses must be received by: March 23, 2011, 4:00 p.m. PST

The City of Los Angeles, Department of Airports, also known as Los Angeles World Airports (LAWA), is soliciting proposals from qualified firms to provide on-call SAP support services. The consultant will be selected through this competitive Request for Proposal (RFP) process.

This RFP document, addenda, and related documents will be posted on the Los Angeles Business Assistance Virtual Network (BAVN) website at www.labavn.org ("View Opportunities by Department", "Los Angeles World Airports"). You must be a registered BAVN user and logged in to download and view the documents associated with this contractual opportunity.

Qualified proposers are invited to submit proposals in accordance with the requirements outlined in this document. The proposals are required to address all aspects of this RFP and must be submitted on or before 4:00 p.m. PST on March 23, 2011.



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BACKGROUND

Los Angeles World Airports (LAWA) is an enterprise fund of the City of Los Angeles. LAWA owns, operates, and maintains three airports in Southern California--Los Angeles International Airport (LAX), Ontario International Airport (ONT) and Van Nuys Airport (VNY)—and owns and manages land near the former Palmdale Regional Airport (PMD). The Department is under the management and control of a seven-member Board of Airport Commissioners (BOAC) appointed by the Mayor and approved by the City Council. LAWA provides services to approximately 150 airlines that operate at its airports. LAWA centralizes many of its administrative functions at LAX from which it provides services to all airports. It employs approximately 3,500 employees at three locations and has an annual budget of about \$2.6 billion.

LAWA procured and implemented SAP (Systems Applications & Products) R/3 release 4.6C software on July 1, 2001. The system is also referred to as the Financial Accounting Management and Information System (FAMIS). LAWA's Financial Management Systems (FMS) Division manages and provides the main support for the system, with additional technical support provided by LAWA's Information Management and Technology Group (IMTG). The SAP software was upgraded to version ECC 6.0 in June 2009. The system provides LAWA with the ability to manage its overall financial portfolio and human capital. The major business functions at LAWA supported by SAP include:

- Financial Systems (general ledger, accounts receivable, accounts payable, fixed assets, funds management and special purpose ledger)
- Controlling (cost center accounting and internal orders)
- Budget planning (planning, plan activity rates and monitoring)
- Human Resources organization management, personnel administration, time management, travel, training and events management)
- Purchasing (materials and services, contracts, fixed assets and warehouse inventory)
- Project Systems (project planning and budget monitoring)

Additional information about LAWA's current system environment and user population, which may be helpful for proposers, is attached to this RFP and labeled as "Attachment 1".

1. PURPOSE AND PRIMARY OBJECTIVES

LAWA is seeking a professional consulting service proposal from a qualified proposer to provide on-call SAP support services (including ABAP development services). The selected firm must have a proven track record of successfully completing similar engagements in other similar operations.

This consulting agreement will augment existing LAWA staff. There is a continuing need for SAP reports, programming and training services using ABAP, Sapscrip, Smartforms or other products. The consultant will provide general (technical/functional) SAP support to LAWA, including assisting LAWA in identifying and implementing best practices and program improvements in SAP. The consultant will also be required to perform technically difficult programming and program maintenance; analyze existing systems and procedures; and design and participate in the maintenance of the SAP systems/configuration changes.

2. SUMMARY OF THE RFP PROCESS

LAWA at its own discretion reserves the right to invoke any and all of the processes listed below. Proposers are required to meet all requirements as outlined in the RFP in their proposals. Consequently, failure to comply with the requirements of this RFP may disqualify the proposer from further consideration.

- LAWA will evaluate the written proposals based on the requirements outlined in the RFP and select proposals for consideration. The evaluation may also include a background check of references listed in the proposal.
- LAWA may hold telephone interviews if necessary, for a select number of competitive proposers.
- LAWA will evaluate final proposals and select a finalist for contract negotiations. If LAWA is unable to reach acceptable terms with the highest ranked proposer, the second highest ranked proposer will be contacted for negotiations. This process will continue until a contract is successfully negotiated.

The following table outlines the planned schedule for selecting the proposer to provide the on-call SAP support services as described in this RFP. LAWA retains the right to adjust the schedule in any manner it deems appropriate.

Tentative Procurement Schedule:

Activity	Date
Issuance of RFP	February 7, 2011
Pre-Proposal Meeting	February 23, 2011
Deadline for Written Questions to LAWA About RFP	March 14, 2011
LAWA Posts Answers to Written Questions on LABAVN	March 17, 2011
Due Date for Proposals	March 23, 2011
Proposal Review and Interviews (interview optional)	March 28 to April 21, 2011
Evaluation Team Makes Recommendation	April 21 to April 28, 2011
Contract Negotiations	May 2011
Contract Executed	September 2011
Commencement of Consultant Services	September 2011

3. STATEMENT OF WORK

The Statement of Work describes the scope of services and deliverables the consultant will provide to LAWA as part of this engagement.

3.1 Scope of Work

The scope of work under this contract will involve providing general (technical/functional) SAP support to LAWA, including but not limited to:

- Assist LAWA in identifying and implementing best practices in SAP, including use of Employee and Manager Self-Service features in SAP, Portals, Adobe Forms, Business Intelligence and SAP Tools.
- Recommend and implement program improvements to standard and custom programs to enhance application program performance.
- Design, develop and maintain custom reports using ABAP.
- Design, develop and maintain custom forms using Sapscrip, Smartforms or another product.
- Design and develop custom interface programs for SAP modules used by LAWA.
- Evaluate system performance of standard and custom programs.
- Develop written documentation for each task completed:
 - o Logical Process flow chart, including overall decision structure and data flow
 - o Functional/technical description of each procedure, including a list of data in/out
 - o Description of external program interfaces, including a list of data in/out and dependencies
 - o Pitfalls and/or issues that LAWA's staff should be made aware of
- Provide knowledge transfer to LAWA staff on SAP programming tools/techniques, including specialized training as needed.

3.2 Project Services and Deliverables

LAWA and the consultant will determine specific tasks and deliverables during the engagement. The consultant and staff will be available to LAWA during the term of the contract on an "on-call" basis. After a deliverable is agreed upon, the LAWA Project Manager will issue a Notice to Proceed. LAWA reserves the right to refine requirements, scope of work and other aspects of the project.

The Contractor will bill LAWA for hours necessary to complete each deliverable upon acceptance of the deliverable by LAWA. Timesheets will be completed and submitted to LAWA on a weekly basis, detailing the tasks completed and the number of hours worked. Timesheets must be signed by both the consultant performing the work, and the director(s) or other responsible officer(s) with ultimate responsibility for the management of the contract.

Project status sheets will also be completed and submitted to LAWA on a weekly basis, detailing the work performed, the percentage of completion, and any notes or issues related to those tasks.

Interim payments for deliverables requiring longer time periods to complete may be permitted by the LAWA Project Manager; these will be specified in the Notice to Proceed.

3.3 Contract Term and Fees

The term of the contract shall be for a period of 12 months, with two 12 month options to extend the contract at the discretion of the Executive Director (a possible three year total term). The contract term will commence from the first Notice to Proceed which will be executed by the Executive Director or a designee, unless earlier terminated pursuant to the terms hereinafter set forth. Either party may terminate this contract, with or without cause, upon giving the other party a 30 day advance written notice.

The expenses incurred under this contract will be solely based on hours worked and shall not exceed \$150,000.00 per year (shall not exceed \$450,000 if extended to a three year total term). There is neither a minimum nor maximum amount of hours that the SAP support services will be used by LAWA. Project participation should be anticipated as “on-call” throughout the term of the contract.

3.4 Minimum Qualifications of Proposer

Proposers or proposed staff must clearly demonstrate and document in the proposal the following minimum qualifications. Proposals not meeting the minimum qualifications will not be reviewed or evaluated.

- Proposed staff must have no less than five years of experience providing SAP ABAP programming consultant services.
- Proposed staff must have the capability of providing the required application development services within the specified project time requirements.
- Proposed staff must possess expertise/knowledge of the SAP system in developing and modifying applications in HR/Payroll, FI/CO and MM.
- Proposed staff must include a certified SAP ABAP programmer.
- Proposer or proposed staff shall provide a minimum of three company references. The references should be organizations of similar size and complexity as LAWA (public sector organization with an operating budget of at least \$1B and with a minimum of 4,000 employees).
- Proposer or proposed staff shall have successfully provided post implementation support services for an ERP software solution installed in a comparable environment.

4. LAWA’S ENGAGEMENT RESPONSIBILITIES

This section of the RFP describes LAWA’s responsibilities as it relates to the scope of work described in this proposal.

4.1 LAWA Resources

LAWA will designate an individual as its primary interface with the successful proposer (consultant) for the purpose of coordinating this engagement. This individual will be deemed the LAWA Project Manager and will be responsible for setting proposer staff work schedule and reviewing work product (including work papers, draft deliverables, etc.) on behalf of LAWA. The LAWA Project Manager may designate additional staff to work with the successful proposer or proposed staff on particular matters.

4.2 Facilities and Equipment

If required, proposer will work at LAX. LAWA will provide proposer's staff with the necessary equipment, data, information, adequate conference rooms, cubicle or other workspace and telephone access, as necessary to facilitate performance of the Services under this engagement. Work may be performed remotely with the agreement of LAWA. To be granted remote system access, the successful proposer must comply with the LAWA IMTG Computer Use Security policies, and sign their "LAWA Computer Use Security Receipt & Acceptance" document.

There is no restriction regarding visa status to perform consulting work on the project. If a visit to LAX is required during the course of the agreement, the consultant must possess the appropriate documentation required by the United States government.

5. PROPOSAL INSTRUCTIONS

This section provides the detailed instructions to proposers on how to prepare and submit their proposals. Proposers shall follow the format described in this section and provide all of the information requested. Proposals that do not adhere to these formatting requirements may be considered non-responsive.

5.1 Proposer's Contact Information

Each proposer shall designate one person that shall serve as a contact for all matters pertaining to the proposal. In the absence of such designation, the person who signs the proposal shall be deemed the Proposer Contact. The name, telephone number and e-mail address of the Proposer Contact must be prominently displayed in the proposal itself (see Section 5.7.1, "Technical Proposal", "Proposer's Information").

5.2 Written Questions and Official Answers

To ensure LAWA is able to provide timely and pertinent information to proposers, submit all questions via e-mail to LAWA's contact person for the RFP shown below. Questions regarding this RFP will be accepted until 11:00 a.m. PDT on March 14, 2011.

Questions may be submitted by e-mail to:

Ms. Felicia Ansley
E-mail Address: fansley@lawa.org
Title: Management Analyst II

Telephone inquiries will not be accepted.

Official responses to questions will be posted on BAVN by no later than 5:00 p.m. PDT on March 17, 2011.

5.3 Pre-Proposal Conference

There will be a Pre-Proposal Conference held for this RFP:

February 23, 2011
1:00 PM – 3:00 PM PST
Samuel Greenberg Board Room, Clifton A. Moore Administration Building
1 World Way, LAX
Los Angeles, CA 90045

Attendance at this conference is not mandatory but is **strongly recommended**. Proposers will have the opportunity to ask questions regarding this RFP and its related City of Los Angeles administrative requirements. LAWA will not distribute copies of the RFP at the Pre-Proposal Conference, so attendees should bring their own copies.

Prospective proposers who plan on attending the conference are encouraged to send notification of their intent to attend via e-mail to the contact person of this RFP, Felicia Ansley (fansley@lawa.org).

Any person with a disability requiring special accommodations for the Pre-Proposal Conference should contact LAWA at least five working days before the event date.

5.4 Proposal Preparation Costs

LAWA shall not be responsible or liable for any costs incurred by any proposer in the preparation and submission of its RFP or for other costs incurred by participating in this solicitation process.

5.5 Delivery Instructions

Qualified proposers are invited to submit proposals in accordance with the requirements outlined in this document. The proposals are required to address all aspects of this RFP and must be submitted on or before 4:00 p.m. PST on Thursday, March 23, 2011.

The delivery address, for postal mail, courier, or hand delivery, is:

Financial Management Systems Division
Los Angeles World Airports
6053 W. Century Boulevard, Suite 601
Los Angeles, CA 90045
Attention: Ms. Felicia Ansley

Proposals may be mailed or hand-delivered but must be physically received by LAWA as specified. A proposer that submits a proposal by mail should allow sufficient mail handling time to ensure timely delivery of the proposal to the submission location. No extension of time will be granted for submissions by mail or any other type of submission. Proposals submitted by e-mail or facsimile transmissions are not allowed. **Proposals received after the submission deadline will be rejected and returned unopened to the sender.**

5.6 Proposal Specifications

The proposal must be in the form of a written report, on size 8 ½ "X 11" paper (one-sided), produced in Microsoft Word using "Arial" 11 point font.

The proposal shall include three major sections:

1. Technical—Includes proposer's service proposal and required related attachments
2. Cost—Includes completed Cost Proposal
3. Administrative Requirements Package—Includes completed LAWA administrative forms related to this RFP

If the proposer elects to submit optional exhibits, they must be labeled, then bound and sealed separately from the remainder of the proposal. The proposer is responsible for ensuring that the outside of the package is clearly labeled "Optional Exhibits" and includes the name and address of the proposer.

Proposers must submit the following:

- o One hard copy with ink signature of the Technical Proposal, clearly labeled with "Original" on the front cover
- o One hard copy of the Cost Proposal
- o One electronic copy (on compact disc or USB flash drive) of both the Technical Proposal and Cost Proposal
- o One separately bound hard copy with ink signatures of the Administrative Requirements Package, clearly labeled with "Original" on the front cover
- o One photo copy of the Administrative Requirements Package
- o If submitting Optional Exhibits, only one original must be submitted

The entire proposal must be no more than 20 pages long, *excluding* the Cost Proposal, Administrative Requirements package, and Optional Exhibits.

5.7 Proposal Contents

5.7.1 Technical Proposal

The proposer is responsible for ensuring that the following identifying information appears on the outside of the package:

- "Technical Proposal"
- "On-Call SAP Support Services"
- Name and address of the Proposer

If a delivery service is used which prohibits such markings on the outside of the package, this information must be placed in plain view on the outside of an interior envelope or package. Proposers shall submit a logical, coherent and well-edited response to the RFP. The proposer should use the following checklist to ensure that all of the required components of the Technical Proposal are included in the response to this RFP.

REQUIRED COMPONENTS OF THE TECHNICAL PROPOSAL

☐ TITLE PAGE

Must include "On-Call SAP Support Services", the name and address of the proposer, and the RFP submittal deadline date and time.

☐ EXECUTIVE SUMMARY

- Must not exceed five single pages.
- Must be signed by an authorized representative of the proposer.
- Briefly summarize why the proposer is the best qualified to provide services.
- Include a statement that "the entire proposal and the price contained herein shall be binding upon the proposal in all respects for a period of 180 days from submission".
- Address any problem(s) envisioned to be associated with fulfilling the requirements of the RFP and cite specific suggestions for avoiding or mitigating these problems.
- Provide a brief description of the proposer which includes: history; number of years the organization has been in business; type of services (and products) it provides.
- Must not include any information from the Cost Proposal.

☐ PROPOSER'S INFORMATION

- Provide proposer's registered office address and the name(s) of the director(s) or other responsible officer(s) who will have ultimate responsibility for the management of the contract, if awarded.
- Identify the name, address, affiliation/title, e-mail address, and telephone number of the key contact person(s) for both proposer and any subcontractor(s).
- Describe proposer's previous/current relationship, if any, with LAWA and related entities.
- Describe the proposer's scope of service capabilities, regardless of applicability for the proposed engagement.

☐ PROPOSER'S QUALIFICATIONS

- Include an overview and brief (two-page maximum) history of the firm and a description of what uniquely qualifies the firm for this engagement, and include the level and depth of SAP-related engagements:
 - o Number of years of involvement in SAP-related engagements
 - o Portion of total business related to SAP engagements and portion of total business related to Public Sector engagements
 - o How proposer differentiates itself from its competitors
- Describe how the proposer meets the requirements specified in Section 3.4 ("Minimum Qualifications of Proposer"). Failure to meet these requirements may be cause for rejection of the proposal as non-responsive.
- Describe projects in which the proposer or proposed staff has been awarded contracts for SAP support, including ABAP development projects. The duration of the contract should be specified.
- Describe the proposer's depth and availability of professional resources pertinent to this engagement; in the case that LAWA requires additional resources or requires substitution of resources during the engagement.

- Disclose contract performance—if a proposer or proposed staff has had a contract terminated due to the proposer’s or proposed staff’s non-performance or poor performance on a similar work or engagement during the past three years, all such incidents must be described. If the proposer or proposed staff has experienced no terminations in the past three years, so indicate.

☐ **REFERENCES OF PROPOSER AND PROPOSED STAFF**

- Proposers must provide three client references that are similar in size and complexity to this project, where they have provided consulting services for the development of SAP application programs, using SAP ECC 6.0 or other SAP versions.
- Reference information must include a brief description of the work performed for the client, the contact person who worked most closely with the proposer on the project, their phone number, and e-mail address.

Note: The LAWA Evaluation Committee may contact references provided by the proposer during the selection process.

☐ **PROPOSED STAFF’S QUALIFICATIONS**

Provide resumes of proposed personnel for this engagement.

Note: It is LAWA’s expectation that the key personnel included with this proposal will be the actual individuals assigned to the engagement should the proposal be accepted. Should an extreme circumstance require substitution of assigned individual, LAWA reserves the right to approve or disapprove any requested change. In the event that a replacement of an individual under this engagement is necessary, the proposer shall replace that person with another person with similar experience, qualification, skill sets and rates. LAWA may terminate the contract based on the loss of what LAWA considers a “key” individual.

☐ **SCOPE OF SERVICES**

Proposers are required to specifically respond to the scope of services as defined in Section 3, “Statement of Work”. Proposers should create a narrative responding with their understanding of the services to be provided and their proposed approach to provide resources for this engagement.

☐ **EXCEPTIONS TO TERMS AND CONDITIONS (OR AFFIRMATION THAT THERE ARE NO EXCEPTIONS)**

The “Additional Terms, Conditions, Disclaimers and Requirements applicable to LAWA Requests for Proposals (RFPs)” attachment sets forth terms and conditions desired by LAWA. The proposer must confirm to its acceptance of these terms and conditions and specify any requested changes to the terms and conditions. LAWA, at its option, may accept or reject any or all proposed changes or any parts thereof.

5.7.2 Cost Proposal

Proposers must ensure that the information provided in the Cost Proposal is consistent with and supported by the information provided throughout the Technical Proposal. LAWA expects the Cost Proposal to include all costs for consulting services to be provided at LAX (Financial Management System Division's location) and remotely (at proposer's worksite).

LAWA will award the contract for on-call SAP support services on an hourly rate basis. Proposer must include all costs for labor, direct and/or indirect travel, and any miscellaneous costs or out-of-pocket expenses for consulting services. LAWA will not approve any additional payments for travel, supplies, materials and other incidental costs not included in the Cost Proposal. All payments will be based on the successful completion of deliverables approved by LAWA.

5.7.3 Administrative Requirements Package (Bound Separately)

Proposers shall complete the City of Los Angeles administrative forms and/or exhibits provided in a separate attachment to this RFP and submit them in the Administrative Requirements Package. Refer to the electronic file attachment in PDF format provided in this RFP which contains the required forms that must accompany the proposal. Also included is a checklist, which should be used by proposers to assist proper completion of the required forms prior to proposal submittal. This Package should be bound separately from other parts of your proposal and clearly labeled "Administrative Requirements Package". All exhibits must be completed, signed, and returned as directed in Section 5.6 of this RFP.

The proposer is responsible for ensuring that the following identifying information appears on the outside of the package:

- "Administrative Requirements Package"
- "On-Call SAP Support Services"
- Name and address of the proposer

If a delivery service is used which prohibits such markings on the outside of the package, this information must be placed in plain view on the outside of an interior envelope or package.

6. PROPOSAL EVALUATION AND SELECTION

Proposals submitted on time, including any supplemental information requested by LAWA, that meet the minimum qualifications as set forth in Section 3.4 of the RFP will be evaluated based on the information and requirements presented in the RFP, and their competitive standing to all other proposals submitted.

The evaluation process consists of three phases:

1. Administrative Requirements and Minimum Qualification Review
2. Detailed Evaluation
3. Selection of Best Proposal

This section describes the evaluation process and criteria that will be utilized.

6.1 Administrative Requirements and Minimum Qualification Review

LAWA shall perform an initial responsiveness review to determine compliance with LAWA's Administrative Requirements and the minimum qualification requirements as defined herein. The Technical Proposal must be submitted in conformance with the major Proposal format in the required number of copies as outlined in Section 5.6, "Proposal Specifications". **Proposers that are deficient in meeting the Administrative Requirements or minimum qualifications at the time of proposal submittal shall be deemed non-responsive to this RFP.** Proposers disqualified for failing to meet the Administrative Requirements may file a protest.

6.2 Proposal Evaluation

Proposals shall be evaluated for responsiveness to the requirements of the RFP. A proposal shall be considered responsive if it complies in all material respects to the requirements of the RFP documents. Responsibility is defined as the apparent ability of the proposer to meet and successfully complete the requirements of the Contract. Responsibility includes consideration of the quality of the proposer's past performance, and the fitness and capacity to do the proposed work in a satisfactory manner. A proposer may be required to present further evidence that it has successfully performed similar work of comparable magnitude or provide other proof satisfactory to LAWA that it is competent to successfully perform the work.

A committee of LAWA employees will be assembled to evaluate the proposals. This committee will be known as the Evaluation Committee. The Evaluation Committee will rank proposals, from most to least, based upon the criteria described in the following section. The Evaluation Committee will use detailed evaluation guidelines to carefully review and assign a score to each section of each Technical Proposal.

6.3 Evaluation Criteria

LAWA will award a contract to the successful proposer whose response is in the best interest of LAWA considering the selection criteria set forth below.

- **Executive Summary (15%)**
Proposer demonstrated professionalism in the response to the RFP, such as: RFP presentation, well-written summary of the important features of the RFP, etc. Summary demonstrates understanding of services to be performed under this engagement.
- **Qualifications, Experiences and Accomplishments of Firm (25%)**
Proposer possesses prior experience with offering on-call SAP support services as described in Section 3.1 and 3.4 of the RFP. Proposed resources have significant experience providing on-call SAP support services in client environments. Proposer received favorable references during reference verification process.
- **Qualifications, Experiences and Accomplishments of Proposed Staff (30%)**
Proposed staff possesses experience with providing on-call SAP support services as described in Section 3.1 and 3.4 of the RFP.

■ **Cost (30%)**

The evaluation of the relative cost for each proposer based upon their submission of the proposed fee schedule by service type.

6.4 Final Scoring

All proposals will be issued a final score. The Evaluation Committee will be instructed to consider all information contained in the Technical Proposal, information provided via references, interviews (if deemed required), and any other information obtained through this procurement process.

Once all components of the RFP are scored, LAWA will select a finalist for contract negotiations.

6.5 Contract Negotiations

LAWA shall meet with the selected proposer to negotiate and execute the final written contract upon LAWA's selection of the successful proposer. LAWA reserves the right to negotiate any contract term or condition set forth by the proposer that it considers to be unfavorable to LAWA and to make modifications to the requirements set forth in this RFP, provided such modifications do not constitute a substantial change. If, after good faith efforts to resolve any contractual issues, LAWA is unable to negotiate a satisfactory contract with proposer, negotiations with that proposer may be terminated at LAWA's discretion and LAWA shall undertake negotiations with the next proposer in order of ranking. Negotiations may continue in this fashion until a contract is executed or all proposers are rejected.

Proposers are strongly advised to propose their best and possible offers at the outset of the process, as there are no opportunities for best and final offers. Any Contract resulting from this RFP shall be awarded to that responsible and responsive firm whose Proposal represents the best overall value to LAWA and who offers a justifiably fair and reasonable price.