



Request for Proposals

Time, Leave and Attendance Solution

RFP No. 13-200-ACCO

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Prime Bidder Eligibility: This procurement is open to those Prime Bidders that satisfy the minimum qualifications stated herein and that are available to work in the state of Washington.

If you download this RFP from the Department of Enterprise Services (DES) website located at: <http://des.wa.gov/about/pi/TLA/Pages/RFPInfo.aspx>, you are responsible for registering in the Washington Enterprise Business Solutions (WEBS) system, <https://fortress.wa.gov/ga/webs/>, and sending your organization name, contact name, email, and telephone number to the RFP Coordinator in order for your organization to receive any RFP addenda, amendments or Prime Bidder questions/DES answers.

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1 Introduction

The state of Washington Department of Enterprise Services (DES) is an Agency that "provide(s) centralized leadership in efficiently and cost-effectively managing resources necessary to support the delivery of state government services" ([Laws of 2011, chapter 43, section 101](#)). Included in these leadership duties is the provision of centralized information processing services to other users that are Agencies of the State and other tax-supported entities. One of the steps in creating efficiencies and modernizing the state of Washington's financial systems is the implementation of an enterprise-wide solution for time, leave and attendance for the Washington State Departments of Transportation (WSDOT) and Ecology (ECY) that is capable of being used by other Agencies.

1.1 Purpose

DES is releasing this Request for Proposals (RFP) to license (on a perpetual basis), implement, host, support and maintain an enterprise time, leave, and attendance (TLA) solution that can be shared by the Agencies. DES will procure a hosted, perpetually-licensed commercially-available software product from the manufacturer of the primary components of the TLA Solution. DES, in its sole discretion, will have the option to discuss with qualified Prime Bidders the delivery of the TLA Solution as software as a service. The TLA Solution procured from the Prime Bidder is expected to be functionally complete and highly configurable to eliminate or minimize software development or customization. The TLA Solution project will be an integral part of the overall state of Washington Time, Leave, and Attendance (TLA) Program (TLA Program). See [Appendix C](#) for more information on the TLA Program structure and [Section 1.4.1.1](#) of this RFP.

DES will enter into a fixed-fee contract with performance-based, milestone payments made upon achievement of milestones and the certification of deliverables, as specified by the Statement of Work and Project Schedule.

1.2 Objectives

The successful Prime Vendor will provide a TLA Solution that will accomplish the following objectives:

- Achieves the business and technical requirements of the State and provides the flexibility to make timely changes to the TLA Solution.
- Effectively manages business policies, processes, practices and functions within the TLA Solution.
- Keeps current with technology innovations and is improved over time.

Specific business goals for a TLA Solution include the ability to:

- Improve access to complete and accurate data.
- Improve implementation, tracking and enforcement of numerous Collective Bargaining Agreements.

- Comply with the federal Fair Labor Standards Act and other required federal, state and local laws, rules and regulations.
- Automate and streamline manual processes, where possible, reducing risk of errors and eliminating duplication of efforts.
- Adopt standardized processes, procedures and internal controls.
- Support DES specific business and technical requirements through efficient and effective system configuration.

1.3 Background

The State is pursuing a new solution as a result of the Time, Leave and Labor Distribution (TLLD) Feasibility and Systems Requirements Study of 2009. The study was a collaborative effort between the state of Washington departments of Natural Resources (DNR), Transportation (WSDOT), Personnel (DOP), the Office of Financial Management (OFM), and 11 other Agencies and legislative staff. The study concluded that the absence of a modern timekeeping system creates significant cost and risk to the State. The findings and recommendations by the U.S. Department of Labor and State Auditor's Office support the urgency of acquiring and implementing a new timekeeping system.

Employees across the Agencies currently record time differently, often relying on unique Agency or paper-based processes that require multiple steps. An enterprise TLA Solution will improve efficiency and effectiveness by automating and supporting timekeeping activities and compliance with applicable rules and regulations.

The need for an enterprise TLA Solution is driven by a number of factors, including:

- A duplication of effort across State due to the need to maintain more than 100 timekeeping systems.
- Current processes are labor intensive, manual, and apply inconsistent internal controls increasing the risk for inaccurate payments and miscoded charges.
- Current systems contribute to the risk of inaccuracies in reports for time worked, making it difficult to comply with the Federal Fair Labor Standards Act which mandates all overtime eligible employees submit a record of time worked.
- Current systems make it difficult to implement, track, and enforce Collective Bargaining Agreements. There are currently 19 Collective Bargaining Agreements related to this procurement, however, this number can fluctuate from biennium to biennium and is subject to change.
- State Agencies lack access to complete and accurate timekeeping data, which impacts daily operational activities, and impairs the State's ability to effectively bargain labor issues and manage State resources.

DES intends to contract with a Prime Bidder to deliver the TLA Solution, including meeting the business and technical requirements identified in this RFP and the commitments set forth in the contract and project documents.

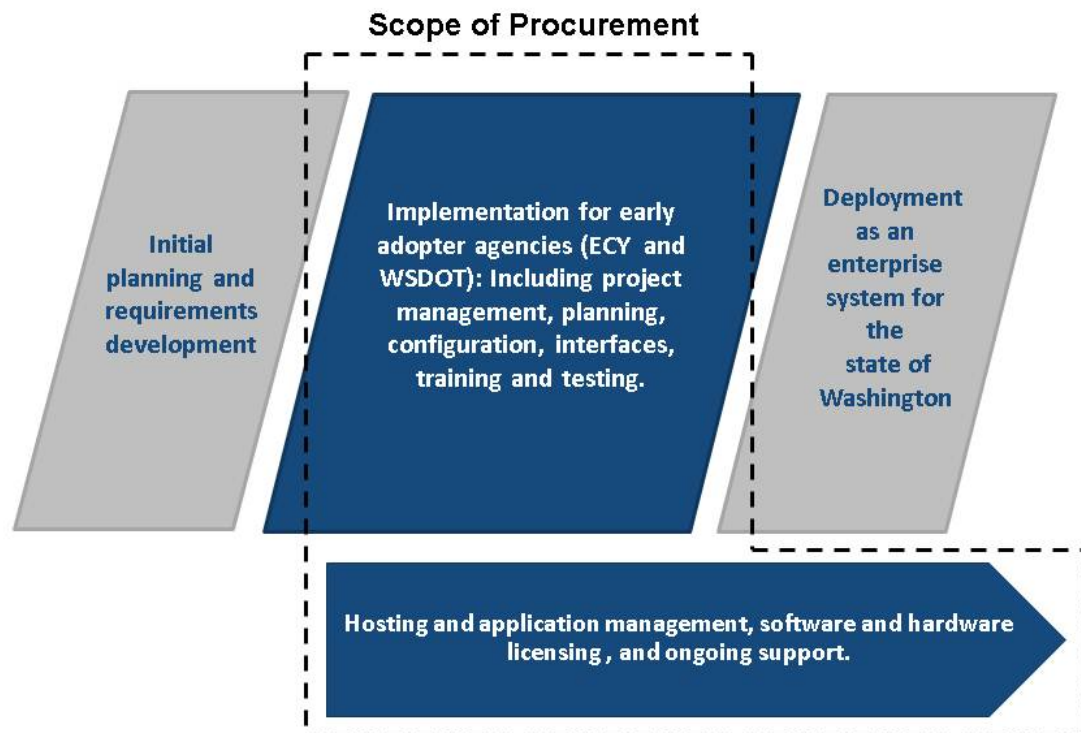
1.4 Scope of the Procurement

The scope of the procurement as identified in this RFP is further documented by the statement of work and other project documents attached to this RFP. This Section presents a high-level summary of scope in terms of function, technology, data, project management, and the expected business process and cultural change.

DES will lead the implementation effort, joined by the Departments of Ecology (ECY) and Transportation (WSDOT) as the early adopters of the new system. Also, DES will work with the Office of Financial Management (OFM) to confirm statewide business direction, policies, rules, and standard processes to be implemented by the TLA Solution. After the initial implementation at ECY and WSDOT, the system could be deployed as an enterprise system to other state of Washington Agencies.

The **Figure 1** below reflects a high-level view of the scope of this procurement.

Figure 1: High-Level Scope of Procurement



The Prime Bidder must implement a TLA Solution that meets the business and technical requirements outlined in this RFP, including in the contract and project documents. The TLA Solution will provide, at a minimum, the following business functions:

Table 1: Minimum Business Functions

Administration	• Setup, manage and assign employees and non-employees (contractors, volunteers) • Capture time for employees and non-employees • Agency-specific categorization of employees • Capture Agency-specific data for timesheets • Manage Collective Bargaining Agreements, state and federal laws, rules and regulations through business rules configuration
Scheduling	• Schedule development, assignment and management
Time and Leave	• Capture time through electronic timesheets • Provide employee self-service for leave • Provide employee self-service for time reporting • Provide electronic supervisory review and approval • Provide electronic notification to employees, supervisors and payroll • Manage hours through business rules configuration (e.g., automatically determine hours to be paid, pay type, validate activities, funds, projects; facilitate adjustments, exceptions and calculations)
Data and Reporting	• Utilize data for decision making • Manage and report on employee time and leave data and cost distribution
Integration	• Integrate with existing information systems, such as: - Agency Financial Reporting System (AFRS) - Human Resources Management System (HRMS) - Other Agency line of business systems as required

The scope of the implementation will include use of Prime Bidder's recommended implementation methodology, specifically tailored to DES, the Agencies it supports and the TLA Solution implementation, to plan, design, configure, test, and deploy the TLA Solution. The Prime Bidder will lead the implementation activities, coordinating with the TLA Solution Project team. The Prime Bidder will also transfer knowledge to the TLA Solution Project team and DES' Enterprise Technology Solutions (ETS) staff so that DES is able, independently and without assistance from Prime Bidder, to support the TLA Solution following project completion and configure and/or implement the TLA Solution at the other Agencies that DES supports who elect to use the TLA Solution. Additional detailed requirements for

design, development and implementation (DDI) activities are located in [Section 4, Prime Bidder Requirements](#) of this RFP.

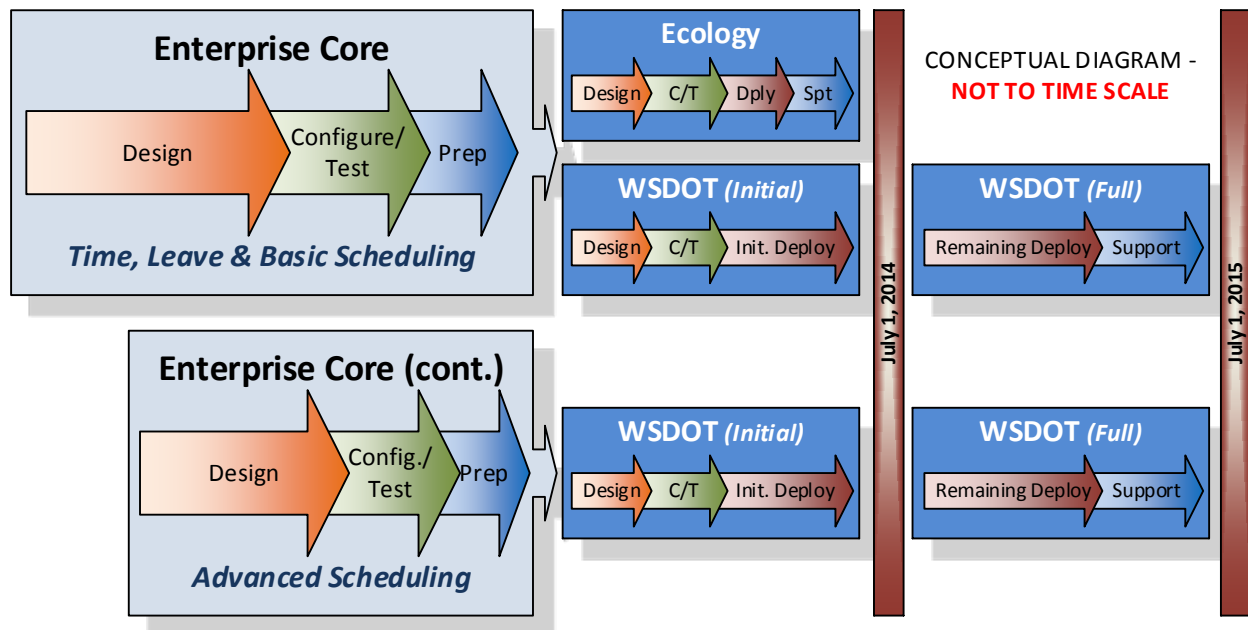
1.4.1 Organizational Scope

Prime Bidder will license the TLA Solution to DES for use by DES and the Agencies supported by DES. Prime Bidder will implement the TLA Solution at two (2) Agencies (with 9,000 + users), ECY, an Agency that represents a standard implementation, and WSDOT, an Agency that represents a highly complex implementation. Central office functions (e.g., HR, payroll, and budget) supported by ECY, WSDOT and DES will also be impacted. DES expects the implementation of the TLA Solution to start shortly after the contract is signed (See **Section 2**).

Following implementation of the TLA Solution at the ECY and WSDOT (or earlier as determined by DES), DES intends to implement the TLA Solution at approximately 102 other Agencies with up to 65,000 total users. This rollout will be at the State's option, and pricing for these additional implementation services will be set forth in the contract and project documents. The number of Agencies and users provided in this Section may change over time and are provided for preliminary planning purposes only.

Figure 2 below is a graphical representation of the implementation approach concept for the TLA Solution Project. This is intended to communicate high-level concepts to help guide Prime Bidders' Proposals. This is not intended to be prescriptive. The State welcomes Prime Bidder input to collaborate on the best approach.

Figure 2: DES' High-Level Implementation Approach



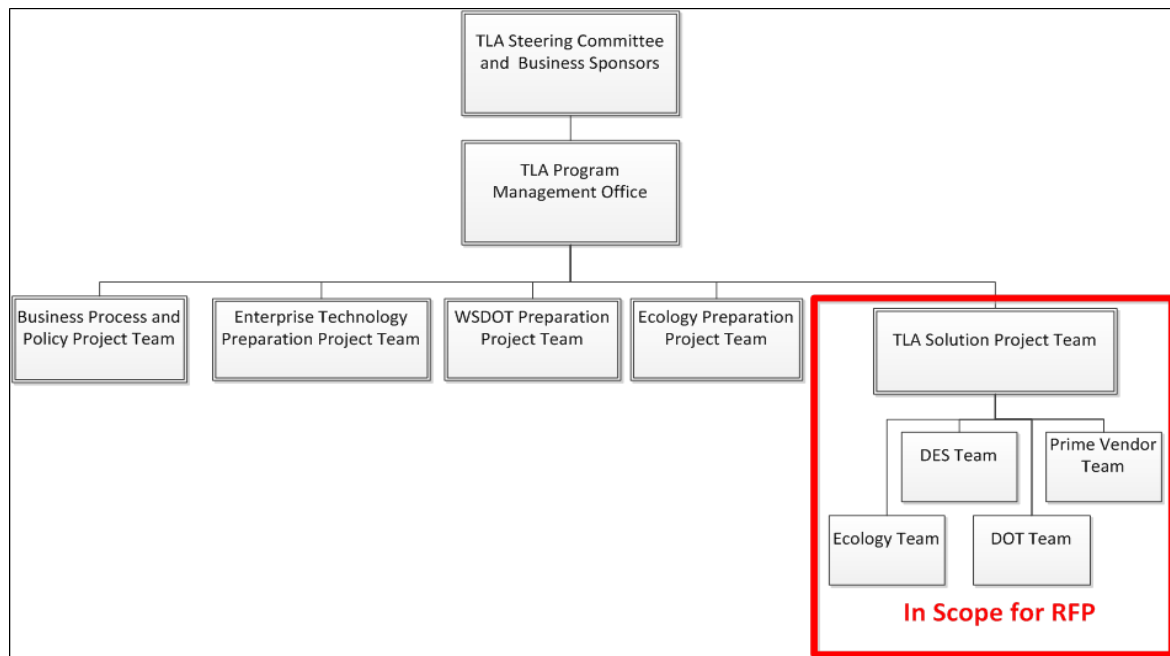
Notes:

- High-level plan is to enable the TLA Solution for use in a production environment for ECY as well as a portion of WSDOT on July 1, 2014. The remaining WSDOT deployment is planned to be staggered with five incremental deployments, with the final deployment planned for April 16, 2015.
- The final Stabilization and Optimization period defined in the Statement of Work (SOW) would begin once fully deployed. These would run concurrent with the depicted support periods.
- ECY plans to deploy to its entire Agency in one deployment effort, but WSDOT prefers a phased deployment.
- Core solution design, configuration, testing, and preparation will precede Agency-specific configuration allowing for a largely re-usable, standardized core that could be further deployed beyond ECY and WSDOT.
- *Time, Leave & Basic Scheduling* and *Advanced Scheduling* activities can be in a separate, but parallel work stream to minimize dependencies.
- Design includes all project activities required to begin the actual system configuration. Policy and process standardization decisions will happen during (or before) this phase.
- Design activities for the Enterprise Core will include input from additional Agencies to ensure the design accurately captures enterprise needs.

1.4.1.1 TLA Solution Project Organization

The Prime Bidder project team will lead DES through the design of the system, and will then lead the configuration, testing and deployment of the TLA Solution. The Prime Bidder project team and the DES project team will work alongside each other during the TLA Solution Project to facilitate comprehensive knowledge transfer. The Prime Vendor will provide tailored TLA Solution education and training to all personnel participating in the TLA Solution Project, TLA Solution users and others, and ensure that the TLA Solution meets the State's requirements in a timely manner.

Figure 3: TLA Program Organizational Structure



The four teams shown in the highlighted section of **Figure 3** – the Prime Vendor Team, the DES Project Team, the ECY Team and the WSDOT Team – will together comprise the overall TLA Solution Project Team, which is one of five subordinate projects that report to the TLA Program. The TLA Program will oversee all efforts to achieve the TLA Program's objectives and is ultimately accountable to the TLA Business Sponsors and Steering Committee. The additional four subordinate TLA Program teams are:

- **The Business Process and Policy Project Team** – Responsible for leading the efforts to drive policy and process decision making for the TLA Program, including leading cross-Agency teams in identifying and bringing stakeholders to agreement on enterprise requirements. This project is led by the Office of Financial Management within the TLA Program.
- **The Enterprise Technology Preparation (ETP) Project Team** – Responsible for ensuring that existing systems achieve compatibility with the TLA Solution and implementing TLA-driven architecture changes with DES' enterprise architecture.

- **The ECY and WSDOT Preparation Project Teams** – Two teams responsible for preparing their respective Agencies for the TLA Solution implementation, including remediation of existing systems affected by the TLA Solution.

The successful Prime Vendor will work with the TLA Program, including the sub-project teams to ensure a successful and integrated implementation of the TLA Solution.

For additional detail on the TLA Program and Project teams please see [Appendix C, Supporting Documents](#).

The Statement of Work provides additional detail on the scope of work required for the TLA Solution Project and Prime Bidder's activities, deliverables and responsibilities.

1.4.1.2 About the In Scope Agencies

Department of Ecology (ECY)

The Department of Ecology currently has a workforce of 1,900 employees located throughout the State. Sixty-five percent (65%) of ECY employees are represented by the Washington Federation of State Employees Collective Bargaining Agreement. The majority of Agency employees are funded by federal grant agreements, reimbursable contracts, and cost recovery agreements, which require Agency employees to positive time account for the time spent working on various projects. ECY currently uses the Time Management System (TMS), which was developed by the Agency in 1988. In addition to time capture, the system also interfaces leave and hours worked to HRMS for payroll processing and produces a monthly labor distribution process to allocate salary and benefit costs to 3,000+ account codes in AFRS. The ECY is in need of a Standard Implementation to manage their time and leave business processes.

Department of Transportation (WSDOT)

WSDOT represents a highly complex Agency supporting a diverse collection of services ranging from engineering and construction to operating the nation's largest ferry system. The ferry system alone serves 22 million riders and 10 million vehicles annually and operates 23 vessels. The WSDOT workforce of almost 7,200 employees is made up of nine (9) unions with 13 individual Collective Bargaining Agreements.

WSDOT is comprised of two distinct environments, marine and non-marine. The marine environment consists of 1,800 employees supporting the operation of 23 vessels with 20 terminals, in addition to office and maintenance areas. The remaining 5,600 employees span the State supporting transportation operations, maintenance, and engineering. It is divided into six (6) regions with headquarters staff based in Olympia and Tumwater, Washington. Remote maintenance locations and engineering/construction teams operate throughout the State.

In both environments timekeeping processes are paper based, inefficient and highly dependent on manual review and approval processes. Both environments utilize aging labor systems that are at the end of their life cycles, but the marine environment urgently needs a new time, leave and attendance as well

as robust scheduling bid, scheduling, and dispatch system. The complexity of bargaining rules, system inflexibility, and the nature of business operations have resulted in multi-million dollar grievances, unfavorable news reports, legislative scrutiny and insufficient data to support management decision making. WSDOT is in need of a Complex Implementation to manage their time, leave and advanced scheduling business processes.

The proposed implementation approach was designed to maximize the benefit to the State by addressing the most urgent needs while simultaneously managing risk to ensure a successful deployment in both environments. This approach allows for incremental testing, training, and cutover while prioritizing replacement and support of marine labor systems. This is a proposed approach; all deployments and timing are subject to input and restructuring by the successful Prime Bidder.

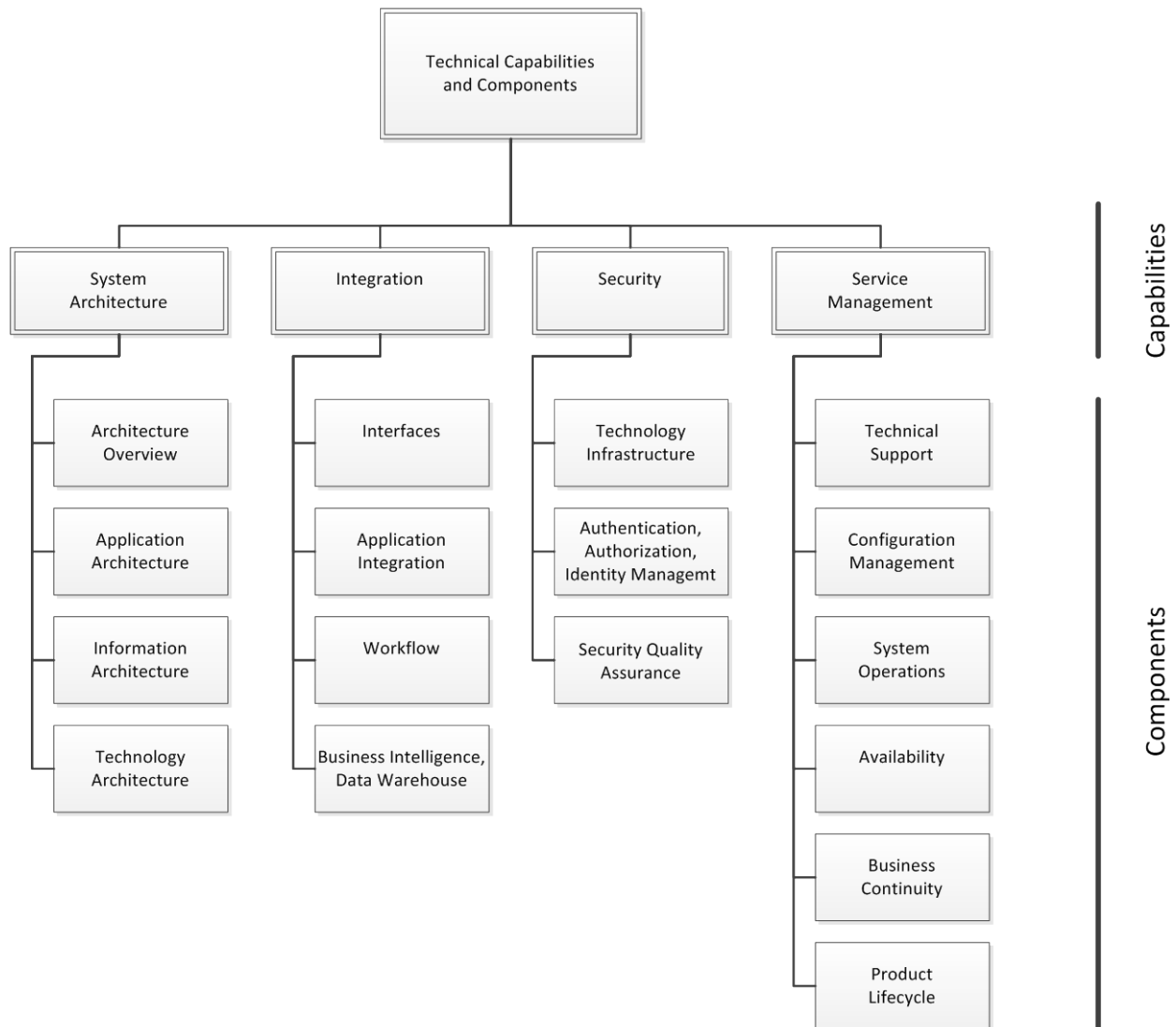
Table 2: WSDOT Deployment Approach

Deployment	Area	Bargaining Agreement	# of Employees
Deployment 1 (7/1/2014)	Marine HQ	OPEIU	51
		WFSE	55
		Local 17	26
		Non-Represented	111
		IBU (Info Dept)	21
		MM&P Watch Sup	6
	Non-Marine HQ	Local 17	357
		WFSE	464
		Non-Represented	338
Deployment 2 (9/1/2014)	Terminal	FASPAA	40
		IBU (Terminal)	312
		SEIU	6
Deployment 3 (11/1/2014)	Deck	MM&P	158
		Deck (Unlicensed)	504
Deployment 4 (1/16/2015)	Eagle Harbor/Warehouse	Metal Trades	107
		IBU (Shore Gang)	17
	Engine	MEBA (Licensed)	202
		MEBA (Unlicensed)	182
Deployment 5 (2/16/2015)	Eastside Regions	North Central	333
		South Central	584
		Eastern	484
Deployment 6 (4/16/2015)	Westside Regions	Olympic	781
		Southwest	522
		Northwest	1484

1.4.2 Technical Capabilities

Four (4) technical capabilities – System Architecture, Integration, Security, and Service Management – provide the foundation for the technical scope, as illustrated in **Figure 4**. Among the technical processes that are in scope are business continuity, interfaces, integrations, technical support, configuration, and product lifecycle. The technical requirements in this RFP set forth the technical scope.

Figure 4: Technical Capabilities



1.4.2.1 User Scope

The user scope is to include time and activity entries potentially from both paid and non-paid (volunteer) persons. Initial implementation will likely involve about 9,000 employees from two (2) Agencies, WSDOT

and ECY; subsequent implementations of various sizes will likely scale up to an overall count of 65,000 users.

1.4.3 Functional Scope

The state of Washington has a wide range of time, leave and scheduling business needs from basic to complex. Basic needs include the standard functionality of time and leave, whereas complex functionality includes advanced scheduling. The state of Washington requires a TLA Solution that will be able to support all of the various time, leave and scheduling processes.

In addition to feature and functionality required elsewhere in this RFP, the TLA Solution must perform the following functions:

- 1.** Provide system administration features that:
 - A.** Enable the setup, management and assignment of TLA master data.
 - i. Employee data, work schedule data, position data, activity codes, *etc.*
 - B.** Allow for Agency-specific categorization of employees to groups, crews, shifts, *etc.*
 - C.** Allow for flexibility to capture Agency-specific data for timesheets.
 - i. Grants, work orders, account codes, project codes, other data in Agency or enterprise defined fields, *etc.*
 - D.** Enable the setup and management of all Washington Administrative Code (WAC) and Collective Bargaining Agreement specific rules.
 - E.** Allow for statewide or Agency specific configurable workflow processing and notification rules.
 - F.** Allow for configuration options that can be administered at the statewide or Agency level and applied to any grouping of employees for which the Agency has authority to make configuration changes.
 - G.** Provide an application configuration interface allowing for the majority of configuration (adjustments to business rules, *etc.*) by designated State staff without advanced technical skills.
- 2.** Provide time and leave functionality that:
 - A.** Captures employee time worked and/or leave taken through electronic timesheets.
 - B.** Enables employee self-service for leave to:
 - i. View available leave balances based upon a specific date,
 - ii. Request leave by leave type for any date or date range,
 - iii. View status of leave request (approved/denied), and
 - iv. View leave history.
 - C.** Enables employee and manager self-service for time reporting to:
 - i. Record time worked with appropriate project, activity, coding, *etc.*
 - ii. View status of timesheets submitted,

- iii. Make adjustments, view status of corrections,
 - iv. View timesheet history, and
 - v. Review and approve timesheets.
 - D. Enables employee/manager self-service help functionality, including views or links to:
 - i. Applicable help materials,
 - ii. Agency policies,
 - iii. Statewide policies,
 - iv. Procedure manuals/materials, and
 - v. Applicable Collective Bargaining Agreements.
 - E. Facilitates electronic workflow for review and approval.
 - F. Provides notifications to employees, supervisors, approvers and payroll.
 - G. Manages hours worked by:
 - i. Automatically determining hours to be paid and pay type,
 - ii. Validating activities, funds, projects, *etc.*, and
 - iii. Facilitating adjustments, exceptions, and calculations.
 - H. Facilitates the management of special leave situations.
 - i. FMLA, shared leave, *etc.*
 - I. Provides the capability to capture the wage types (pay types and absence types) necessary to process payroll for time and leave reported.
 - J. Provides the capability to comply with federal, state and local laws and any bargaining unit rules.
 - K. Enables time capture for non-employees (contractors and volunteers).
 - L. Integrates with scheduling functionality.
 - M. Provides the ability to accrue leave and maintain leave balances in accordance with state of Washington business rules and the applicable Collective Bargaining Agreement terms.
 - i. This includes automatically adjusting accruals when employee master data, scheduled hours, or business rules change, and
 - ii. Allowing projected leave accruals to determine projected leave balances for future leave requests.
3. Provide scheduling functionality that:
- A. Facilitates schedule development, assignment, dispatch and management.
 - B. Facilitates electronic workflow for review and approval.
 - C. Provides notifications to employees, supervisors and approvers.
 - D. Accommodates advance scheduling necessary for 24/7 operations, including medical and correctional institutions, law enforcement and ferry operations.

- E. Enables employee and manager self-service to:
 - i. View group/crew schedules,
 - ii. View employee scheduled shifts,
 - iii. Coordinate shift changes, and
 - iv. View assignment, work shift or schedule changes.
 - F. Integrates with time and leave functionality.
- 4. Provide reporting functionality that:
 - A. Provides data to support decision making, strategic workforce planning and trend identification at the statewide and Agency level.
 - B. Provides robust reporting capability on employee time, leave and scheduling data. Examples of reporting needs include: regular and overtime hours worked, reasons for overtime, types of leave, shift or schedule variations, internal controls, cost allocation, staffing levels and regulatory compliance (e.g., FMLA).
 - C. Facilitates the collection of cost distribution data.

1.4.4 Project Management, Implementation and Ongoing Support Scope

Project management, implementation and ongoing support covers all phases of TLA Solution Project, including, but not limited to, project initiation, kickoff, planning and activation, discovery, design (including the incorporation of best practices), fit/gap, build, configuration, validation, reporting, education and training, knowledge transfer, hosting, testing, data conversion and migration, disaster recovery and business continuity, quality assurance, project management, change management, go-live support, cutover to production, deployment within the enterprise, and stabilization and optimization post-implementation services.

1.4.5 Business Processes and Cultural Changes

Although the advanced capabilities of a modern TLA system represent significant benefits for the State, one of the biggest challenges will be ensuring readiness of users for this significant change in business processes. Whereas communications, cultural change, business transition activities and readiness monitoring are generally out-of-scope for this RFP, DES expects to learn much from the successful Prime Vendor as the TLA Solution is introduced and business processes inherent to the TLA Solution are explained to key personnel of the TLA Solution Project, DES, WSDOT and ECY. DES recognizes the need for business process and cultural change, and the unique opportunity for the State to bridge the gap between current and future processes.

As further described in **Attachment C, Prime Bidder Requirements Response Sheet** and the Statement of Work, Prime Bidder will be responsible for developing Knowledge transfer services, train-the-trainer services and end-user training materials for the TLA Solution Project. Additionally, Prime Bidder will train DES and Agency staff who will assume responsibility for business operations as set forth in **Attachment C, Prime Bidder Requirements Response Sheet** of this RFP and the Statement of Work. The State is interested not only in the TLA Solution functionality of each Prime Bidder, but also in how the Prime Bidder will satisfy the staff training needs of the State. DES is also interested in what

experience and information the Prime Bidder can provide to help ensure successful Organizational Change Management (OCM) in this important cultural transformation and training effort.

1.5 Key Challenges and Requirements

While some systems in the State are centralized across all Agencies (e.g., accounting, payroll), individual Agencies may have dramatically different requirements for time, leave and attendance functions. Centralized (enterprise) functions are hosted by DES on behalf of all Agencies. Time and activity collection processes must be capable of rapidly adapting to changes in laws, rules, statutes, regulations, administrative rulings, governor's directives, audit findings and Collective Bargaining Agreements.

Dependencies between statewide rules and Agency implementations create an environment which embodies a high degree of complexity. Additionally, existing enterprise systems are hosted on diverse platforms. Financial reporting data are supported in a custom application suite hosted on an IBM mainframe and later reported from a Windows-based business intelligence system; human resource data are supported on a custom installation of the SAP application suite hosted on middle-tier servers.

1.6 Current and Future States

DES is in the process of developing strategies for enterprise software applications and shared services for the State. A number of studies have indicated an enterprise approach will yield significant cost savings for the State. Prior feasibility studies, such as the TLLD, and an enterprise-wide Total Cost of Ownership (TCO) Gartner study on information technology spending have supported this approach. The State's Chief Information Officer has also indicated that the State will benefit from standardizing on commercial Enterprise Resource Planning (ERP) software solutions. The TLA effort is considered an important first step toward achieving these goals.

In order to effectively support these initiatives while mitigating risks inherent in large-scale software implementations, DES is electing to represent three architectural states related to the TLA:

- **Current State** – Acknowledges how human resource and financial data reporting subsystems are currently integrated;
- **Interim State** – Anticipated architecture that would likely result from implementing TLA, without widespread changes to system integration patterns already in place; and
- **Future State** – Describes a potential architecture that may result from enterprise strategic planning activities. The potential future state focuses on achieving enterprise-class functions which may include:
 - Business Rules Engine with template business rule consumption;
 - Workflow/Business Process Management with work flow orchestration features;
 - Application Integration Layer with message flow orchestration; and
 - Centralized business intelligence services, with a unified (cross-domain) Enterprise Data Warehouse and enterprise master data management.

1.6.1 Enterprise Systems - Current State

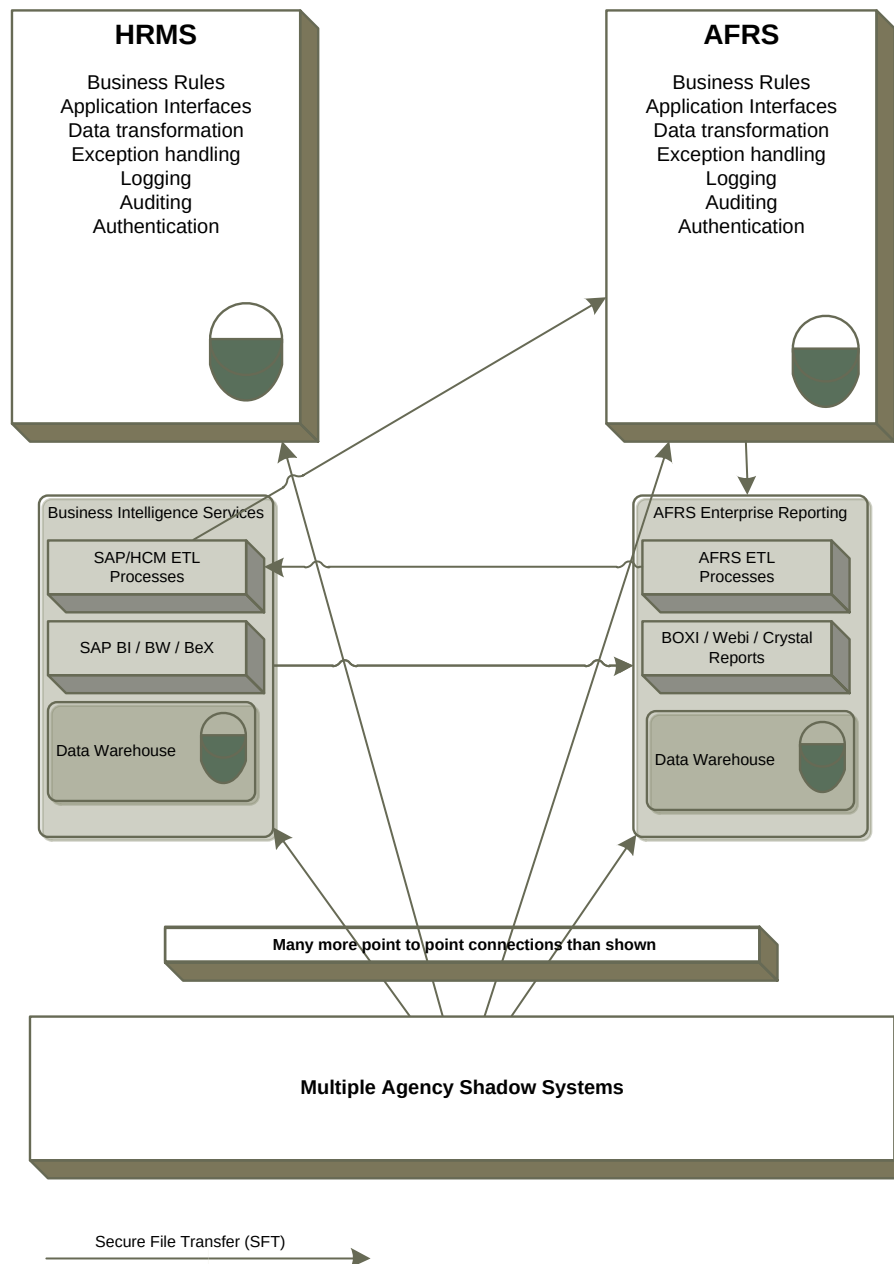
DES has a diverse portfolio of applications operating on a variety of hardware platforms, implemented over the last 40 years. **Figure 5** is a high level illustration of the current state of DES' centrally supported core administrative systems. The diagram does not include the hundreds of "shadow" systems developed at the Agency level to meet information and business process needs that are not satisfied by the central systems or are needed to support local requirements. "Shadow" systems typically:

- Obtain data from both AFRS and HRMS filtered to specific Agency needs;
- Merge this data with Agency data maintained outside of the statewide enterprise;
- Perform analysis and aggregation; and
- Report on consolidated information at an Agency level.

The arrows represent hundreds of point-to-point interactions between systems that have evolved over the years to meet DES' changing business needs and to make up for gaps in legacy functionality.

Figure 5: Today's Selected Enterprise Systems with Interface Examples Noted

Selected Enterprise Solutions *Current Architecture*



1.6.1.1 Current Systems

Figure 5 represents the current back office systems that support enterprise-wide HR/payroll and finance capabilities within DES. DES also maintains a strong business intelligence (BI) solution suite that builds upon outputs from both the HRMS and AFRS systems. State Agency staff members are provided access to BI reports, query tools and other information that pertain to their Agency personnel and finances.

Current data interchange between enterprise and Agency-level systems is primarily accomplished using Secure File Transfer (SFT) within the State Government Network (SGN) and Inter-Government Network (IGN). SFT interfaces are also available for data transfers outside of the SGN and IGN.

Employee time, leave and attendance data are not captured in a uniform manner across all Agencies. Some Agencies perform data entry within a function exposed by the HRMS (SAP/Human Capital Management (HCM)) application suite, while others simply capture time, leave and attendance data on paper only. Leave accruals are performed automatically by the HRMS system, and are available for employee review using the Employee Self-Service (ESS) application within the HRMS suite. Leave requests and corresponding approval workflows are performed on an Agency-by-Agency basis – some use the ESS systems, while others maintain their own leave approval processes.

Table 3 provides a brief description of DES' HR/payroll and Agency financial reporting systems identified in **Figure 5**.

Table 3: DES Back-Office Systems

System Name	Description
Agency Financial Reporting System (AFRS)	Legacy financial reporting system which supports statewide charts of accounts, as well as processes for budget allotment, encumbrances, disbursements and receipts. Highly customized application which runs on an IBM mainframe. AFRS typically interfaces with other systems using SFT, but is also enabled to integrate functions using the IBM WebSphere MQ Series messaging platform.
Human Resources Management System (HRMS)	HRMS is a customized version of the SAP/HCM toolset, which is responsible for performing HR-related processing such as payroll and leave accrual maintenance. HRMS is the system of record for assigning employee benefit costs to the AFRS system.
Employee Self-Service (ESS)	ESS allows employees to view and update payroll and benefit information. Some Agencies use components within ESS to request leave and to handle the leave approval process. Access to the ESS portal is available on the Internet to all State employees.

1.6.1.2 HRMS Overview

HRMS is the SAP Human Capital Management Suite that is utilized and maintained by the State to manage human resource and payroll business needs. The system was implemented in 2006 to replace a thirty (30) year old internally developed mainframe system. To meet State business needs, the application was customized. The following overview is intended to provide information on how HRMS was implemented and how it is currently utilized.

A. The following HRMS functional components are presently implemented:

- **Organizational Management** – Agencies set up and maintain data for organization units and positions. Job classes are managed centrally and assigned to positions via relationships. Organizational Management contains the necessary data elements to set up the hierarchal structure for each Agency. This structure is necessary for determining the workflow approval structure for Agencies that have implemented ESS Leave Process (see Employee Self Service below). However, it is important to note that many Agencies have not set up relationships in their Organizational Management structures.
- **Personnel Administration** – Agencies set up and maintain employee master data for employees that are assigned to that Agency. Some employees may be assigned to multiple Agencies at the same time which means that they will have multiple personnel numbers. It is important to note that not all data fields that are available for use are required to be populated. It is also important to note that field usage by agencies may not be consistent from Agency to Agency – in other words, the data contained in some of the fields may have a different significance for each Agency.
- **Payroll** – This includes the payroll application, data maintenance and the main payroll processing that occurs twice per month on a semi-monthly cycle and a monthly payroll process for a specific group of employees (volunteer fire fighters). In preparation for payroll processing, HRMS receives data feeds from multiple sources. Examples of data feeds to HRMS include:
 - Chart of Accounts codes from the Agency Financial Reporting System (AFRS), which is an in-house mainframe statewide accounting system. This is necessary for payroll cost allocations which occur as part of the payroll process.
 - Benefit information from various retirement and insurance entities
 - Bank codes (Routing numbers) needed for direct deposit
 - Federal and state tax rate updates
 - Time and leave data files from various Agencies
 - Other deduction information from various entities

Employee data maintenance for payroll purposes is performed by payroll processor roles in each Agency. The semi-monthly and monthly payroll processing and distributions are performed and controlled by central service Agencies (e.g., DES).

- **Time Management** – For the purpose of this RFP, the focus for the overview of how HRMS Time Management is used by the State is categorized into three tightly-integrated areas: work schedules, time administration and the leave accrual process.

1. Work Schedules

- a. The types of schedules that are presently configured determine whether the day is a work day or non-work day and the number of hours scheduled for each day. Shift or any other type of schedule information is not configured. (e.g., start/stop time and lunch breaks).
- b. Holiday calendars are assigned to the work schedule which determines which days are non-work days for holidays.
- c. There are presently seventy (70) work schedules configured that are assigned to employees by agency HR or payroll processor roles. All employees must have a schedule assigned in HRMS. It is important to note that there is also a special schedule that can be assigned to employees whose actual work schedule is either not one of the regular work schedules configured in HRMS or that the employee's actual work schedule changes too often to be effectively maintained from a master data perspective. The schedule is configured as a 24/7 schedule that overrides some of the schedule controls (e.g., non-work days, excess work hours in a day etc.). This schedule can be assigned to all employees of an Agency or to individual employees in the Agency who are hourly or are salaried and whose work time needs to be entered (positive time entry). Agencies who assign the 24/7 work schedule to salaried employees must enter an override schedule wage type code (entitled "Salary Hours Override") plus the total scheduled work hours for each of the salaried employees every pay period during time entry and transfer that data to HRMS in order for those employees to be paid.
- d. Work schedules are assigned as employee master data by Agency roles for maintaining personnel and payroll master data.

2. Time Administration

- a. There are two types of time entry configured for usage in HRMS: Positive Time entry for hourly employees and negative (exception) time entry for salaried employees. Agency timekeeper roles presently enter time and leave for hourly employees (positive time entry) or exceptions (leave, overtime etc.) for salaried employees (negative time entry) via the SAP "Cross Application Timesheet" (CATS).
- b. There are presently 198 wage types and 140 absence types that are used during time entry by Agencies to enter hours for employees. Permissions for which Agency can utilize which wage and absence types are configured by DES.
- c. The time data in CATS is uploaded to HRMS via an HRMS transaction by either the Agency timekeeper role or by DES to collect all CATS time entries prior to starting the semi- monthly payroll processing.

- d. Several Agencies presently maintain their own in-house time collection or time entry systems and send their time and leave data at the end of each pay period via a Secure File Transfer to be loaded into CATS either in a daily format or a summary format.
- e. Time evaluation was not fully implemented so there is no time evaluation against entered hours. Overtime and other types of entitlements are manually determined and entered (Note: Time Evaluation is partially implemented for determining leave accrual – See Leave Accrual Process).

3. Leave Accrual Process

This functionality required significant custom development. It is a highly complex leave accrual process that utilizes several date types, schedules, paid hours and various configurations of employee groupings to determine leave entitlements. Time evaluation was partially implemented to determine leave entitlements. There are presently seventeen (17) different types of leave where a balance is maintained and is accrued via various methods. There are also three (3) different types of leave pools with different administrative rules where employees can designate or donate part of their leave for other employees to use as paid absences.

- **Grievance** – This is a functional area utilized for grievance tracking relative to collective bargaining.
 - **Employee Self Service** – This is presently being used for employees viewing and updating personal information, viewing their earnings statements and submitting and approving leave requests. The ESS Leave Request and approval process is presently utilized by twenty-six (26) Agencies with more Agency implementations planned over the next several months.
 - **Financial** – Components are utilized during payroll processing to perform cost allocations as part of the payroll process, but, in general, the total financials suite application is not fully configured.
- B. HRMS Reporting** – There are many SAP standard and customized HRMS reports that provide Agencies with the most current data available in HRMS. The reports and data is available according to the Agency user's assigned security role (e.g., processor or inquirer roles for specific functional areas e.g., HR, payroll, time management, etc.) and from which Agency the user is assigned who is creating the report. In general, Agency users can only view the type of data they are allowed to view and for only the employees from their own agency. Agencies can create and save their own selection criteria (variant) and layout that controls what is displayed in the report and how the report presented to the user. Reports can also be exported to Excel for further data analysis.
- C. HRMS Security** – HRMS security authorizations are based upon assigned roles and are maintained centrally. Roles are assigned to individuals by Agencies.

The roles are determined to be either centralized or decentralized.

- Decentralized roles are for Agencies or other groupings of employees who should have access only to their own Agency data.
- Centralized roles are reserved for entities or individuals who need broader or statewide access.
- The type of access and activity (e.g., view only or update) for each role is configurable to the individual record types (HRMS info types) with the focus on the requirement for separation of duties.

D. SAP Business Intelligence (BI) – SAP BI retains a historical record of HRMS data and is used to generate a variety of Agency-specific and statewide reports. Data is routinely imported from HRMS and AFRS. BI is a valuable planning tool for individual Agencies and the State enterprise.

1.6.1.3 Anticipated User Volume Spikes

Within the State, employee self-service is used as follows:

- To view earnings statements;
- To submit leave requests, view accruals, and view leave request status and history; and
- To update personal master data.

The Employee Self-Service Portal currently shows trends of increased volume during certain periods of the month. The trends show that at least 50% of total monthly usage is concentrated around certain events such as State paydays (the 10th and 25th of the month), when employees would view their earnings statements, and around the end of the pay period (the 15th and the last day of the month), when it is likely that employees and supervisors are entering or approving leave requests for that pay period.

With the addition of the TLA Solution, it is highly likely that similar spikes or trends of sharply increased usage will occur around the end of the pay period cycles. Although it would depend on Agency policies and business practices, it is anticipated that most employees could enter timesheet information daily or on the last day of the pay period. Supervisor approvals will likely occur at the end of each pay period cycle.

1.6.2 Enterprise Systems - Interim Architecture

1.6.2.1 Assumptions on the Interim State

The “interim state” is defined as the anticipated architecture that would result from implementing the TLA Solution, without widespread changes to system integration patterns already in place. DES expects to integrate the Prime Bidder-hosted TLA Solution with business practices supported in the current infrastructure, while attempting to position itself for streamlined movement into the long-term vision for the enterprise. The long-term vision is still in a developmental phase (see **Section 4.4 of Appendix C.2**). DES anticipates that the TLA Solution will include a number of features which may later be migrated to enterprise-level solutions outside of the TLA environment.

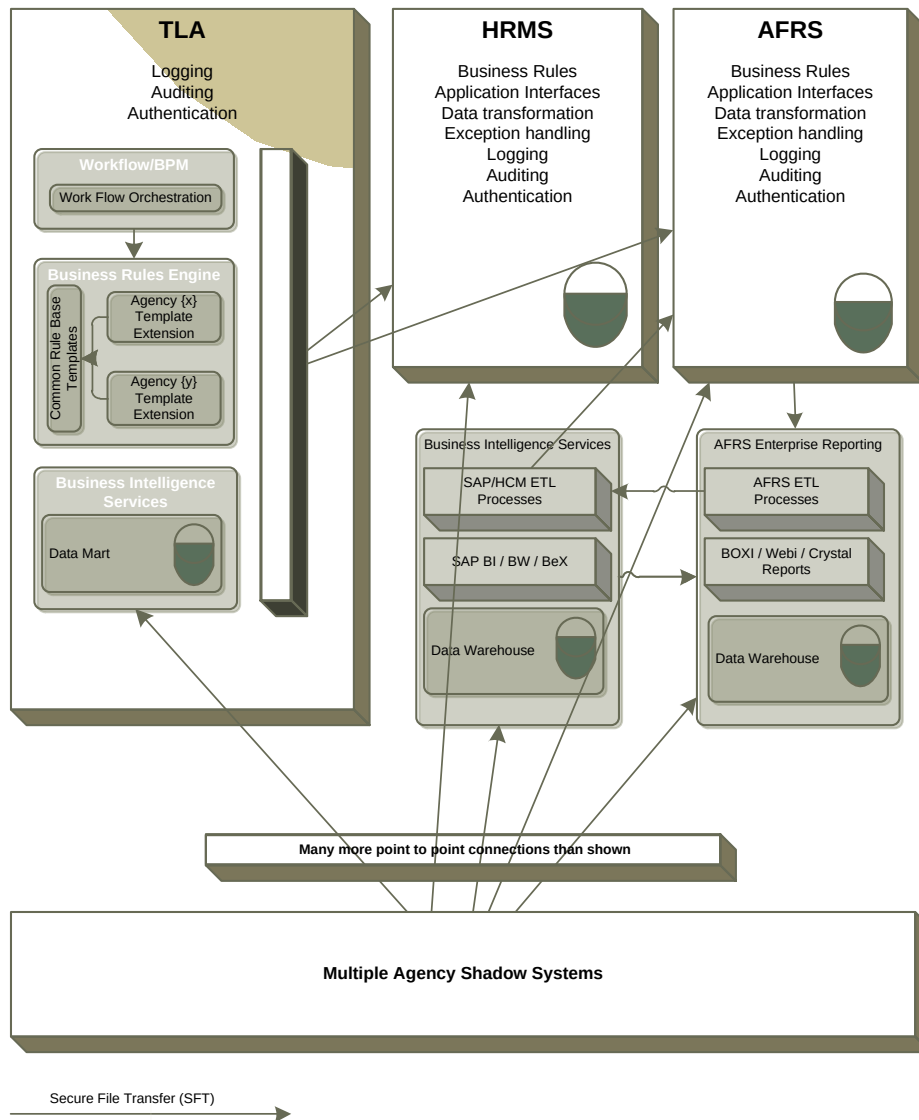
As a result, the following functions are expected within the TLA Solution in lieu of potential later strategic development:

- **Application Integration** – The ability to perform application integration functions. It is anticipated that the vision for DES will include an enterprise application integration layer.
- **Workflow/BPM functions** will be required within the TLA Solution. It is likely that these functions will be externalized when strategic development is achieved.
- **Business Rules Engine and Business Rule Authoring** components are expected within the TLA Solution. It is also highly likely that the developed strategic vision for DES will include enterprise-level solutions to support business rule activity outside the TLA Solution.
- **TLA Business Intelligence/Data Mart** – The TLA Solution should include functionality to provide flexible reporting and ad-hoc query capabilities over TLA data. The future vision of DES computing will very likely include overarching business intelligence functionality that will include TLA data.
- **Business Continuity and Disaster Recovery** – The TLA Solution should include functionality to conform to the recovery time objective (RTO) and recovery point objective (RPO) stated in the Hosting Services Exhibit.

Figure 6: Likely Integration of TLA into the Enterprise in the Near Term

*Darker colored items in **Figure 6** below indicate components in TLA which could potentially be replaced by enterprise-level applications when the DES computing vision is completed.*

Selected Enterprise Solutions Interim Architecture

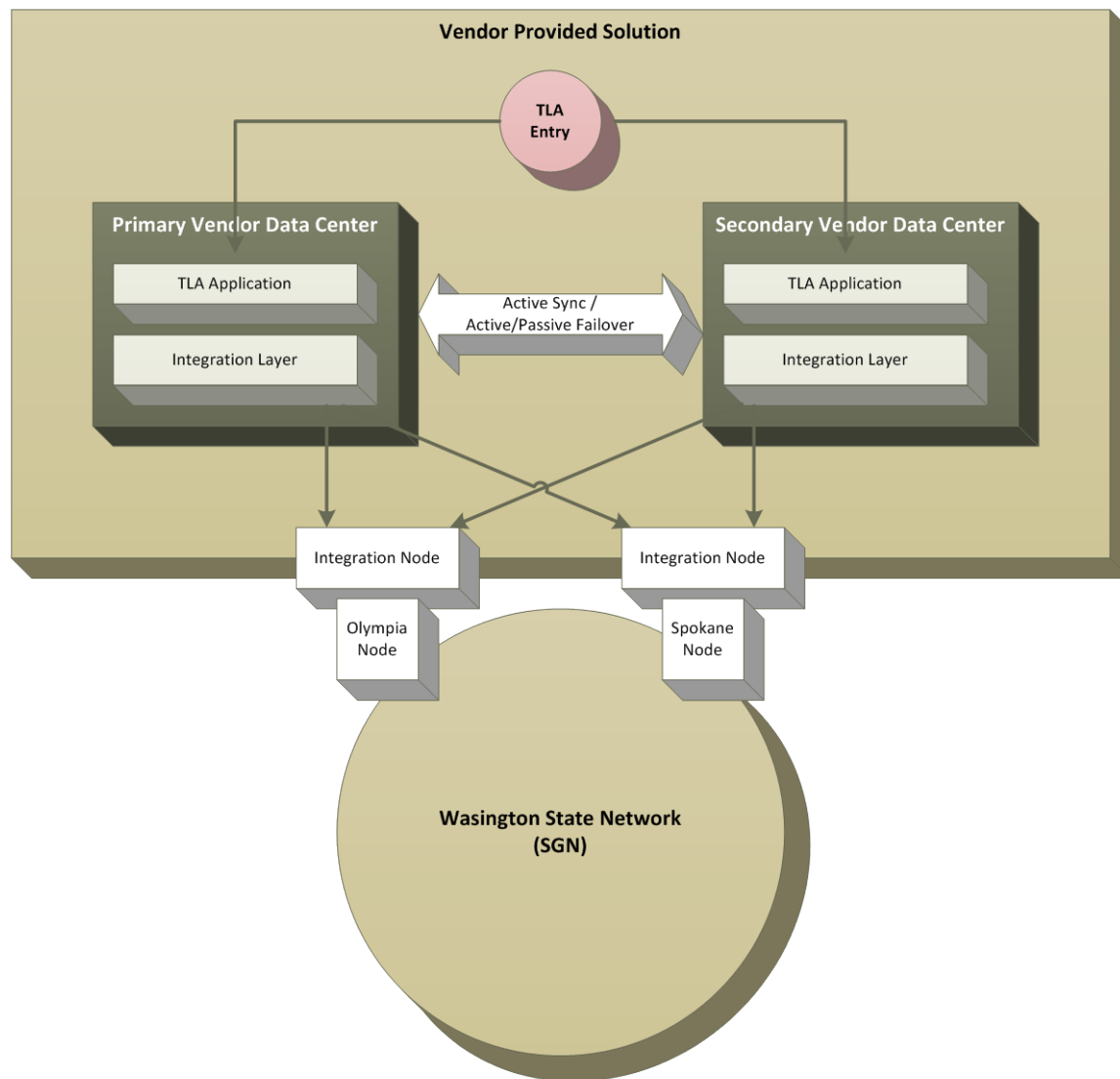


1.6.2.2 Expected TLA Solution Business Continuity and Disaster Recovery Capability

The TLA Solution should be designed and operated to support an eight (8) hour recovery time objective (RTO) and fifteen (15) minutes recovery point objective (RPO). The diagram below represents a conceptual architecture DES is seeking for the TLA Solution. Prime Bidder-provided primary and disaster recovery data center locations must be in the United States and at least 250 miles apart. The reason for this is that the western half of the State of Washington has a high risk of a significant (exceeding magnitude 8.5) seismic event occurring within the lifetime of the TLA Solution.

Figure 7 below expresses a preferred architecture for the TLA Solution which would aid in achieving DES business continuity and disaster recovery objectives.

Figure 7: Disaster Recovery Architecture



1.6.3 Enterprise Systems - Future State with TLA

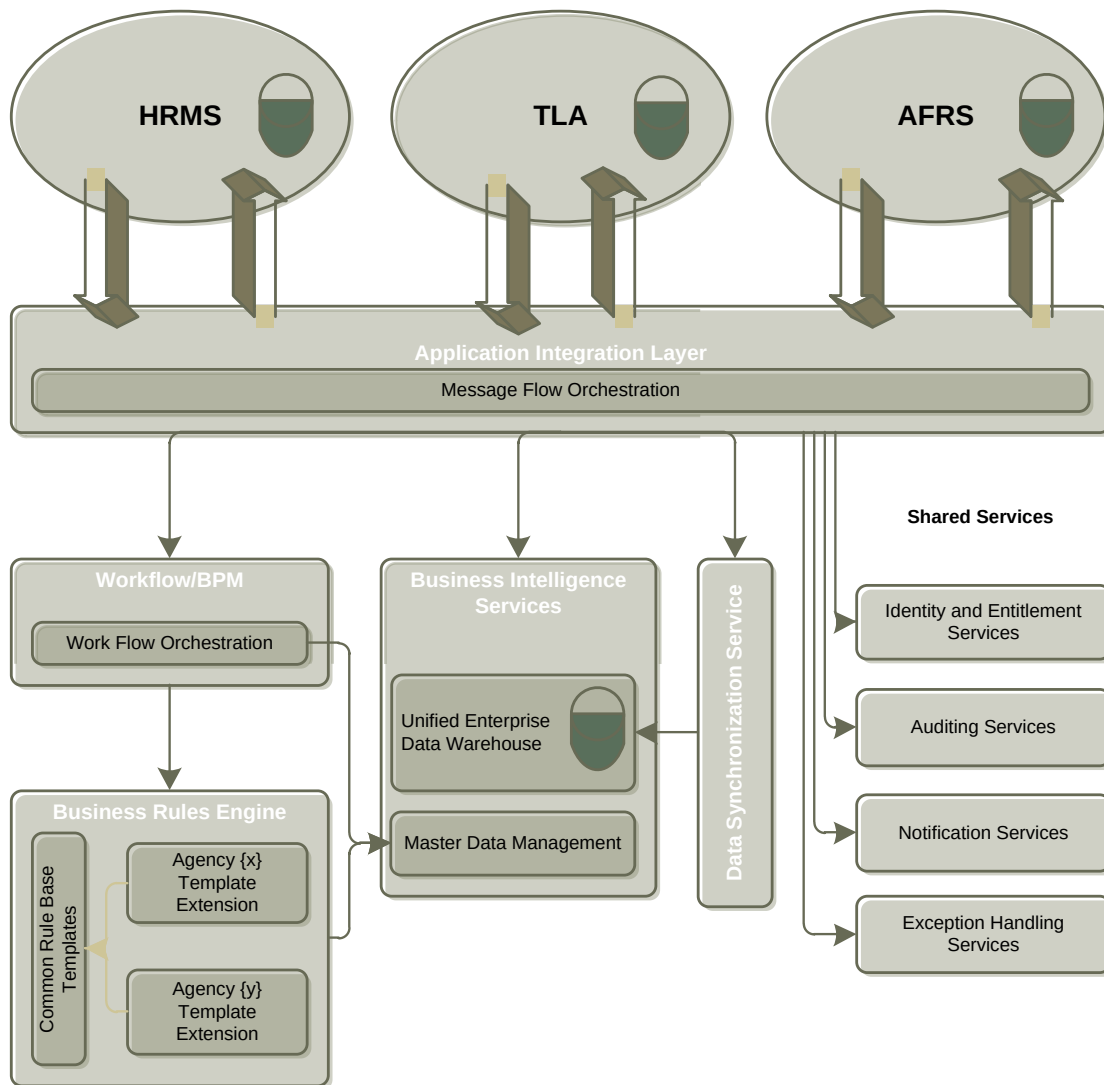
DES is in the process of developing an Agency-wide enterprise architecture that will include policies, principles, reference models and standards that will guide Agency decisions and investments. Although not complete, the enterprise architecture will likely encourage principles described in the following narratives.

The TLA Solution must support a dual purpose - simultaneously meet the immediate enterprise needs, while positioning the Agency for alignment with the pending strategic direction.

Figure 8 below is intended to depict a *potential* integration of the TLA Solution into a future state of the DES application environment.

Figure 8: Potential Future Enterprise Systems with Interface Examples Noted

Selected Enterprise Solutions *Potential Future Architecture*



1.6.3.1 Assumptions on the Future State

The desired future state is expected to be an outcome of DES' ongoing strategic visioning and architecture standards development. Given that the overall roadmap is still under development, DES must make a broad set of assumptions regarding the future state.

- An **Application Integration Layer** will be implemented as an enterprise application in its own right, using best practices to orchestrate data movement and transformation between data producers and consumers. At this point, it would benefit DES to migrate the integration services in the TLA Solution to the enterprise application integration layer. In support of this assumption, DES expects the TLA Solution Project integration services to provide a first step toward enterprise integration.
- **Data Synchronization Services** would serve all enterprise extract, transform and load (ETL) processes, potentially including some of those implemented within the TLA Solution.
- **Workflow/BPM** functionality concepts would be generalized from the TLA Solution, and implemented on an enterprise level.
- The **Business Rules Engine** would be externalized from the TLA Solution, creating services which would be reusable for other enterprise computing initiatives. Business rules would be expressed in a portable, standard idiom such as Business Process Execution Language (BPEL), and would refer to enterprise data elements defined in a master data management application.

1.6.3.2 Enterprise Architecture Guiding Principles

DES' Enterprise Architecture (EA) Guiding Principles, as shown in **Table 4**, are important for defining the criteria by which technology and services, that span or impact the enterprise, are managed, acquired, designed and configured. Each principle includes several statements that describe general traits, outcomes DES wants to achieve, and useful constraints. The EA Guiding Principles must:

- Be included and contemplated in Prime Bidder responses to this RFP and the TLA Solution should support and comply with such principles;
- Guide decision-making;
- Be used to evaluate services, products and projects; and
- Inform system design and development.

Table 4: Enterprise Architecture Guiding Principles

Principle	Statements
Standards-based	• Embrace industry and community standards. • Prefer open standards, architectures, and systems over closed, proprietary ones. • Standardize to reduce needless diversity.

Principle	Statements
Simple	• Make things as simple as possible. • Follow well-defined patterns and blueprints. • Minimize duplication and reduce complexity. • Make things easy to understand. • Make things easy to use.
Scalable	• Support increases in workload using proportional, cost-effective increases in resources. • Free up resources and reduce costs proportional to decreasing workloads. • Plan for contingencies where workloads are temporary, spiky, or extreme.
Service-Oriented	• Deliver business functionality as modular, reusable, loosely-coupled services and messages. • Design services and messages to have well-defined interfaces and data models. • Design modular components; create building blocks not monoliths. • Enable reuse of data and functionality. • Make services and messages discoverable. • Define boundaries to enable separation of concerns.
Strategic	• Enable a single federated enterprise-wide architecture. • Align decisions and architecture with the strategic mission, vision and values of the statewide computing infrastructure. • Align decisions and architecture with the DES Strategic Plan. • Take a strategic "big picture" viewpoint when making decisions. • Avoid strategic compromises during tactical projects. • Support long-term business-driven capabilities.
Reliable	• Avoid single points of failure; a system is only as reliable as its weakest link. • Define and design for target availability levels. • Design for fault tolerance and graceful failover.
Data Driven	• Govern data according to DES policies and the Data Management guidelines. • Manage authoritative data as a single source of truth for others. • Make data available and discoverable. • Enrich data with well-defined metadata.

Principle	Statements
Sustainable	• Make things maintainable, manageable and measurable. • Enable measurement of system performance. • Design for monitoring, logging, run-time tuning and diagnostics. • Make decisions based on the full lifecycle. • Design for extensibility. • Make things testable. • Document knowledge needed by others; an undocumented system is not maintainable.
Secure	• Protect information according to DES and OCIO standards. • Make decisions about confidentiality, integrity, and availability based on the data security classification, potential risks and impact from a security breach. • Secure the boundaries between architectural domains. • Implement business and technical controls commensurate with risk and impact to employee data, accounting integrity, and system availability. • Ensure the State is defensible in the event of a data security breach caused by any solution, including ancillary environments used to support development and operations. • Ensure that security controls can defend against current known successful attacks. Security design should include analysis of solution use cases.
Business Continuity	• Solutions must be resilient. • Solutions must support a recovery time objective that is determined by the affected business area and conforms to standards established by the OCIO. • Solutions must support a recovery point objective (acceptable data loss) at a level determined by affected business area, and conforms to standards established by the OCIO.

1.6.3.3 Vision Statement - Information Management and Administrative Systems

DES currently operates separate enterprise systems to support its large functional administration domains: HRMS and AFRS. Timely, secure, and well-managed integration between systems is critical to maintain stable and efficient operations. Current integration between the systems is largely point-to-point by means of Secure File Transfer, but DES is examining other methods to integrate data between the platforms. DES' current intention is to modernize and integrate HRMS and AFRS.

DES' current administrative systems environment involves a large portfolio of application systems, some centrally-managed and some distributed across the Agencies and Agency locations. Integration between systems is either lacking or consists primarily of point-to-point, file-based interfaces, and redundant copies of enterprise master data.

DES' desired future state is a more integrated application portfolio which will rely on DES core administrative systems supporting service oriented architecture (SOA) and event messaging integration patterns. The goal is to provide an environment where shared master data and metadata are managed externally from the core systems, and information from the core systems is integrated in the DES data warehouse for cross-domain analytics. Applications will support architectural principles of overall consistency and high availability. Information and business functions, including workflow, are secured by roles and permissions managed externally from the core systems.

Achieving the desired future state results in much greater business process flexibility and adaptability; it improves information security; and it significantly improves DES' ability to resume operations after a disaster.

Strategic activities are underway to more formally determine and document the future of DES and statewide enterprise solution patterns.

1.7 Acquisition Authority

DES is issuing this RFP under the authority of [Chapter 39.26 RCW](#).

1.8 Contract Term

The contract and project documents include the Technology Agreement, TLA Solution Project Agreement, Hosting Services Exhibit and Statement of Work, and are more fully described in [Section 8](#) of this RFP and listed in [Appendix D](#). The term (*i.e.*, contract length) of each of the foregoing contract and project documents are stated within the applicable document.

1.9 Funding

Prime Bidders are encouraged to submit proposals that are consistent with the State efforts to conserve State resources.

Funding will be in part, through the state of Washington's Certificate of Participation (COP) program, and the contract and funding will be subject to the terms of participation in that program. The COP program requires: (a) that a security interest in license rights granted to the state of Washington under the contract be granted to the Washington Finance Officers Association (WFOA); and (b) assignment of that security interest by WFOA to The Bank of New York Mellon, as trustee. For more information on the COP program, please see <http://www.tre.wa.gov/government/leasePurchaseProgram.shtml>, and for the contract provisions relating to the grant of the security interest, please see **Appendix D.1, Section 15.21**, of this RFP. In the event of a change in the funding model (*i.e.*, not through the COP program), DES reserves the right to discuss with qualified Prime Bidders the delivery of the TLA Solution as software as a service and request revised pricing and other proposals from Prime Bidders.

Any contract awarded as a result of this procurement is contingent upon the availability of funding. In the event additional funding becomes available, any contract awarded may be renegotiated to provide for additional services.

1.10 Freedom of Use

Prime Bidder understands that DES may provide information processing services to other users that are Agencies of the State and other tax-supported entities. Prime Bidder further understands that DES or other users that are Agencies of the State and other tax-supported entities may provide services to the public through Internet applications. The TLA Solution may be used in the delivery of these services. Prime Bidder must acknowledge and agree that such use of the TLA Solution is acceptable.

1.11 Contract Award

See [Section 9, Evaluation and Contract Award](#) for a description of the criteria for contract award.

1.12 About the RFP Package

For a full understanding of the RFP process, see [Section 3, Instructions to Prime Bidders](#).

The contents of this RFP package are as follows:

Request for Proposal, including:

- Appendix A: Glossary
- Appendix B: Federal and State Regulations
 - Appendix B.1: Federal Regulations
 - Appendix B.2: State Regulations
 - Appendix B.3: Usability Guidelines
 - Appendix B.4: Accessibility Guidelines
- Appendix C: Supporting Documents
 - Appendix C.1: TLA Solution Project Documents
 - Appendix C.2: TLA Solution Architecture
- Appendix D: Contract and Project Documents
 - Appendix D.1: Technology Agreement
 - Appendix D.2: TLA Solution Project Agreement
 - Appendix D.3: Hosting Services Exhibit
 - Appendix D.4: Statement of Work
- Appendix E: Issues List Example

Attachment A: Certification and Assurances

Attachment B: Proposal Checklist

Attachment C: Prime Bidder Requirements Response Sheet

Attachment D: Key Personnel References

Attachment E: Prime Bidder References
Attachment F: Subcontractor List and References
Attachment G: Business Requirements Response Sheet
Attachment H: Business Scenarios Response Sheet
Attachment I: Business Questions Response Sheet
Attachment J: Technical Requirements Response Sheet
Attachment K: Technical Questions Response Sheet
Attachment L: Price Proposal Form
Attachment M: Issues List
Attachment N: Certification of Compliance with Demonstration Rules
Attachment O: Certification of Compliance with DES' Negotiation Procedures

2 Key Events and Dates

Table 5 lists key events and dates in the RFP process and reflects the staged procurement approach described in this RFP, including **Section 9.1**. Failure to meet any of the required deadlines will result in disqualification from participation in the procurement. All times are local at Olympia, WA.

DES reserves the right to revise the key events and dates through the issuance of an addendum.

Table 5: Key Events and Dates

Date and Time	Event
Tuesday, February 26, 2013	Request for Proposals issued.
Friday, March 8, 2013	Deadline for registration for the mandatory Bidders Conference.
Thursday, March 14, 2013	Deadline for pre-submitting questions to be addressed at the Bidders Conference. Any questions received in writing on or before March 14, 2013 will be addressed during the mandatory Bidders Conference. Questions received after March 14, 2013 may be addressed during the Bidders Conference or thereafter, at the discretion of DES.
Tuesday, March 19, 2013, 2:00 – 5:00 PM, Pacific Time	Bidders Conference to be held at DES' 1500 Jefferson location. <u>In-person attendance at the Bidders Conference is mandatory for all Prime Bidders.</u> Prime Bidders must send at least one (1), but not more than three (3), in-person representative(s) to the Bidders Conference (additional Prime Bidder personnel can participate by WebEx). WebEx conferencing will be made available to any subcontracting firms and other interested companies or participants. See Section 3.7 for more details on the mandatory Bidders Conference.
Tuesday, March 19, 2013, 3:00 PM, Pacific Time	Prime Bidder questions due. See Section 3.8 for more details on Prime Bidder questions.
Friday, March 22, 2013, 3:00 PM, Pacific Time	Prime Bidder complaints due. See Section 3.9 for more details on Prime Bidder complaints.
Tuesday, March 26, 2013	DES Response to questions and complaints issued.
Tuesday, April 2, 2013, 3:00 PM, Pacific Time	<u>Prime Bidder Proposals due.</u>

Date and Time	Event
Wednesday, April 3, 2013	Stage 1 evaluation begins – Minimum, Mission Critical and Prime Bidder Requirements.
Wednesday, April 10, 2013	The RFP Coordinator will notify all Prime Bidders who will and will not move forward to Stage 2 (a) , which includes evaluation of Prime Bidder's response to and reviews of the Business and Technical Requirements, Issues List Response and Price Proposal.
Thursday, April 11, 2013	Stage 2 (a) evaluation begins – Business and Technical Requirements, Issues List Response, and Price Proposal.
Tuesday, April 23, 2013	The RFP Coordinator will notify all Prime Bidders who will and will not move forward to Stage 2 (b) – In-Person Oral Interviews. Prime Bidders selected for Stage 2 (b) will be notified of their assigned interview date.
Tuesday, April 23, 2013	Release Demonstration Materials. See Section 9.4 .
Friday, May 3 – Thursday, May 9, 2013	Stage 2 (b) – Oral Interviews.
Tuesday, May 7, 2013	Delivery of Non-Supported Requirements List. See Section 9.4.1 .
Friday, May 10, 2013	The RFP Coordinator will notify all Prime Bidders who will and will not move forward to Stage 3 – Product Demonstrations. DES anticipates between two (2) and three (3) Prime Bidders will be selected for Stage 3 . Prime Bidders selected for Stage 3 will be notified of their assigned product demonstration date and will receive any revised Demonstration Materials in stages so that all Prime Bidders have the same amount of time to prepare for their demonstration session.
Tuesday, May 14 – Thursday, May 23, 2013	Stage 3 – Product Demonstrations.
Tuesday, May 28, 2013	The RFP Coordinator will notify all Prime Bidders who will and will not move forward to Stage 4 – Implementation Planning Workshops (IPS) and contract negotiations.
Monday, June 3, 2013	Stage 4 – Implementation Planning Study (IPS) Workshops begin.
Monday, June 17, 2013	Stage 4 – Contract negotiations begins.
Monday, June 24, 2013	Stage 4 – IPS complete.

Date and Time	Event
June – July 2013 (TBD)	Contract negotiations complete. One or both Stage 4 Prime Bidders signs the contract.
Friday, July 19, 2013	RFP Coordinator will announce Apparently Successful Vendor (ASV).
Thursday, July 25 – Monday, July 29, 2013	Conduct optional debrief conferences with unsuccessful Prime Bidders.
Tuesday, August 6, 2013	Estimated contract execution by DES.
August 2013 (TBD)	Commence TLA Solution Project.

3 Instructions to Prime Bidders

This Section provides Prime Bidders with an overall understanding of the procurement process, and instructions to Prime Bidders for responding to this RFP.

3.1 Electronic Availability

The contents of this RFP, any addenda and/or amendments, and written answers to questions will be available in the Washington Electronic Business Solution (WEBS): <https://fortress.wa.gov/ga/webs/> and on the DES website: <http://des.wa.gov/about/pi/TLA/Pages/RFPInfo.aspx>. The DES Contract and Project Documents referenced in **Section 8** of this RFP will only be available in WEBS. All document(s) are in standard Microsoft Office and Adobe Acrobat formats.

3.2 Vendor as Prime

DES will make a single award to a Prime Bidder who is the software manufacturer of the primary components of the TLA Solution. The Prime Bidder will be responsible for the performance of the entire TLA Solution Project pursuant to the final contract, including implementation and hosting, and after completion of the implementation of the TLA Solution, will be responsible for continued hosting and ongoing support and maintenance. The Prime Bidder will be the sole point of contact with respect to all contractual matters, including any and all contract performance issues and obligations. Additionally, Prime Bidder is responsible and accountable for all obligations subcontracted to a subcontractor or third party.

Prime Bidders may partner with third party subcontractors provided that all proposals on behalf of multiple vendors must be consolidated into a single proposal and identify a single Prime Bidder as the "Prime Bidder" and all other vendors as "subcontractors." A Prime Bidder may only act as a Prime Bidder for one proposal. A single Prime Bidder may be named as a subcontractor on multiple proposals submitted by other Prime Bidders. Only one contract (and not a series of separate contracts) will be entered into between DES and the successful Prime Vendor. The Prime Bidder must ensure that appropriate contractual relationships are established with all subcontractors. As a condition of entering into a contract with a Prime Bidder, the Prime Bidder must provide DES with a copy of, and DES must approve all contracts with, subcontractors as described in **Section 3.25.2** of this RFP.

On **Attachment F, Subcontractor List and References**, Prime Bidder's Proposal must include a complete list of all subcontractors who will provide services or otherwise assist Prime Bidder in fulfilling its obligations in the TLA Solution Project and references for all such subcontractors.

DES reserves the right to request a replacement subcontractor and/or request a renegotiation of contract terms between the Prime Bidder and any proposed subcontractor.

3.3 Contracting Restrictions

Specific restrictions apply to contracting with current or former State employees pursuant to [Chapter 42.52 RCW](#). Prime Bidders must familiarize themselves with such requirements prior to submitting a Proposal.

3.4 Requirements for Prime Bidder Qualification



The failure of a Prime Bidder to provide a response to or be in compliance with any of the Minimum Qualifications, Mission Critical Requirements, or any other requirement indicated as being mandatory will result in automatic disqualification from the procurement.

Requirements for Prime Bidder qualification are set forth in this Section, [Section 4](#) of this RFP, **Attachment C – Prime Bidder Requirements Response Sheet** and elsewhere in this RFP. The following requirements are essential to DES for a Prime Bidder's proposal to be considered:

- Proposals must be submitted by the deadline set forth in [Section 2, Key Events and Dates](#).
- Proposals must be complete and comply with all instructions stated in this RFP and as modified. Incomplete Proposals or Proposals that do not comply with all instructions may be disqualified.
- Collusion among Prime Bidders is not permitted. If there is evidence of collusion among Prime Bidders, DES reserves the right to disqualify all Proposals of the parties involved in the collusion.

3.5 RFP Reference Number

The RFP Reference Number is 13-200-ACCO. The combination of the RFP Reference Number and the RFP Title (Request for Proposal: Time, Leave and Attendance System) uniquely identify this RFP. Use the RFP Reference Number and the RFP Title in all communication with the RFP Coordinator.

3.6 RFP Coordinator

Upon release of this RFP, all Prime Bidder communications concerning this procurement must be directed to the RFP Coordinator listed below. With the exception of the Office of Minority and Women's Business Enterprises as referenced [Section 3.13, Small Business, Minority, Women-Owned and Veteran-Owned Business Participation](#), unauthorized contact regarding this procurement with other State employees involved with the procurement may result in disqualification.

All oral communications will be considered unofficial and non-binding on the State. Prime Bidders must rely only on written statements issued by the RFP Coordinator.

Erica McConnell, RFP Coordinator
Telephone: (360) 407-9316
Email: erica.mcconnell@des.wa.gov

Physical Address:

Department of Enterprise Services
Agency Contracts, Consulting and Oversight
1500 Jefferson Building, #6085
1500 Jefferson Street SE
Olympia, WA 98504-1408

3.7 Bidders Conference (Mandatory)

DES will conduct a Bidders Conference on the date set out in [Section 2, Key Events and Dates](#), to provide an opportunity for prospective Prime Bidders interested in submitting a proposal for this RFP to better understand and ask questions about the RFP and the procurement process.

Prime Bidders must register for the Bidders Conference by sending the RFP Coordinator an email with the following information **no later than** the date set out in [Section 2, Key Events and Dates](#):

- Company name;
- Name(s) titles and roles of individuals that will participate in the Bidders Conference (including for each individual whether attendance will be in-person or by WebEx);
- Point-of-contact information (email address and telephone number); and
- Whether Prime Bidder intends or is considering to be a prime or non-prime (*i.e.*, subcontractor) vendor.

Prime Bidders are requested to pre-submit their questions in writing to the RFP Coordinator by the date set out in [Section 2, Key Events and Dates](#).

The RFP Coordinator will provide the meeting location and/or WebEx information, as applicable, to the registered point-of-contact. Prime Bidder must have at least one (1), but not more than three (3), representative(s) participate in-person at the Bidders Conference; however, DES strongly encourages other Prime Bidder representatives to participate by WebEx conferencing. All other interested firms, including subcontractors to Prime Bidders, will be permitted to participate by WebEx conference.

The Prime Bidder individual responsible for developing Prime Bidder's response to **Attachment L, Price Proposal Form** must attend the Bidders Conference in-person (highly recommended) or by WebEx.

Questions that are raised during the Bidders Conference and the inquiry period will be addressed in writing as an addendum to the RFP and published on WEBS and the DES website. The RFP Coordinator will also publish the list of all Bidder Conference attendees, including Prime Bidders and their representatives that attended via WebEx.



Except as provided below, the failure of at least one (1) representative from Prime Bidder to attend the Bidders Conference in-person will result in disqualification as a Prime Bidder.

DES may, in its reasonable discretion, waive the mandatory requirement of having at least one (1) representative from Prime Bidder attend the Bidders Conference in-person if Prime Bidder representative(s) made all possible efforts to attend the Bidders Conference in-person but were prevented from in-person attendance due to unforeseen and unavoidable circumstances.

3.8 Prime Bidder Questions

Prime Bidder questions regarding this RFP will be allowed until the date and time specified in [Section 2, Key Events and Dates](#). Prime Bidder questions must be submitted in writing (email is acceptable) to the RFP Coordinator. DES will provide official written answers via an addendum or amendment to the RFP for Prime Bidder questions received by this deadline. Written answers to Prime Bidder questions will be posted on WEBS and the DES website.

The Prime Bidder that submitted the questions will not be identified by name. Oral answers by DES to questions will be considered unofficial and non-binding. Only written answers posted to WEBS and the DES website will be considered official and binding.

3.9 Prime Bidder Complaints

Complaints will be handled in the manner set forth in this Section, and are **not** handled through protest procedures outlined in [Section 9, Evaluation and Contract Award](#).

As described in [Section 3.8, Prime Bidder Questions](#), Prime Bidders are expected to raise any questions they have concerning the RFP early in the RFP process. If Prime Bidder believes the RFP restricts competition, the evaluation or scoring process is unfair or flawed or the requirements are inadequate or insufficient to prepare a response, a Prime Bidder may submit specific complaints to the RFP Coordinator. The complaint should clearly articulate the basis for the complaint and should include a proposed remedy. The complaint must be in writing and sent to the RFP Coordinator before the due date set forth in [Section 2, Key Events and Dates](#). The procurement process may continue while the complaint is under review.

The RFP Coordinator will coordinate a review of any complaints within DES and reply to the Prime Bidder with its decision. If the complaint is not detailed or specific enough for DES to consider the validity of the complaint or formulate a response, DES may seek clarification from Prime Bidder. DES will only respond to complaints that have sufficient detail. If a Prime Bidder complaint identifies a change that would be in the best interest of the State, DES may modify this RFP through an addendum.

3.10 Revisions to the RFP

DES reserves the right to change the dates set forth in [Section 2, Key Events and Dates](#) or other portions of this RFP at any time. DES may correct errors in the procurement document identified by DES or a Prime Bidder. Any changes or corrections will be made by an addendum.

If there is any conflict between or among addenda, or between an addendum and the RFP, whichever document was issued last in time shall be controlling.

Only Prime Bidders who attend the Bidder Conference will receive direct notification of addenda and other correspondence pertinent to the procurement. If it is necessary to revise or correct any portion of the RFP, a notice will be posted on WEBS and the DES website.

3.11 Errors and Omissions

If the Prime Bidder discovers any discrepancy, error or omission in this RFP or in any of the attached Appendices or Attachments, Prime Bidder will notify the RFP Coordinator immediately. If DES is in agreement with the notice, a clarification will be posted on WEBS and the DES website.

3.12 Right to Cancel RFP

DES reserves the right to cancel or reissue the RFP, in whole or in part, at any time without obligation or liability.

3.13 Diversity Participation

3.13.1 Small Business and Veteran-Owned Business Participation Goals

In accordance with the intent of Chapter 39.26.005 RCW, the State encourages Agency purchases of goods and services from State small businesses. State small business, minibusiness, and microbusiness are defined in RCW Chapter 39.26.010 (21), (18), and (17) respectively. The established procurement participation goal for **Small Business is 5%**.

In accordance with Chapter 43.60A.200 RCW, the State encourages participation in all of its contracts from firms certified by the Washington State Department of Veterans' Affairs (DVA). For information on these certified firms, Prime Bidders may contact DVA at <http://www.dva.wa.gov/BusinessRegistry/>. The established procurement participation goal for **Veterans is 5%** for this project.

While participation in these programs is encouraged, no minimum level of participation will be required as a condition for receiving an award and proposals will not be rejected or considered non-responsive on that basis.

In some cases, a Small Business as described above may also be certified by the Office of Minority and Women's Business Enterprises (OMWBE) in accordance with Chapter 39.19 RCW. For this RFP, the state of Washington encourages participation by these firms through its Small Business goal set above. For information of these certified firms, Prime Bidders may contact OMWBE at: <http://www.omwbe.wa.gov/>.

Prime Bidders must identify in **Attachment C, Prime Bidder Requirements**, if they, or any subcontractors, meet the definitions and/or are certified as described above.

3.13.2 Diverse Business Inclusion Plan

In addition to the Small Business and Veteran-Owned Business goals set forth above, the state of Washington is very interested in and encourages Bidders to develop Diverse Business Inclusion Plans (Plan) and to engage in good faith and responsible effort toward executing the Plan. If the Prime Bidder has developed such a Plan, the current Plan should be included in the response to **Attachment C, Prime Bidder Requirements**.

While development and inclusion of Diverse Business Inclusion Plans are encouraged proposals will not be rejected or considered non-responsive on that basis.

3.14 Submission of Proposals

Any submission, response or information provided by Prime Bidders to DES pursuant to this RFP must be true, accurate and correct. By providing DES any submission, response or information to DES pursuant to this RFP, Prime Bidder is certifying that each such submission, response or information is true, correct and accurate, and that Prime Bidder has not omitted any material facts that would make the submission incomplete or misleading.

3.15 Instructions for Submitting Proposals

The following subsections contain important and/or mandatory information for responding to this RFP.

3.15.1 Timing (Mandatory)



Late proposals will not be accepted and will be automatically disqualified from further consideration.

Mandatory Requirement – Prime Bidders must submit all electronic and hard copies of their Proposal by the date and time in [Section 2, Key Events and Dates](#). Submission of electronic and hard copy Proposals must be mailed (and not electronically transmitted) to the RFP Coordinator at the address specified in [Section 3.6, RFP Coordinator](#).

Proposals must be received at DES by the date and time specified. A postmark by that time is not acceptable. Proposals arriving after the deadline will be disqualified and will not be reviewed in any way. **Proposals sent by facsimile, email or in video format will not be accepted.** Prime Bidders assume all responsibility for the method of delivery and for any delay in the delivery of their Proposal.

3.15.2 Proposal Contents and Format

The Proposal must contain information responding to all the requirements in this RFP. See **Attachment B, Proposal Checklist** for all required documents and information.

Failure to provide any requested information in the prescribed format may result in disqualification of the Prime Bidder.

Figures and tables must be numbered and referenced in the text of the Proposal by that number. Foldouts containing charts, spreadsheets and oversize exhibits are permissible.

Do not submit marketing materials, product sheets, brochures, customer testimonials or other pre-printed materials.

3.15.3 Requirements Designation - (Mandatory) and (Scored)

The RFP requirements are numbered and/or titled. Each requirement has a designation indicating how the Prime Bidder's response will be evaluated. The designations below will be used throughout this RFP. The Prime Bidder is expected to respond as indicated for each requirement.

- **"MANDATORY" or "(M)"** shall mean the Prime Bidder must comply with the requirement and the Prime Bidder's response will be evaluated on a pass or fail basis. For Mandatory requirements **(M)**, the Prime Bidder's response must always indicate explicitly whether or not the Prime Bidder or its proposed TLA Solution meet the requirement and provide all information requested. The statement: "(Prime Bidder) has read, understands, and fully complies with this requirement" is acceptable, along with any additional information requested.
- **"SCORED" or "(S)"** shall mean the response to the requirements will be scored.

3.15.4 Number of Proposal Copies Required (Mandatory)

- A. Ten (10) hard copies** of the full Proposal must be delivered to the RFP Coordinator (including in the formats described in **Attachment B, Proposal Checklist**).

Except as otherwise instructed in this RFP, Proposals must be prepared on standard 8.5 x 11-inch loose-leaf paper and placed in three-ring binders with tabs separating major sections of the Proposal. Pages must be numbered consecutively within each section of the Proposal showing Proposal section number and page number.

- B. Four (4) CD-ROMs** of the full Proposal must be delivered to the RFP Coordinator (including in the formats described in **Attachment B, Proposal Checklist**).

3.15.5 Proposal Presentation and Format Requirements (Mandatory)

Mandatory Requirements – Failure to follow the requirements listed below will result in disqualification of Prime Bidder:

- The signature block in **Attachment A, Certifications and Assurances**, must be signed by a corporate officer of Prime Bidder authorized to bind Prime Bidder.
- The signature block in **Attachment N, Certification of Compliance with Demonstration Rules**, must be signed by a corporate officer of Prime Bidder authorized to bind Prime Bidder.
- The signature block in **Attachment O, Certification of Compliance with DES' Negotiation Procedures**, must be signed by a corporate officer of Prime Bidder authorized to bind Prime Bidder.

- The Proposal must include a cover letter signed by a corporate officer of Prime Bidder authorized to bind Prime Bidder.
- Proposal prices must be submitted using the **Attachment L, Price Proposal Form**. Separate price quotes attached to the Proposal or submitted in some other form will not be accepted as a valid Proposal.
- The Proposal, as well as any reference materials presented by Prime Bidder, must be written in English and Prime Bidder must provide all prices in United States dollars.

3.16 Cost of Proposal Preparation

DES will not reimburse Prime Bidder for any costs associated with this RFP including attending the Bidders Conference, preparing or presenting a Proposal or participating in **Stages 1, 2, 3 and/or 4**, including the IPS workshops (as described in [Section 3.25.1, Implementation Planning Study Workshops](#)).

3.17 Proposal Acceptance Period

All Proposals, including pricing, must be fixed and held open for a minimum of 180 days from the date of DES' receipt of the Proposal. DES and Prime Bidder may extend the 180-day period as mutually agreed by the parties.

3.18 Most Favorable Terms

Prime Bidder must submit proposals based on the most favorable terms that the Prime Bidder can propose, as DES reserves the right to accept Prime Bidder's proposal in its entirety. However, a revised offer lowering the price quotation by Prime Bidders who have successfully advanced to **Stage 4** of the evaluation process will be allowed. DES reserves the right to negotiate the price proposed in Prime Bidder's revised offer.

DES reserves the right, at any phase of the procurement, to contact a Prime Bidder for clarification of its proposal, and any such clarification by Prime Bidder must be submitted in writing and, once submitted, will become part of Prime Bidder's Proposal.

3.19 Waive Minor Administrative Irregularities

DES reserves the right to waive minor and/or administrative irregularities contained in any Proposal. Additionally, DES reserves the right, at its sole option, to make corrections to Prime Bidder's Proposals when an obvious arithmetical error or calculation has been made in the price quotation.

3.20 Errors in Proposal

Prime Bidders are liable for all errors or omissions contained in their Proposals. Prime Bidders will not be allowed to alter Proposal documents after the deadline for Proposal submission. DES is not liable for any errors in Proposals. DES reserves the right to contact Prime Bidder for clarification of Proposal contents.

In those cases where it is unclear to what extent a requirement or price has been addressed, the evaluation team(s) may, at their discretion and acting through the RFP Coordinator, contact a Prime Bidder to clarify specific points in the submitted Proposal. However, under no circumstances will the responding Prime Bidder be allowed to make changes to the proposed items after the deadline stated for receipt of Proposals.

3.21 Withdrawal of Proposal

Prime Bidders may withdraw a Proposal that has been submitted at any time up to the Proposal due date and time, identified in [Section 2, Key Events and Dates](#). To accomplish Proposal withdrawal, a written request signed by a corporate officer of Prime Bidder with the authority to bind Prime Bidder must be submitted to the RFP Coordinator. After withdrawing a previously submitted Proposal, Prime Bidder may submit another Proposal at any time up to the original Proposal submission deadline.

3.22 Rejection of Proposals

DES reserves the right to reject any proposal not meeting the Minimum Qualifications or Mandatory Requirements identified in [Section 4, Prime Bidder Requirements](#).

3.23 Proposal Property of DES

All materials submitted in response to this procurement become the property of DES. Proposals received after the submission due date and time will not become the property of DES and will be returned to the sender. DES will not own the underlying intellectual property rights (e.g., trademarks) contained in the Proposals submitted in response to this procurement. DES has the right to use any of the ideas presented in any material offered. Selection or rejection of a Proposal does not affect this right.

3.24 Proprietary Information and Public Disclosure

Any information contained in the Proposal that is proprietary or confidential must be clearly designated. Each page claimed to be exempt from disclosure must reference the specific exemption being claimed under [Chapter 42.56 RCW, the Public Records Act](#) and must be clearly identified by the word "Confidential" printed on the lower right hand corner of the page. Marking of the entire Proposal or entire sections of the Proposal as proprietary or confidential will not be accepted nor honored. Marking of the Price Proposal as proprietary or confidential will not be accepted nor honored.

To the extent consistent with [Chapter 42.56 RCW, the Public Records Act](#), DES shall maintain the confidentiality of Prime Bidder's information marked confidential or proprietary. If a request is made to

view Prime Bidder's proprietary information, DES will notify Prime Bidder of the request and of the date that the records will be released to the requester unless Prime Bidder obtains a court order enjoining that disclosure or the requester and Prime Bidder reach an agreement on the extent of such disclosure, which agreement will be forwarded to DES by an authorized corporate officer of the requester prior to the date of the requested disclosure. If Prime Bidder fails to obtain the court order enjoining disclosure, DES will release the requested information on the date specified.

3.25 DES Negotiation Process and Procedures

DES will require the successful Prime Vendor to enter into an agreement encompassing a number of contractual commitments not typically found in standard, vendor-based form contracts. DES will evaluate Prime Bidders based on the likelihood of reaching contract terms that are fair and reasonable. The approach DES has taken toward contracting is designed to determine with which Prime Bidder DES is most likely to reach acceptable contract terms. The rules and procedures DES will follow in negotiating the contract with Prime Bidders are set forth in [Section 9.7, DES Negotiation Procedures](#), and certification that Prime Bidder will comply with such rules and procedures will be required as a condition of participating in this procurement – see **Attachment O, Certification of Compliance with DES' Negotiation Procedures**.

3.25.1 Implementation Planning Study Workshops

As part of **Stage 4**, one or both finalists will participate in a series of structured Implementation Planning Study (IPS) workshops led by DES. The purpose of the IPS workshops is to finalize the Statement of Work, Joint Resource Plan, Project Charter, Project Schedule and other important project-related schedules. The IPS is considered part of the contract negotiation process. Prime Bidders will be responsible for their own costs and expenses related to the IPS. Additional information about the IPS is included in [Section 9.8, Implementation Planning Study Workshops](#).

3.25.2 Copies of Subcontracts

As part of **Stage 4**, the Prime Bidders will provide DES with copies of all contracts (excluding pricing) executed or proposed to be executed with their proposed subcontractors. DES will conduct a review of these contracts prior to finalizing the contract with the successful Prime Vendor to ensure the subcontracts sufficiently describe the obligations being subcontracted and that subcontracted obligations are thoroughly understood by the subcontractor. In addition, any permitted subcontract must meet the conditions of subcontracting as set forth in the Technology Agreement.

3.26 Incorporation of Proposal into Contract

This RFP document, the Prime Bidder's Proposal and any commitments made by the Prime Bidder at the oral interview and/or product demonstration will be incorporated into the contract.

Prime Bidders cannot treat the Proposal as a "marketing" document, as it will become part of the contractual commitment of the Prime Bidder. Prime Bidders' subject matter experts, project team, technical staff, and others, as appropriate, must be involved to ensure that all responses in the Prime

Bidder's Proposal are accurate. Any disclaimer or other language contained in a Proposal that differs from these requirements will be disregarded by DES. If Prime Bidder rejects the incorporation of this Proposal into the resulting contract, DES may disqualify Prime Bidder from participation in this procurement.

3.27 Commitment of Funds

The DES Director is the only governmental authority who may legally commit DES to the expenditure of funds for a contract resulting from this RFP. No costs chargeable to the proposed contract may be incurred or encumbered by DES before receipt of a fully executed contract approved by the DES Director.

3.28 Electronic Payment

The State prefers to utilize electronic payment in its transactions. The successful Prime Vendor will be provided a form to complete with the contract to authorize such payment method.

3.29 No Obligation to Contract/Buy

DES reserves the right to refrain from contracting with any and all Prime Bidders. Neither the release of this procurement document nor the execution of a resulting contract obligates DES to make any purchases.

3.30 Non-Endorsement and Publicity

In selecting a Prime Bidder to supply products and services to the State, the State is neither endorsing Prime Bidder's products/services, nor suggesting that such products or services are the best or only solution to meet the State's needs. By submitting a Proposal, Prime Bidder agrees to make no reference to DES or the State in any literature, promotional material, customer lists, brochures, sales presentation, powerpoints or the like, regardless of method of distribution, without the prior review and express written consent of DES.

3.31 Existing Agreements

In its Proposal, Prime Bidder will provide DES with copies of all existing agreements between Prime Bidder and DES, the State or an Agency. In addition to copies of such agreements, in its Proposal, Prime Bidder will provide DES with a list setting forth the contract number, agreement name, effective date, software licensed and annual support fees relating to all such agreements. If Prime Bidder does not have any existing agreements with DES, the State or an Agency, Prime Bidder must include a statement to that effect in its Proposal.

3.32 Key Technology Partnering and Solution Commitments

DES wants to forge a strong technology partnership with the successful Prime Vendor, one that is founded on alignment on fundamental partnering principles, and commitments to ensure project success

and the long-term usability of the TLA Solution. Included with the RFP are the contract and project documents which set forth specifics relating to the commitments to a long-term partnership that will be important in the evaluation of Prime Bidder's proposals. Prime Bidders must be willing to make the partnering and solution commitments to DES as described in this Section, as further described in the contract and project documents.

3.32.1 Ensuring the Success of the Long-Term Partnering Relationship

Senior executive and management level commitments between Prime Bidder and DES need to be in place to provide the corporate level framework for a long-term partnership. Partnering principles will be clearly articulated in the contract documents and Prime Bidders' alignment with the principles will be an important part of the evaluation process. The partnering principles include a commitment to:

- ✓ Direct senior executive oversight and decision making
- ✓ Competitive products
- ✓ Competitive pricing, growth of DES and predictability of on-going costs and expenses
- ✓ Time-to-market solutions and regulatory updates
- ✓ Product development
- ✓ Quality personnel to support the relationship
- ✓ Commitment to open architecture products and compliance with DES' enterprise architecture
- ✓ Cooperation with DES' other technology partners
- ✓ Alignment of accountability and responsibility
- ✓ Protection of DES' long term investment in the solution
- ✓ Thorough and speedy issue resolution

3.32.2 Ensuring Project Success

- A. Project Management Services** – DES and the TLA Solution Project require a partner with a high-level project management discipline and skill. The TLA Solution Project addresses a critical State business need; Agencies expect and require a well-run, on-time project. Project management services, including preparing timely and comprehensive project status reports, quality management (see below), issue management, risk management, project financial status, communications plan, document management, and control, *etc.*, will all be necessary to monitor and manage the implementation of the TLA Solution Project.
- B. Quality Management** – As important as completing the TLA Solution Project on-time is that the quality of the implementation and deliverables meets DES' standards. Mechanisms will need to be in place to measure the quality of the implementation and deliverables, and economic incentives need to be aligned to maximize the quality aspects of the TLA Solution Project.
- C. Quality Assurance** – The TLA Solution Project will be assessed on a monthly basis by an independent third party, as required by Washington state policy, to ensure that project management standards, processes, and procedures are appropriate and correctly implemented to increase the probability of the project's success. The quality assurance assessment is a systematic approach that monitors, evaluates, and provides interactive feedback about the project's activities and ensures the project is properly managed. The successful Prime Vendor will

be required to participate in quality assurance assessments and cooperate with DES to address any recommendations.

- D. Project Personnel** – Projects are only as successful as the experience and quality brought to the project by Prime Bidder resources. Prime Bidder personnel must have a minimum level of experience, which is suited to their role on the project. Additionally, DES must have the right to remove Prime Bidder personnel upon DES' request if DES determines that such personnel are not meeting project needs, such services are unsatisfactory or the project is being hindered. Finally, as Prime Bidder personnel consistency is critical to project success, protections need to be in place to restrict Prime Bidder personnel from being assigned away from the TLA Solution Project.
- E. Knowledge Transfer** – Sufficient knowledge will need to be transferred to DES personnel during the implementation to enable DES personnel the means to support and maintain the TLA Solution following the completion of the TLA Solution Project and to implement the TLA Solution at other Agencies supported by DES without the assistance of Prime Bidder or any third party.
- F. DES Business and Technical Requirements** – The TLA Solution must meet the DES Business and Technical Requirements, including those requirements in the RFP that the Prime Bidder indicates it can meet and product features and functionality demonstrated to DES or needed to allow DES to comply with its union contracts, Collective Bargaining Agreements and pay practices described in this RFP.
- G. Statement of Work, Project Schedule & Joint Resource Plan** – A complete Statement of Work, Project Schedule, and Joint Resource Plan must be fully-developed prior to contract signing to ensure proper alignment of project expectations.
- H. Testing** – Testing will be comprehensive, and will include unit, system, integration, security, regression, accessibility, user acceptance, and performance testing. In addition, there will be post-go-live stabilization and optimization periods to stabilize, optimize and fine tune the TLA Solution.
- I. Performance-Based Approach to the Project** – Critical milestones during the project, including due dates when they must be achieved, will be part of the project, and payment terms will be aligned to meeting critical milestones. Economic mechanisms must be in place to address the negative consequences resulting from Prime Bidder delays.

3.32.3 DES' Investment in the TLA Solution

- A. Enterprise-Wide Solution** – The TLA Solution must be usable across all Agencies, now and in the future, and as Agencies grow and/or consolidate, all without restriction as to limitations on users, usage or other metrics.
- B. Long-Term Commitment to Support the TLA Solution Platform** – Given the criticality of support and the long-term nature of the investment made by DES in the TLA Solution, the Prime Bidder must make comprehensive support and enhancements available on a long-term basis. Given the size of the State government, the technology partner must assign specific individuals

within its support team to work with DES to ensure consistent, high-quality, and knowledgeable support is provided to DES.

- C. Protecting DES' Investment in the TLA Solution** – DES' investment in the TLA Solution must be protected against end-of-life and end of product development events, and the TLA Solution must remain robust and functionally rich. Support programs that limit support to solely break/fixes and regulatory updates will work to diminish the value of DES' investment in the TLA Solution.
- D. Comprehensive Support Terms** – Comprehensive support for the TLA Solution is important to DES. The scope of ongoing support post-TLA Solution Project Completion must include the retrofitting of any extensions and custom programming that are implemented during the TLA Solution Project, and must be included in the fees charged to DES for support and/or hosting, as applicable.
- E. Regulatory Updates** – Timely regulatory updates (federal, state and local) need to be part of the ongoing support of the TLA Solution, all within the support fees paid.
- F. Commitment to Handling Incidents and Correcting Solution Problems** – Comprehensive, defined incident management process, and the obligation to handle incidents and correct defects within targeted timeframes is important to DES.
- G. System Optimization Assessment** – DES expects that the successful Prime Vendor will conduct an annual audit with DES of DES' use of the TLA Solution, the purpose of which shall be to identify opportunities for improving and maximizing DES' use of the TLA Solution.
- H. Information Technology Infrastructure Library** – Prime Bidders are expected to implement best practices standards in service management, including based on the Information Technology Infrastructure Library (ITIL). The benefits from the ITIL approach include, increased user and customer satisfaction with information technology services, improved availability of information technology services which leads directly to improved business performance, financial savings from reduced rework and lost time, and improved resource management and usage, improved responsiveness to the market, and improved decision making and optimized risk.
- I. Multi-Prime Bidder Sourced Environments** – Prime Bidder's solution will be deployed as one of several components of DES' total technology environment. Accordingly, using DES' multi-Prime Bidder procedures, Prime Bidder must cooperate with DES and all third parties that have services and/or products in DES' technology environment to minimize the disruptions, incidents and defects within DES' technology environment and interfaced third party systems.

3.32.4 Additional Key Relationship Commitments

- A. Consolidation of Agreements between DES and Prime Bidder** – To the extent DES and Prime Bidder have pre-existing agreements in place, DES will have the option to consolidate all existing products and services under the TA so that there is one set of consistent terms and conditions that will apply between DES and the Prime Bidder. This option would equally apply to companies that Prime Bidder may purchase in the future, *i.e.*, DES would have the option to roll up the products and services of a later company acquired by the Prime Bidder into the TA.

B. DES Policies – Compliance with DES policies and procedures, including data security and network access policies, must be ensured.

C. Offshore Work and/or Services – The State's data may not be transmitted or stored offshore.

DES has provided Prime Bidders with the contract and project documents that provide in-depth information on the commitments DES seeks with respect to the commitments in this Section, and Prime Bidders will be required to respond thereto. Responses to the contract and project documents are explained in [Section 8.2, Issues List](#).

4 Prime Bidder Requirements

Prime Bidder must provide clear, concise, direct, detailed and specific responses to each item set forth in **Attachment C, Prime Bidder Requirements Response Sheet, Attachment D, Key Personnel References, Attachment E, Prime Bidder References, and Attachment F, Subcontractor List and References**. Do not submit white papers, brochures, customer testimonials, product or cut sheets or other pre-prepared materials in response to these questions. For the open-ended questions, reference **Section 1, Introduction** for context, and describe how the Prime Bidder's solution specifically meets the unique needs or solves the described problem. This Section will be scored. Generic responses will be deemed non-responsive, and will result in a score of "0".

Explicitly state any requirement that Prime Bidder cannot meet. Unless Prime Bidder explicitly states in its response that it cannot meet a requirement, Prime Bidder will be deemed to fully meet such requirement.

Prime Bidder will include information in its response that is critical to service delivery and provide competitive advantage. DES does not desire highly conceptual responses. Preference will be given to responses that are brief, clear and directly address the specific requirement.

4.1 Minimum Qualifications (Mandatory)



The failure of a Prime Bidder to be in compliance with any one or more of the following Minimum Qualifications will result in disqualification from the procurement process.

DES will consider Prime Bidders who meet the Minimum Qualifications identified in **Attachment C, Prime Bidder Requirements Response Sheet**. If DES determines, in its sole discretion, that a Prime Bidder does not meet one or more of the Minimum Qualifications, DES will disqualify the Prime Bidder from the procurement.

4.2 Mission Critical Requirements (Scored)

The Mission Critical Requirements set forth in **Attachment C, Prime Bidder Requirements Response Sheet** represent key challenges DES is experiencing or requirements unique to DES.

4.3 Prime Bidder Profile

Prime Bidder must respond to all Prime Bidder Profile questions in **Attachment C, Prime Bidder Requirements Response**. **Prime Bidders must include answers to the questions for all subcontractors.**

4.4 General Requirements (Scored)

Prime Bidder must respond to each element of the General Requirements set forth in **Attachment C, Prime Bidder Requirements Response Sheet**. In part, DES is seeking information from Prime Bidder on its recommendations related to the subject matters therein as they relate to the TLA Solution Project. Prime Bidder must refer to the contract and project documents, including the Statement of Work, to identify the commitments, terms and conditions pursuant to which DES will purchase the TLA Solution.

4.5 Project Management Requirements (Scored)

Prime Bidder must provide specific responses to each element of the Project Management Requirements set forth in **Attachment C, Prime Bidder Requirements Response Sheet**.

4.6 Training and Knowledge Transfer (Scored)

Prime Bidder must provide specific responses to each element of the Training and Knowledge Transfer Requirements set forth in **Attachment C, Prime Bidder Requirements Response Sheet**.

4.7 Organization and Staffing Requirements (Scored)

Prime Bidders must provide specific responses to each element of the Organization and Staffing Requirements set forth in **Attachment C, Prime Bidder Requirements Response Sheet**.

4.8 Experience of the Prime Bidder (Scored)

Prime Bidder must provide specific responses to each element of the Experience of the Prime Bidder Requirements set forth in **Attachment C, Prime Bidder Requirements Response Sheet**.

4.9 Operations and Maintenance Requirements (Scored)

Prime Bidders must provide specific responses to each element of the Operations and Maintenance Requirements set forth in **Attachment C, Prime Bidder Requirements Response Sheet**.

5 Business Requirements (Scored)



Do not submit white papers, product brochures, cut sheets, customer testimonials or other pre-prepared materials in response to this Section.

Prime Bidder must provide clear, concise, direct, detailed and specific responses to each element of the Business Requirements set forth in **Attachment G, Business Requirements Response Sheet, Attachment H, Business Scenarios Response Sheet, and Attachment I, Business Questions Response Sheet**. Do not submit white papers, brochures, customer testimonials, product or cut sheets or other pre-prepared materials in response to these questions. For the open-ended questions, reference [Section 1, Introduction](#) for context, and describe how the Prime Bidder's solution specifically meets the unique needs or solves the described problem. This Section will be scored. Generic responses will be deemed non-responsive, and will result in a score of "0".

Explicitly state any business requirements that Prime Bidder cannot meet. Unless Prime Bidder explicitly states in its response that it cannot meet a functionality requirement item, Prime Bidder will be deemed to fully meet such business requirement.

This Section also includes the following subsections in **Attachment G, Business Requirements Response Sheet**:

- [Section 5.1 – Assigning a User to a Position](#)
- [Section 5.2 – Shift Scheduling](#)
- [Section 5.3 – Timekeeping](#)
- [Section 5.4 – Leave Management](#)
- [Section 5.5 – General](#)

This Section also includes the following subsections in **Attachment H, Business Scenarios Response Sheet**:

- [Section 5.6 – Overall Requirements for Business Scenario Responses](#)
- [Section 5.7 – Detailed Business Scenario Requirements](#)

This Section also includes the following subsections in **Attachment I, Business Questions Response Sheet**:

- [Section 5.8 – Assigning a User to a Position](#)
- [Section 5.9 – Shift Scheduling](#)
- [Section 5.10 – Timekeeping](#)
- [Section 5.11 – Leave Management](#)
- [Section 5.12 – General](#)
 - [Section 5.12.1 – Accessibility and Usability](#)
 - [Section 5.12.2 – Data Collection/Capture](#)

Prime Bidder will include information in its response that is critical to service delivery and provide competitive advantage. DES does not desire highly conceptual responses. Preference will be given to responses that are brief, clear and directly address the specific requirement.

6 Technical Requirements (Scored)



Do not submit white papers, product brochures, customer testimonials, cut sheets, or other pre-prepared materials in response to this Section.

Prime Bidders must provide clear, concise, direct, detailed and specific responses to each element of the Technical Requirements set forth in **Attachment J, Technical Requirements Response Sheet**, and **Attachment K, Technical Questions Response Sheet**. Do not submit white papers, brochures, customer testimonials, product or cut sheets or other pre-prepared materials in response to these questions. For the open-ended questions, reference [Section 1, Introduction](#) for context, and describe how the Prime Bidder's solution specifically meets the unique needs or solves the described problem. This Section will be scored. Generic responses will be deemed non-responsive, and will result in a score of "0".

Explicitly state any features or other items that Prime Bidder cannot meet. Unless Prime Bidder explicitly states in its response that it cannot meet a requirement item, Prime Bidder will be deemed to fully meet such question and item.



If the capabilities vary between modules or components of your proposed TLA Solution, please clarify the differences in Prime Bidders response to each question.

This Section also includes the following subsections in **Attachment J, Technical Requirements Response Sheet**:

- **Section 6.1 – Technical Capabilities**
 - Capacity
 - Performance
 - Data Integrity
 - Data Management
 - Data Archive
 - Integrations and Interfaces
 - Security

This Section also includes the following capability subsections in **Attachment K, Technical Questions Response Sheet**:

- **Section 6.2 – Systems Architecture**
- **Section 6.3 – Integration**
- **Section 6.4 – Security**
- **Section 6.5 – Service Management**

Prime Bidder will include information in its response that is critical to service delivery and provide competitive advantage. DES does not desire highly conceptual responses. Preference will be given to responses that are brief, clear and directly address the specific requirement.

7 Price Proposal (Mandatory)

Respond to the following requirements per the instructions in [Section 3.15.5, Proposal Presentation Format Requirements](#).

7.1 Overview of Price Proposal

DES will acquire the TLA Solution that best meets the State's needs at the best value. All fees associated with the TLA Solution must be incorporated into the price of the Proposal to the RFP. Any portion of the TLA Solution offered by the Prime Bidder or its subcontractor(s) that does not have a corresponding separate price will have no separate additional fee to DES when acquired by DES.

7.2 Financial Grounds for Disqualification

Failure to identify all costs in a manner consistent with the instructions in this RFP may result in disqualification of Prime Bidder.

7.3 Taxes

The successful Prime Vendor must complete registration with the state of Washington Department of Revenue within thirty (30) calendar days of being identified as the ASV and be responsible for collection and payment of all taxes due on payments made under the contract resulting from this RFP.

DES and the successful Prime Vendor will be responsible for taxes as described in the Technology Agreement. DES, as an Agency of the State, is exempt from property tax.

Prime Bidder must not include taxes on **Attachment L, Price Proposal Form**.

7.4 Price Proposal and Presentation of Cost Components

The Price Proposal Form contained in **Attachment L, Price Proposal Form**, must be completed and included in Prime Bidder's Proposal. Prime Bidder must include the price of all components, all elements of recurring and non-recurring costs in the price proposal needed for the provisioning of the TLA Solution.

Expenses related to day-to-day performance under the contract, including, but not limited to, travel, lodging, meals, materials, and incidentals will not be reimbursed to the Prime Bidder. Prime Bidder's fixed prices and hourly rates must include these costs.

7.5 Costs Not Specified

Where there is no charge or rate for a product/service, enter "N/C" (no charge) or "Zero" (0) in the price proposal, as applicable. If the Prime Bidder fails to provide a price, DES will assume the item is included within the fixed fee quotation and will not be allowed to be separately chargeable to DES. If the Prime Bidder states "no charge" for an item in the Proposal, the State will receive that item as part of the fixed

fee for the period represented in the Proposal and if no period is represented in the Proposal, the State will receive the item at all times during the pendency of the contract without additional charge.

7.6 Project Quality Assurance - Retainage

In order to insure satisfactory performance under the contract, DES will withhold a twenty percent (20%) retainage against each payment due the Prime Bidder. Retainage will be paid in full upon project completion. If project completion is not reached due to delays or default by Prime Bidder, subject to any cure rights in the contract, in addition to DES' other rights, DES will have the right to permanently withhold the retainage with no further responsibility or liability to the Prime Bidder.

7.7 Staffing Plan (Mandatory)

DES intends to have the successful Prime Vendor co-locate its personnel which are providing on-site services for the TLA Solution Project with appropriate DES personnel at DES or another State facility in or near Olympia, Washington. Prime Bidder's Proposal must include a detailed staffing plan for its resources (including any subcontractor resources) for the TLA Solution Project, which will detail by personnel role and week during the TLA Solution Project, the Prime Bidder personnel that will work on-site.

8 DES Contract and Project Documents

As part of the procurement process, DES has provided the following contract and project documents for Prime Bidder review. The contract and project documents are provided as [Appendix D](#) to this RFP. Prime Bidder must respond to these documents in accordance with the instructions outlined below.

The contract and project documents include:

- **Technology Agreement (TA)** – DES will use its form of contract when purchasing the TLA Solution. The TA is structured to afford DES the flexibility to acquire additional products and services in the future for DES and its customer Agencies, without the need to renegotiate underlying contract terms.

DES is mindful that the form TA included in the RFP may need to be tailored to take into consideration business and technical aspects of the proposed TLA Solution, and, depending on proposed TLA Solution, there may be additional or better contractual commitments that may be required in order for DES to purchase proposed TLA Solution. DES reserves the right, in its sole discretion, to add additional or better terms and conditions based on the historical practices of Prime Bidder, existing and potential future business with Prime Bidder, any perceived gaps in Prime Bidder's offering, and the like.

When submitting its pricing proposals, Prime Bidder must not base its pricing on their standard business terms or practices or any reduced level of commitments or obligations Prime Bidder believes it may negotiate. Rather, cost proposals must be based on the terms and conditions set forth in the TA and other DES-provided contract and project documents provided to Prime Bidder.

- **TLA Solution Project Agreement** – Includes project description and objectives, business and technical requirements, the Statement of Work (see below), the Project Schedule, the Joint Resource Plan, and other important project-related schedules and performance requirements.
- **Statement of Work (SOW)** – Includes project objectives, approach, requirements, deliverables, activities, and certification criteria, and identifies roles and responsibilities of both DES and Prime Bidder for the TLA Solution Project.
- **Hosting Services Exhibit** – Includes hosting terms and conditions, description of services, service level agreements, service level credits, and additional terms and conditions.

8.1 Prime Bidder's Form of Response to the DES Contract and Project Documents

The contract and project documents are provided in PDF format. For the reasons set forth in [Section 9.7, DES Negotiation Procedures](#), Word version will not be made available. Each Prime Bidder must respond to the contract and project documents in accordance with the procedures and format set forth below. Failure to follow the procedures or respond in the format below may disqualify Prime Bidder.



Do not create or send redlined documents back to DES. DES will only review issues raised in the Issues List. Do not send “replacement” paragraphs, as such response will not meet the requirements of this Section. DES will not read or consider any response other than that set forth in Section 8.2 below.

8.2 Issues List (Mandatory)

Prime Bidder's issues, concerns, exceptions or objections to any of the terms or conditions contained in the contract and project documents must be documented in an Issues List. The Issues List prepared by Prime Bidder must set out by section or paragraph a description of each issue, concern, exception, and/or objection. **Attachment M, Issues List** sets forth the Issues List template to be used for the response.

If a Prime Bidder objects to a particular term or condition, then Prime Bidder will need to further describe, in business terms and not in proposed contract or legal language, Prime Bidder's concern and what compromise terms Prime Bidder is willing to accept. The Issues List must provide the reason or rationale supporting the item of concern and/or business counterproposal. Simply stating that a paragraph is "not acceptable" or supplying Prime Bidder's proposed contract terms without describing (in business language) Prime Bidder's reason or rationale will be considered non-responsive. If Prime Bidder does not identify specific concerns with a particular term or condition, the term or condition will be deemed accepted by Prime Bidder, and DES will not negotiate further changes to such accepted or non-commented on terms or conditions. [Appendix E, Issues List Example](#) illustrates an acceptable form of response for the Issues List. The Issues List provided to DES must be attached to Prime Bidder's Proposal in an unrestricted, editable Microsoft Word format.

8.2.1 Redlined Responses

Redlined Documents Will Not Be Reviewed – Do not provide in the response, in the Issues List or otherwise, a redlined contract, paragraph or clauses. Redlined text will only require DES to make potentially inaccurate assumptions about what Prime Bidder's specific issues or concerns might be. Redlined text will not be reviewed by DES.

8.2.2 Prime Bidder's Standard Contract or Proposed Language

No Standard Prime Bidder Form Contracts – Do not provide a copy of Prime Bidder's standard contract or proposed language to DES. As stated above, DES will be using its own form of contract and project documents in negotiations with final Prime Bidder(s). Prime Bidders' standard contract will not be reviewed by DES.

9 Evaluation and Contract Award

This solicitation, the evaluation of Proposals, and the award of any resulting contract will be made in conformance with applicable DES policies and Washington State law. DES reserves the right to withdraw this RFP at any time.

Any contract resulting from this RFP will be awarded to the responsive and responsible Prime Bidder whose proposal, in the sole opinion of DES, offers the greatest benefit to DES when considering the total value, including, but not limited to, the quality of service, breadth and depth of offering, and total cost, including the projected internal cost to DES for the TLA Solution Project implementation and on-going support of the TLA Solution, and the strength and form of contractual commitments made by Prime Bidder to DES.

Proposals will be evaluated by DES' TLA evaluation team. The evaluators will examine each Proposal to determine, through the application of uniform criteria, the effectiveness of the Proposal in meeting DES' requirements as described in this RFP.

The RFP Coordinator may contact Prime Bidder for clarification of any portion of Prime Bidder's Proposal. DES may waive irregularities in a Proposal provided that, in the judgment of DES, such action will not negate fair competition and will permit proper comparative evaluation of Proposals submitted. DES' waiver of an immaterial deviation or defect will in no way modify the RFP documents or excuse the Prime Bidder from full compliance with the RFP requirements in the event the contract is awarded to that Prime Bidder.

DES reserves the right to award the contract to the Prime Bidder whose proposal is deemed to be in the best interest of DES and the State. Hence, DES may choose to not award to the highest scoring or lowest-cost proposal.

9.1 Evaluation Approach

The evaluation process adopted by this RFP evaluates Prime Bidder responses in a structured, four stage approach. Each Section of the Prime Bidder Proposals will be evaluated in stages. The evaluation and scoring for each stage will determine participation in future stages. For each stage, the assigned DES evaluation team will select which Prime Bidder(s) may proceed to the next stage based on the evaluation approach. The four evaluation stages are outlined below and in **Figure 9, Evaluation Process Model**.

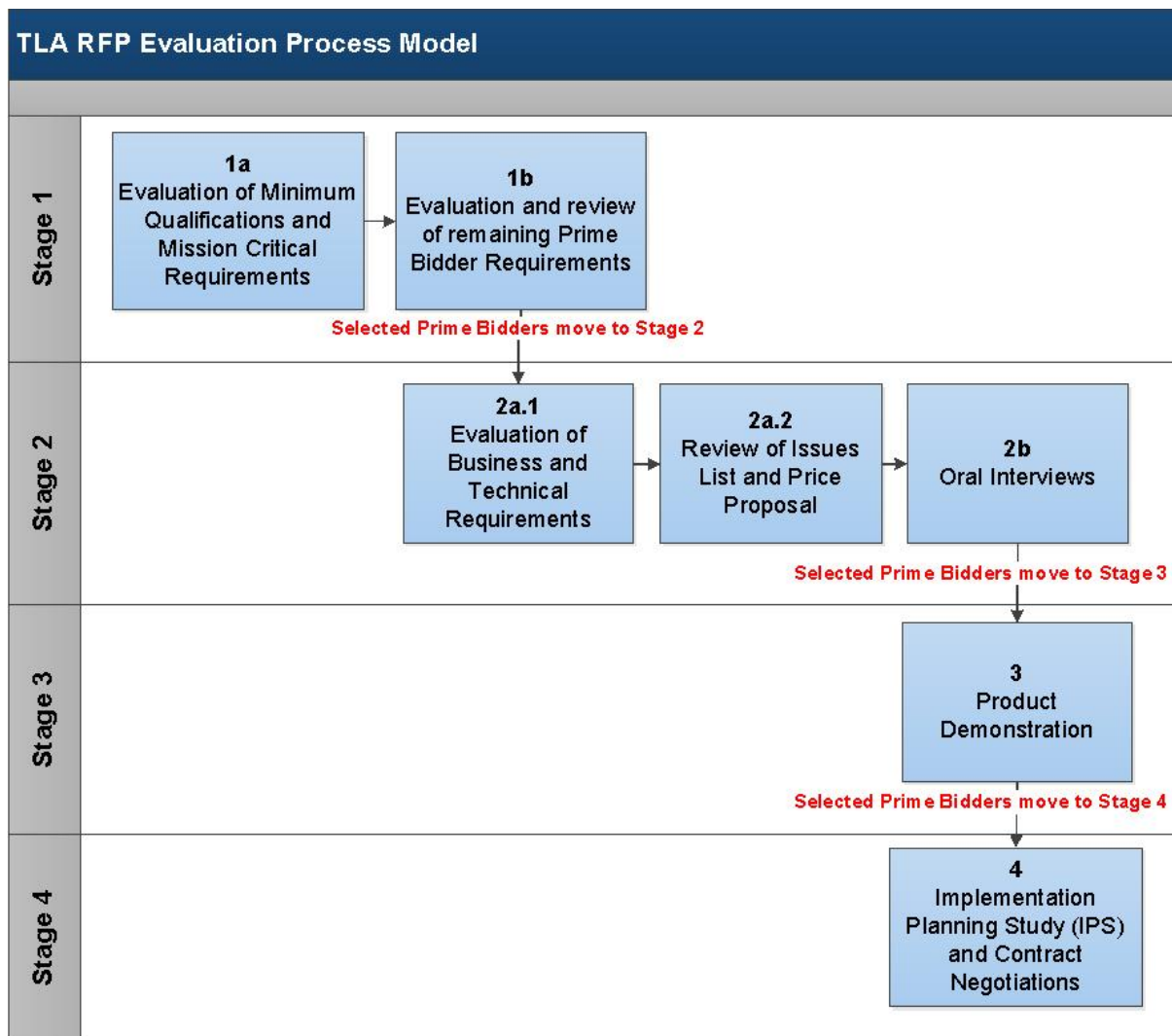
The stages are:

Stage	Description
Administrative Screening	Proposals will be reviewed by the RFP Coordinator to determine on a pass/fail basis compliance with administrative requirements as specified in Section 3, Instructions to Prime Bidders . Evaluation teams will only evaluate Proposals meeting these administrative requirements.

Stage	Description
Stage 1 – Prime Bidder Requirements	Stage 1(a) – The DES evaluation team will consider the completeness of, and potential gaps in, the Minimum Qualifications as specified in Section 4.1, and Mission Critical Requirements as specified in Section 4.2, when evaluating Proposals in this stage. This evaluation will determine which Prime Bidders advance to Stage 1 (b) of the evaluation process. Stage 1 (b) – The DES evaluation team will evaluate and score the General, Project Management, Training and Knowledge Transfer, Organization and Staffing, Experience of the Prime Bidder and Operations and Maintenance as specified in Sections 4.4 – 4.9. Evaluation of Stage 1 will determine which Prime Bidders advance to Stage 2. There is no set number of Prime Bidders who will advance to Stage 2. The RFP Coordinator will notify Prime Bidders with the results. Prime Bidders who are not selected to advance to Stage 2 are entitled to a debriefing session as described in Section 9.10.
Stage 2 – Business and Technical Requirements, Issues List, Price Proposal, and Oral Interviews	Stage 2 (a) – The DES evaluation team will evaluate and score the Business Requirements, as specified in Section 5, and the Technical Requirements, as specified in Section 6, and will review the Issues List and Price Proposal, as specified in Sections 7 and 8. The most qualified Prime Bidders will be invited to participate in Stage 2 (b). Stage 2 (b) – The DES evaluation team will conduct oral interviews, as specified in Section 9.3, with the most qualified Prime Bidders. The DES evaluation team will take into consideration the overall evaluation, reference checks, Price Proposal, and Issues List when selecting the finalists for Stage 3. The RFP Coordinator will notify Prime Bidders with the results. DES anticipates two (2) to four (4) Prime Bidders will be selected for Stage 3. Prime Bidders who are not selected to advance to Stage 3 are entitled to a debriefing session as described in Section 9.10.
Stage 3 – Product Demonstrations	Prime Bidders will present product demonstrations, as described in Section 9.4, on-site at DES' office in Olympia, WA. The DES evaluation team will consider functionality and usability of solutions, as well as the overall evaluation from the previous stages when selecting the finalists for Stage 4. The RFP Coordinator will notify Prime Bidders with the results. DES anticipates selecting two (2) finalists for Stage 4. Prime Bidders who are not selected to advance to Stage 4 are entitled to a debriefing session as described in Section 9.10.

Stage	Description
Stage 4 – IPS workshops and contract negotiations	Prime Bidders will be required to participate in Implementation Planning Study workshops and contract negotiations as described in Sections 9.7 and 9.8. DES may also require the Prime Bidder to prepare responses to additional questions and/or requirements. The DES evaluation team will take into consideration the Prime Bidders' full Proposals and the resolution of all contract and project documents in developing its recommendation as to the Apparent Successful Vendor.

Figure 9: Evaluation Process Model



9.1.1 Evaluation Weights

After **Stage 1a**, the DES evaluation teams will review and score the Prime Bidder Proposals using the criteria set forth in this RFP. The scores will be determined at the capability level. Each category contributes to the score based on the weights listed in **Table 6**.

Table 6: Weights by Category

Requirements Category	Assigned Weight
Prime Bidder	30%
Business	40%
Technical	30%
Total	100%

Each requirements category – Prime Bidder, Business and Technical – is subdivided into capabilities. **Table 7** summarizes the weights for each capability-by-category.

Table 7: Weights by Capability Category

Prime Bidder		Business		Technical	
Capability	Weight	Capability	Weight	Capability	Weight
Project Management	30%	Timekeeping	25%	Service Management – Configuration	50%
Operations and Maintenance	20%	Leave Management	25%	Security	15%
Organization and Staffing	20%	Shift Scheduling	25%	Integration	15%
Training and Knowledge Transfer	10%	General	20%	System Architecture	10%
Experience	10%	Assigning a User to Position	5%	Service Management – All other	10%
General	10%				
Total	100%	Total	100%	Total	100%

DES evaluators will review the Prime Bidder proposals for all questions within a given category and capability in order to score the response at the capability level.

9.1.2 Price Proposal Evaluation

Prime Bidder must submit the completed price proposal in accordance with the price proposal instructions and spreadsheet. Cost is important to DES and will be considered in the selection of finalists. Price proposals must be based on the commitments being requested of Prime Bidder as reflected in the contract and project documents contained in this RFP. ***Basing Prime Bidder's price proposal on Prime Bidder's standard business terms or business practices without adjusting for or taking into***

consideration the Mission Critical Requirements, the Business and Technical Requirements, and the types and scope of commitments requested in this RFP and the contract and project documents will not be a basis for any adjustment of Prime Bidder's price proposal.

The evaluation process is designed to award this procurement not necessarily to the Prime Bidder of least cost, but rather to the Prime Bidder whose proposal best meets the requirements of this RFP and the total value to the State. Prime Bidders are encouraged to submit proposals which are consistent with State efforts to conserve State resources.

9.2 Reference Checks

Reference checks of Prime Bidder will be conducted, at DES' discretion, prior to or in coordination with oral interviews and product demonstrations. The reference check process will include checking of Prime Bidder references and key personnel references. In addition to Prime Bidder references, this will include but not be limited to: proposed executive sponsor, account executive, project director, project manager(s), quality assurance lead, functional lead, security lead, hosting services lead, integration/interface lead, reports and reporting lead, technical lead, education, training lead, knowledge transfer lead, migration/conversion lead, testing lead, performance standards management lead and other key personnel set forth in the TLA Solution Project Agreement. Whether included as a key personnel reference or not, DES reserves the right to use its own or other organization's experience using key personnel on other projects as a factor in evaluating the probability of success for key personnel proposed by the Prime Bidder.

DES reserves the option of conducting site visits and/or obtaining a guest log-in with one or more of the Prime Bidder references. Prime Bidder must have identified at least two references willing to accommodate this requirement.

9.3 Oral Interviews (Scored)

Prime Bidders having the highest Prime Bidder finalist score after **Stage 2 (a)** will be invited to oral interviews. The RFP Coordinator will notify finalists of the date, time, and location of the interviews. The dates in the [Section 2, Key Events and Dates](#) are an estimate and are subject to change at the discretion of DES. DES reserves the right to require additional oral interviews, including during **Stage 3**.

The key personnel proposed to be involved in the performance of the TLA Solution Project, including at a minimum, executive sponsor, account executive, project director, the project manager(s), and lead functional and technical staff, must participate in the oral interview.

9.4 Product Demonstrations (Scored)

Prime Bidders having the highest Prime Bidder finalist score after **Stage 2** will be invited to give a demonstration at DES' site in Olympia, WA. The RFP Coordinator will notify finalists of the date, time, and location of the product demonstration. The dates in the [Section 2, Key Events and Dates](#) are an estimate and are subject to change at the discretion of DES.

Each Prime Bidder will be required to provide one or more on-site solution demonstrations for DES' evaluation. DES will provide use case business scenarios, scripts, repository functionality (including version controls and taxonomy), and other related materials (collectively referred to as the "**Demonstration Materials**"), and may, in its sole discretion, also provide masked test data files ("**Test Files**"). The Demonstration Materials and Test Files are highly confidential information of DES and are provided for a Prime Bidder's use solely in connection with its solution demonstration under the RFP. The rules and procedures regarding the demonstration are described below.



Failure to abide by and/or agree with the procedures set forth in this Section may result in disqualification of Prime Bidder.

The terms set forth in this Section constitute the DES demonstration rules. **Attachment N, Certification of Compliance with Demonstration Rules**, must be filled out, signed by a corporate officer of Prime Bidder with authority to bind the Prime Bidder, and submitted as part of the Prime Bidder's Proposal. Prime Bidder's response will not be considered complete without the completed and signed **Attachment N**.

9.4.1 DES Functional Requirements for Demonstrations

Prime Bidder must only demonstrate its latest version of generally available (GA) software and the latest version of any third party software supported by Prime Bidder that is proposed as part of Prime Bidder's Proposal and cannot demonstrate any software (Prime Bidder's or third party's) that is currently under development or otherwise not GA software.

9.4.2 Non-Supported Requirements

If the GA solution demonstrated by Prime Bidder does not meet the features or functionality identified in the Demonstration Materials, then Prime Bidder must: (a) submit a written response at least one (1) week prior to presenting the demonstration to DES and labeled Non-Supported Requirements, that clearly identifies each feature, functionality, and/or information flow that is not supported by the GA version of the solution; and (b) clearly identify during each session of the presentation to DES which features, functions, and/or information flows are not supported. Any feature, functionality, or information flow not identified on the Non-Supported Requirements document will be presumed to be present in the version of GA solution demonstrated and Prime Bidder will be required to support such fact through a representation and warranty in the contract.

9.4.3 Additional Test Files

Subject to the prior approval of DES, Prime Bidder may use (in addition to any Test Files provided by DES), additional test files in connection with the Demonstration Materials provided that the data populates actual files and file structures used in the TLA Solution to show the movement of data native in the TLA Solution and is not simulated in (*i.e.*, splashed into) temporary excel or other files created to show features, functionality or data information flows that are not present in the GA version of the proposed

TLA Solution. Prime Bidder may not use any tools, utilities, or other techniques to replicate or simulate any portion of the TLA Solution.

9.4.4 Prime Bidder Provided Testing Environment

9.4.4.1 Usability/Accessibility Review

Prime Bidder must provide DES with access to the TLA Solution (including the latest version of generally available (GA) software, third party software included in the TLA Solution, and data collection devices). DES will conduct Usability and accessibility reviews of the TLA Solution in coordination with the product demonstrations including review activities that:

- Demonstrate Intuitiveness of navigation and functionality of the TLA Solution;
- Demonstrate relevance of the search and help features of the TLA Solution;
- Demonstrate the Ease of Use in performing standard tasks, including, but not limited to:
 - Employee Tasks – Submit a leave request, modify a leave request, cancel a leave request, view leave balances, submit time worked (positive time reporting), modify time worked, view historical time reporting, manage user preferences, *etc.*
 - Supervisor Tasks – Approve a leave request (individually and groups), modify employee leave request, reject leave request with comments, approve leave requests on behalf of someone else, view leave balances for direct report employees, approve, reject or modify time worked (individually and groups), view historical time reporting, *etc.*
 - Configuration Tasks – Manage user profiles, assign users to supervisors, change user agency or reporting structure, manage leave types, manage time capture and leave request templates, manage workflows, manage alerts and messages, *etc.*
- Demonstrate design, layout, content and terminology based on industry best practices;
- Demonstrate compliance with [World Wide Web Consortium's \(W3\) Web Content Accessibility Guidelines \(WCAG\)](#), Level AA and with applicable State guidelines based on the subsections of [Section 508 of the Rehabilitation Act of 1973](#), as amended; and
- Demonstrate capabilities of data collection devices.

Usability and accessibility reviews will be conducted at the discretion of DES to ensure the TLA Solution meets the Usability and accessibility requirements as stated in **Attachment G, Business Requirements Response Sheet**.

9.4.4.2 Data Test Files

It is anticipated the same data set provided for the demonstrations scripts will be used to pre-populate the environment provided by the Prime Bidder for the usability and accessibility reviews.

9.5 Requests for Additional Information

The DES evaluation team reserves the right to request additional information to determine if Prime Bidder can successfully meet the requirements of the RFP. To assist the evaluation team in gathering the

information needed to complete their evaluations and make their award recommendation, DES may do one or more of the following:

- Request additional information from Prime Bidder or others;
- Make site visits; and/or
- Use information gathered from Prime Bidder's presentations.

DES also reserves the right to obtain independent reports from reputable sources (e.g., Dun & Bradstreet, Gartner, etc.) for further indications of the Prime Bidder's ability to perform.

9.6 Subcontractor Meetings

DES may require Prime Bidders to provide meetings with their proposed subcontractors, especially for implementation and hosting services, and any other key players the Prime Bidder has proposed that DES deems critical to the success of the TLA Solution. The meetings may be either in-person or by telephone, at the discretion of DES.

9.7 DES Negotiation Procedures

Prime Bidders who are invited to **Stage 4** will participate in contract negotiations.

The terms set forth in this Section constitute the DES Negotiation Procedures. **Attachment O, Certification of Compliance with DES' Negotiation Procedures**, must be filled out, signed by a corporate officer of Prime Bidder with authority to bind the Prime Bidder, and submitted as part of the Prime Bidder's Proposal. Prime Bidder's Proposal will not be considered complete without the completed and signed **Attachment O**.

9.7.1 Form of Contract and Project Documents; Comprehensive Issues List

As further described in [Section 8](#), Prime Bidder and DES will negotiate from the form of project and contract documents provided in [Appendix D](#) to this RFP (i.e., the Technology Agreement, TLA Solution Project Agreement, Hosting Services Exhibit and Statement of Work), and not Prime Bidder's standard terms and conditions. Prime Bidder's issues, concerns, exceptions or objections to any of the terms or conditions contained in DES-provided contract and project documents must be documented in the Issues List submitted by Prime Bidder as part of its Proposal. If Prime Bidder does not identify specific concerns with a particular term or condition in such Issues List, the term or condition will be deemed accepted by Prime Bidder, and DES will not negotiate further changes to such accepted or non-commented on terms or conditions.

When submitting its pricing proposals, Prime Bidder must not base its pricing on their standard business terms or practices or any reduced level of commitments or obligations Prime Bidder believes it may negotiate. Rather, cost proposals must be based on the terms and conditions set forth in the project and contract documents provided in [Appendix D](#).

9.7.2 Right to Negotiate

As further described below, during **Stage 4**, DES reserves the right to negotiate price and to require changes to any components of the Prime Bidder's Proposal, including but not limited to, hosting provider subcontractors and implementation subcontractors.

9.7.3 Additional Questions

DES reserves the right to require finalists to prepare written responses to additional questions that may arise from the review and evaluation of the Prime Bidder's Proposal.

9.7.4 Additional Terms

DES may elect to negotiate final offers, including pricing, with one or more Prime Bidders selected to participate in **Stage 4**. At the conclusion of negotiations, DES may require that one or more Prime Bidders sign such contracts as a final written offer with a provision that such offer is irrevocable and cannot be withdrawn for a period of up to four months (or such longer period of time as DES and Prime Bidder may agree). The contract signed by the Prime Bidder can only be countersigned (and thus become a binding agreement between Prime Bidder and DES) after the contract is approved by appropriate authorities in the State, including the DES Director.

9.7.5 Prime Bidder's Negotiation Team

Prime Bidder must deploy a senior negotiation team to support the contract negotiations. The negotiation team must be empowered to make decisions on all parts of the TA, Project Agreement, Statement of Work and other project documents, including pricing and other key business terms such as service level agreements, events of default, liabilities, damages, etc. Prime Bidder sending authorized representatives to a meeting that are not empowered to negotiate the contract terms and conditions will not meet the requirements of this Section, and DES reserves the right, at any time, to suspend negotiations until such Prime Bidder replaces such individual(s) and demonstrates to DES' reasonable satisfaction that such replacement individual(s) has the requisite amount of corporate authority to negotiate on behalf of Prime Bidder.

The negotiation team must contain a senior lawyer from Prime Bidder. The senior lawyer must have reviewed the TA and other documents referenced in [Section 8, DES Contract and Project Documents](#), and been directly involved in the development of the Issues List related to the DES contract and project documents.

Subcontractors will not be permitted to be present during negotiation sessions unless approved in advance by DES.

Except as provided in the first paragraph of this Section, continuity in Prime Bidder's negotiation team is to be maintained by Prime Bidder. Adding new business members and/or lawyer(s) to the team and/or substituting business team members or lawyer(s) will only cause delays in negotiations and therefore must be avoided.

If DES determines that Prime Bidder's negotiation team is not empowered to negotiate the TA and other contract and/or project documents, if substitutions are made or if additional members are added to Prime Bidder's negotiation team, the net effect of which is to delay the negotiations, then DES reserves the right to suspend or cease negotiations until further assurances from Prime Bidder that it will adhere to the DES Negotiation Procedures has been obtained.

9.7.6 Contract Revisions and Control of Document

DES Will Process Contract Revisions – Document revisions and control will be managed by DES legal counsel. DES legal counsel will be making all agreed upon changes to the contract and project documents, except for the Project Schedule and Joint Resource Plan which will be initially prepared by the Prime Bidder and may be revised, as the parties will determine, by either DES or Prime Bidder.

9.7.7 In-Person Meetings and Location of Meetings

Negotiations will be conducted at a DES location to be determined by DES. Meetings will require the in-person presence of the entire Prime Bidder negotiation team. Telephonic meetings may be scheduled at the discretion of DES.

9.7.8 Costs and Expenses

Prime Bidder will be responsible for its own costs and expenses in negotiating the contract and project documents.

9.7.9 Use of Legal Counsel

DES used its legal counsel to develop the contract and project documents and will be using legal counsel to assist it in reviewing Prime Bidder's RFP Proposal. Because a legal review of Prime Bidder's RFP Proposal will be undertaken by DES in determining the likelihood of securing a contract with Prime Bidder, Prime Bidder must involve its legal counsel in developing the Issues List. If Prime Bidder's legal counsel is not involved in developing the Issues List and then later objections are raised by Prime Bidder, the objections will not be in compliance with the DES Negotiation Procedures, and therefore may not be considered.

9.8 Implementation Planning Study Workshops

DES will lead the IPS workshops as part of the negotiations. The goal of the workshops is to finalize key project documents, including the Project Schedule, Statement of Work, Joint Resource Plan, Project Charter and supporting schedules and attachments. The IPS workshops will be conducted over a period of approximately two (2) weeks. DES reserves the right to videotape the IPS sessions. Further detail on the deliverables to be generated from the IPS workshops is provided below.

9.8.1 Project Schedules

DES will only enter into a contract where it has predictable project costs and the assurances from the successful Prime Vendor that it clearly understands and is prepared to enter into commitments to complete the TLA Solution Project. To achieve this objective, sufficient project planning will need to be

undertaken and appropriate project documents developed as part of the contract signing. The project documents will be developed during the IPS, including:

- ✓ Statement of Work (using the form Statement of Work provided by DES to Prime Bidder, see [Appendix D](#))
- ✓ Project Schedule (initial draft to be developed by the Prime Bidder as the Statement of Work is being finalized)
- ✓ Joint Resource Plan (using the draft provided by the Prime Bidder as part of the Proposal)
- ✓ Project Charter
- ✓ Training Plan
- ✓ Preliminary Disaster Recovery and Business Continuity Plan (Attachment E of the Hosting Services Exhibit)
- ✓ Technical Design (Attachment G of the Hosting Services Exhibit)

DES will not reimburse Prime Bidder for the costs of Prime Bidder's personnel or other costs incurred in the IPS workshops or in develop the project documents, as the development of such documents is considered part of the procurement process.

The Preliminary Disaster Recovery and Business Continuity Plan and Technical Design will be developed in a technical workstream during the IPS.

DES may reject any Prime Bidder if the project documents are not complete, accurate and comprehensive.

In participating in the IPS workshops, the successful Prime Vendor will be required to represent and warrant to DES that:

- A.** Prime Bidder had a sufficient opportunity to conduct all due diligence required to develop the project documents;
- B.** The project documents are complete, accurate and sufficient in order to complete the TLA Solution Project within the agreed to fixed fee;
- C.** Prime Bidder has reviewed and performed all necessary due diligence on the business and technical requirements and, based on such due diligence, affirms that Prime Bidder has advised DES of all software, services and other items needed to implement the TLA Solution to meet DES' requirements and complete the TLA Solution Project within the timeframes set forth in the project documents;
- D.** All such solutions, services, and other items are included in Prime Bidder's Proposal (as may be updated or supplemented) and project documents;
- E.** The number and amount of time allocated to DES resources identified by Prime Bidder in the Joint Resource Plan are the only resources needed by DES to complete the TLA Solution Project in accordance with the terms of the project documents; and
- F.** The number and amount of Prime Bidder personnel resources identified in the Joint Resource Plan is an accurate representation of the amount of resources needed by Prime Bidder to complete the services set forth in the Statement of Work.

Based on the foregoing representations and warranties expected from Prime Bidders, Prime Bidders must ensure that the individuals it brings to the IPS workshops are highly-experienced and can ask whatever questions are needed to enable Prime Bidder to make the above representations.

9.8.2 Statement of Work

The Statement of Work will contain a complete description of the implementation services to be provided by Prime Bidder. For each major area of service, e.g., design activities, the Statement of Work will contain a detailed chart of responsibilities identifying which party is responsible for what activities. The responsibility charts will further delineate which party (DES or Prime Bidder) will be the primary lead or contributor to the activity, and which party will be contributing. There will not be any responsibility entries that identify an activity as "joint." Prime Bidders must take into consideration that DES employees must continue to perform their current positions and cannot devote 100% of their time to the TLA Solution Project. The Statement of Work will also identify all the major deliverables that will be produced in the project, clearly identifying whether Prime Bidder or DES is responsible for its creation.

Any implementation methodology that Prime Bidder intends to use when completing the project must be identified with specificity. Prime Bidder must further explain in its bid materials why the methodology is appropriate for the TLA Solution Project.

If there are any assumptions made with respect to the scope of services, then Prime Bidder will be required to clearly identify such assumptions in the Proposal, and any finally agreed to assumptions will be set forth in the Statement of Work. In its Proposal, Prime Bidders must identify in one section of the response the proposed assumptions so that DES clearly understands each of the limitations on Prime Bidder's proposed set of services as they relate to the price proposal. If there are assumptions not identified in the Proposal or the Statement of Work, Prime Bidder will not be able to later claim that there were assumptions on which the cost proposals were bid.

9.8.2.1 Organizational Change Management Plan, Communication Plan and Training Plan

Given the importance of change management to the TLA Solution Project, DES has developed an organizational change management plan and communication plan which are attached to this RFP in [Appendix C.1](#). During IPS workshops, Prime Bidder will bring project expertise in change management and the establishment of training and knowledge transfer programs to develop and finalize a Training Plan (including Knowledge transfer components) with DES for the TLA Solution Project. Such finalized Training Plan will become part of the contract and project documents prior to contract signing.

9.8.3 Project Schedule

A Project Schedule will be required to be built by Prime Bidder as DES and the Prime Bidder reach agreement on the Statement of Work and the phasing of the implementation of the TLA Solution. The Project Schedule must be tailored specifically to the deployment schedule for the TLA Solution Project. Project Schedules must be resource-loaded to include Prime Bidder personnel and DES personnel required to complete the planned tasks and activities. The Project Schedule resource loading must reconcile with the resources allocated to the project in the Joint Resource Plan referenced below. Where

a discrepancy exists between the Project Schedule and the Joint Resource Plan, the resources specified in the Joint Resource Plan will take precedence.

The Project Schedule must be an integrated project schedule covering all aspects of the project and include all Prime Bidder and DES-only (or DES third party) activities and tasks. The Project Schedule must include:

1. Commencement and completion dates for completing the TLA Solution Project.
2. All critical milestones, milestones, major and key deliverables (by name), activities, and tasks and, where needed, subtasks:
 - ✓ The TLA Solution Project Schedule must include any activities required of third parties, and be designated as such; and
 - ✓ All other activities must designate whether the Prime Bidder or DES is the lead or responsible party.
3. When identifying critical milestones:
 - ✓ Lead off the entry by the Phrase: "Critical Milestone". If there is an ID associated with the critical milestone, include the ID reference in the line item.
 - ✓ Set forth the exact name as used in the Statement of Work or TLA Solution Project Agreement. Using the "Find" function, a user must be able to type in the exact name of the critical milestones to locate the entry in the TLA Solution Project Schedule;
 - ✓ The critical milestone due dates must match the critical milestone due dates set forth in the Statement of Work and TLA Solution Project Agreement;
 - ✓ Color-code the critical milestone entries so that they stand out when viewed or printed; and
4. When identifying deliverables:
 - ✓ Include the deliverable ID in a separate column;
 - ✓ The deliverable ID must match the ID in the Statement of Work;
 - ✓ Identify all major dependencies and interdependencies in a separate column.
5. All other milestones, activities, tasks, and subtasks, along with their dependencies and interdependencies.
6. For each grouping of solution applications, identify the activities that are interrelated to other groupings, including any activities that affect another grouping, *e.g.*, design activities of one grouping of solution applications may need to include design activities with another grouping, *etc.*
7. Train-the-trainer and end user training and education activities all need to be sequenced at the correct time in preparation for the cutover to production.
8. Sufficient description of all activities, tasks, and subtasks (including DES-only responsibilities) to be performed by Prime Bidder, DES, or a third party responsible for, and the location of, such activities, tasks, and subtasks.
9. The dates, duration, and locations of executive review sessions, project management meetings and project quality review sessions.
10. Testing activities need to reflect the agreed to time intervals for the various testing activities. Also, testing processes must be sequential and not concurrent. Accordingly, unit testing (for a particular solution module) must start and be completed prior to systems integration testing for that module. Testing activities must include:

- ✓ Pre-Live Testing must be at least 65 days long and must precede production use, the stabilization period and optimization period;
- ✓ The stabilization period must be at least 90 days long and precede the optimization period; and
- ✓ The optimization period must be at least 90 days long.

A Project Schedule submitted that does not include the above elements will be deemed incomplete, and DES reserves the right to reject any such Project Schedule as non-conforming, or require any Prime Bidder to resubmit the Project Schedule to include these responsibilities charts as a condition of further evaluating Prime Bidder's proposal.

9.8.4 Joint Resource Plan (Mandatory)

As part of the Proposal, the Prime Bidder must provide a Joint Resource Plan, prepared in Microsoft Excel that reflects the resources required for both Prime Bidder and DES for the TLA Solution Project. The data in the Excel spreadsheets must be exportable by DES. The Joint Resource Plan must accommodate DES' administrative calendars and allow for resource constraints that occur within the business cycle for such things as fiscal year end close. The Joint Resource Plan must reconcile with resource loading details in the Project Schedule, provide specific details regarding FTE personnel resources committed to the project and differentiate between functional and technical personnel resources.

Prime Bidder must submit two types of resource information (in two separate Excel spreadsheets), as described below, which must contain the following elements:

9.8.4.1 Joint Resource Plan by Implementation Stage

One spreadsheet must show the number of resources proposed for both Prime Bidder's and DES' personnel by application grouping (*i.e.*, leave vs. scheduling) for each stage or phase of the implementation. This spreadsheet must be based on the implementation methodology being proposed by Prime Bidder.

9.8.4.2 Resource Plan by Month

The second spreadsheet must show the number of resources proposed for both Prime Bidder's and DES' personnel containing the following information and elements:

- A.** The number of hours by resource category by month for each of DES and Prime Bidder. This information must be presented side-by-side so DES can readily discern how many of its resources are required during any given month against the number of resources Prime Bidder will be providing.
- B.** For Prime Bidder's personnel, the location (on-site or off-site) of the resource.
- C.** The billing rate of each category of resources, and the average billing rate of Prime Bidder's resources.
- D.** Total hours for each of Prime Bidder's and DES' personnel by month and overall for the TLA Solution Project.

- E. Calculations showing the number of hours of Prime Bidder's resources (as reflected in the proposed joint resource plan for Prime Bidder's resources) multiplied by the average billing rate for Prime Bidder's resources, along with any contingency percentage or factor that directly ties to Prime Bidder's proposed fixed fee for services.

A Joint Resource Plan that does not include the above elements will be deemed incomplete.

9.8.5 Project Charter (Mandatory)

As part of the Proposal, Prime Bidder must provide a sample Project Charter for the TLA Solution Project. The sample Project Charter will be tailored to the TLA Solution Project by Prime Bidder and DES during the IPS and attached to the contract prior to signing.

9.9 Contract Award

DES will notify the Apparent Successful Vendor of its selection in writing. Prime Bidders whose Proposals were not selected for further negotiation or award will be notified separately by email or facsimile by the RFP Coordinator.

9.10 Debriefing of Unsuccessful Vendors

Only Prime Bidders who submit a Proposal may request an optional debriefing conference to discuss the evaluation of their Proposal. Upon request, a debriefing conference will be scheduled with an unsuccessful Prime Bidder. The RFP Coordinator must receive the request for a debriefing conference no later than 3:00 PM, local time, in Olympia, Washington; on the third (3) business day following the date that notification of ASV is electronically sent to the Prime Bidder. The debriefing will be scheduled by the RFP Coordinator and will occur after the ASV is publically announced.

Discussion at the debriefing conference will be limited to the following:

- Critique of the Prime Bidder's Proposal based on the evaluation; and
- Review of the Prime Bidder's evaluation outcome in comparison with other Prime Bidders' evaluation outcomes without identifying the other firms.

Comparisons between proposals or evaluations of the other proposals will not be allowed. Debriefing conferences may be conducted in person or by telephone and will be scheduled for a maximum of one (1) hour.

9.11 Protest Procedures

Prime Bidders who have submitted a Proposal to this procurement and have had a debriefing conference may make protests. Upon completion of the debriefing conference, a Prime Bidder is allowed five (5) business days to file a formal protest of the procurement with the RFP Coordinator.

9.11.1 Grounds for Protest

Protests may be made on only these grounds:

- A.** A matter of bias, discrimination, or conflict of interest on the part of an evaluator;
- B.** Errors in computing the scores; or
- C.** Non-compliance with procedures described in the procurement document or Agency policy or DES requirements.

Protests not based on these criteria will not be considered.

9.11.2 Format and Content

Prime Bidders making a protest shall include in their written protest to DES all facts and arguments upon which the Prime Bidder relies. Prime Bidder shall, at a minimum, provide:

- Information about the protesting Prime Bidder; name of firm, mailing address, telephone number and name of individual responsible for submission of the protest;
- Information about the procurement method (RFP), and name of the issuing Agency (Department of Enterprise Services);
- Specific and complete statement of the DES action(s) being protested;
- Specific reference to the grounds for the protest; and
- Description of the relief or corrective action requested.

9.11.3 DES Review Process

Upon receipt of a Prime Bidder's protest, DES will postpone signing a contract with the ASV until the Prime Bidder protest has been resolved.

DES will perform an objective review of the protest, by individuals not involved in the procurement process being protested. The review shall be based on the written protest material submitted by the Prime Bidder and all other relevant facts known to DES.

DES will render a written decision to the Prime Bidder within ten (10) business days after receipt of the Prime Bidder protest, unless more time is needed. The protesting Prime Bidder shall be notified if additional time is necessary.

Appendix A: Glossary

Term	Definition
A	
Absence	It is a time period during an employee's planned working time in which the employee does not work, including certain types of leave and for which the time not worked is accounted.
Accrual	It is the amount of leave earned each month based on the employee's length of service and time worked.
Accrued Leave	Leave balances (sick, vacation, etc.) that an employee has earned. The accrued leave is the leave balance from which an employee draws/requests paid time off.
Actual Hours	The actual number of hours the employee worked regardless of his/her work schedule.
Advanced Scheduling	A process by which an employee's schedule is created while weighing the requirements of the shift, location, training, and certification.
Agency	Any State agency, office, institution, board, commission or department.
AFRS	Agency Financial Reporting System.
Agency Financial Reporting System	A statewide accounting system maintained by DES and used by all Agencies and higher-education institutions in the State. AFRS is a legacy mainframe financial system that has been in production for over 25 years. The system performs all aspects of the accounting process: the general ledger, accounts receivable, accounts payable, balance sheets, etc. and the system of record for statewide accounting data. Accounting information is updated daily by most users of the system.
Alert	An information notification requiring immediate attention or action.
Anniversary Date	For employees of general government Agencies, anniversary date is the unbroken service date plus prior State service minus leave without pay when it exceeds fifteen consecutive calendar days as provided in WAC 357-31-345 . The anniversary date is used to determine when vacation leave over two hundred forty hours is lost and for computing the rate of vacation leave accrual beginning with the fifth year of total State employment.
Annual salary	The dollar amount of the salary within the salary range to which the employee is entitled per year, before any deductions, and exclusive of any additional compensation of any kind, such as premiums.
Apparent Successful Vendor	The Prime Bidder selected to perform the anticipated services, subject to completion of contract negotiations and execution of a written contract.
Approver	A person given approving authority within a workflow process; this individual is typically the direct supervisor of the employee but may also be a designated approver.
Assigned Hours	The number of hours in a pay period that an employee is assigned to work based on their work schedule.

Term	Definition
Assignment Pay	A premium added to an employee's base salary to recognize specialized skills, assigned duties, and/or unique circumstances that exceed their ordinary duties.
Assignment	This is an additional task or responsibility assigned to an employee for which they are compensated based on the hours worked.
ASV	Apparent Successful Vendor.
Attendance	This is a period when an employee is actively at work and must be compensated.
Attribute	A specification that defines a property of an object, element, or file.
Automated Workflow	The automation of a business process, in whole or part, during which tasks, activities, notifications and/or alerts are passed from one participant to another for action, according to a set of rules.
B	
Bargaining Unit	A group of employees that the Public Employment Relations Commission (PERC) or the Marine Employees Commission (MEC) has certified as appropriate to be represented by a union for the purposes of collective bargaining.
Batch	A set of data or jobs to be processed in a single program run.
C	
Call-Back	A penalty paid to employees for being called back to work without proper notice based on the rules identified in the Collective Bargaining Agreements for represented employees and WAC 357 for non-represented employees.
CBA	Collective Bargaining Agreement.
Certify	To attest as being true.
Civil Service Rules (Title 357 WAC)	Rules that apply to all non-represented classified State employees. These rules are superseded by Collective Bargaining Agreements for positions that are in bargaining units.
Code	Types of codes to which an employee can charge their time or designate or attribute an activity with their time (e.g., org index, fund, project, work location, organization, job, task, activity, etc.).
Collective Bargaining Agreement	The contract that embodies the results of the negotiations between the employer and the exclusive bargaining representative, and sets forth their agreements.
Compensatory Time	A form of overtime that may be accrued as paid time off in lieu of payment for overtime only by mutual agreement between the employee and supervisor.
Complex Implementation	An implementation that includes functionality to satisfy all the functional requirements set forth in Attachment G and the technical requirements set forth in Attachment J .
Concurrency Control	A database management systems (DBMS) concept that is used to address conflicts with the simultaneous accessing or modifying of data that can occur with a multi-user system. Concurrency control, when applied to a DBMS, is meant to coordinate simultaneous transactions while preserving data integrity.

Term	Definition
Configuration	Configuration is technical and administrative direction for arrangement of functional units according to their nature, number and chief characteristics. The Configuration affects system function and performance.
Confirmation	A corroborative statement or notification.
Core Team	Project personnel with day to day responsibilities for the TLA Program effort.
Crew	A group of employees assigned to a particular work location, project, program, etc.
Cross-Agency	Between two different Agencies.
Cross-Org	Between two different organizations or divisions within an Agency.
D	
DDI	Design, development and implementation.
Delegate	A person given authority to act on behalf of another user within the system.
Demonstration Materials	Defined in Section 9.4 of the RFP.
Department of Ecology	The state of Washington Department of Ecology.
Department of Enterprise Services	The Washing State Department of Enterprise Services. See http://des.wa.gov/ for more information.
Department of Transportation	The state of Washington Department of Transportation.
DES	Department of Enterprise Services
DES Director	The individual appointed by the governor under RCW 43.19.008 as the executive head and appointing authority of the Department of Enterprise Services. The DES Director has the powers and duties enumerated in chapter 43.19 RCW , including the authority to enter into contracts on behalf of DES.
DES Negotiation Procedures	Defined in Section 9.7 of the RFP.
Design, Development and Implementation	Refers to the main phases of a IT software implementation and includes other tasks such as testing, operational readiness, configuration, business rules development, etc.
Dispatch	Department within WSDOT that manages all crewing/staffing for the deck and engine room departments to fill daily vacancies on the vessels.
E	
Ease of Use	How easy the system is to use to perform standard tasks.
ECY	Department of Ecology.
e.g.	This abbreviation means "for example" the items that follow are merely representative of the complete set.
Employee	An individual working for the State, including supervisors.

Term	Definition
Employee Attributes	Information about an employee such as certifications obtained, classes attended, special skills, etc.
Employee Master Data	This is essential personnel information that includes personal and organizational data which is associated to each employee. It is entered only once into HRMS and updated as needed.
Employee Self-Service Portal	An application associated with the Human Resources Management System that provides employees a limited view to their personnel and payroll information. Also provides limited access to edit employee basic information.
Encumbered Leave	This is the sum amount of leave hours by leave category (sick, vacation, compensatory, etc.) that have been submitted and approved, but not yet taken as paid time off.
Entity	An organization that has an identity separate from those of its members (e.g., contracted company).
Enterprise Resource Planning	Enterprise resource planning system.
ERP	Enterprise Resource Planning.
ESS	Employee Self-Service Portal.
ETS	Enterprise Technology Solutions.
Exception Time Reporting	Recording only exceptions (e.g., vacation leave, overtime) to a salaried employees work schedule.
F	
Fair Labor Standards Act (FLSA)	The FLSA establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in federal, state and local governments.
Family Care Act	Washington State's Family Care Act (2002) allows workers with available paid sick leave or other paid time off to care for a sick child with a routine illness; a spouse, registered domestic partner, parent, parent-in-law, or grandparent with a serious or emergency health condition; and an adult child with a disability.
Family Leave Act of WA	The Washington State Family Leave Act (FLA) builds on the existing similar benefits found in the federal Family and Medical Leave Act (FMLA) by providing additional benefits for women who are pregnant and to registered domestic partners. Women employees who take leave from work for pregnancy-related conditions or childbirth and who qualify for leave under the federal Family and Medical Leave Act are entitled to additional leave benefits under the Washington State Family Leave Act. Registered domestic partners who qualify for FMLA and FLA will be able to use their leave to care for a registered domestic partner who has a serious medical condition.

Term	Definition
Family Medical Leave Act (FMLA)	The FMLA entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. Eligible employees are entitled to: • Twelve workweeks of leave in a 12-month period for: - The birth of a child and to care for the newborn child within one year of birth; - The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement; - To care for the employee's spouse, child, or parent who has a serious health condition; - A serious health condition that makes the employee unable to perform the essential functions of his or her job; - Any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or • Twenty-six workweeks of leave during a single 12-month period to care for a covered service member with a serious injury or illness if the eligible employee is the service member's spouse, son, daughter, parent, or next of kin (military caregiver).
FASPAA	Ferry Agents, Supervisors and Project Administrator's Association.
FTE	Full time equivalent.
Full Time Equivalent	A budgeting term used to measure one full calendar year of paid employment, or the equivalent of 2,088 hours (<i>i.e.</i> , the number of average available work hours in a year).
Full-Time Employee	An employee who is scheduled to work: • Forty hours in one workweek; • For hospital personnel assigned to a fourteen-day schedule, eighty hours over a fourteen-day period; or • For law enforcement positions, one hundred sixty hours in the twenty-eight-day work period.
G	
GA	Generally available.
H	
HCM	Human Capital Management.
Home Location	The assigned "home" work site for an employee (e.g., home base; Seattle regional office).
HRMS	Human Resources Management System.
Human Resources Management System	The State's payroll and personnel system for general government administered by the Department of Enterprise Services and is SAP HRMS software.
I	
IBU	Inlandboatmen's Union of the Pacific.

Term	Definition
i.e.	This abbreviation means "that is" whatever follows is a complete list of items.
IFPTE	International Federation of Professional & Technical Engineers.
Intermittent Employee	Staff assigned to a position where the nature of work doesn't follow a regular pattern.
Intuitiveness	Capable of being perceived or known by intuition.
J	
Job Classification	A description of work performing similar duties and having the same title and compensation range.
Job Share	Two employees with similar skills share a single position.
K	
L	
Labor Distribution	How an employee's time is charged. Some employees may have one labor distribution; some may have multiple labor distributions.
Learning Management System	The learning management system, which is a software application for the administration, documentation, tracking, and reporting of training programs, classroom and online events, e-learning programs, and training content.
Leave	A time period during an employee's planned working time in which the employee does not work. Leave may be paid (vacation, sick, etc.) or unpaid (LWOP – Leave without pay).
Leave Type	It is a specific description of an absence, such as vacation leave or sick leave.
Legacy System	State systems that have been in production mode for more than ten (10) years. Attaining legacy status does not imply any lessening of value, it only refers to an application's long-standing implementation.
LMS	Learning Management System.
M	
Master Index	Allows agencies to establish a valid combination of AFRS coding elements. The coding combinations can be for either expenditure or revenue transactions. The Master Index will split a transaction amount into multiple lines of coding with amounts based on percentages established on the MI Table. It assists agencies by reducing data entry, improving accuracy, and providing a tool to distribute expenditures or revenues by percentages.
MEBA	Marine Engineers Beneficial Association (Licensed and Unlicensed).
Memorandum of Understanding	A formal, signed agreement that serves as an addendum to the Collective Bargaining Agreement. An MOU usually addresses a significant issue that emerged during the term of the Collective Bargaining Agreement, and represents the mutual understanding between the parties on that issue. An MOU can also be referred to as a Memorandum of Agreement (MOA), a Letter of Understanding (LOU) or a Letter of Agreement (LOA).
Metal Trades	AKA Puget Sound Metal Trades (PSMT)

Term	Definition
Military Leave Pool	The uniformed service shared leave pool. The Military Leave Pool was created so that State employees who are called to service in the uniformed services will be able to maintain a level of compensation and employee benefits consistent with the amount they would have received had they remained in active State service. The Military Leave Pool was also created to allow general government and higher education employees to voluntarily donate their leave to be used by any eligible employee who has been called to service in the uniform services.
MM&P	International Organization of Masters, Mates and Pilots, Pacific Maritime Region, United Inland Group.
MM&P/WS	Watch supervisors.
Modified Detroit Schedule	This schedule is used for firefighters because it works well with 24/7 shifts. Employees work a 24 hour shift every other day for 3 days and then they are off for 4 days straight. Employees are scheduled for 192 hours in a 27 day pay cycle.
Modified FLSA Section 7(k) Schedule	Refers to a work period for public employees engaged in fire protection and law enforcement activities. The work period for these employees must be at least 7 but less than 28 consecutive days. Fire protection employees are entitled to overtime when they work more than 212 hours and law enforcement employees are entitled to overtime when they work more than 171 hours. The exception is set out in 29 USC § 207(k) and 29 CFR § 553.200-233.
MOU	Memorandum of Understanding.
N	
Near Real-time	Information posted to the system of record is available for view, update, or add within minutes.
Non-Employee	A non-employee including volunteers, contractors and entities.
Non-permanent	This is a status of the person or position. It denotes that the person or position is temporary within the organization.
Non-Represented Employee	Employees whose wages, hour and working conditions are governed by Washington Administrative Code 357 (a/k/a Civil Service Rules) and are not covered by a Collective Bargaining Agreement.
Notification	An informational message.
O	
OCIO	Office of the Chief Information Officer.
OCM	Organizational Change Management.
Office of the Chief Information Officer	The state of Washington Office of the Chief Information Officer, which is an office within the Office of Financial Management.

Term	Definition
Office of Financial Management	The state of Washington Office of Financial Management, which provides fiscal services and policy support to the governor, legislature, and Washington State Agencies. The OFM is responsible for development of rules and policy relevant to TLA. OFM units involved will include the Office of the State Human Resources Director (OSHRD), Labor Relations Division (LRD), Statewide Accounting (SWA), and Budget. OFM also includes the Office of the Chief Information Officer (OCIO). The state of Washington CIO reports to the governor and sets statewide information technology policy and direction. See http://www.ofm.wa.gov/ for more information.
OFM	Office of Financial Management.
On-Call Employee	An employee is called in or scheduled to work on an intermittent basis.
On-Call Hours	On-call refers to the non-work hours that an employee is designated as waiting to be engaged in work, or a ready-to-work status.
On-line	The applicable data and functions are accessible via PCs and mobile devices.
OPEIU	Office and Professional Employees International Union.
Org Index	The intended use of the organization structure is to track expenditures and/or revenues for management units that do not match an Agency's program structure in AFRS. Organization structure is most often used to indicate where, in an organization, the expenditure or revenue activity occurred. The informational elements include classification elements for: • Division • Branch • Section • Unit • Cost Center
Organization	Represents departments, regions, divisions, units or other groupings within an Agency.
Organizational Change Management	A framework for managing the effect of new business processes, changes in organizational structure, or cultural changes within an Agency.
OSHRD	Office of the State Human Resource Director.
Overtime Hours	Hours paid at the rate of time-and-a-half of the regular rate for work outside of an overtime-eligible employees assigned work shift and/or hours that exceed 40 hours in the workweek, except for law enforcement positions, or hospital personnel assigned to a fourteen-day schedule. Time worked on a holiday or scheduled day off when that work is assigned by the employer. • For law enforcement positions, work in excess of the one hundred sixty-hour, twenty-eight-day work period constitutes overtime. • For hospital personnel assigned to a fourteen-day schedule, work in excess of eight hours in any workday or eighty hours in a fourteen-day period constitutes overtime.

Term	Definition
Overtime	This is any hours worked over an employee's planned working time as defined by his or her work schedule.
Overtime-Eligible	An employee who is covered by the overtime provisions of the Fair Labor Standards Act.
Overtime-Exempt	An employee who is not covered by the overtime provisions of the Fair Labor Standards Act.
P	
Part-Time Employee	An employee who is scheduled to work fewer hours than that required for a full-time employee.
Pay Period	The State uses pay period to denote the time period for each payroll processing. They are the 1 st of each month to the 15 th of the month and the 16 th to the last calendar day of the month.
Pay Type	The annual, monthly, hourly, and standby compensation amounts for employees based on job class and pay range. There are various pay types, including base pay, assignment pay, call-back pay, exchange time, overtime pay, penalty pay, shift premium pay, and standby pay.
Payroll	The process which compensates an employee for their entitlements based on the labor reported.
Payroll Cutoff	A statewide 3-day period in which Agency payroll offices have to ensure all employee pay data is entered and correct in HRMS to ensure an employee is paid.
PERC	Public Employees Relations Commission.
Periodic Increment Date (PID)	The date upon which an employee is scheduled to move to a higher salary step within the salary range for the current class.
Permanent Employee	An employee who is working in the classified service who has successfully passed a probationary period during the current period of employment.
Personnel Area	A field within HRMS that identifies a specific Agency/sub-Agency in the State.
Personnel Number	An employee's unique identifying number that is generated by the SAP HRMS.
Phase 1	The planning and analysis phase of the TLA Program and Project.
Phase 2	Deployment of the TLA Solution to both pilot Agencies (ECY and WSDOT). Expected to begin in shortly after contract execution and continue no later than June 2015.
Phase 3	Deployment of the TLA Solution to other Agencies.
Planned Leave	Leave that has been requested/submitted prior to the day of leave.
Position	A group of duties and responsibilities performed by an employee and assigned by the supervisor. A Position can be occupied or vacant, full or part time.
Position Number	This is a system-assigned number given to a particular Position. Each unique Position will have its own Position Number.
Positive Time Reporting	Recording all hours worked as well as all absences during the pay period.

Term	Definition
Posting	The act or process of entering data in an accounts ledger. The record in a ledger after such entry.
Premium Pay	Pay added to an employee's base salary on a contingent basis in recognition of special requirements, conditions, or circumstances associated with the job.
Prime Bidder	The Entity responding to the RFP and further defined in Section 3.2 of the RFP.
Prime Vendor	Prime Bidder that has been awarded the bid and has a fully executed, written contract with DES.
Program Index	The Program Index provides a method of data input for the program classification elements in AFRS. The informational elements include classification elements for: • Function • Program • Sub-Program • Activity • Sub-Activity • Task
Project Charter	The document agreed by the parties that formally authorizes the existence a project, and provides the project manager with the authority to apply organizational resources to project activities.
Proposal	A formal offer submitted in response to this RFP.
Public Employees Relations Commission	An independent Agency that is responsible for resolving disputes involving most public employers, employees, and the unions that represent the employees. See http://www.perc.wa.gov for more information.
Q	
R	
RCW	Revised Code of Washington.
Real-Time	Information posted to the system of record is available for view, update, or add within seconds.
Regular Hours	Non overtime hours that an employee works based on their assigned work schedule.
Represented Employee	Employees whose wages, hours and working conditions are governed by a negotiated Collective Bargaining Agreement.
Request for Proposals	A formal procurement document in which a service or need is identified but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the consultant community to suggest various approaches to meet the need at a given price.
Revised Code of Washington	A compilation of all permanent laws now in force in the state of Washington. It does not include temporary laws such as appropriations acts. See http://apps.leg.wa.gov/rcw/ for more information.

Term	Definition
RFP	Request for Proposal.
RFP Coordinator	Official representative of DES regarding the RFP. See Section 3.6 for more information.
S	
SAP	The software that provides HR business processing for the State.
Schedule Change	Any change to an employee's workweek, work schedule or daily scheduled hours.
Scheduled Hours	The number of hours an employee is assigned to work for a period of time.
Scheduler	A person given authority to create and/or modify the schedule framework and assign users to shifts; this individual may or may not be the direct supervisor of the user.
Secure File Transfer (SFT)	The process of transferring files using the application of SSH (secure shell cryptography) over the FTP protocol, typically on port 22. SFT was initially implemented using products licensed from "Tumbleweed" clients and servers. Tumbleweed has subsequently been acquired by Axway (http://www.axway.com), but the protocol remains unchanged.
SEIU	Service Employees International Union.
Semi-Monthly	Occurring twice per month - refers to the State's payroll processing cycle.

Term	Definition
Seniority	- For a full-time general government employee, the seniority date is the employee's most recent date of hire into State service as adjusted for any period of leave without pay which exceeds fifteen consecutive calendar days except when the leave without pay is taken for: - Military leave as provided in WAC 357-31-370; - Compensable work-related injury or illness leave; - Government service leave not to exceed two years and one month; - Educational leave, contingent upon successful completion of the coursework; and/or - Reducing the effects of layoff. - When an employee is on leave without pay for more than fifteen consecutive calendar days and the absence is not due to one of the reasons listed above, the employee's seniority date must be moved forward in an amount equal to the number of calendar days on leave without pay. - For a part-time general government employee, the seniority date is calculated by determining the number of actual hours worked and/or in paid status, excluding compensatory time off. Actual hours worked includes overtime hours regardless of whether or not the employee receives monetary payment or compensatory time for the hours worked. Time spent in leave without pay status is not credited unless the leave without pay is taken for: - Military leave as provided in WAC 357-31-370; - Compensable work-related injury or illness leave; - Government service leave not to exceed two years and one month; - Educational leave, contingent upon successful completion of the coursework; and/or - Reducing the effects of layoff.
Shared Leave	The donated leave converted to hours by the receiving Agency at the donee's rate of pay. This may be more or less than the literal hours donated depending on the relative salary rates of the respective employees.
Sick Leave Pool	A sick leave pool allowing general government State employees, within an Agency, to pool sick leave to be used by participating employees who have a personal illness, accident, or injury. Sick leave contributed to a sick leave pool will be deducted from the contributing employee's sick leave balance.
SharePoint	Microsoft's web-based document repository and collaboration tool. The TLA Program and Project will all use this forum as the main communication hub and for all project documents.
Shift	See Work Shift/Work Hours.
Shift Differential	A premium paid to employees who are regularly scheduled to work an evening or night shift.
Shift Schedule	A schedule that identifies the assigned work days, hours and job function available for an employee or group of employees for a specific period of time. An example of Shift Schedule is set forth in Appendix A.1 .

Term	Definition
Shift Schedule Framework	A collection of Shift Schedules necessary for the operations of the organization. The Shift Schedule Framework defines the structure necessary to cover operation needs for a period of time. An example of Shift Schedule Framework is set forth in Appendix A.1 .
Software Manufacturer	A firm that originally developed and owns the software.
SOA	Service oriented architecture.
SOW	Statement of Work.
Split/Tandem Shifts	A working shift divided into two or more periods of time, such as morning and evening (e.g., 1 employee works the 1st part of the shift and the 2nd employee works the second part of the shift, or 1st employee works first 2 days and 2nd employee works last 3 days of the shift).
Standard Implementation	An implementation that includes time management and leave functionality, including all features and functionality to satisfy the functional requirements set forth in the Assigning Position, Timekeeping, Leave Management and General Functional tabs in Attachment G , and the technical requirements set forth in Attachment J .
Standby Hours	Refers to the non-work hours that an employee is required to restrict off-duty activities to be immediately available for duty. Overtime eligible employees must be compensated for time spent in standby status. Overtime-exempt employees are not eligible for standby pay unless the employer determines otherwise.
State	The state of Washington.
Statement of Work	Defined in Section 8 of the RFP.
Subcontractor	A person or business that has a contract (as an "independent contractor" and not an employee) with a Prime Bidder to provide some portion of the work or services on a project that the Prime Bidder has agreed to perform.
Supervisor	This is the person to whom an employee directly reports.
SWA	Statewide accounting.
System Administrator	A person(s) given specialized permissions to maintain and set up user accounts within the TLA system. The functions that can be performed by a System Administrator are determined by their security role.
T	
TA	Technology Agreement.
Technology Agreement	Defined in Section 8 of the RFP.
Temporary Salary Reduction Leave	Employees who are subject to ESSB 5860 salary reduction, which was passed by Legislature in 2011, would accrue additional Temporary Salary Reduction (TSR) leave at the rate of up to 5.2 hours per month.
Test Files	Defined in Section 9.4 of the RFP.

Term	Definition
Timesheet	Paper and electronic form, in which employees capture their work hours, leave hours and any additional pay hours.
TLA	Time, leave and attendance.
TLA Program	The collection of projects to prepare the State for, and to implement, the enterprise TLA Solution to WSDOT and ECY. Projects in the TLA Program include the business process and policy project, enterprise technology project, customer agency preparation projects and the TLA Solution Project.
TLA Solution Project	The project that is the subject of this RFP and will be responsible for the design, configuration, and deployment of the TLA Solution to the core enterprise, supporting Office of Financial Management and OCIO policies, and used by the Department of Transportation and the Department of Ecology.
TLA Solution	The time, leave and attendance solution.
TLA Sponsors	The business and executive sponsors for the TLA program representing a cross section of Agencies.
TLLD	Time, leave and labor distribution.
TLLD Feasibility Study	A study conducted in 2009 with a partnership between WSDOT, DNR, OFM and other Agencies to explore options relating to current timekeeping processes.
Transaction	The transmission and processing of an item of data.
TSR	Temporary salary reduction leave.
U	
Unbroken Service Date	The date a general government employee began current continuous State service. This date is used for computing the rate of vacation leave accrual through and including the employee's fourth year of continuous service. The Unbroken Service Date is adjusted by leave without pay when it exceeds fifteen consecutive calendar days as provided in WAC 357-31-345.
Unplanned Leave	Leave that has been requested/submitted the day of leave or after the day of leave.
Usability	The ease of use and learnability of anything a human interacts with. Usability optimizes a product/system around how users can, want, or need to use it, rather than forcing the users to change their behavior to accommodate the product/system.
User	A user including Employees, supervisors and non-Employees (e.g., contractor, volunteer).
V	
Vacation Relief Employees	Permanent Employees that are not assigned to a specific vessel.
Validate	Assessment of an action or transaction to establish that it is correct and/or complete.
W	
WAC	Washington Administrative Code.

Term	Definition
Wage Type	An object in Payroll and Personnel Administration within HRMS which stores amounts or time units that are used to calculate pay and deductions, store results, and determine statistics. It separates amount and time units for various business processes. It enables the system to process amounts and time units in different ways during the payroll run.
Washington Administrative Code	The code of Washington State regulations arranged by subject or Agency. The online version of the WAC is updated twice a month. See http://apps.leg.wa.gov/wac/ for more information.
WFSE	Washington State Federation of State Employees
Work Cycle	Rolling 2 week period that does not align with pay periods; serves as the basis for many CBA calculations.
Work Day	A 24-hour period of time beginning at midnight and ending at 11:59 pm.
Work List	An electronic list of items needing attention or action.
Work Location	The work site for an employee where the specific work is being performed (<i>e.g.</i> , highway milepost marker 216).
Work Order	An identifier used as a cost center that identifies the title or location of the work being performed.
Work Requisition	A documented request for work that includes a unique alpha/numeric identifier that is recorded with employee timekeeping for the purpose of tracking hours and costs of the specific work.
Work Schedule	The specific days and number of hours each day an employee is assigned to work. Common work schedules are Monday – Friday (8 hour days); Monday – Thursday (10 hour days), <i>etc.</i>
Work Shift/Work Hours	The scheduled start and end time that an employee is assigned to work.
Work Week	A regular recurring period of 168 hours beginning at a time determined by the appointing authority and continuing for seven consecutive 24-hour periods.
WSDOT	Department of Transportation.
WSF	Washington State Ferries.
X	
Y	
Z	

Appendix A.1: Shift Schedule and Shift Schedule Framework Examples

Shift Schedule: Includes the framework with users assigned.

ICU Shift Schedule for the Week of January 6, 2013 to January 12, 2013							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1/6/2013	1/7/2013	1/8/2013	1/9/2013	1/10/2013	1/11/2013	1/12/2013
Shift 1	12:00am-8:30am LPN - Sally Jones LPN - Travis Clark LPN - Richie Smith RN - Carol Burns	12:00am-8:30am LPN - Sally Jones LPN - Travis Clark LPN - Richie Smith RN - Carol Burns	12:00am-8:30am LPN - Sally Jones LPN - Travis Clark LPN - Richie Smith RN - Carol Burns	12:00am-8:30am LPN - Sally Jones LPN - Travis Clark LPN - Richie Smith RN - Carol Burns	12:00am-8:30am LPN - Sally Jones LPN - Travis Clark LPN - Richie Smith RN - Carol Burns	12:00am-8:30am LPN - Shelly Winters LPN - Sally Black LPN - Stan Walsh RN - Tina Rosen	12:00am-8:30am LPN - Shelly Winters LPN - Sally Black LPN - Stan Walsh RN - Tina Rosen
Shift 2	8:00am-4:30pm LPN - Stacy Wilson LPN - George Green LPN - Margie Johns RN - Maggie Jensen	8:00am-4:30pm LPN - Stacy Wilson LPN - George Green LPN - Margie Johns RN - Maggie Jensen	8:00am-4:30pm LPN - John Cane LPN - John Robertson LPN - Brian Cassidy RN - Bruce Murphy	8:00am-4:30pm LPN - John Cane LPN - John Robertson LPN - Brian Cassidy RN - Bruce Murphy	8:00am-4:30pm LPN - John Cane LPN - John Robertson LPN - Brian Cassidy RN - Bruce Murphy	8:00am-4:30pm LPN - John Cane LPN - John Robertson LPN - Brian Cassidy RN - Bruce Murphy	8:00am-4:30pm LPN - John Cane LPN - John Robertson LPN - Brian Cassidy RN - Bruce Murphy
Shift 3	4:00pm-12:30am LPN - Tonya Jones LPN - Gwen Taylor LPN - Barbara Taylor RN - Jody Stevens	4:00pm-12:30am LPN - Tonya Jones LPN - Gwen Taylor LPN - Barbara Taylor RN - Jody Stevens	4:00pm-12:30am LPN - Tonya Jones LPN - Gwen Taylor LPN - Barbara Taylor RN - Jody Stevens	4:00pm-12:30am LPN - Olivia Graves LPN - Jon Sands LPN - Grace Kelly RN - Mark Sawyer	4:00pm-12:30am LPN - Olivia Graves LPN - Jon Sands LPN - Grace Kelly RN - Mark Sawyer	4:00pm-12:30am LPN - Tonya Jones LPN - Gwen Taylor LPN - Barbara Taylor RN - Jody Stevens	4:00pm-12:30am LPN - Tonya Jones LPN - Gwen Taylor LPN - Barbara Taylor RN - Jody Stevens

Shift Schedule Framework: Framework only, no users assigned.

ICU Shift Schedule Framework for the Week of January 6, 2013 to January 12, 2013							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1/6/2013	1/7/2013	1/8/2013	1/9/2013	1/10/2013	1/11/2013	1/12/2013
Shift 1	12:00am-8:30am LPN LPN LPN RN	12:00am-8:30am LPN LPN LPN RN	12:00am-8:30am LPN LPN LPN RN	12:00am-8:30am LPN LPN LPN RN	12:00am-8:30am LPN LPN LPN RN	12:00am-8:30am LPN LPN LPN RN	12:00am-8:30am LPN LPN LPN RN
Shift 2	8:00am-4:30pm LPN LPN LPN RN	8:00am-4:30pm LPN LPN LPN RN	8:00am-4:30pm LPN LPN LPN RN	8:00am-4:30pm LPN LPN LPN RN	8:00am-4:30pm LPN LPN LPN RN	8:00am-4:30pm LPN LPN LPN RN	8:00am-4:30pm LPN LPN LPN RN
Shift 3	4:00pm-12:30am LPN LPN LPN RN	4:00pm-12:30am LPN LPN LPN RN	4:00pm-12:30am LPN LPN LPN RN	4:00pm-12:30am LPN LPN LPN RN	4:00pm-12:30am LPN LPN LPN RN	4:00pm-12:30am LPN LPN LPN RN	4:00pm-12:30am LPN LPN LPN RN

Appendix B: Federal and State Regulations

Appendix B.1: Federal Regulations

Americans with Disabilities Act

United States Department of State Information Resource Management IMPACT Program for Accessible Computer/Communication Technology Voluntary Product Accessibility Template (VPAT) Policy & Information

Office of Management and Budget (OMB) Circulars

- OMB Circular A-21, Cost Principles for Educational Institutions
- OMB Circular A-87, Cost Principles for State, Local and Indian Tribal Governments
- OMB Circular A-102, Grants and Cooperative Agreements With State and Local Governments
- OMB Circular A-110, Uniform Administrative Requirements for Grants and Other Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations
- OMB Circular A-122, Cost Principles for Non-Profit Organizations

Appendix B.2: State Regulations

Non-Represented and Washington Management Service Employees

The below laws and rules apply to all non-represented and Washington Management Service employees.

- Chapter 357-28 WAC, Compensation
- State of Washington's Compensation Plan Components

Collective Bargaining Agreements (CBAs)

The CBAs linked below contain bookmarks to the relevant time, leave and attendance sections.

- Coalition
- Ferry Agents, Supervisors and Project Administrator's Association (FASPAA)
- Inlandboatmen's Union of the Pacific (IBU)
- District No. 1 – PCD, Marine Engineers' Beneficial Association (AFL-CIO) (Licensed Engineer Officers) (MEBA Licensed)
- District No. 1 – PCD, Marine Engineers' Beneficial Association (AFL-CIO) (Unlicensed Engine Room Employees) (MEBA Unlicensed)
- Masters, Mates & Pilots Marine Operations Watch Supervisors (MM and P MOWS)
- International Organization of Masters, Mates & Pilots Licensed Deck Officers (MM and P)
- Office Professional Employees International Union Local No. 8 (AFL-CIO) (OPEIU)

- [Puget Sound Metal Trades Council \(PSMTC\)](#)
- [Professional and Technical Employees Local 17 \(PTE Local 17\)](#)
- [Service Employees International Union Healthcare 1199NW \(SEIU\)](#)
- [Service Employees International Union Local No. 6 \(SEIU Local 6\)](#)
- [Teamsters Local Union 117 \(Teamsters\)](#)
- [Washington Association of Fish and Wildlife Professionals \(WAFWP\)](#)
- [Washington Federation of State Employees \(WFSE\)](#)
- [Washington Public Employees Association \(WPEA\)](#)
- [Washington State Patrol Lieutenants Association \(WSPLA\)](#)
- [Washington State Patrol Troopers Association \(WSPTA\)](#)

OCIO State Technology Manual

- [141 – Securing IT Assets Policy](#)
- [151 – Planning for IT Disaster Recovery and Business Resumption Policy](#)
- [172 – Accessibility](#)
 - State guidelines are based on [Section 508 of the federal Rehabilitation Act Standards](#), as amended (29 U.S.C. 794d)

[State Government General Records Retention Schedule](#) (see Section 2.2 Information Service)

Appendix B.3: Usability Guidelines

[System Usability Scale \(SUS\)](#)

[Research-Based Web Design and Usability Guidelines](#)

Appendix B.4: Accessibility Guidelines

[World Wide Web Consortium's \(W3C\) Web Content Accessibility Guidelines \(WCAG\)](#)

Appendix C: Supporting Documents

Appendix C.1: TLA Solution Program and Project Documents

[Program Management Plan – DRAFT](#)

[Scope Definition Document – DRAFT](#)

[Risk Management Plan – DRAFT](#)

[Issue Management Plan – DRAFT](#)

[Organizational Change Management Plan – DRAFT](#)

Project Charters:

- [Business, Process and Policy \(BPP\)](#)
- [Enterprise Technology Project \(ETP\)](#)
- [WSDOT TLA Project Charter](#)
- [ECY TLA Project Charter](#)

Appendix C.2: TLA Solution Architecture

[TLA Solution Architecture – DRAFT](#)

Appendix D: Contract and Project Documents

The documents referenced below can be found in the Washington Enterprise Business Solutions (WEBS) system: <https://fortress.wa.gov/ga/webs/>, under the **Department of Enterprise Services (DES)**, **Customer Reference Number: 13-200-ACCO**.

Appendix D.1: Technology Agreement

Appendix D.2: TLA Solution Project Agreement

Appendix D.3: Hosting Services Exhibit

Appendix D.4: TLA Solution Statement of Work

Appendix E: Issues List Example

Below is an acceptable response to **Attachment M**, Issues List.

Item	Reference Document & Section #	Issue	Prime Bidder Proposed Solution/Rationale
1	Technology Agreement, Section 15.11	Governing Law – Washington	Prime Bidder proposes using California law as the applicable state law. Rationale – California is the location of the Prime Bidder's headquarters.
2			
3			

Reasons why response is acceptable:

- There is a business narrative explaining the issue and why the proposed Section 15.11 is not acceptable.
- There is no redlining.
- There is no replacement paragraph provided.

Attachment A: Certifications and Assurances

[See Attached.]

Attachment B: Proposal Checklist

[See Attached.]

Attachment C: Prime Bidder Requirements Response Sheet

[See Attached.]

Attachment D: Key Personnel References

[See Attached.]

Attachment E: Prime Bidder References

[See Attached.]

Attachment F: Subcontractor List and References

[See Attached.]

Attachment G: Business Requirements Response Sheet

[See Attached.]

Attachment H: Business Scenarios Response Sheet

[See Attached.]

Attachment I: Business Questions Response Sheet

[See Attached.]

Attachment J: Technical Requirements Response Sheet

[See Attached.]

Attachment K: Technical Questions Response Sheet

[See Attached.]

Attachment L: Price Proposal Form

[See Attached.]

Attachment M: Issues List

[See Attached.]

Attachment N: Certification of Compliance with Demonstration Rules (Mandatory)

[See Attached.]

Attachment O: Certification of Compliance with DES' Negotiation Procedures (Mandatory)

[See Attached.]