



RELEASE DATE: AUGUST 19, 2024

The State of Hawaii
Department of Accounting and General Services
Request for Proposals
Solicitation # - EFS-RA-2024

**ENTERPRISE FINANCIAL SYSTEM -
IMPLEMENTATION READINESS ASSESSMENT**

OFFERS ARE DUE AT **2:00 PM**, HAWAII STANDARD TIME (HST) ON
September 18, 2024

(or such later date as may be established by the State of Hawaii by an Addendum to this RFP)

BY SUBMISSION TO THE STATE OF HAWAII EPROCUREMENT SYSTEM (HIEPRO)

DIRECT ALL QUESTIONS REGARDING THIS RFP, QUESTIONS OR ISSUES RELATING TO THE ACCESSIBILITY OF THIS RFP (INCLUDING THE ATTACHMENTS AND EXHIBITS AND ANY OTHER DOCUMENT RELATED TO THIS RFP), AND REQUESTS FOR ACCOMMODATIONS FOR PERSONS WITH DISABILITIES IN CONNECTION WITH THIS RFP, TO:

GREG DALIN
TELEPHONE - (808) 586-1865
EMAIL ADDRESS - greg.b.dalin@hawaii.gov

Keith A. Regan
Comptroller
Department of Accounting and
General Services

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Administrative Overview

RFP Title:	Enterprise Financial System – Implementation Readiness Assessment
RFP Project Description:	The State of Hawaii is conducting a readiness assessment to maximize project outcomes for the upcoming Enterprise Financial System (EFS) implementation.
RFP Point of Contact:	Greg Dalin Agency Name – Department of Accounting and General Services Agency Address – 1151 Punchbowl Street, #B10, Honolulu, Hi 96815 – greg.b.dalin@hawaii.gov – (808) 586-1865
Deadline For Submission of Written Questions:	August 23, 2024 – 2:00PM Hawaii Standard Time (HST) via HlePRO.
State’s Response to Written Questions:	August 28, 2024 - All answers will be posted to HlePRO.
Proposal Submission:	Submit via https://hiepro.ehawaii.gov - Refer to Section 1.9
Deadline for Submission of Proposals:	September 18, 2024 – 2:00PM Hawaii Standard Time (HST)
Initial Term of Contract and Extensions:	The term of any contract resulting from this RFP shall be a contract with the initial term being a period of twelve (12) months from the commencement date on the Notice to Proceed. The contract may be extended for up to two (2) additional twelve (12) month periods or portions thereof without rebidding, upon mutual agreement.
<p>THERE IS NO FEE TO REGISTER IN HIEPRO OR TO SUBMIT AN OFFER. TAKE NOTE THE MANDATORY .75% (.0075) TRANSACTION FEE TO TYLER HAWAII IS BASED ON THE AWARD MADE IN HIEPRO, NOT TO EXCEED \$5,000. (DETAILED IN SECTION 1.9: ELECTRONIC PROCUREMENT AND SUBMISSION OF PROPOSALS</p>	

Proposal Checklist

The offeror must address ALL sections and attachments and provide the information and documentation as required in the table below.

No.	Description	Reference in RFP	Completed
1	Proposal Checklist – submittal of checklist with all items checked “completed.”	Proposal Checklist Section 3.1 Proposal Format and Content #1	<input type="checkbox"/>
2	Completed and signed Proposal Form OF-1;	Attachment 1. Proposal Form, OF- 1. Section 3.1 Proposal Format and Content #2	<input type="checkbox"/>
3	Completed Proposal Form OF-2;	Attachment 2. Proposal Form, OF- 2; Section 3.1 Proposal Format and Content #3	<input type="checkbox"/>
4	Table of Contents	Section 3.1 Proposal Format and Content #4	<input type="checkbox"/>
5	Executive Summary, not to exceed one page	Section 3.1 Required Format and Content #5	<input type="checkbox"/>
6	Firm’s Experience and Capability	Section 3.1 Required Format and Content #6	<input type="checkbox"/>
7	Staff Qualifications	Section 3.1 Required Format and Content #7	<input type="checkbox"/>
8	Technical Approach	Section 3.1 Required Format and Content #8	<input type="checkbox"/>
9	Price	Section 3.1 Required Format and Content #9	<input type="checkbox"/>
10	Conflict of Interest – Attestation	Section 3.1 Required Format and Content #10	<input type="checkbox"/>
11	Proposed Exceptions (if applicable)	Attachment 3. Proposed Exceptions: Section 3.1 Required Format and Content #12	<input type="checkbox"/>
12	Confidential Information	Attachment 4. Confidential Information: Section 3.1 Required Format and Content #13	<input type="checkbox"/>
13	Hawaii Compliance Express (HCE) – ensure compliance or submittal of paper certificates	Section 1.20 Hawaii Compliance Express	<input type="checkbox"/>

Authorized Offeror - Print Name

Authorized Offeror - Signature

REQUEST FOR PROPOSALS
Enterprise Financial System – Implementation Readiness Assessment
RFP Document for Solicitation # EFS-RA-2024

Section 1: General & Administrative Information

1.1 Purpose

The State of Hawaii is committed to modernizing its financial management systems through the Hawaii Enterprise Financial System project (EFS). As a foundational step in this initiative, the State seeks proposals from qualified vendors to conduct a comprehensive Readiness Assessment. This Readiness Assessment will evaluate the current state of our organization, infrastructure, and data environments to ensure preparedness for the EFS.

The objective of the Readiness Assessment is to identify potential risks, gaps, and areas requiring improvement across various dimensions of the State’s operations. The selected vendor will undertake detailed evaluations through structured interviews, documentation reviews, and stakeholder feedback to provide a clear and comprehensive understanding of our readiness for change. This Readiness Assessment will result in actionable recommendations and a strategic plan aimed at building the necessary capabilities and readiness for the successful implementation of the EFS.

The State of Hawaii seeks a vendor with demonstrated expertise in organizational change management, infrastructure assessment, and data migration planning. The insights gained from this Readiness Assessment will be instrumental in shaping the path forward, ensuring that the State is well-positioned to achieve the goals of the EFS.

1.2 Schedule and Significant Dates

The table below contains the State’s current estimate of the schedule and significant dates. All times are Hawaii Standard Time (HST). If a component of this schedule, such as "Proposals Due Date and Time" is delayed, the rest of the schedule may likely be shifted by the same number of days. Any change to the RFP Schedule and Significant Dates before the proposal due date shall be issued by addendum.

Event	Date
Release of the RFP:	August 19, 2024
Deadline for Written Inquiries, 2:00 p.m. (HST) Electronic Submission	August 23 – 2:00PM (HST)
State’s Response to OFFERORS’ Written Inquiries Electronic Submission	August 28, 2024 – 4:00PM (HST)
Proposal Submittal Deadline, 2:00 p.m. (HST) Electronic Submission	September 18, 2024 – 2:00PM (HST)
OFFEROR’S Presentations and Discussions, if required	To be determined, if necessary
Best and Final Offer (BAFO) Deadline, 2:00 p.m. (HST)	To be determined, if necessary

Proposal Evaluation Period	Within approximately 10 days after Date of BAFO/Proposal
Contractor Selection	Within approximately 10 days after Date of BAFO/Proposal
Estimated Date of Notice of Award	Within 5 days after Contractor Selection
Estimated Contract Start Date / Notice to Proceed	Within 25 Days of Notice of Award

1.3 Contract Type

The contract shall be Firm Fixed-Price

1.4 Point of Contact

The Department of Accounting and General Services (DAGS) is the issuing office for this RFP and all subsequent addenda relating to it. The reference number for the transaction is Solicitation #EFS-RA-2024. This number must be referred to on all proposals, correspondence, and documentation relating to the RFP.

The person identified below is the single point of contact (POC) during this procurement process. OFFERORS and interested persons shall direct to the POC all questions concerning the procurement process, technical requirements of this RFP, contractual requirements, changes, clarifications, protests, the award process, and any other questions that may arise related to this solicitation and the resulting contract. The POC designated by the State of Hawaii, Department of Accounting and General Services is:

Greg Dalin
HIMOD Program Manager
DAGS - Office of Enterprise Technology Services
1151 Punchbowl St, #501
Honolulu HI 96813
808-586-1865
greg.b.dalin@hawaii.gov

1.5 Definitions

The following definitions apply to this solicitation.

BAFO = Best and Final Offer
Contracting Office = The Contracting Office is DAGS
CPO = Chief Procurement Officer
EFS = Enterprise Financial System
ETS = Office of Enterprise Technology Services, a Division of DAGS
GC = General Conditions, issued by the Department of the Attorney General
GET = General Excise Tax
HAR = Hawaii Administrative Rules
DAGS = Department of Accounting and General Services
DCCA = Department of Commerce and Consumer Affairs
DLIR = Department of Labor and Industrial Relations
HOPA = Head of the Purchasing Agency
OFFEROR = Any individual, partnership, firm, corporation, joint venture, or representative or agent submitting a proposal in response to this solicitation

PO = Procurement Officer
RFP = Request for Proposals
STATE = State of Hawaii, including its departments, agencies, and political subdivisions

1.6 Authority

This RFP is issued under the provisions of HRS §103D-303 and the implementing Hawaii Administrative Rules. All prospective OFFERORS are charged with presumptive knowledge of all requirements of the cited authorities. Submission of a proposal by any prospective OFFEROR shall constitute a representation of such knowledge on the part of such prospective OFFEROR.

1.7 Communications with State

OFFERORS and prospective OFFERORS (including agents of OFFERORS and potential OFFERORS) shall not contact any State employee to discuss or ask questions regarding the content of this RFP, except as instructed and specified in this RFP.

All questions regarding the RFP shall be submitted electronically via HIEPRO. To facilitate a meaningful response, written questions shall reference the page, paragraph, and line or sentence to which the question relates. Such inquiries must contain identification of the OFFEROR, its email address, telephone and fax numbers, the name and title of the person requesting the information, and the RFP number. Questions will be accepted until the due date to submit questions specified in Section 1.6, Procurement Timetable. No telephone calls will be accepted.

DAGS will respond to questions electronically via HIEPRO by the date specified in Section 1.6, Procurement Timetable. DAGS is not responsible for any delay or failure to receive any OFFEROR response or communication.

1.8 Modification Prior to Deadline or Withdrawal of Proposals

Proposals may be modified or withdrawn at any time prior to the deadline for submitting proposals. Any proposal received after the deadline for submitting proposals shall be rejected and returned to the OFFEROR.

1.9 Electronic Procurement & Submission of Proposals

The State has established the Hawaii State eProcurement (HIEPRO) System to promote an open and transparent system for vendors to compete for State contracts electronically. OFFERORS interested in responding to this solicitation must be registered on HIEPRO. Registration information is available at the State Procurement Office website: <http://spo.hawaii.gov/HIEPRO/>; select HIEPRO Vendor Registration then select HIEPRO Vendor Registration Guide.

The RFP process, including issuance of the RFP, submission of proposals, issuance of an addenda, and changes to the Procurement Timetable in Section 1.6 shall be conducted through HIEPRO. The State shall not be responsible for the failure of any OFFEROR to receive the RFP process information.

The offeror awarded the contract (contractor) shall be subject to a one-time mandatory HIEPRO fee of 0.75% (.0075) of the award amount or \$5,000, whichever is less. HIEPRO is administered by Tyler Hawaii. Tyler Hawaii shall invoice the contractor directly for payment

of the HIEPRO fee. Payment must be made to Tyler Hawaii within thirty (30) days from receipt of invoice.

Proposals shall be submitted and received through HIEPRO by 2:00pm (HST) on the date specified in Section 1.6 (<http://hiepro.ehawaii.gov>). This electronically submitted proposal shall be considered the original.

HIEPRO Special Instructions: Offeror shall view all special instructions located in HIEPRO. OFFERORS are responsible for ensuring that all necessary files are attached to their proposal prior to the proposal deadline.

OFFERORS shall enter \$1.00 as the Unit Price in US Dollars and Cents when submitting their proposal in HIEPRO.

The maximum file size that HIEPRO can accept is 100MB. Files larger than 100MB must be reduced into two or more files.

OFFERORS must carefully examine this RFP, all addenda, required contract forms, and other documents, laws, and rules, as necessary, before submitting a proposal. The submission of a proposal shall be considered a warranty and representation that the OFFEROR has made a careful examination of the RFP and understands the work and the requirements of this RFP. Each qualified OFFEROR may submit only one (1) proposal.

Proposals must be detailed and concise. Each proposal must be labeled and organized in a manner that is congruent with the requirements and terminology used in this RFP and must include a point- by- point response, structured in form and reference to the RFP, addressing all requirements and the Scope of Work elements.

The OFFEROR'S proposal, including **all** its required submission types as noted above, must be received through HIEPRO no later than the closing date and time specified for the receipt of proposals as specified in Section 1.2, *Schedule and Significant Dates*. Any proposals received outside of HIEPRO, including faxed, emailed, or handwritten proposals, will not be considered.

1.10 Discussion and Presentations

DAGS, in its discretion, may hold discussions with the OFFERORS whose proposals are determined to be acceptable or potentially acceptable (the "Priority Listed OFFERORS"). DAGS reserves the right to limit the priority list to the three (3) highest ranked, Priority Listed OFFERORS. DAGS may invite Priority Listed OFFERORS to discuss their proposals to ensure a thorough, mutual understanding. DAGS in its sole discretion shall schedule the time and location for these discussions, generally within the timeframe indicated in Section 1.2, *Schedule and Significant Dates*. DAGS may also conduct discussions with Priority Listed OFFERORS to clarify issues regarding the proposals before requesting Best and Final Offers, if necessary.

Discussions will be conducted via the Microsoft Teams application arranged by the DAGS and recorded for evaluation purposes only. These recordings will be treated as proprietary and confidential.

In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing OFFERORS.

1.11 Best and Final Offer

DAGS, in its sole discretion, may request each Priority Listed OFFEROR to submit its Best and Final Offer (BAFO). The request shall be issued in an addendum which will provide guidance and additional instructions. BAFOs shall be submitted to the Procurement Officer via HIEPRO on or before the deadline provided in Section 1.2. If a Priority Listed OFFEROR fails to submit a BAFO, its last submitted proposal shall be deemed to be its BAFO.

1.12 Preparation of Proposal and Costs

Expenses for the development and submission of proposals and other responses to the RFP are the sole responsibility of the OFFEROR whether or not any award results from this RFP. Travel and expenses to and from the state are also the responsibility of the OFFEROR.

1.13 Conflict of Interest Exclusion

Any contractor (and its subcontractors) providing the requested services in this RFP to the State is prohibited from providing, soliciting, proposing, or being awarded any project management, quality assurance, software design, configuration, development, implementation, change management, training, testing, or support phase activity on DAGS's subject EFS project for which these services are being procured. This exclusion extends to any other project that may interact with, or otherwise provide similar services for, the subject EFS Project during the full term of this contract.

Likewise, any contractor or subcontractor that has an existing contractual agreement with any contractor or subcontractor responsible for providing or being awarded any project management, quality assurance, software design, configuration, development, implementation, change management, training, testing, or support phase activity on DAGS's subject EFS project for which these services are being procured, is prohibited from providing these services.

The purpose of this exclusion is to avoid any real or perceived conflict of interest.

1.14 Rejection of Proposals

Proposals shall be rejected for reasons including but not limited to the following: the proposal is unsigned by the offeror; the proposal is noncompliant with applicable law or contains unauthorized additions or deletions of any portion of the RFP; proof of collusion exists, in which case all proposals involved in the collusive action will be rejected and any participant to such collusion will be barred from future solicitations until reinstated.

1.15 RFP Amendments and Addendum

DAGS reserves the right to amend this RFP at any time, prior to the closing date of the BAFOs. All amendments will be issued by written addendum and will be posted on HIEPRO (<http://hiepro.ehawaii.gov>).

1.16 Cancellation of All or Part of the RFP

DAGS reserves the right to cancel this RFP, reject any or all proposals in whole or in part, and waive any defects, when it is determined to be in the best interests of the State, pursuant to HAR § 3-122-

96 thru § 3-122-97.

1.17 Proposal Bonds; Performance and Payment Bonds

No proposal bond is required to be submitted with the proposal and no performance or payment bond will be required for the contract awarded pursuant to this RFP.

1.18 Award of Contract

A Notice of Award of the Contract shall be made to the responsible OFFEROR whose proposal is determined to provide the best value to the State, taking into consideration all the evaluation factors set forth in this RFP.

The Notice of Award shall be made available on the Hawaii State eProcurement (HIEPRO) System at <https://hiepro.ehawaii.gov/> . Failure by the chosen OFFEROR to accept the award within five days of the Notice of Award will be deemed a rejection of the award.

1.19 Contract Execution

If the award is accepted, the successful OFFEROR will be required to enter into a formal written contract with the State. The contract shall include or be deemed to incorporate this RFP, the contractor's proposal or BAFO, State Attorney General (AG) General Conditions, Special Conditions set forth in Section 1.26 below, and other terms as may be agreed to by the State and the contractor. To the extent that the RFP and the successful proposal conflict, the terms of the RFP shall govern. A copy of the contract form and AG General Conditions can be found in Exhibit A.

Upon selection and award of the contract, the State will send the formal contract to the successful OFFEROR by eSign for signature. The State reserves the right to cancel any contract and request new proposals or negotiate with remaining OFFERORS if the State is not satisfied with the awarded contractor's performance.

No work is to be undertaken by the contractor prior to the commencement date specified on the Notice to Proceed. The State is not liable for any work, costs, expenses, loss of profits, or any damages whatsoever incurred by the contractor prior to the official starting date.

No such contract shall be considered binding upon the State until the contract has been fully and properly executed by all the parties thereto and the State Comptroller has, in accordance with HRS § 103D-309, endorsed thereon a certificate that there is an appropriation or balance of an appropriation over and above all outstanding contracts, sufficient to cover the amount required by the contract. If an option to extend the contract is mutually agreed upon between the parties, a supplemental contract for the additional extension period will be completed between both parties.

1.20 Hawaii Compliance Express

OFFERORS may use the Hawaii Compliance Express (HCE), an electronic system that allows persons or entities doing business with the State to quickly and easily demonstrate compliance with applicable laws. It is an online system that replaces the necessity of obtaining paper compliance certificates from the Department of Taxation, Federal Internal Revenue Service, Department of Labor and Industrial Relations, and the Department of Commerce and Consumer Affairs.

OFFERORS intending to use HCE to demonstrate compliance are advised to register on HCE as soon as possible at <https://vendors.ehawaii.gov>. The annual registration fee is \$12.00, and the Certificate of Vendor Compliance is accepted at execution of a contract and at final payment.

OFFERORS not utilizing HCE shall provide current certificates of compliance via email to the Contract Administrator. Timely applications for certificates of compliance are the responsibility of the OFFEROR.

HRS Chapter 237 Tax Clearance Requirement for Award.

Pursuant to HRS § 103D-328, the OFFEROR is required to submit a tax clearance certificate issued by the Hawaii State Department of Taxation (DOTAX) and the Internal Revenue Service (IRS). The certificate shall have an original green certified copy stamp and shall be valid for six (6) months from the most recent approval stamp date on the certificate.

The *Tax Clearance Application*, Form A-6, and its completion and filing instructions are available on the DOTAX website: <http://tax.hawaii.gov/forms/>.

HRS Chapters 383 (Unemployment Insurance), 386 (Workers' Compensation), 392 (Temporary Disability Insurance), and 393 (Prepaid Health Care) requirements for award.

Pursuant to HRS § 103D-310(c), the OFFEROR shall be required to submit a certificate of compliance issued by the Hawaii State Department of Labor and Industrial Relations (DLIR). The certificate is valid for six (6) months from the date of issue.

The *DLIR Form LIR#27 Application for Certificate of Compliance* with HAR § 3-122-112, , and its filing instructions are available on the DLIR website: <http://labor.hawaii.gov/forms/>.

Compliance with HRS § 103D-310(c) for an Entity Doing Business in the State.

The OFFEROR shall be required to submit a *Certificate of Good Standing (COGS)* issued by the State of Hawaii Department of Commerce and Consumer Affairs (DCCA) - Business Registration Division (BREG). The COGS is valid for six (6) months from the date of issue.

Information regarding online business registration and the COGS is available at <http://cca.hawaii.gov/breg/>.

1.21 Campaign Contributions by State and County Contractors

OFFERORS are hereby notified of the applicability of HRS § 11-355, which states that campaign contributions are prohibited from any State or county government contractor during the term of the contract if the contractor is paid with funds appropriated by a legislative body.

For more information, FAQs are available at the Campaign Spending Commission webpage (<http://hawaii.gov/campaign>). Information on spending issues should be directed to the Campaign Spending Commission at (808) 586-0285.

1.22 Public Examination of Proposals

The entire proposal, except those portions the OFFEROR designates in writing in Attachment 4: Confidential Information as trade secrets or other proprietary data to be confidential subject to HAR § 3-122- 58(b), shall be available for public inspection upon posting of award pursuant to HRS § 103D-701.

If a person is denied access to a state procurement record, the person may appeal the denial to the State Office of Information Practices in accordance with HRS § 92F- 42(12).

1.23 Debriefing

Pursuant to HAR § 3-122-60, a non-selected OFFEROR may request a debriefing for information regarding the basis for the source selection decision and contract award. A written request for a debriefing shall be made within three (3) working days after the posting of the award of the contract. To the extent practicable, the Procurement Officer or designee shall hold the debriefing within seven (7) working days of receipt of the written request for a debriefing.

1.24 Protest Procedures

Pursuant to HRS § 103D-701 and HAR § 3-126-3, an OFFEROR who is aggrieved in connection with the solicitation or award of a contract may submit a protest, in writing, to the Procurement Officer on HlePRO at:

Greg Dalin
HIMOD Program Manager
DAGS - Office of Enterprise Technology Services
1151 Punchbowl Street, #501
Honolulu, HI 96813

1.25 Special Conditions

The following Special Conditions will supplement the *Contract Form and General Conditions*, Exhibit A:

1. Liquidated Damages. In the event of any breach of the contract by the contractor, liquidated damages shall be assessed against the contractor in the sum of ONE HUNDRED AND NO/100 DOLLARS (\$100.00) per calendar day until the breach is remedied by the contractor.
2. Insurance. Prior to the contract start date, the contractor shall procure, at its sole expense, and maintain insurance coverage acceptable to the State in full force and effect throughout the term of the contract. The contractor shall provide proof of insurance prior to award for the following minimum insurance coverage(s) and limit(s) to be awarded a contract. The type of insurance is listed as follows:
 - a. A fidelity bond, commercial crime policy, or other equivalent insurance that provides insurance coverage or similar protection to DAGS against forgery, theft, robbery, fraud, dishonest and criminal acts committed by any of the contractor's employees that causes DAGS to sustain

monetary loss. The limits of such bond or policy shall be \$5,000,000.00 per occurrence/claim and in the aggregate.

- b. Commercial general liability insurance coverage against claims for bodily injury and property damage arising out of all operations, activities or contractual liability by the contractor, its employees and subcontractors during the term of the Contract. This insurance shall include the following coverage, and limits specified or required by any applicable law: bodily injury and property damage coverage with a minimum of \$1,000,000 per occurrence; personal and advertising injury of \$1,000,000 per occurrence; and with an aggregated limit of \$2,000,000. The commercial general liability policy shall be written on an occurrence basis and the policy shall provide legal defense costs and expenses in addition to the limits of liability stated above. The contractor shall be responsible for payment of any deductible applicable to this policy.
- c. Automobile liability insurance covering owned, non-owned, leased, and hired vehicles with a minimum of \$1,000,000 for bodily injury for each person, \$1,000,000 for bodily injury for each accident, and \$1,000,000 for property damage for each accident or \$2,000,000 combined single limit.
- d. Appropriate levels of per occurrence insurance coverage for workers' compensation and any other insurance coverage required by Federal or State law.
- e. Professional Liability Insurance covering all activities under the contract with a minimum of \$1,000,000 per claim and with an aggregate limit of \$2,000,000.
- f. Cyber Liability Insurance with limits not less than \$1,000,000 per occurrence, \$2,000,000 aggregate. Coverage shall be sufficiently broad in response to the duties and obligations as is undertaken by the scope of work within this contract and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall also provide coverage for breach response costs and regulatory fines and penalties and credit monitoring expenses.

If the contractor maintains broader coverage and/or higher limits than the minimums shown above, the State requires and shall be entitled to the broader coverage and/or higher limits maintained by the contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the State.

- g. Any and all other insurance that is required by applicable law and that is reasonably necessary in order for the contractor to perform the work and services required under the contract. The insurance policies shall have limits of liability, per occurrence and in the aggregate, in amounts that are reasonably satisfactory to the State, as measured by what a reasonably prudent trustee would require of a contractor in similar circumstances.

The adequacy of the coverage afforded by the contractor's insurance shall be subject to review by the State, from time to time, and if it appears that a reasonably prudent person, overseeing a project similar to one specified by this RFP, would require an increase in the limits of liability of such insurance, the contractor shall, to that extent, take all necessary actions to increase such limits.

All the required insurance shall be carried with insurance carriers that have a general policyholder's rating of not less than A and a financial rating of no less than VII in the most current A.M. Best's Insurance Reports. If the A.M. Best's ratings are changed or discontinued, the parties shall agree to an equivalent method of rating insurance companies.

Throughout the term of the entire contract, DAGS shall be named as additional insured on all the required policies except for professional liability/errors and omissions and worker's compensation policies. At the commencement of the contract, the contractor shall provide DAGS with certificates of insurance showing that it is carrying all the insurance required hereunder. At or prior to the expiration of all insurance policies required hereunder, the contractor shall provide State with certificates of insurance showing the renewal or replacement of such insurance policies. All policies of insurance or the contractor shall provide that the State will be given 30 days' notice in writing in advance of any cancellation, lapse, or reduction in the amount of insurance.

Each insurance policy required by this contract, including a subcontractor's policy, shall contain the following phrases:

1. "This insurance shall not be canceled, limited in scope of coverage, or non-renewed until after 30 days' written notice has been given to the DAGS - Office of Enterprise Technology Services, Kalanimoku Building, 1151 Punchbowl Street, Room B-10, Honolulu, Hawaii 96813."
2. "The State of Hawaii is added as an additional insured with respect to operations performed for the State of Hawaii."
3. "It is agreed that any insurance maintained by the State of Hawaii

and/or the DAGS will apply in excess of, and not contribute with, insurance provided by this policy."

The minimum insurance required shall be in full compliance with the Hawaii Insurance Code throughout the entire term of the contract, including supplemental contracts.

Upon the contractor's execution of the contract, the contractor agrees to deposit with DAGS, certificate(s) of insurance necessary to satisfy the State that the insurance provisions of the contract have been complied with and agrees to keep such insurance in effect and the certificate(s) therefore on deposit with the State during the entire term of this contract, including those of its subcontractor(s), where appropriate.

Upon request by the State, the contractor shall be responsible for furnishing a copy of the policy or policies.

Failure of the contractor to provide and keep in force such insurance shall be regarded as a material default under this contract, entitling DAGS to exercise any or all of the remedies provided in this contract for a default of the contractor.

The procuring of such required insurance shall not be construed to limit the contractor's liability hereunder nor to fulfill the indemnification provisions and requirements of this contract. Notwithstanding said policy or policies of insurance, the contractor shall be obliged for the full and total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

3. Transition Procedures. At no cost to DAGS, the contractor shall comply with the following provisions upon receipt of a notice of termination or upon expiration of the contract:
 - a. The contractor shall transfer title and deliver to DAGS or its designee, any and all completed or partially completed goods, materials, reports, information, data, or other work product of the contractor that were made under the contract or as part of the contractor's performance of the contract.
 - b. As directed by DAGS, the contractor shall destroy or deliver to DAGS or its designee, all confidential or proprietary documents, information, and data that the contractor has received under the contract and all copies thereof.

1.26 Contract Term

The term of any contract resulting from this RFP shall be a contract with the initial term being a period of twelve (12) months from the commencement date on the Notice to Proceed. The contract may be extended for up to two (2) additional twelve (12) month periods or portions thereof without rebidding, upon mutual agreement.

Pursuant HRS § 103D-315 and HAR § 3-122-149, OFFERORS are advised that funds are available only for the current fiscal period. Payment and performance obligations for succeeding fiscal periods are subject to the availability and appropriation of funds.

When interests of the State so require, the State may terminate the contract for convenience.

The contract is subject to the availability of funds. A Non-Funding Event occurs when funds are not appropriated to support the contract. Upon a Non-Funding Event, the State may cancel the contract and reimburse the contractor for the reasonable value of reasonable nonrecurring costs incurred for goods or services delivered under the contract. Reasonable value and the reasonableness of any nonrecurring costs shall be determined by the State. The contractor shall not be reimbursed for any amortized costs of goods or services. If a Non-Funding Event occurs, the State shall have the right to partially or fully terminate or suspend the contract under this RFP. If the State does not exercise the right to fully terminate or suspend the contract, the State shall determine which aspects of the contract shall move forward and which services shall be performed.

Contractor agrees that no penalty or damages shall be applied to, or shall accrue to, the State due to a Non-Funding Event. Contractor further agrees that the State will not be responsible for any costs, expenses, or losses incurred by contractor due, in whole or in part, to a Non-Funding Event.

Section 2: Scope of Work

2.1 EFS Project Background

The State of Hawaii is embarking on a transformative journey to modernize State operations through the implementation of a new Enterprise Resource Planning (ERP) solution via a project called the Enterprise Financial System (EFS). This project aims to replace the State's outdated business processes and associated legacy systems with a new ERP solution, ultimately streamlining financial operations and enhancing decision-making capabilities.

The State of Hawaii is requesting an Implementation Readiness Assessment, which includes both an assessment of the current state and an Implementation Strategy. This combined effort will help ensure the EFS project team and the broader organization are fully prepared and positioned to achieve optimal outcomes for the EFS project.

The requested work will delve into the critical areas that are essential for the successful adoption of the new Enterprise Financial System. The implementation readiness assessment will encompass the following key areas:

- **Infrastructure:** An examination of the State's existing infrastructure, with specific attention given to the personnel who are or would be responsible for operating and maintaining the ERP technologies, to determine the State's capacity to support and integrate the new ERP solution into the organization both from a technology perspective but also from a personnel, operations and maintenance frame of reference.
- **Data:** A comprehensive review of the existing inventory of approximately fifty (50) accounting/finance systems and their associated data maintained by the State of Hawaii. This assessment will include an evaluation of the data characteristics with attention paid on identifying risks and gaps regarding quantity and quality of the data. Another element of the data assessment is an examination of the state's existing business intelligence capabilities. The capability and preparedness of the state's ability to identify, prepare, and migrate the appropriate accounting/finance data from the existing systems to the new ERP platform is also a consideration to be included in this assessment.
- **Integration:** An analysis of the State's existing systems and platforms, with specific attention given to the personnel who are or would be responsible for operating and maintaining the integration technologies, to ensure integration and interoperability with the new ERP and existing enterprise application within the state.
- **Change Management:** An assessment of existing change management capabilities and plans, and recommendations on how to prepare and equip stakeholders for the significant changes in how work will be done as a result of the new processes and new ERP system.

The State of Hawaii aims to identify potential challenges and proactively address them by conducting this assessment and strategy work, thereby minimizing risks and maximizing opportunities ensuring a successful implementation of the EFS project. The insights gained from this assessment will guide the State in making informed decisions and taking necessary actions to lay a solid foundation for a modern and efficient financial management system.

Key Objectives of the Implementation Readiness Assessment:

1. **Analyze Current Conditions:** Explore existing accounting/financial systems, infrastructure, processes, technology support tools, data quality, data management processes, integration

capabilities, business intelligence systems, and most importantly the personnel who are or would be responsible for operating and maintaining the future financial ERP with an aim to identify gaps and areas for improvement.

2. **Identify Readiness Gaps:** Determine the readiness of the State's infrastructure, processes, technology support tools, data environment and management processes, integration capabilities, business intelligence systems, personnel, and organizational structures to support the new ERP implementation.
3. **Enterprise Application Strategy:** Develop an initial Enterprise Application Strategy which shall take into consideration the impacts of replacing a 50+ year old accounting/finance system with a modern ERP and the associated improvements to the processes delivered with the new ERP, the needs to integrate the ERP with other enterprise applications such as the Budget system, the Human Resources Management System (HRMS), Payroll system, and Procurement system. The Enterprise Application Strategy shall also help establish and make recommendations for how the State of Hawaii can move from a project focused organization to one which is product focused.
4. **Ensure Stakeholder Alignment:** Engage key stakeholders to ensure a common understanding of project objectives, scope, and timelines, and work with them to collaboratively prepare the State for the changes associated with the new ERP platform.
5. **Mitigate Risks:** Identify risks associated with the ERP implementation and develop plans to minimize negative impacts and maximize positive opportunities.
6. **Develop an Implementation Strategy:** Formulate an Implementation Strategy to address identified readiness gaps, including recommendations for infrastructure upgrades, data migration strategies and tools, personnel requirements, organizational change management, and any other areas identified by the earlier tasks to ensure the impacted parties are aware of and are prepared for the changes implemented by the new ERP platform and associated process improvements.
7. **Construct a Working Implementation Plan:** Consolidate and synthesize a Working Implementation Plan that includes a draft schedule inclusive of the project, Organizational Change Management (OCM), personnel/resource, infrastructure, technology support tools, data migration, system integration capabilities, business intelligence, and both functional and technical operations and maintenance factors.

2.2 Scope of Work

A. Project Initiation

- **Objective:** Collaborate with State stakeholders to establish a robust framework, ensuring the engagement is delivered according to schedule.
- **Activities**
 1. Prepare a project plan for a successful engagement.
 2. Define a format for weekly/monthly status reports and establish a regular schedule for providing status updates on project status.
 - a. Shall include monthly report detailing the project progress towards milestones and also the staff hours worked on each deliverable
 3. Facilitate a kickoff meeting with key stakeholders to ensure a common understanding of the project objectives, scope, and schedule.
- **Deliverable:**
 1. Project Plan and schedule
 2. Project Kickoff

B. EFS Project Implementation Readiness Assessment

- **Objective:** Assess the EFS project across the domains of infrastructure, data, OCM, and integrations as outlined above to identify risks and opportunities and the ability of the state's collective team to execute its responsibilities when the EFS project is in its implementation phase.
- **Activities:**
 1. Conduct structured interviews and other appropriate data collection methods to elicit input from the EFS project team stakeholders, team members, and O&M team personnel.
 2. Identify key project governance, scope, and O&M support risks and opportunities.
 3. Review existing project management documentation (e.g., governance, organizational structures, roles and responsibilities, processes, tools) and identify gaps or weaknesses.
 4. Explore existing documentation regarding current systems, infrastructure, business and technology support models, and identified business needs gathered in support of the EFS Project.
 5. Evaluate the existing inventory of current infrastructure, inclusive of the personnel who are or would be required to operate the infrastructure, that will be required to support and operate a comprehensive, modern, SaaS ERP product suite inclusive of its enabling technologies and systems.
 6. Verify key infrastructure elements required for an ERP implementation project for States or public sector agencies of similar complexity as the State of Hawaii are contained within the existing inventory.
 7. Evaluate the existing inventory of the current accounting and financial system and their data profiles.
 8. Verify the existing inventory accurately represents the data structures, volumes, and technologies encountered in a statewide ERP implementation project for customers of similar complexity as the State of Hawaii.

9. Analyze the existing OCM strategy developed by the State's Organizational Change Manager and assess its ability to affect positive change based on the anticipated impact of project and who will be impacted.
 10. Work with the State's Organizational Change Manager to integrate activities and coordinate resources.
 11. Synthesize the data collected and develop an action plan to optimize the organization's readiness for the EFS project implementation phase.
- **Deliverable:**
 1. EFS Project Implementation Readiness Assessment Report.

C. Implementation Strategy

- **Objective:**
 1. Develop a strategy to address key readiness findings across the domains of infrastructure, data, OCM, and integrations.
- **Activities:**
 1. Define key project implementation success factors.
 2. Develop an implementation strategy to remediate identified readiness issues across all topic domains.
 3. Define target state change activities based on the impact of change and who will be impacted.
 4. Work with the State's Organizational Change Manager to integrate activities and coordinate resources.
 5. Understand and document the technologies needed to support the application modernization initiative.
 6. Develop specific application modernization enabling strategies for legacy data migration to modernized enterprise applications, integration platform, master data management, and business analytics.
 7. Establish a framework for enabling technology governance
 8. Document an initial Enterprise Application strategy which lays out how the ERP product fits into the greater landscape of other enterprise applications which either exists or will be needed by the State of Hawaii based on the typical business drivers for an organization with the complexity of a U.S. state government.
- **Deliverables:**
 1. Implementation Strategy including
 - a. Data Migration Strategy
 - b. Integration Strategy
 - c. Master Data Strategy
 - d. Business Analysis Strategy
 - e. Initial Enterprise Application strategy

D. Implementation Plan

- **Objective:** Consolidate and synthesize an implementation plan and draft schedule inclusive of the domains of personnel/resources, infrastructure, data, OCM, and integrations.
- **Activities:**
 1. Consolidate all deliverables into an executive-level implementation plan

- report.
- 2. Hold a transitioning workshop to introduce the implementation team.
- 3. Develop and present an executive summary presentation to summarize project success.
- **Deliverables:**
 - 1. Consolidated Implementation Plan.
 - 2. Executive Summary Presentation.

E. Market Research and Advisory Support

- **Objective:** Obtain access to research, toolkits, and support for the EFS Project and OCM efforts through the assessment and into the EFS implementation phase.

2.3 Contractor Personnel

The contractor's (and its subcontractors') staff assigned to this project will be expected to be available for the duration of the project and be available for calls and meetings at the discretion of the State during normal business hours: M-F 7:45 am thru 4:30 pm.

2.4 Staff Qualifications

The State requests contractor to fulfill the requirements of this RFP by providing the staff resources to work on the project per the requirements below. Contractor proposed staff, inclusive of all subcontractors, shall:

- Have experience performing the requested work, ideally with public sector government organizations of the size and complexity of the State of Hawaii.
- Have experience in conducting readiness assessments and developing strategic plans for IT projects, particularly those involving the modernization of large-scale financial management systems. Have expertise in performing IT assessments, due diligence reporting, IT process and procedures audits, project management, and solution analysis and design.
- Make proposed staff available to work once an award is made and the Contract is executed.
- Include a designated Project Manager with suitable qualifications as described below.
 - Extensive managerial and project administrative experience, including substantial responsibility for a combination of management functions such as project planning, procurement, organization coordination and control, and fiscal and personnel management;
 - Proven leadership skills and advanced project management skills to successfully drive a project from beginning to end;
 - Bachelor's degree in computer science, MIS, mathematics, engineering, business, or similar field;
 - Strong written, oral, and presentation skills to convey technical detail and design to diverse audiences; and
 - Professional work experience in IT project management, implementation, or a combination thereof.

The Contractor and the State agree that the proposed staff are critical to the performance of the contract and, therefore, the State has the right of refusal for any personnel replacements, substitutions, or reassignments of duties of personnel assigned to the contract or Contract. The

contractor shall secure written approval from the State prior to making any changes to key personnel assigned to perform services in this Contract. In all instances, qualifications for suggested staff changes should be comparable with those being replaced.

2.5 Work Offices

The main offices are located in the Kalanimoku Building, 1151 Punchbowl Street, Honolulu, HI 96813, although work may also be required to be performed at State office locations throughout Honolulu. Normal business hours are between 7:45 am and 4:30 pm, Hawaii Standard Time (HST). Work plans shall be structured such that any need for or involvement of the State staff is during normal business hours.

A portion of the work required is normally done on-site at State facilities, e.g., stakeholder meetings, interviews, briefings of monthly reports, observation, and verification. Accommodations will be made for remote participation and collaboration (e.g., Microsoft Teams) in lieu of on-site and in-person interactions. Any proposed remote work must be identified in the proposal and Project Management Plan by the contractor and must be pre-approved by the State. OFFERORS shall take this into account when preparing their proposals.

Contractor may utilize its own equipment including laptops, desktops, and networks, provided they are in accordance with the security benchmarks approved and allowed by ETS. Refer to ETS policies that currently prioritizes how to protect devices connecting to the State of Hawaii government network (Next Generation Network – NGN) and Microsoft O365, DHRD acceptable use policy, and DAGS acceptable use guidelines.

¹<http://ets.hawaii.gov/policies/>

²<https://dhrd.hawaii.gov/wp-content/uploads/2012/11/0103001-090717.pdf>

Section 3: Proposal Instructions

3.1 Proposal Format and Content

All proposals must be submitted in the following format. Detailed information on submitting each required section is contained in this RFP. Proposals shall be submitted in size 12, Aptos font, or equivalent.

1. Proposal Checklist.

Complete and submit all items noted on the Proposal Checklist.

2. Attachment 1; Proposal Form, OF-1

OFFEROR shall complete and sign OF-1 Proposal Form.

3. Attachment 2; Proposal Form, OF-2

OFFEROR shall complete OF-2 Form.

4. Table of Contents

A Table of Contents must be included with each proposal. All major parts of the proposal shall be identified by page number.

5. Executive Summary

The executive summary [not to exceed two (2) pages] is to briefly describe the OFFEROR'S proposal and should highlight the major features of the proposal. The proposal should demonstrate the OFFEROR'S understanding of and ability to meet the requirements of the RFP. The State should be able to determine the essence of the proposal by reading the executive summary.

The OFFEROR shall also include the name and contact information of the person the State should contact regarding the OFFEROR'S proposal.

6. Firm's Experience and Capability

- Provide three (3) references for projects involving the assessment and strategic planning of enterprise system modernization. These references should demonstrate experience in project initiation, readiness assessment, implementation strategy, and planning across infrastructure, data, and organizational change management domains for similar large-scale projects.
 - Organization name
 - Project Title and Summarized Description of Work,
 - Start/End Dates, and
 - Point of Contact Name, Title, Email, Phone.
- Description of company experience, including number of years of technical and industry experience, showing knowledge of and proficiency in:
 1. Readiness assessments, and
 2. Enterprise financial system implementations/services

7. Staff Qualifications

Submit resumes of individuals, including all subcontractors, who will perform the activities described in the RFP. Contractor must identify any subcontractor that will be used and include the name of the company, telephone number, contact person, and type of work subcontractor will perform. When requested by the State, contractor shall provide additional information (such as references, etc.) on subcontractor.

8. Technical Approach

Include proposed methodology to fulfill the RFP requirements, demonstrating an understanding of the outlined deliverables.

- a. OFFEROR is expected to provide as much detail as necessary for the State to gain a solid understanding of how OFFEROR proposes to meet the requirements for the work, to include, but not limited to the overall approach and philosophy, benchmarks and measurement, anticipated activities and tasks, number of personnel assigned or involved at each stage, identification of who is performing work (prime vs. subcontractor(s)), on-site work vs. off-site work, description of reports, and briefings. Provide formats or samples of an assessment report and/or similar report.
- b. Include a project organization chart and staffing approach (to include all subcontractors).
- c. The required work must be conducted on-site at State facilities, including stakeholder meetings, interviews, quarterly report briefings, observation, and verification. However, accommodations for remote participation and collaboration (e.g., Microsoft Teams) will be made where necessary. Any proposed remote work must be identified by the contractor and agreed upon by the State prior to commencement.

For off-site portions of the Work, the OFFEROR's proposal must include:

- A detailed description of how off-site work will be managed.
- Identification of work to be performed off-site.
- Location of the off-site work.
- Potential cost savings for the State if work is performed off-site.
- The State reserves the right to accept or reject any off-site work conditions.

9. Price

Contractor shall propose a total price inclusive of the State general excise tax (GET 4.712%) for all proposed activities to be accomplished during the initial 12-month term of the contract, which shall not exceed \$1,250,000. The same price, or lower, will apply to each of the two 12-month optional extension periods. Deliverable-based payments to the contractor will be made based on the agreed-upon Project Management Plan.

10. Conflict of Interest Exclusion - Attestation

Proposal must provide attestation, as described in Section 1.13.

11. Attachment 3; Proposed Exceptions

OFFEROR shall list any proposed exceptions to specifications or other requirements contained in Section II: Scope of Work of this RFP. NO EXCEPTIONS SHALL BE MADE TO THE GENERAL OR SPECIAL CONDITIONS. OFFEROR shall reference the RFP section where

exception is taken, describe the exception, the proposed alternative, and the reason for the proposed alternative. Failure to note any exception means that OFFEROR accepts and will comply with every specification and requirement of this RFP. The State reserves the right to not accept any exception or alternative proposals by an OFFEROR.

12. Attachment 4; Confidential Information

All confidential, protected, or proprietary information must be identified and included in Attachment 4: Confidential Information. OFFEROR shall provide a reference in Attachment 4 to the specific section of the proposal that contains the confidential, protected, or proprietary information. Price is not considered confidential, protected, or proprietary and shall not be withheld from disclosure. Information included in Attachment 4: Confidential Information, of an OFFEROR'S proposal is not automatically accepted as protected. All information identified in Attachment 4 will be subject to review by the State in accordance with the procedures prescribed by the State's open records statute (HRS Chapter 92F, Uniform Information Practices Act), freedom of information act, or other applicable laws and rules.

3.2 Offeror's Terms and Conditions

OFFERORS shall not submit OFFEROR'S terms and conditions, standard contracts or other agreements. General references to such terms, attempts at complete substitution of such terms, or modification of the State's terms and conditions, may be declared non-responsive and result in the rejection of OFFEROR'S proposal.

3.3 Submission of Requested Information and Documents

If any additional information is required by the State regarding any aspect of OFFEROR'S proposal, it shall be provided within two (2) business days after requested.

Section 4: Proposal Evaluation

4.1 Introduction

The State will consider all responsive and responsible proposals received to determine the best value to the State. Best value means the most advantageous proposal determined by evaluating and comparing all relevant criteria in addition to price so that the proposal meeting the overall combination that best meets the State's needs is selected. OFFERORS' proposal will be evaluated based on the completeness of the proposal and ability to meet or exceed the specifications and requirements. A proposal may be excluded from consideration for award for any of the following reasons as this reflects an inherent lack of technical competence or indicates a failure to comprehend the requirements as set forth in this RFP: failing to comply with any condition or requirement listed, unjustifiable price structure, unreasonable technical or schedule commitments. The criteria listed below will be used in evaluating best value.

4.2 Phase 1 – Evaluation of Proposals

The Procurement Officer will review and evaluate all proposals submitted by the proposal due date as specified in this RFP.

The evaluation will be conducted in six (6) phases:

- **Phase 1:** Evaluation of OFFEROR'S proposal
- **Phase 2:** Establishment of PRIORITY-LISTED OFFERORS
- **Phase 3:** Discussion and/or Clarification with PRIORITY-LISTED OFFERORS (Optional)
- **Phase 4:** Best and Final Offer (if applicable)
- **Phase 5:** Final Evaluation of proposals
- **Phase 6:** Recommendation for Award

EVALUATION CRITERIA AND POSSIBLE POINTS

Evaluation Criteria	Possible Points
Staff Qualifications	25
Company Experience	25
Technical Approach	30
Price	20
Total Possible Points	100

Evaluation Criteria

1. **Staff Qualifications** – 25 points maximum based on OFFEROR's level of proposed staff qualifications and experience in Section 2.4.
 - The proposal fails to address the criterion, or the proposal cannot be assessed due to missing or incomplete information. OFFEROR has not demonstrated sufficient knowledge of the subject matter or has grossly failed to explain how the requirement(s) will be met. (0 pts.)
 - **Poor.** The criterion is inadequately addressed, OFFEROR demonstrates only a slight ability to comply, or there are serious inherent weaknesses. (1 - 5 possible pts.)
 - **Fair.** The proposal addresses the criterion, but there are significant deficiencies, or

OFFEROR has not adequately explained how its services fit the requirement. (6 - 10 possible pts.)

- **Good.** The proposal addresses the criterion; meets the requirements at a minimal level. Demonstrates knowledge and understanding of the subject matter, with no deficiencies noted. (11 - 15 possible pts.)
- **Very Good.** The proposal addresses the criterion well, highly comprehensive. (16 - 20 possible pts.)
- **Excellent.** The proposal addresses the criterion well and goes beyond the requirements of the RFP, providing added value. In addition, the response may cover areas not originally addressed within the RFP and include additional information and recommendations that would prove both valuable and beneficial to the State. (21 - 25 possible pts.)

2. Company Experience – 25 points maximum based on OFFEROR’s level of proposed company experience in Section 3.1.6.

- The proposal fails to address the criterion, or the proposal cannot be assessed due to missing or incomplete information. OFFEROR has not demonstrated sufficient knowledge of the subject matter or has grossly failed to explain how the requirement(s) will be met. (0 pts.)
- **Poor.** The criterion is inadequately addressed, OFFEROR demonstrates only a slight ability to comply, or there are serious inherent weaknesses. (1 - 5 possible pts.)
- **Fair.** The proposal addresses the criterion, but there are significant deficiencies, or OFFEROR has not adequately explained how its services fit the requirement. (6 - 10 possible pts.)
- **Good.** The proposal addresses the criterion; meets the requirements at a minimal level. Demonstrates knowledge and understanding of the subject matter, with no deficiencies noted. (11 - 15 possible pts.)
- **Very Good.** The proposal addresses the criterion well, highly comprehensive. (16 - 20 possible pts.)
- **Excellent.** The proposal addresses the criterion well and goes beyond the requirements of the RFP, providing added value. In addition, the response may cover areas not originally addressed within the RFP and include additional information and recommendations that would prove both valuable and beneficial to the State. (21 - 25 possible pts.)

3. Technical Approach – 30 points maximum based on OFFEROR’s technical approach in Section 3.1.8.

- The proposal fails to address the criterion, or the proposal cannot be assessed due to missing or incomplete information. OFFEROR has not demonstrated sufficient knowledge of the subject matter or has grossly failed to explain how the requirement(s) will be met. (0 pts.)
- **Poor.** The criterion is inadequately addressed, OFFEROR demonstrates only a slight ability to comply, or there are serious inherent weaknesses. (1 - 5 possible pts.)
- **Fair.** The proposal addresses the criterion, but there are significant deficiencies, or OFFEROR has not adequately explained how its services fit the requirement. (6 - 10 possible pts.)

possible pts.)

- **Good.** The proposal addresses the criterion; meets the requirements at a minimal level. Demonstrates knowledge and understanding of the subject matter, with no deficiencies noted. (11 - 15 possible pts.)
- **Very Good.** The proposal addresses the criterion well, highly comprehensive. (16 - 23 possible pts.)
- **Excellent.** The proposal addresses the criterion well and goes beyond the requirements of the RFP, providing added value. In addition, the response may cover areas not originally addressed within the RFP and include additional information and recommendations that would prove both valuable and beneficial to the State. (24 - 30 possible pts.)

4. **Price** – 20 points maximum. OFFEROR’S price quote must reasonably align to the proposed technical approach and requirements/deliverables of the RFP to be considered. Price quotes that are determined to be insufficient or unreasonable will not receive any points. The OFFEROR submitting the lowest price quote total for all three (3) years will automatically receive the maximum number of points allocated to price calculation, twenty (20) points. The point allocations for price calculation on the other quotes will be determined through the following method:

[Lowest Price X 20 points (maximum)] / [OFFEROR’S Quote]

4.3 Phase 2 – Establishment of Priority-Listed OFFERORS

The Procurement Officer will evaluate all proposals and, if necessary, establish a priority list of OFFERORS who received the best preliminary evaluations. If more than three proposals are received, a priority list of not less than three OFFERORS submitting the highest ranked proposals shall be generated. The Procurement Officer may have additional discussions with priority-listed OFFERORS prior to the submission of the best and final offers.

4.4 Phase 3 – Discussion and Clarification with Priority-Listed OFFERORS (Optional)

If during discussions there is a need for any substantial clarification or change in the RFP, the RFP shall be amended by an addendum to incorporate the clarification or change. Addenda to the RFP shall be distributed only to PRIORITY-LISTED OFFERORS.

The PRIORITY-LISTED OFFERORS shall then be permitted to submit new proposals or amend its submitted proposals. The contents of any proposal shall not be disclosed to competing OFFERORS during discussions.

4.5 Phase 4- Best and Final Offer (If Applicable)

The Procurement Officer will establish a date and time for the PRIORITY-LISTED OFFERORS to submit its best and final offer (BAFO). A BAFO shall be submitted only once, unless the Head of the Purchasing Agency determines in writing that it is in DAGS best interest to conduct additional discussions or change the RFP's requirements by an addendum distributed only to the PRIORITY-LISTED OFFERORS and require another submission of a BAFO. Otherwise, no discussion or changes in the BAFOs will be allowed prior to award.

If a PRIORITY-LISTED OFFEROR does not submit a notice of withdrawal or another BAFO, its latest offer will be construed as its BAFO.

After BAFOs are received, final evaluations will be conducted.

4.6 Phase 5 – Final Evaluation of Proposals

During this phase, the Procurement Officer will conduct final evaluations of the PRIORITY-LISTED OFFERORS' proposals in accordance with the criteria listed in Phase 1.

4.7 Recommendation for Award

The procurement officer will evaluate and determine which proposal best meets the requirements of this RFP and represents the best value to the State. The procurement officer will prepare a report summarizing its findings and rankings and make a final recommendation to the Head of the Purchasing Agency as to the selection of the contractor and award of the contract.

4.8 Notification of Award; Non-Selected Offeror

Upon award to the successful OFFEROR, DAGS will publicly post a notice of award on HIEPRO. DAGS will also provide written notification of the award to any unsuccessful OFFEROR(S). DAGS is not responsible for delays or non-receipt of such notification.

Section 5: Attachments & Exhibits

5.1 Attachment & Exhibits

The following are included as part of the RFP on the HlePRO (<http://hiepro.ehawaii.gov>)

- Attachment 1: Proposal Form, OF-1
- Attachment 2: Proposal Form, OF-2
- Attachment 3: Proposed Exceptions
- Attachment 4: Confidential Information
- Exhibit A – Contract Sample and General Conditions