



RELEASE DATE: **May 8, 2026**

The State of Hawaii

**Department of Accounting and General Services
Office of Enterprise Technology Services**

Request for Proposals Solicitation - RFP-26-100

INDEPENDENT VERIFICATION & VALIDATION (IV&V) SERVICES FOR THE ENTERPRISE FINANCIAL SYSTEM PROJECT

OFFERS ARE DUE AT **2:00 PM**, HAWAII STANDARD TIME (HST) ON
May 23, 2026

(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 REQUEST FOR PROPOSALS (RFP), QUESTIONS OR ISSUES RELATING TO THE ACCESSIBILITY OF THIS RFP, THE ATTACHMENTS, EXHIBITS AND ANY OTHER DOCUMENT PERTAINING TO THIS RFP, AND REQUESTS FOR ACCOMMODATIONS FOR PERSONS WITH DISABILITIES IN CONNECTION WITH THIS RFP, TO:

TODD OMURA

TELEPHONE - (808) 586-1824

EMAIL ADDRESS – todd.t.omura@hawaii.gov

Meoh-Leng Silliman
Acting Comptroller
Department of Accounting and
General Services

TTO
CS

Table of Contents

Administrative Overview.....	5
Proposal Checklist.....	6
Section 1: General Information	8
1.1 Background.....	8
1.2 Purpose	9
1.3 Commonly Used Terms	10
Section 2: Solicitation Information.....	11
2.1 Schedule and Significant Dates	11
2.2 Contract Type	11
2.3 Issuing State Entity and Solicitation Reference Number.....	11
2.4 Point of Contact.....	12
2.5 Governing Laws and Rules	12
2.6 Communication with State.....	12
2.7 Competency of OFFEROR	13
2.8 Modification Prior to Deadline or Withdrawal of Proposals.....	13
2.9 Electronic Procurement and Submission of Proposals	13
2.10 OFFERORS' Obligation	14
2.11 OFFEROR Team	14
2.12 Preparation of Proposal and Costs	14
2.13 Rejection of Proposals	15
2.14 RFP Amendments and Addendum	15
2.15 Cancellation of All or Part of the RFP.....	15
2.16 Insurance	15
2.17 Conflict of Interest Exclusion.....	15
Section 3: Award of Contract.....	16
3.1 Contract Execution	16
3.2 Notice to Proceed	16
3.3 Compliance with Laws	16
3.4 General Excise Tax.....	17
3.5 Department of Labor and Industrial Relations	17
3.6 Certificate of Good Standing	17
3.7 Campaign Contributions	18

3.8 Public Examination of Proposals	18
3.9 Debriefing.....	18
3.10 Protest Procedures	18
3.11 ETS Governance and Standards.....	18
3.12 Term of Contract.....	19
3.13 Availability of Funds	19
Section 4: Scope of Work.....	20
4.1 EFS Project Background	20
4.2 Prioritization of Value Towards EFS Project Success.....	20
4.3 Critical Components.....	21
4.4 Best Practices.....	24
4.5 Task Descriptions	25
4.6 Project Deliverables, Artifacts	26
Section 5: OFFEROR’S PERSONNEL	29
5.1 Staff Availability	29
5.2 Staff Qualifications	29
5.3 Work Offices.....	31
Section 6: Proposal Instructions	32
6.1 Proposal Format	32
6.1.1 Proposal Sections	32
6.1.2 File Format.....	32
6.1.3 Table of Contents and Bookmarks.....	32
6.1.4 Files.....	32
6.1.5 Font	32
6.1.6 Proposal Submission.....	32
6.2 Proposal Content.....	33
6.2.1 Proposal Checklist	33
6.2.2 OFFEROR Transmittal Letter	33
6.2.3 Table of Contents	33
6.2.4 Executive Summary	33
6.2.5 Staff Qualifications - Resumes	33
6.2.6 OFFEROR’S Experience	33
6.2.7 Technical Approach.....	34

6.2.8 Price	34
6.2.9 Proposed Exceptions	35
6.2.10 Confidential Information.....	35
6.2.11 Conflict of Interest Exclusion - Attestation	35
6.3 OFFEROR Proposal Costs	35
6.4 Submission of Requested Information and Documents	36
Section 7: Proposal Evaluation	36
7.1 Introduction.....	36
7.2 Evaluation Criteria and Possible Points.....	36
7.2.1 Evaluation Criteria 1: Staff Qualifications.....	37
7.2.2 Evaluation Criteria 2: Company Experience	37
7.2.3 Evaluation Criteria 3: Technical Approach.....	37
7.2.4 Evaluation Criteria 4: Price.....	37
Section 8: Vendor Selection	38
8.1 Phase 1 – Evaluation of Proposals.....	38
8.2 Phase 2 – Establishment of Priority-Listed OFFERORS.....	38
8.3 Phase 3 – Discussion and Clarification with Priority-Listed OFFERORS (Optional)	39
8.4 Phase 4 – Best and Final Offer	39
8.5 Phase 5 – Final Evaluation of Proposals	39
8.6 Phase 6 – Recommendation for Award.....	39
8.7 Phase 7 – Notification of Award; Non-Selected Offer	40
Section 9: Attachments and Exhibits	40

Administrative Overview

RFP Title:	INDEPENDENT VERIFICATION & VALIDATION (IV&V) SERVICES FOR THE ENTERPRISE FINANCIAL SYSTEM PROJECT
RFP Project Description:	The State is seeking experienced OFFERER(S) to provide Independent Verification and Validation (IV&V) services for objective oversight and risk mitigation throughout the EFS project implementation lifecycle.
State Point of Contact (POC):	Todd Omura Department of Accounting and General Services 1151 Punchbowl Street, #B-10, Honolulu, HI 96813 – todd.t.omura@hawaii.gov – (808) 586-1824
Deadline for Written Inquiries, 2:00 P.M. (HST) Electronic Submission:	May 15, 2026; 2:00 P.M. Hawaii Standard Time (HST) via HlePRO.
State’s Response to OFFERORS’ Written Inquiries Electronic Submission:	May 19, 2026 – All answers will be posted to HlePRO.
Proposal Submission:	Submit via https://HlePRO.ehawaii.gov - Refer to Section 2 Solicitation Information
Proposal Submittal Deadline, 2:00 P.M. (HST) Electronic Submission:	May 23, 2026 ; 2:00 P.M. Hawaii Standard Time (HST)
Initial Term of Contract and Extensions:	Initial 12-month base period with four 12-month options to extend.
<p>THERE IS NO FEE TO REGISTER IN HIEPRO OR TO SUBMIT AN OFFER. THE AWARDED CONTRACTOR SHALL BE SUBJECT TO A ONE-TIME HIEPRO FEE OF .75% OF THE AWARD AMOUNT OR \$5,000.00, WHICHEVER IS LESS, PAYABLE TO TYLER HAWAII.</p>	

Proposal Checklist

The OFFEROR must address ALL sections and attachments indicated in the Proposal Checklist by providing all information and documentation required, as referenced in the RFP. Completion and submittal of this Proposal Checklist is also required.

No.	Description	Reference in RFP	Completed
1	Proposal Checklist – submittal of checklist with all items checked “completed.”	Proposal Checklist Section 6.1 Proposal Format and Section 6.2 Proposal Content	<input type="checkbox"/>
2	Completed and signed OFFEROR Transmittal Letter;	Attachment 1 - OFFEROR Transmittal Letter; Section 6.2.2 OFFEROR Transmittal Letter	<input type="checkbox"/>
3	Table of Contents	Section 6.2.3 Table of Contents	<input type="checkbox"/>
4	Executive Summary, not to exceed one page	Section 6.2.4. Executive Summary	<input type="checkbox"/>
5	Staff Qualifications - Resumes	Section 6.2.5 Staff Qualifications – Resumes	<input type="checkbox"/>
6	OFFEROR’s Experience	Section 6.2.6 OFFEROR’s Experience	<input type="checkbox"/>
7	Technical Approach	Section 6.2.7 Technical Approach	<input type="checkbox"/>
8	Price	Attachment 2 – Price Proposal Form; Section 6.2.8 Price	<input type="checkbox"/>

9	Proposed Exceptions (if applicable)	Attachment 3 - Proposed Exceptions; Section 6.2.9 Proposed Exceptions	<input type="checkbox"/>
10	Confidential Information	Attachment 4 - Confidential Information: Section 6.2.10 Confidential Information	<input type="checkbox"/>
11	Conflict of Interest Exclusion – Attestation	Section 6.2.11 Conflict of Interest Exclusion - Attestation	<input type="checkbox"/>
12	Hawaii Compliance Express (HCE) – ensure compliance or submittal of paper certificates	Section 3.3 Compliance with Laws	<input type="checkbox"/>

Authorized OFFEROR - Print Name

Authorized OFFEROR - Signature

**REQUEST FOR PROPOSALS
INDEPENDENT VERIFICATION & VALIDATION (IV&V) SERVICES FOR
THE ENTERPRISE FINANCIAL SYSTEM PROJECT
RFP Document for Solicitation # RFP-26-100**

Section 1: General Information

1.1 Background

This Request for Proposals (RFP) is issued by the State of Hawaii (State), Department of Accounting and General Services (DAGS), Office of Enterprise Technology Services (ETS). Established under Hawaii Revised Statutes (HRS) §26-6, DAGS is headed by the State Comptroller. DAGS is responsible for managing and supervising a wide range of State programs and activities, which include:

- The State's centralized accounting and auditing system, the Financial Accounting Management Information System (FAMIS),
- Archives, records management, and centralized records storage of the State except the Judiciary,
- Annual and periodic audit of departments and agencies,
- Statewide risk management services,
- Informational technology and communications systems services to the Executive Branch,
- Maintenance and operations of state buildings and agencies,
- Parking and automotive management,
- Maintenance of central mail and messenger service for state government,
- Maintenance of the State's data center, intranet, and microwave radio systems,
- Survey of state lands,
- Planning, designing, engineering, and construction of public works projects, and
- Administering centralized office leasing services.

DAGS is comprised of twelve administratively attached agencies, three staff offices, three district offices, and eight divisions including ETS.

ETS provides governance for information technology projects in the Executive Branch and seeks to identify, prioritize, and advance initiatives with the greatest potential to increase efficiency, reduce waste, and improve transparency and accountability in state government.

In Quarter 1 of Fiscal Year 2027, the Department of Accounting and General Services (DAGS) will begin the project to implement a fully integrated, modern Enterprise Financial System (EFS) to support statewide financial management processes. This solution will include **Workday** software licensing under a SaaS model (Hosted Managed Service), related cloud hosting and ongoing support services, and implementation services such as project management, configuration, data conversion, training, testing, and other related activities (reference: <https://hiepro.ehawaii.gov/public-display-award.html?fromAwardSearch=1&rfid=18368>).

In preparation for this major modernization effort, the Office of Enterprise Technology Services (ETS) is initiating procurement of Independent Verification and Validation (IV&V) services to provide objective oversight and risk mitigation throughout the EFS implementation lifecycle.

1.2 Purpose

ETS is requesting proposals from qualified OFFERORS to perform Independent Verification & Validation (IV&V) services to assist the State in its efforts to identify and reduce project risks and implement best practices to ensure successful implementation of an EFS for DAGS.

IV&V services are necessary to establish and augment oversight efforts for the DAGS EFS project, independent of the products and services provided by the EFS contractor(s). The objectives of this RFP are to ensure that:

- a. The State is provided with a scheduled, periodic, and objective analysis and recommendations to make informed decisions on the EFS project implementation issues and risks.
- b. An independent assessment of the overall EFS project software solution and organizational processes is conducted throughout the project lifecycle.
- c. Process, solution, organizational, and other applicable EFS project risks are identified early and addressed quickly. Practical mitigation strategies are recommended to ensure timely project completion.
- d. Assessments are conducted to ensure the EFS project requirements and specifications are correct, complete, accurate, consistent, and testable.
- e. The EFS project implementation meets EFS project requirements and specifications, including compliance with regulatory, performance, schedule, scope, and budget requirements are provided.
- f. The needs of project stakeholders are being addressed, and their expectations are adequately managed. Alternative methods for conflicting organizational requirements are provided.
- g. Cost, schedule, scope, and other applicable variances are detected early and corrected quickly.
- h. Software product and project process deficiencies, risks, and recommended

- solutions are identified early, addressed quickly, and tracked for progress.
- i. The EFS project is implemented without unnecessary disruption to DAGS operations.
 - j. The DAGS EFS project team, operations staff, and supporting business lines are sufficiently prepared to utilize and maintain implemented solutions as a function of their daily activities.

1.3 Commonly Used Terms

BAFO:	Best and Final Offer
Contracting Office:	The Contracting Office is the Office of Enterprise Technology Services
CPO:	Chief Procurement Officer
DAGS:	Department of Accounting and General Services
BTO:	DAGS Business Transformation Office
EFS:	Enterprise Financial System
ETS:	DAGS Office of Enterprise Technology Services
FAMIS:	Financial Accounting Management Information System
GC:	General Conditions, issued by the Department of the Attorney General
GET:	General Excise Tax
HAR:	Hawaii Administrative Rules
HOPA:	Head of the Purchasing Agency
IV&V:	Independent Verification & Validation
OFFEROR:	Any individual, partnership, firm, corporation, joint venture, or representative or agent submitting a proposal in response to this solicitation
PO:	Procurement Officer - the contracting officer for ETS
RFP:	Request for Proposals
STATE:	State of Hawaii, including its departments, agencies, and political subdivisions

Section 2: Solicitation Information

2.1 Schedule and Significant Dates

The State’s current estimated schedule of significant dates is listed below. All times are Hawaii Standard Time (HST). If a component of this approximate schedule is delayed, the rest of the schedule may likely be shifted by the same number of days. Any significant change to the schedule or dates before the proposal submission deadline shall be issued by addendum.

Event	Date
Posting of the RFP	May 8, 2026
Deadline for Written Inquiries, 2:00 p.m. (HST) Electronic Submission	May 15, 2026; 2:00 P.M. Hawaii Standard Time (HST) - via HlePRO
State’s Response to OFFERORS’ Written Inquiries Electronic Submission	May 19, 2026 - via HlePRO
Proposal Submittal Deadline, 2:00 p.m. (HST) Electronic Submission	May 23, 2026 ; 2:00 P.M Hawaii Standard Time (HST) - via HlePRO
OFFEROR’S Discussions, if required	Within 10 days of Proposal Submittal Deadline
Best and Final Offer (BAFO) Deadline, 2:00 p.m. (HST)	To be determined, if necessary
Proposal Evaluation Period(s)	Within approximately 5 days after Proposal Submittal Deadline, or BAFO Deadline
OFFEROR Selection	Within approximately 2 days after final Proposal Evaluation Period
Estimated Date of Notice of Award	Within 2 days after OFFEROR Selection
Estimated Contract Start Date / Notice to Proceed	Within 60 days of Notice of Award

2.2 Contract Type

The contract shall be deliverable-based with a firm fixed price. Each milestone payment is all-inclusive of all travel and out-of-pocket expenses required to complete each deliverable.

2.3 Issuing State Entity and Solicitation Reference Number

The Department of Accounting and General Services (DAGS) is the issuing state entity for this RFP and all subsequent addenda relating to the RFP. The reference number is Solicitation #RFP-26-100. This solicitation number must be indicated on all proposals, correspondence, and documentation relating to the RFP.

2.4 Point of Contact

The individual identified below is the State Point of Contact (POC) and Procurement Officer (PO) for this RFP:

Todd Omura
IT Governance Officer
Department of Accounting and General Services
Office of Enterprise Technology Services
1151 Punchbowl St, #B-10
Honolulu, HI 96813
(808) 586-1824
todd.t.omura@hawaii.gov

All inquiries from OFFERORS and other interested parties regarding the procurement process, technical specifications of this RFP, contractual requirements, changes, clarifications, the award process, protests, and any other matters related to this solicitation and the resulting contract must be directed to the State POC.

2.5 Governing Laws and Rules

This RFP is issued in accordance with Chapter 103D Hawaii Revised Statutes (HRS) and the implementing Hawaii Administrative Rules (HAR). All OFFERORS are charged with presumptive knowledge of all requirements of the governing laws and rules. Submission of a proposal by any OFFEROR shall constitute a representation of such knowledge on the part of such OFFEROR.

2.6 Communication with State

All questions regarding the RFP shall be submitted electronically via HlePRO. To facilitate a meaningful response, written questions shall reference the page, paragraph, and line or sentence to which the question relates. All inquiries must contain the identification of the OFFEROR, its email address and telephone number, 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 2.1, Schedule and Significant Dates. No telephone calls will be accepted.

DAGS will respond to questions electronically via HlePRO by the specified date in Section 2.1, Schedule and Significant Dates. Please note that DAGS is not responsible for any delays in DAGS' receipt of or failure to receive questions or communications from OFFERORS.

The identity of the OFFEROR making the submission will not be posted; OFFERORS are cautioned to exclude any context that may reveal its identity. The State may reword submissions in order to protect the identity of the source. The State may but is not required to issue an addenda in response to written submissions.

OFFERORS, 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.

2.7 Competency of OFFEROR

Prior to or after the deadline to submit a proposal, the State may submit written questions to any OFFEROR regarding an OFFEROR'S facilities, equipment, experience, personnel, financial status, or any other factors relating to the ability of the OFFEROR to furnish the goods or services being solicited by this RFP. The OFFEROR shall reply through written response signed by the person who signs the proposal. Any OFFEROR who fails to respond to the State shall be considered non-responsive and ineligible for award of the contract.

The State reserves the right to visit an OFFEROR'S place of business to inspect its facilities and equipment and to observe its methods of operation in order to facilitate evaluation of performance capabilities.

2.8 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.

2.9 Electronic Procurement and Submission of Proposals

The State has established the Hawaii State eProcurement System (HlePRO) 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 HlePRO. Registration information is available at the State Procurement Office website: <http://spo.hawaii.gov/HlePRO/>; select HlePRO Vendor Registration then select HlePRO Vendor Registration Guide.

The RFP process, including the issuance of the RFP, submission of proposals, issuance of addendums, and changes to Section 2.1, Schedule and Significant Dates, shall be conducted through HlePRO. The State shall not be responsible for the failure of any OFFEROR to receive any information distributed through HlePRO.

Proposals shall be submitted and received through HlePRO by 2:00 P.M. HST on the date specified in Section 2.1, Schedule and Significant Dates. The electronically

submitted proposal shall be considered the original proposal.

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

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

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

The OFFEROR awarded a contract shall be subject to a one-time mandatory HlePRO fee of 0.75% (.0075) of the award amount or \$5,000, whichever is less. HlePRO is administered by Tyler Hawaii. Tyler Hawaii shall invoice the OFFEROR directly for payment of the HlePRO fee. Payment must be made to Tyler Hawaii within thirty (30) days from receipt of the invoice.

2.10 OFFERORS' Obligation

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 related documents and understands the work and the requirements of this RFP.

Each OFFEROR may submit only one (1) proposal. The OFFEROR'S proposal, including all required submissions, must be received through HlePRO no later than the Proposal Submittal Deadline as specified in Section 2.1, Schedule and Significant Dates. Any proposals received past the Proposal Submittal Deadline will not be considered. Any proposals received outside of HlePRO, including faxed, emailed, or handwritten proposals, will not be considered.

2.11 OFFEROR Team

Two or more OFFERORS may elect to act jointly to create and submit a proposal. If so, they shall submit a single proposal. The contractual roles and responsibilities of each OFFEROR must be clearly explained in the proposal.

2.12 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 OFFEROR'S responsibility.

2.13 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 non-compliant 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; or the proposal is deemed to be non-responsive to the requirements listed herein.

2.14 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 HlePRO.

2.15 Cancellation of All or Part of the RFP

DAGS reserves the right to cancel all or part of this RFP, reject any or all proposals in whole or in part, or waive any defects when it is determined to be in the best interests of the State, pursuant to HAR § 3-122-96 through § 3-122-97.

2.16 Insurance

The Offeror will be required to meet the State's insurance requirements set forth in the Supplemental General Conditions (Attachment 7). 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.

2.17 Conflict of Interest Exclusion

Any OFFEROR (and its subcontractors) providing the IV&V services 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 the DAGS subject EFS project for which these IV&V services are being procured. This exclusion applies for the full term of this contract.

Likewise, any OFFEROR or subcontractor that has an existing contractual agreement with any OFFEROR 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 the DAGS subject EFS project for which these IV&V services are being procured, is prohibited

from submitting a proposal for and providing these IV&V services.

The purpose of this exclusion is to avoid any real or perceived conflicts of interest. The OFFEROR must provide a written attestation that it is and will be in compliance with this requirement for the duration of the awarded contract.

Section 3: 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 HlePRO at <https://HlePRO.ehawaii.gov/>. Failure by the chosen OFFEROR to accept the award within five (5) days of the Notice of Award will be deemed a rejection of the award.

3.1 Contract Execution

If the award is accepted, the successful OFFEROR will be required to enter into a formal written contract (Contract) with the State (Exhibit A – Contract Sample). The Contract shall be deemed to incorporate this RFP, the OFFEROR’S proposal or BAFO, the State of Hawaii General Conditions (Attachment 6), the Supplemental General Conditions (Attachment 7), OFFEROR’s pre-Contract representations to the State, and other terms as may be agreed to by the State and the OFFEROR. To the extent that the RFP and the successful proposal conflict, the terms of the RFP shall govern.

3.2 Notice to Proceed

No work is to be undertaken by the OFFEROR 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 OFFEROR prior to the official starting date indicated in the Notice to Proceed.

No contract shall be binding upon the State until the contract has been fully and properly executed by all parties and the State Comptroller has, in accordance with HRS § 103D-309, certified 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.

3.3 Compliance with Laws

The OFFEROR awarded the Contract shall be required to comply with all laws governing entities doing business in the State. HRS § 103D-310(c). OFFERORS shall submit proof of

compliance through Hawaii Compliance Express (HCE) or by submitting separate compliance certificates to the State POC.

HCE is an electronic system that allows persons or entities doing business with the State to quickly and easily demonstrate compliance with applicable laws through a Certificate of Vendor Compliance. HCE 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 obtain a Certificate of Vendor Compliance are advised to register on HCE as soon as possible at <https://vendors.ehawaii.gov>. The annual registration fee is \$12.00. The Certificate of Vendor Compliance is required at execution of the contract and at final payment.

OFFERORS not utilizing HCE shall be required to obtain current certificates of compliance from various State agencies as indicated in sections 3.4, 3.5, and 3.6 below. Timely applications for certificates of compliance are the responsibility of the OFFEROR.

3.4 General Excise Tax

Compliance with HRS chapter 237, General Excise Tax, and clearance from the Internal Revenue Service (IRS) can be obtained from the State Department of Taxation (DOTAX). The tax clearance 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 instructions are available on the DOTAX website: <http://tax.hawaii.gov/forms/>.

3.5 Department of Labor and Industrial Relations

Certificates of compliance with HRS chapter 383, Unemployment Insurance, chapter 386, Workers' Compensation, chapter 392, Temporary Disability Insurance, and chapter 393, Prepaid Health Care, can be obtained from 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* and instructions are available on the DLIR website: <http://labor.hawaii.gov/forms/>.

3.6 Certificate of Good Standing

A Certificate of Good Standing (COGS) can be obtained from the State of Hawaii Department of Commerce and Consumer Affairs (DCCA) - Business Registration Division

(BREG) in accordance with Hawaii Administrative Rules § 3-122-112. The COGS is valid for six (6) months from the date of issue.

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

3.7 Campaign Contributions

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.

For more information, visit the Campaign Spending Commission webpage (<http://hawaii.gov/campaign>) or contact the Campaign Spending Commission at (808) 586-0285.

3.8 Public Examination of Proposals

The Offeror's 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 the award pursuant to HRS § 103D-303. 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 chapter 92F.

3.9 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) business days of receipt of the written request for a debriefing.

3.10 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.

3.11 ETS Governance and Standards

All State Executive Branch IT procurements and subsequent IT contracts must conform to, apply, and abide by any prevailing information technology governance framework and

published guidance provided by the State of Hawaii Chief Information Officer and the Office of Enterprise Technology Services. OFFERORS are encouraged to familiarize themselves with the following laws, policies, standards, and guidelines:

- HRS § 27-43 – Office of Enterprise Technology Services; Chief Information Officer, Information Technology Steering Committee, establishment, responsibilities.
- Administrative Directive No. 18-03 (<https://ets.hawaii.gov/it-governance/>) – Program Governance and Independent Verification and Validation Requirements for Enterprise IT Projects
- ETS IT Governance found on the ETS website.
- ETS Policies, Standards, and Guidelines found on the ETS website.

Note: As policies, standards, and guidelines are published, OFFERORS shall follow and comply accordingly, including for any requirements applicable to IV&V projects.

3.12 Term of Contract

The Contract shall be for an initial performance period not to exceed twelve (12) months beginning on the date specified on the Notice to Proceed. Unless terminated, the Contract may be extended without re-solicitation upon mutual agreement in writing between the State and the OFFEROR, prior to the expiration date, for not more than four (4) additional 12-month periods, or parts thereof.

3.13 Availability of Funds

OFFERORS are advised that the State intends to contract with the selected OFFEROR for Independent Verification & Validation (IV&V) services for the Enterprise Financial System (EFS) project. However, in accordance with HRS section 103D-315, the State will encumber funds incrementally based on available funds. The State reserves the right to release funding incrementally and issue contract modifications as necessary to align with 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 partially or fully terminate or suspend the Contract and reimburse the OFFEROR for the value of reasonable nonrecurring costs incurred for goods or services delivered under the Contract and not already paid for by the State. The State shall determine reasonable value and the reasonableness of any non-recurring costs. The OFFEROR shall not be reimbursed for any amortized costs of goods or services. 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.

OFFEROR agrees that no penalty or damages shall be applied to, or shall accrue to, the State due to a Non-Funding Event. OFFEROR further agrees that the State will not be

responsible for any costs, expenses, or losses incurred by OFFEROR due, in whole or in part, to a Non-Funding Event.

Section 4: Scope of Work

4.1 EFS Project Background

The State of Hawai'i, through the Office of Enterprise Technology Services (ETS), is issuing this Request for Proposals (RFP) to procure Independent Verification and Validation (IV&V) services to support the implementation of the State's Enterprise Financial System (EFS). The EFS is a statewide initiative that aims to modernize and replace the State's legacy financial systems with a secure, scalable, and integrated Software-as-a-Service (SaaS) solution, **Workday** (reference: <https://hiepro.ehawaii.gov/public-display-award.html?fromAwardSearch=1&rfid=18368>).

The current core financial system, the Financial Accounting and Management Information System (FAMIS), was implemented over 55 years ago and is based on COBOL programming and a DB2 database hosted on an IBM mainframe. While foundational for decades, FAMIS no longer meets a modern government's operational, reporting, or compliance needs.

The new system will support key business functions, including budget execution, general ledger, procure-to-pay, travel and expense, fixed assets, grants, and project accounting. It will also integrate with existing statewide systems such as Oracle PeopleSoft (HIP), Periscope ePro (Procurement), and the new budget management solution.

Implementation is anticipated to begin in Q1 2027 and will be executed in the following phases:

- Version 1 – Core Accounting, Enterprise Enablers, Manage Source-to-Pay
- Version 2 – Manage Finance
- Version 3 – Integration to Manage Budget

The IV&V OFFEROR will play a critical role in ensuring project success by providing independent oversight, identifying risks, validating project deliverables, and testing and supporting quality assurance throughout the system lifecycle. The IV&V team will include ETS and BTO in all formal reporting activities and is expected to collaborate with all key stakeholders while maintaining independence from the EFS implementation vendor.

4.2 Prioritization of Value Towards EFS Project Success

In all its actions within the scope of this engagement, the OFFEROR shall prioritize the value of its recommendations in relation to the likely success of the project. The OFFEROR

shall engage with the EFS project team in the spirit of cooperation towards success of the project – abstaining from spending project resources and time on low-value concerns and from insignificant procedural recommendations.

In the monthly reporting, specified in more detail in subsequent sections of this RFP, the OFFEROR shall report on the overall status and risk profile of the project. Furthermore, in all recommendations the OFFEROR shall evaluate each issue and risk against the likely overall success of the project. The monthly reports are targeted for the general public and should be highly readable and concentrate on high-value recommendations.

4.3 Critical Components

For the IV&V services, the OFFEROR shall independently review the EFS project's performance throughout its lifecycle, with specific focus on the following critical components. The following are minimum requirements that must be met by OFFEROR for the OFFEROR'S proposal to be considered for the proposal evaluation phase. All items described in this section are non-negotiable. OFFERORS must describe their demonstrated ability to satisfy these requirements in the proposal submitted for consideration. OFFERORS' proposals that fail to meet the minimum requirements shall be deemed non-responsive and will not be considered for award.

1. Executive Dashboard Summary (see Attachment 5)
2. Organizational Change Management Summary (see Attachment 5)
Evaluate the processes and activities related to managing organizational change, including user adoption, training, and the transition to the new EFS solution.
3. Project Organization and Management
Assess and provide recommendations on the overall project organization, management structure, reporting lines, and oversight mechanisms to ensure effective governance and decision-making processes.
4. Contract Management
Review and evaluate the contract(s) between the State and the EFS provider(s), ensuring that the contractual obligations, milestones, deliverables, and performance requirements are being met.
5. Requirements Management
Assess the processes and procedures for managing project requirements, including documentation, traceability, and the ability to validate that the implemented solution meets the defined requirements.

6. Cost and Schedule Management

Monitor and evaluate the project's adherence to cost and schedule baselines, identifying potential risks or deviations and recommend corrective actions.

7. Systems Architecture and Design

Review proposed systems architecture and design, evaluating their sustainability, scalability, and adherence to industry standards and best practices.

8. Development Management

Assess the development processes, methodologies, and practices employed by the EFS provider(s), including the use of Agile and DevOps approaches.

9. Human Resources Management

Assess the adequacy of human resources allocated to the project, including their skills, experience, and availability to ensure effective project execution.

10. Risk Management

Evaluate the project's risk management processes, including risk identification, analysis, mitigation strategies, and monitoring mechanisms.

11. Quality Management

Review the quality management processes, including quality assurance and quality control activities to ensure the delivered solution meets the defined quality standards.

12. Communications Management

Assess the effectiveness of communication channels, stakeholder engagement, and the dissemination of project information to all relevant parties.

13. Organizational Change Management

Evaluate the processes and activities related to managing organizational change, including user adoption, training, and the transition to the new EFS solution.

14. Knowledge Transfer

Assess the adequacy of knowledge transfer mechanisms, ensuring that affected State teams are equipped with the necessary knowledge and skills to maintain and support the EFS solution after implementation.

15. Operational Preparedness

Evaluate the State's readiness to operate and support the new EFS solution, including the availability of documentation, training, and operational processes.

16. Benefits Realization

Assess the project's ability to deliver the expected benefits and outcomes, as defined in the project goals and objectives. Recommend additional metrics, as necessary, to effectively evaluate expected solution benefits.

17. Scope Management

Assess the project scope and processes used to control project scope, including clarity of deliverables, scope change, and mechanisms to properly manage project scope. Evaluate whether scope remains aligned with project goals and objectives.

18. Development Process and Product Standards Assessment

Review and make recommendations on all defined process and product standards associated with the system development throughout the entire lifecycle (design, build, test, deploy, maintain). Verify all process definitions and standards are complete, clear, consistent, compatible, up-to-date, and readily accessible to project personnel. Verify project processes, artifacts and system components comply with all applicable standards, including:

- State of Hawaii EFS project standards
- Federal or industry frameworks

Verify quality and performance standards are consistently applied across deliverables, and that project governance processes (risk management, change control, configuration management) are implemented correctly.

19. Solution Alternatives Evaluation

Verify that the recommended solution can satisfy business and user needs and the mid-level requirements associated with the solution, and supports Project objectives. Verify that viable alternatives were identified and documented within the PAL documentation.

20. Traceability Analysis

Verify requirements can be traced through design, code, and test artifacts to verify that the system performs as intended and contains no unnecessary elements. Evaluate identified relationships for correctness, consistency, completeness, and accuracy.

21. Software Acceptance Testing

Verify that the software acceptance test plans, designs, cases, and procedures conform to the Project-defined test document purpose, format, and content. Verify that the software acceptance test plan addresses test coverage of acceptance requirements, expected results, and the feasibility of operation and maintenance. Validate that the software acceptance test designs, cases, and procedures are complete, traceable to requirements, and consistent with the test plan. Use the software acceptance test results to verify the system satisfies the test acceptance criteria.

22. User Training Assessment

Review and make recommendations on the training provided to system users. Verify that the training provided is directly related to the business process and required job skills, and materials are user-friendly. Verify the training's effectiveness is evaluated and monitored.

23. Post-Deployment Operational Assessment

Evaluate the operational procedures to verify conformance to the operational requirements and consistency with the user documentation. Task report shall include a brief description of the task, the methodology for performing the task, task results, anomalies detected, and any risks or issues identified while executing the task.

24. System Acceptance

Prepare recommendations concerning system acceptance, including an assessment of the software quality and the conformance to the system requirements, including guidelines on post-production support.

4.4 Best Practices

In connection with the provision of all services and deliverables in relation to performing the IV&V services, OFFEROR shall conform to, apply, and abide by any prevailing information technology governance framework and published guidance provided by the State of Hawaii Chief Information Officer and the Office of Enterprise Technology Services that is provided at any point during the project. This includes but is not limited to the following laws, policies, standards, and guidelines - or their future additions or replacements:

- [Hawaii Revised Statutes §27-43 - Office of enterprise technology services; chief information officer; information technology steering committee; establishment; responsibilities. State of Hawaii CIO:](https://www.capitol.hawaii.gov/hrscurrent/Vol01_Ch0001-0042F/HRS0027/HRS_0027-0043.htm)
https://www.capitol.hawaii.gov/hrscurrent/Vol01_Ch0001-0042F/HRS0027/HRS_0027-0043.htm
- [ADMINISTRATIVE DIRECTIVE NO. 18-03 - Program Governance and Independent Verification and Validation Requirements for Enterprise IT Projects:](https://budget.hawaii.gov/wp-content/uploads/2018/10/AD-18-03-Program-Governance-and-Independent-Verification-and-Validation-Requirements-for-Enterprise-IT-Projects.pdf)
<https://budget.hawaii.gov/wp-content/uploads/2018/10/AD-18-03-Program-Governance-and-Independent-Verification-and-Validation-Requirements-for-Enterprise-IT-Projects.pdf>
- [ETS IT Governance](https://ets.hawaii.gov/it-governance/) found on ETS website: <https://ets.hawaii.gov/it-governance/>
- [ETS Policies, Standards and Guidelines](https://ets.hawaii.gov/policies/) found on ETS website: <https://ets.hawaii.gov/policies/>
- State of Hawaii Data [Policies, Standards and Guidelines](https://data.hawaii.gov/) found at <https://data.hawaii.gov/>

In addition – but not superseding the state’s own laws, policies, standards, and guidelines – OFFEROR shall conform to, apply, and abide by best practices in the information technology industry including, but not limited to, standards and methodologies issued by:

- The Project Management Institute; specifically, "A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition",
- Information Technology Infrastructure Library (ITIL v.4),
- International Organization for Standardization (ISO) 9001,
- National Institute of Standards and Technology (NIST); and
- Center for Internet Security (CIS).

4.5 Task Descriptions

OFFEROR shall help the State ensure that the entire EFS project team, both State and vendors, apply the best practices in project management and quality management, and deliver work products that meet contract requirements with respect to schedule, cost, functionality, reliability, security, and other relevant quality standards.

The IV&V services provided by the OFFEROR shall include:

- Preparing an IV&V Project Management Plan that describes activities, milestones, deliverables with payments and acceptance criteria, personnel, schedules, standards, and methodology for conducting the IV&V work. OFFEROR shall develop and maintain a schedule for all project activities.
- Developing criteria for an initial evaluation of the EFS project and document issues and risks found in the Initial Assessment Report.
- Reviewing and analyzing ongoing project management and implementation tasks and activities, operational policies, and processes to ensure quality objectives are met and industry best practices are followed.
- Reviewing and analyzing timelines, deliverables and work products for compliance with defined methodologies, policies, and standards.
- Participating in various project team meetings, such as, requirements, design, JAD, JAR, SCRUM sessions.
- Preparing a weekly summary status for the EFS Project team only (including both state and EFS vendor): general observations, identification of any significant or immediate risks or issues, recommendations to address or mitigate.
- Preparing monthly summary status and risk log reports, providing executive briefings, documenting the overall schedule, feature scope, and budget of the project, and making recommendations for improvement based on an analysis of project performance. Reports shall include documentation of IV&V tasks performed and planned by OFFEROR, and describe any findings, issues, risks, concerns, and recommendations. This monthly report shall also include a visual dashboard summarizing the contents of the review. (See Attachment 5).

- Performing system go-live and post go-live assessments. OFFEROR shall perform separate assessments to determine the preparedness of each technical system prior to and after deployment milestones.
- At the conclusion of the project and as part of the archiving activity, providing a Final IV&V report documenting IV&V tasks, activities, findings, lessons learned and best practices from the implementation, and any outstanding issues or risks.
- Provide a consolidated archive of all project deliverables on electronic media using Microsoft Office software.

All travel and any costs incurred in support of the activities described in this section will be borne by the OFFEROR and included in the proposed price. In addition, the OFFEROR will be required to attend meetings and events, perform records management and administrative responsibilities related to the contract, and maintain open and effective communication with ETS and DAGS.

4.6 Project Deliverables, Artifacts

All IV&V deliverable assessment reports, whether in draft or final form, must be delivered by the OFFEROR directly and simultaneously to ETS, DAGS, and the EFS project implementation vendor lead. The State will not modify or reject any IV&V assessment report beyond recommendations to amend mistakes of fact. State comments to all IV&V assessment report findings will only be appended to the respective report.

All project documentation shall be developed using the Microsoft Office suite of products and the OFFEROR must ensure that all applications are compatible with current ETS software Office 365 versions.

All work products, outputs, and deliverables created each month will be consolidated and submitted as part of OFFEROR's monthly executive summary and risk log reports.

OFFEROR should anticipate and plan for State review periods of all submitted draft deliverables, where express acceptance and approval by the State is required for deliverables to be marked final.

All submitted reports **must** meet the accessibility requirements contained in the Hawaii Electronic Information Technology Disability Access Standards publication:
<https://ets.hawaii.gov/wp-content/uploads/2025/01/Hawaii-Electronic-Information-Technology-Disability-Access-Standards.pdf>.

Listed below are deliverables that, at a minimum, are considered mandatory as project phases. If agreed to by ETS, the OFFEROR may revise the list as necessary and submit the draft revision to ETS for final approval. The deliverables list will be negotiated and finalized prior to the project's commencement.

In addition to having periodic status meetings with completion metrics, the deliverables shall be completed in the order established and approved by ETS.

The OFFEROR will be expected to provide the following deliverables:

Deliverable	Description	Delivery Date
IV&V Project Management Plan	Provide a comprehensive plan describing IV&V tasks and activities and interdependencies, personnel, resources, milestones, deliverables, proposed payment schedule, and acceptance criteria. Also describe standards and methodology for conducting IV&V reviews. This plan will be refined as necessary to align with approved changes to other applicable plans within the project and will include a table including narrative descriptions of all IV&V activities, deliverables and proposed associated payment amounts, including expected format, content, and organization, to be developed and delivered during the base period (12 months).	Within 10 business days after contract Notice to Proceed date and ongoing.
Initial Assessment Report	Conduct an initial assessment of the completeness of the EFS project plans, soundness of approach, schedule realism, major milestones, management structure, requirements tracking and traceability, project deliverables, validating project success metrics (i.e., definitions of successful project outcomes) identification of risk areas, mitigation alternatives, and recommended next steps to produce an initial assessment	Within four (4) weeks of State acceptance of IV&V Project Management Plan.

	report to present to the State.	
Weekly Status Report	For the EFS Project team only (including both state and EFS vendor): general observations, identification of any significant risks or issues, recommendations to address or mitigate.	3pm last business day of every work week.
Monthly Status Reports and Executive Sponsor Briefings	Monthly status report identifying the most significant risks related to project success; recommendations for mitigating those risks, prioritized by importance; budget, schedule and implementation scope considerations. Each monthly report must include the Critical Components specified in section 4.3.	Within one (1) month of State acceptance of the Initial Assessment Report. Thereafter 3pm on the 5 th of every month.
Pre Go-Live Implementation Milestone Reports	Perform separate assessments to determine the preparedness of EFS prior to production deployment of each major milestone (i.e., go-live milestone defined by State project management plans). Focus on adherence to best practices and requirements, functionality, and the ability to support program business needs.	Two (2) weeks prior to implementation of each major milestone, as defined by the EFS project schedule.
Post Go-Live Implementation Milestone Report	Prepare a final written report that summarizes expectations, best practices, lessons learned, opportunities, any outstanding issues or risks from each project, and any follow-up recommendations.	Two (2) weeks after the end of each implementation milestone (defined by State project management plans) or prior to Contract end date.
Final Report and Archive Documents	Periodic archive creation and delivery of all project artifacts and research materials and contract deliverables.	At the end of the contract and before final invoicing, provide a Final IV&V report

		documenting IV&V tasks, activities, findings, lessons learned/best practices from the implementation, and any outstanding technical issues/risks; deliver to State a complete USB Drive archive of all IV&V documents, including draft and final reports, any status briefings, exception reports, key materials, and all versions of the IV&V Project Management Workplan.
--	--	---

Section 5: OFFEROR’S PERSONNEL

5.1 Staff Availability

The OFFEROR’S and its subcontractors’ staff assigned to this Contract will be expected to be available for the duration of the Contract and be available for calls and meetings at the discretion of the State during normal business hours: M-F 7:45 A.M. through 4:30 P.M., Hawaii Standard Time (HST).

5.2 Staff Qualifications

The OFFEROR shall list the senior members of its proposed team, the work experience of each member, the certifications and educational background of each member, the date on which each member shall be available for the project, and whether each member will be available for full-time assignment on the project. The OFFEROR shall provide up-to-date resumes for each proposed senior team member.

The OFFEROR’s staffing must account for the potential limited availability of State subject matter experts who may not be able to dedicate the majority of their time to the project.

OFFEROR proposed staff, inclusive of all subcontractors, shall:

- Have experience performing IV&V work.

- Have experience with Workday enterprise financial management systems modernization projects or IT projects of an equivalent or larger size, such as, enterprise scale, spanning multiple departments and entities, with total implementation costs minimum range of \$10M or more.
- Have expertise in performing IT assessments, due diligence reporting, IT process and procedures audits, project management, and solution analysis and design.
- Have expertise in overseeing, managing, or implementing enterprise financial management modernization projects for state or other government organizations.
- Have proposed staff available to work once an award is made and the Contract is executed.
- As required, have proposed staff occasionally work on-site for the duration of the project at State of Hawai'i facilities, such as stakeholder meetings, interviews, briefings of monthly reports, observations, and verification.
- 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, Project Management Institute's PMP Certification preferred;
 - Bachelor's degree; suitable work experience may substitute;
 - Strong written, oral, and presentation skills to convey technical detail and design to diverse audiences;
 - Professional work experience in IT project management, implementation, IV&V, or a combination thereof; and
 - Possesses a comprehensive understanding of current and evolving technology solutions, including cloud computing, artificial intelligence, and associated technologies.

The OFFEROR's staffing resources shall meet the requirements below:

- Have experience performing the requested work, ideally with public sector government organizations of the size and complexity of Hawaii.
- Have experience in the configuration and implementation of the EFS project proposed enterprise financial management solution (Workday) for organizations of comparable size and complexity to Hawaii.

The OFFEROR shall provide a list of recent references, including client contact names and numbers, for each proposed senior team member.

The OFFEROR and the State agree that the OFFEROR’S proposed personnel staff are critical to the performance of the Contract and, therefore, the OFFEROR commits to providing only accurate, up-to-date information about its proposed senior management team. The State shall have the right to refuse any personnel replacements, substitutions, or reassignments of duties. The OFFEROR shall secure written approval from the State prior to making any changes to key personnel assigned to perform services under the Contract. During the Contract, the OFFEROR shall replace key team members within five (5) days when notified by State that the member is unacceptable. In all cases, qualifications for proposed staff replacements should be equivalent to those of the staff being replaced.

5.3 Work Offices

The Department of Accounting and General Services (DAGS) main offices are located in the Kalanimoku Building, 1151 Punchbowl Street, Honolulu, Hawaii 96813. Work may also be required to be performed at State office locations throughout Honolulu. Normal business hours are between 7:45 A.M. and 4:30 P.M., Hawaii Standard Time (HST). Work plans shall be structured such that any need for or involvement of State staff occurs during normal business hours.

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

OFFERORS may utilize its own equipment, including laptops, desktops, and networks, provided all of OFFEROR’S equipment are in accordance with the security benchmarks approved and allowed by the State Office of Enterprise Technology Services (ETS). Refer to ETS policies that currently prioritize protecting 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 6: Proposal Instructions

6.1 Proposal Format

6.1.1 Proposal Sections

Proposals shall be organized by the sections set forth in the Proposal Checklist on pages 6-7. Offerors shall follow the exact format specified, including the use of all titles, subtitles, and numbering; with bookmarks separating each section. Each section must be labeled, and pages numbered sequentially for the entire proposal.

6.1.2 File Format

Proposals shall be provided in both Adobe Acrobat format (compatible with Adobe Reader version 10 or greater) and native Microsoft Word, Excel and Project file formats, as applicable.

6.1.3 Table of Contents and Bookmarks

Proposals shall include an electronically linked table of contents and bookmarks for sections and subsections using Microsoft Office functionality.

6.1.4 Files

Files from an Offeror over 100MB in size shall be split into a series of volumes (not larger in size than 100MB) to ensure trouble-free uploading and downloading. Include the RFP number, Offeror name, and volume number in the file name. Offeror shall also bookmark and provide the table of contents in each volume.

6.1.5 Font

Proposals shall be in 12-point Aptos font.

6.1.6 Proposal Submission

Offerors are advised that they should not wait until the last minute to submit their Proposal on HIEPRO. Offerors should allow for ample time to review its Proposal, including attachments, prior to the proposal deadline.

6.2 Proposal Content

6.2.1 Proposal Checklist

Complete and submit all items noted on the Proposal Checklist on pages 6-7 of this RFP.

6.2.2 OFFEROR Transmittal Letter

OFFEROR shall complete and sign the OFFEROR Transmittal Letter (Attachment 1).

6.2.3 Table of Contents

A table of contents must be included with each proposal. The table of contents shall be organized in the same order as the sections set forth in the Proposal Checklist on pages 6-7. All major parts of the proposal shall be identified by section title and page number.

6.2.4 Executive Summary

The proposal shall include an executive summary: a brief description not to exceed one (1) page of OFFEROR'S proposal highlighting the major features of the proposal. The essence of the proposal should be clear 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.

6.2.5 Staff Qualifications - Resumes

OFFEROR shall submit resumes of individuals, including all subcontractors, who will perform the activities described in this RFP. The resumes shall demonstrate OFFEROR'S ability to meet the staff qualification requirements of Section 5.2 Staff Qualifications.

OFFEROR must identify any subcontractor that will be used and include the name of the company, telephone number, contact person, email address, and type of work the subcontractor will perform. When requested by the State, OFFEROR shall provide additional information (such as references) on subcontractors.

6.2.6 OFFEROR'S Experience

The OFFEROR shall provide:

- a. At least three (3) references for IV&V projects or enterprise financial management system modernization projects, including:
 - Organization name,
 - Project title and summarized description of work,
 - Start/end dates, and

- Point of contact name, title, email, phone.
- b. Description of company experience, including number of years of technical and industry experience, showing knowledge of and proficiency in:
 - IV&V, and
 - enterprise financial management system modernization projects, preferably with Workday

6.2.7 Technical Approach

OFFEROR shall include OFFEROR'S proposed methodology to fulfill the RFP requirements, demonstrating an understanding of the Scope of Work.

- 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, including but not limited to, the overall approach and philosophy, tools & techniques, 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. OFFEROR shall provide formats or samples of an assessment report or a similar report.
- b. OFFEROR shall 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 (such as, Microsoft Teams) will be made where necessary. Any proposed remote work must be identified by the OFFEROR and agreed upon by the State prior to commencement.
- d. For off-site portions of the work, the OFFEROR'S proposal must include a detailed description of how off-site work will be managed:
 - i. Identification of work to be performed off-site.
 - ii. Location of the off-site work.
 - iii. 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.

6.2.8 Price

OFFEROR shall propose a total, firm-fixed price inclusive of the State general excise tax (GET 4.712%) for all proposed activities, including travel, to be accomplished during the initial 12-month term, which shall not exceed \$1,000,000; and four (4) optional 12-month renewal terms of the Contract using the Price Proposal Form (Attachment 2). The same price, or lower, will apply to each optional renewal period. Deliverable-based payments to OFFEROR shall be made based on the agreed-upon IV&V Project Management Plan.

6.2.9 Proposed Exceptions

OFFEROR shall list any proposed exceptions to specifications or other requirements contained in this RFP on Proposed Exceptions (Attachment 3). NO EXCEPTIONS, ADDITIONS, OR DELETIONS SHALL BE MADE TO THE STATE GENERAL CONDITIONS OR SUPPLEMENTAL GENERAL 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 refuse any exception or alternative proposal by an OFFEROR.

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

6.2.10 Confidential Information

All confidential, protected, or proprietary information must be identified and included in the Confidential Information (Attachment 4). OFFEROR shall provide a reference in the Confidential Information (Attachment 4), to the specific section of the proposal that contains confidential, protected, or proprietary information. Price is not considered confidential, protected, or proprietary and shall not be withheld from disclosure. Information included in the Confidential Information (Attachment 4) of an OFFEROR'S proposal is not automatically accepted as protected or proprietary. All information identified in the Confidential Information (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.

6.2.11 Conflict of Interest Exclusion - Attestation

Proposal must provide an attestation, as described in Section 2.17.

6.3 OFFEROR Proposal Costs

Each OFFEROR shall be responsible for OFFEROR'S costs incurred including, without limitation, OFFEROR'S costs of preparing and submitting its proposal, responding to notices or requests, participating in discussions, and otherwise participating in the RFP process.

6.4 Submission of Requested Information and Documents

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

Section 7: Proposal Evaluation

7.1 Introduction

The State will consider all responsive and responsible proposals to determine the best value to the State. The State reserves the right, at its sole discretion, to accept the proposal which it considers most favorable to the State's interest. OFFERORS' proposals will be evaluated by an Evaluation Committee representing various State departments and stakeholders. Each proposal will be evaluated based on the completeness of the proposal and demonstrated 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.

7.2 Evaluation Criteria and Possible Points

The Evaluation Committee will review the proposals and select finalists based upon the scoring of listed evaluation criteria.

Evaluation Criteria	Points Possible
Staff Qualifications	25
Company Experience	10
Technical Approach	25
Price	40
Total Points Possible	100

Points for each Evaluation Criteria will be awarded according to the following Scoring Framework scale where the score will be applied to the maximum value of points available for each criterion.

Scoring Framework	
Exceeds (100% of maximum points)	The Offeror Response exceeds the specified requirements as outlined within the evaluation criteria and provides the Evaluation Committee with a very high degree of confidence in the OFFEROR’S response or proposed approach.
Fully (80% of maximum points)	The Offeror Response fully addresses the requirements as outlined within the evaluation criteria and provides the Evaluation Committee with a high degree of confidence in the OFFEROR’S response or proposed approach.
Addresses (60% of maximum points)	The Offeror Response addresses the requirements as outlined within the evaluation criteria but is limited in one or more areas. The Evaluation Committee has an acceptable degree of confidence in the OFFEROR’S response or proposed approach.
Partially (40% of maximum points)	The Offeror Response partially addresses the requirements as outlined within the evaluation criteria or is very limited. The Evaluation Committee has a low degree of confidence in the OFFEROR’S response or proposed approach.
Fails (0% of maximum points)	The Offeror Response fails to address the requirements as outlined within the evaluation criteria. The Evaluation Committee has no basis for establishing any degree of confidence in the OFFEROR’S understanding of the requirements or capability to perform.

7.2.1 Evaluation Criteria 1: Staff Qualifications

Staff Qualifications – 25 points maximum based on OFFEROR’s level of staff qualifications and experience as required in Section 5.2.

7.2.2 Evaluation Criteria 2: Company Experience

Company Experience – 10 points maximum based on OFFEROR’s level of experience as required in Section 6.2.6.

7.2.3 Evaluation Criteria 3: Technical Approach

Technical Approach – 25 points maximum based on OFFEROR’s technical approach as required in Section 6.2.7.

7.2.4 Evaluation Criteria 4: Price

Price Proposal – 40 points maximum based on OFFEROR’s proposed firm fixed price for the initial 12-month period, plus four (4) optional 12-month renewal terms as required in Section 6.2.8.

In converting price to points, the lowest proposed price will automatically receive the maximum number of points allocated to price shown in the Evaluation Criteria table shown above. The point allocations for price for the other offers will be determined by the following formula: [lowest proposed price multiplied by maximum points divided by [OFFEROR'S proposed price] = price points awarded.

For example, if the maximum points for Price is 40 points and OFFEROR A submitted a price of \$200,000; OFFEROR B submitted a price of \$250,000; OFFEROR C submitted a price of \$300,000.

- OFFEROR A would receive 40 points, the maximum points for the Price evaluation criteria, based on the lowest offer of \$200,000.
- OFFEROR B would receive 32 points [$\$200,000 \times 40 \text{ points} / \$250,000 = 32 \text{ points}$].
- OFFEROR C would receive 26.67 points [$\$200,000 \times 40 \text{ points} / \$300,000 = 26.67 \text{ points}$].

Section 8: Vendor Selection

The evaluation will be conducted in seven phases:

- Phase 1: Evaluation of OFFEROR'S written proposal
- Phase 2: Establishment of Priority-Listed OFFERORS
- Phase 3: Discussion and clarification with Priority-Listed OFFERORS (Optional)
- Phase 4: Best and Final Offers (if applicable)
- Phase 5: Final evaluation of proposals
- Phase 6: Recommendation for award
- Phase 7: Notification of Award

8.1 Phase 1 – Evaluation of Proposals

Proposals shall be initially evaluated to determine if they are acceptable, potentially acceptable or unacceptable. The Evaluation Committee will evaluate all proposals and, if the Evaluation Committee determines there is a need for discussions, the Evaluation Committee will establish a Priority List of Offerors.

8.2 Phase 2 – Establishment of Priority-Listed OFFERORS

Responsible offerors whose proposals are deemed acceptable or potentially acceptable are eligible to be placed on the priority list. 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 evaluation committee may have additional discussions with priority-listed OFFERORS prior to the submission of the best and final offers.

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

The Office of Enterprise Technology Services (ETS), in its sole discretion, may invite Priority-Listed OFFERORS to discuss its proposals to ensure a thorough, mutual understanding. ETS, in its sole discretion, shall schedule the time and location for these discussions, generally within the timeframe indicated in Section 2.1, Schedule and Significant Dates. ETS 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 State POC 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.

8.4 Phase 4 – Best and Final Offer

The Procurement Officer will establish a date and time for the Priority-Listed OFFERORS to submit their best and final offer (BAFO), if required. A BAFO shall be submitted only once, unless the Head of the Purchasing Agency determines in writing that it is in ETS' best interest to conduct additional discussions or change the RFP's requirements by an addendum and require another submission of BAFOs, otherwise, no discussion or changes in the BAFOs will be allowed prior to the award of the contract. If a Priority-Listed OFFEROR does not submit a notice of withdrawal or another BAFO, the Priority-Listed OFFEROR'S latest offer will be construed as its BAFO. After BAFOs are received, final evaluations will be conducted.

8.5 Phase 5 – Final Evaluation of Proposals

The Evaluation Committee will evaluate and determine which proposal best meets the requirements of this RFP and represents the best value to the State.

8.6 Phase 6 – Recommendation for Award

The Procurement Officer will prepare a report summarizing the findings and rankings of the Evaluation Committee and make a final recommendation to the Head of the Purchasing Agency as to the selection of the OFFEROR and award of the Contract.

8.7 Phase 7 – Notification of Award; Non-Selected Offer

Upon award to the successful OFFEROR, ETS will publicly post the notice of intent to award on HlePRO. ETS will also provide written notification of the award to any unsuccessful OFFERORS. ETS is not responsible for delays in receiving or non-receipt of such notification.

Section 9: Attachments and Exhibits

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

Attachment 1 – OFFEROR Transmittal Letter

Attachment 2 – Price Proposal Form

Attachment 3 – Proposed Exceptions

Attachment 4 – Confidential Information

Attachment 5 – Monthly Reports – Accessibility, Dashboard, and Organizational Change
Management Requirements

Attachment 6 – State of Hawaii General Conditions

Attachment 7 – Supplemental General Conditions

Exhibit A – Contract Sample