



ADDENDUM

IMPORTANT DOCUMENT – INVITATION TO NEGOTIATE ADDENDUM

ITN NUMBER: 1919MCSA OPENING DATE & TIME: ****Revised 4/6/ 2020; 3:00PM**

ITN TITLE: CONSULTING SERVICES FOR SELECTION OF ENTERPRISE RESOURCE PLANNING (ERP) CLOUD SOLUTION AND IMPLEMENTATION PARTNER

ADDENDUM NUMBER: 1 ADDENDUM DATE: 3/24/2020

The purpose of this addendum is to:

- Revise the opening date & time: 4/6/2020; 3:00PM
- Answer questions asked during the open q/a period.

PLEASE ACKNOWLEDGE RECEIPT OF THIS ADDENDUM AND RETURN IT WITH YOUR OFFER. FAILURE TO SIGN AND RETURN WITH YOUR OFFER COULD RESULT IN REJECTION OF YOUR BID.

PROPOSERS SIGNATURE

PRINT OR TYPE PROPOSER'S NAME

COMPANY NAME

EMAIL ADDRESS

1. Vendor Question: Please list all products being retired as part of the process.

UCF Answer: PeopleSoft modules, including HCM, Financials, Campus Solutions, and Grants will be retired. Other systems may be retired, and a list is being developed but is not available at this time.

2. Vendor Question: What is the timeline targeted or required for completion of the negotiation of platform and implementation partner agreements?

UCF Answer: The targeted timeline for vendor platform agreement is July 2020. August 2020 for the implementation partner(s).

3. Vendor Question: Has the university conducted an assessment to determine core requirements for an ERP solution? If so, will the results of this assessment be available for the successful respondent? If not, is such an assessment expected to be included in the scope of this engagement?

UCF Answer: The inputs to the requirements are being developed, based on current state assessments and evaluation of opportunities for improvement. These inputs will be used by the successful respondent to assist UCF in developing formal requirements for an ERP solution.

4. Has the university established a steering committee for this initiative? If so, please describe.

UCF Answer: Yes, and executive steering committee has been formed including the Provost, the COO, CFO, CHRO, CIO, VP of Research, VP of Student Development and Enrollment Services, Dean of the College of Business, Chief Analytics Officer, and Chief Audit Executive.

5. Is there a project team for this initiative? If, please describe.

UCF Answer: The project team has been assembled for pre-launch planning, but not for the implementation.

6. Please describe the project governance structure for this ERP initiative.

UCF Answer: Executive Steering Committee, Business Owners Council (next level), Program and Change Management, Project Team Leads, Project Team Members.

7. Does the university have a timeline established for the vendor selections? If so, please describe.

UCF Answer: UCF would like to have the vendor solution selected by July 2020, Implementation partner(s) in August 2020.

8. Will the university accept other public sector organizations, in addition to higher ed, as part of the references for work performed?

UCF Answer: Yes, in addition to. Submitters should have relevant Higher Ed experience in this area. Student Information Systems is a large module area for UCF, Higher Ed references will have the highest priority.

9. In section A “Experience and Qualifications of Proposer”, both items #2 and 3 refer to references of previous work. Can UCF clarify the difference between the list provided in response to each item?

UCF Answer: What experience, helping other clients, do you have, as in crafting an ITN and contract negotiations of similar scope and for similar higher ed institutions? What qualifications or background do your team members possess that qualify them as subject matter specialists to help UCF in selecting an ERP solution implementation partner(s)?

10. Page 14-15, 3.2A. “Please provide a list of client accounts lost through early termination or non-renewal over the past five (5) years. Include contact name and phone number, email, length of service at each account, and reason for loss”.

If vendor does not have a list of accounts lost through early termination or renewals, what is an acceptable response to the ITN?

UCF Answer: Please state “no accounts lost to early termination or renewals”.

11. Will UCF allow work for this effort to be done remote?

UCF Answer: Yes, and in the current environment, it may be required.

12. Does UCF allow offshore resources?

UCF Answer: Not for this exercise.

13. What modules or business processes are in scope for ERP coverage for example –
- HR – HCM –
 - Onboarding
 - Talent
 - HR core
 - Finance –
 - AP
 - AR
 - Payroll
 - Procurement

UCF Answer: Currently, all business processes are being evaluated, so all functionality in HCM, Finance, Grants, and Student modules will be evaluated.

14. Is UCF looking for a full cloud ERP system, on-premise, or hosted solution using the public cloud?

UCF Answer: Full cloud, SaaS. We are not looking at on-premises or hosted in the public cloud.

15. Does the University have an ERP strategy or plan and if so was it developed by an outside consultant? If the latter, is the consultant that developed the strategy or plan precluded from bidding on this ITN?

UCF Answer: An outside consultant is assisting with our business process assessment, and UCF is developing the ERP strategy. The outside consultant is not assisting in evaluating ERP solutions or implementation partners.

16. Will the consulting firm that assists the University with this ITN be exempt from competing on the ITNs for the new ERP software or implementation services?

UCF Answer: Because of the vendor selection and contract negotiation aspects of this engagement, there will likely be a conflict of interest which will not allow the consulting firm assisting with the ITN and negotiation to bid on the ERP implementation.

17. What's the University's estimated budget for this project?

UCF Answer: We are still evaluating the budget, and the scope is still being determined. The budget could be impacted by our implementation approach and the scope of functionality we determine that may require replacement of other solutions in addition to PeopleSoft.

18. What's the estimated period of performance for this project and when does the University intend to make an award?

UCF Answer: We expect to make an award sometime in April 2020.

19. ITN Section 1.1/Scope of Work - What business or technical drivers are requiring the University to consider an ERP Cloud system?

UCF Answer: UCF recognizes functionality gaps in multiple business areas. Reporting is a key focus area. Rather than continue to invest time and resources in mitigating our gaps in current systems, we are looking to a modern, cloud-based ERP platform for the future.

20. ITN Section 1.1/Scope of Work - Has the University completed a market scan for ERP Cloud software or is that part of this scope of work?

UCF Answer: No formal market analysis has been completed, and the vendor landscape is in scope for this engagement.

21. ITN Section 1.1/Scope of Work - If the University has completed an ERP strategy or plan can it be used to guide selection of the software or implementation vendor? Can the University share the ERP strategy or plan with Offerors?

UCF Answer: We will share the plan with the awarded bidder. The plan will be used to guide the selection of the software solution and implementation partner(s).

22. ITN Section 1.1/Scope of Work - Has the University developed requirements, use cases, or demonstration scenarios to inform selection of the ERP Cloud software or implementor? If not, is this within the scope of this project?

UCF Answer: UCF is currently developing requirements and success criteria that will inform the solution and implementation partners chosen.

23. ITN Section 1.1/Scope of Work - Has the University compiled any non-functional (technical) requirements around integrations to other parts of their ecosystem?

UCF Answer: This is part of our pre-launch planning underway.

24. ITN Section 1.1/Scope of Work - Has the University documented the current business and IT architectures and have a clear understanding of their capabilities and challenges?

UCF Answer: This is currently in progress as part of our pre-launch planning effort.

25. ITN Section 1.1/Deliverables - Does the University have a target timeline for publishing the ITNs for the new ERP software and implementation services?

UCF Answer: UCF would like to publish the ITN for solution provider in July of 2020 and the partner(s) in August 2020.

26. ITN Section 1.3/UCF Environment - Will the consulting firm primarily work out of the main campus or is the firm required to visit additional campuses to complete the scope of work?

UCF Answer: This work will be conducted on main campus and perhaps remotely.

27. Can one RFP be created to be issued for both software and implementation services?

UCF Answer: We prefer not to go this route. We think selecting the solution and then evaluating the best partner(s) for the selected solution is the best strategy.

28. Is the UCF College of Medicine practice included in the scope of the RFP?

UCF Answer: Yes.

29. What is UCF's start date for this phase (Section 1.1 scope of work) of the project?

UCF Answer: This will depend on the timeline to complete this ITN and award. The ideal start date would be late April.

30. Will UCF require a business case to be developed as part of this phase of the project?

UCF Answer: No, we are working on the business case apart from this engagement.

31. What is expected start date (e.g. 1/1/21) of the implementation of the ERP project and expected first go live date (e.g.1/1/22)?

UCF Answer: UCF expects to begin the implementation activities in the Fall of 2020, depending on timing and negotiation for solution and implementation partner(s). Implementation activities include beginning the process to determine and staff backfill personnel to augment for current staff assigned to the project to dedicate their time to the ERP Project.

32. Has UCF defined its implementation approach for the applications? (For example: Financials Implementation first go-live, HCM/Payroll Implementation second go-live, Student Administration - third go live...)

UCF Answer: We have not determined the approach yet.

33. Who are the executive sponsors of this strategic initiative?

UCF Answer: The UCF Provost is the executive sponsor.

34. As part of the scope of our services, would UCF have interest in a change readiness assessment to address the People side of this transformative change?

UCF Answer: This would be out of scope. We are conducting a change readiness exercise outside of this activity.

35. Of the business processes and workflows UCF considers in scope for this engagement, can UCF provide a general percent comparison of well-documented, to semi-documented, to undocumented processes? This will help us refine our effort estimate to gather requirements for the ERP RFP (e.g., 50% are well documented, 30% are semi-documented, 20% are undocumented).

UCF Answer: Given that our current state assessment is occurring now, we cannot accurately provide this comparison. By the time the ERP ITN engagement begins, we will have more documentation available.

36. Does UCF prefer that the vendor selected for this ITN have both experience in developing an ITN (SW & Services) and ERP Implementation experience?

UCF Answer: No preference here. UCF requires a vendor that has significant awareness and expertise in the Higher Ed ERP market landscape, because of the specifics around the student systems maturity and roadmap. Implementation experience is not required. Contract negotiations in the Higher Ed ERP space is also required.

37. Re: Section 1, p. 6, Statement of Objective Section: Who is serving as the executive / overall sponsor for the project?

UCF Answer: The UCF Provost is the executive sponsor.

38. Re: Section 1, p. 6, Statement of Objective: Has UCF already defined any project management structures or oversight mechanisms for this engagement that we should be aware of?

UCF Answer: UCF has a project governance structure that includes Executive Steering, Business Advisory Council, Program Management and Change Management in place.

39. Re: Section 1, p. 6, Statement of Objective: Of the processes and workflows UCF considers in scope for this ERP replacement, can UCF provide a general percent comparison of well-documented, to semi-documented, to undocumented processes? This will help us refine our effort estimate to gather requirements for the ERP (e.g., 50% are well documented, 30% are semi-documented, 20% are undocumented).

UCF Answer: Same as question 35.

40. Re: Section D, p. 26, bullets 1 & 3: Since contract negotiations can be fairly unstructured, we generally provide that service on a time and materials basis, based on discounted rates we include in our cost proposal.

UCF Answer: Please include your hourly rates by position and estimated negotiation time frame ranges with a not-to-exceed limit for this deliverable. All other deliverables will remain a fixed fee structure.

41. Re: Section D, p. 26, bullets 1 & 3: Is UCF open to considering a time and materials pricing step for vendor contract negotiations? If so, should this be handled as an ancillary expense in the overall pricing proposal, or does UCF have another preferred approach we should take for handling this? If not, can UCF provide any additional guidance or information on its anticipated needs with respect to contract negotiations support for the engagement that would assist us with this estimate?

UCF Answer: UCF will consider time and materials for contract negotiations. See #40.

42. Re: Section D, p. 26, bullet 4: Would it be possible for UCF to provide any additional information on this process and the way in which task-based budgets relate to the overall fixed price vendors will propose for the engagement?

UCF Answer: Some proposals may include scope that may not be needed or where we already have information that may reduce the level of effort for some tasks. Additional refinement may be needed to adjust pricing, based on refining the scope.

43. ITN Section 1.1, pg. 6: Is there a specific deadline, by which UCF wants to have concluded the selection process for the ERP cloud solution and the implementation partner?

UCF Answer: UCF is targeting selection of ERP solution in July 2020 and partner(s) in August 2020.

44. ITN Section 1.1, pg. 6: It appears that the intent of UCF is to release the cloud ERP ITN and select a product and then select an implementation partner based on the selected product? Is that a correct assumption?

UCF Answer: Yes, that is correct.

45. Will the scope of the implementation services ITN include a Project Management Office, Organizational Change Management, Organizational Design and Strategy and Business Process Redesign services or will these be undertaken by UCF internally or will UCF put out a separate ITN for these necessary types of support for such a significant transformation?

UCF Answer: These will be handled internally.

46. Are there any other reorganization / transformation projects planned to coincide with the implementation of this new cloud ERP solution?

UCF Answer: UCF intends to limit the scope of change to ERP and perhaps some of the systems that interface with ERP.

47. ITN Section 3.2, D, pg. 27: Based on Question 4. The university will determine the scope of work depending upon the project tasks that are recommended and will approve a maximum budget for each task based upon the schedule of fees and ancillary costs presented in the ITN. Is UCF able to share the maximum budget allowed? And if so, please provide the budgeted amount.

UCF Answer: UCF does not have the maximum budget established. It will be established based on the recommended project tasks (we expect proposals will vary here) and any refinement needed as part of negotiations for specific statement of work.

48. Who is the Executive Sponsor for this project?

UCF Answer: The UCF Provost is the executive sponsor.

49. Is it expected that the hired consultant will develop functional and technical requirements or has this already been completed? If it has been completed, did UCF use an outside consultant and who was that consultant?

UCF Answer: An outside consultant, Huron, was used to assist UCF in documenting current state assessments of existing systems and business processes. UCF will develop functional and technical requirements based on opportunities UCF determines for improvement. The hired consultant for this engagement will assist UCF in collecting our requirements into an ITN with which we will select an ERP solution, then assist with an ITN to select an implementation partner(s) to implement the solution.

50. What is the current project governance and can you share any information about this please?

UCF Answer: UCF has a project governance structure that includes Executive Steering, Business Advisory Council, Program Management and Change Management in place.

51. Does the University prefer the consultant to have experience doing separate RFPs and contract negotiations for Vendor and Implementation Partner?

UCF Answer: Yes, this would be the preference, given this aligns with our strategy.

52. Several ERP vendors common to higher education do not have implementation partners. Has UCF already decided on a shortlist of ERP options? If yes, will UCF share this list?

UCF Answer: UCF has not formally decided on a shortlist.

53. Because several ERP vendors common to Higher Education do not have implementation partners, would UCF consider a single RFP if that is deemed in the best interest of the University?

UCF Answer: UCF would consider this option, but the preference is to select a solution first, then a partner(s) that would best implement the selected solution.

54. We have established pre-qualified services and rates with the University of Florida. Should we use these when proposing to UCF?

UCF Answer: Given this is a competitive process, rates will be compared with other bidders, regardless of pre-qualified rates with other institutions.

55. What is UCF's timeline for completing this project?

UCF Answer: UCF's intention is to have an ITN for software solution published no later than July 2020 and an ITN for implementation partners by August 2020.

56. As a respondent considers projects with comparable institutions to present as references, which client characteristics are most important to UCF (e.g., research institution with 50,000+ students, medical school, PeopleSoft legacy)?

UCF Answer: Size and type of institution are most critical, particularly with defining the requirements in the ITN. The platform we are migrating from is certainly important, but we also recognize that every institution is different. It is important that respondents demonstrate their capability to recognize the unique needs of UCF.

57. Section 1.3 lists UCF's current Oracle PeopleSoft product suites as Human Capital Management, Financials and Supply Change Management, Enterprise Service Automation (Grants, Project Costing, and Contracts), Asset Lifecycle Management, Customer Relationship Management, Campus Solutions, and Interaction Hub. However, Section 1.1 lists the ERP applications to be considered for replacement are Human Capital Management, Financials, Supply Chain and Grants Management, Budgeting, Campus Solutions, and Reporting and Analytics. Please clarify if Asset Management, Customer Relationship Management (CRM), and Interaction Hub (IH) are part of the scope for this project.

UCF Answer: Asset Management, CRM, and IH are not in scope.

58. Please describe how UCF is using CRM. Which business processes or functions are utilizing CRM capabilities?

UCF Answer: CRM is not in scope for this submission.

59. Has UCF prepared or had a third-party organization prepare information that would expedite completion of the work requested in this RFP (e.g., current system assessment, description of pain points)? If so, please describe or provide examples. This will be helpful in preparing the estimate of effort and cost we propose.

UCF Answer: Yes, UCF is undergoing current state assessments and pain point discovery that will provide useful in articulating the requirements for the ITNs. Over 40 workshops will be conducted through March and April that focus on the following workstreams: HR, Finance, Student, Research Administration, and Reporting and Analytics. The results of these workshops will be compiled into a business case for change that will inform the ITNs.

60. Has UCF engaged a third-party organization or organizations whose work products will impact this project, or the level of effort required by a respondent? If so, please share the work product(s). This will be helpful in preparing the estimate of effort and cost we propose.

UCF Answer: UCF has engaged a consultant to assist in facilitating current state assessments of each functional area. Systems and process inventories are being compiled and analyzed for cloud readiness. A total cost of ownership is also being completed to understand the costs of running PeopleSoft ERP that will be useful in comparing the total cost of a modern ERP and the added value it may bring.

61. Does UCF have an inventory of data sources and software potentially impacted by replacement of the in-scope functionality or is this inventory something the successful respondent will need to gather? Will UCF provide the successful respondent with a description of its current infrastructure? Will UCF resources be available to work with the successful respondent to prepare this data for inclusion in the ITNs?

UCF Answer: Yes, UCF has an inventory and will be provided to the successful respondent. UCF will work to prepare the data for inclusion in the ITN as appropriate.

62. Approximately how many subject matter experts does UCF anticipate will participate in definition of functional requirements for each of the following:
- Human Capital Management
 - Financials
 - Supply Chain
 - Grants Management
 - Budgeting
 - Campus Solutions
 - Reporting and Analytics

UCF Answer:

- Human Capital Management: 5-10*
- Financials: 10-15*
- Supply Chain: 2*

- d) *Grants Management: 3-5*
- e) *Budgeting: 5-10*
- f) *Campus Solutions: 10-15*
- g) *Reporting and Analytics: 5-10*

63. What constraints (if any) does UCF have on the availability of subject matter experts to participate in the development of functional and technical requirements for inclusion in an ITN?

UCF Answer: UCF will provide the subject matter specialists as needed to make sure the right people are engaged for inclusion of critical information for the ITN. We will work around any constraints. Much of the input is being given currently as part of the pre-launch process.

64. Does UCF anticipate that detailed requirements included in the ITN for each of the application areas listed in (3) above or will only high-level requirements be included (e.g., several pages per application)?

UCF Answer: We will look to the respondent for guidance, based on experience.

65. Does UCF seek an independent, objective consulting services provider? If so, how will you measure this?

UCF Answer: UCF seeks an independent consulting provider that presents no conflict of interest in its consulting practice regarding potential ERP solutions. UCF is not looking for a firm that also provides implementation services.

66. Is it correct to assume that the successful respondent to this ITN is precluded from serving as an implementation/integration services partner to UCF for the subsequent implementation?

UCF Answer: Yes, that is correct.

67. When does UCF anticipate beginning this project?

UCF Answer: As soon as the ITN is awarded and the partner is able to begin

