



Employer Reporting Application Project

Request for Proposals RFP 13-002-103

Released on: August 28, 2013

Due Date: October 4, 2013 by 3:00 PM, Pacific Time

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

You may download this Request for Proposals (RFP) and related documents from the Department of Retirement Systems' (DRS) website located at <http://www.drs.wa.gov/rfp/> or on Washington's Electronic Business Solution (WEBS) site <https://fortress.wa.gov/ga/webs/>. All amendments and addenda to this RFP will be published on both the DRS website and on WEBS. It is the Bidder's responsibility to access the RFP, amendments, addenda, questions and answers, and all related documents on either the DRS website or WEBS. To be notified when amendments and addenda are issued, email your request to the RFP Coordinator.

Important Notice

DRS will conduct an optional “Get To Know You” Bidders conference ([Section 3.7](#) of this RFP) on August 30, 2013 from 1:30 pm through 3:30 pm at DRS offices in Tumwater, WA. The purpose of this conference is to introduce Bidders to DRS and review the procurement process. Remote attendance will be available.

The optional “Get To Know You” conference is in addition to a mandatory Bidders Conference scheduled for September 20, 2013 ([Section 3.8](#) of this RFP). For more information, contact the RFP Coordinator.

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List of Attachments

The attachments referenced below can be found in the Washington Enterprise Business Solutions (WEBS) system: <https://fortress.wa.gov/ga/webs/>, under the **Department of Retirement Systems (DRS)**, **Customer Reference Number: 13-002-103**.

Attachment A: Proposal Checklist

Attachment B: Certifications and Assurances

Attachment C: Bidder Requirements and Response

Attachment D: Key Personnel and References

Attachment E: Business and Technical Questions Response

Attachment F: BPMS Solution Business and Technical Requirements Response

Attachment G: Price Proposal

Attachment G: Appendix A, Price Proposal Response

Attachment H: Issues List

1 Introduction

The Washington State Department of Retirement Systems (the Department or DRS) is a State Agency that currently administers eight statewide public employee retirement systems, including fifteen pension plans and a voluntary deferred compensation program (a 457 plan). Three of the pension plans are defined benefit plans with a defined contribution component, and the other twelve plans are defined benefit only. In addition, the Department is responsible for administering the Social Security and Medicare coverage program, also known as the Old Age and Survivors' Insurance Program (OASI), for all State and local government Employers throughout the State of Washington. For OASI, DRS serves as a facilitator and communication bridge between public Employers, the Social Security Administration and the Internal Revenue Service.

DRS provides services to approximately 500,000 active, inactive and retired Members (i.e., public employees who participate in a DRS-administered retirement system) and has close relationships with over 1,300 public Employers (i.e., public entities who are covered by one or more DRS-administered retirement systems) who report salary and payroll data to the Department. The Department collects approximately \$2 billion in contributions and pays out over \$3 billion in retirement benefits each year.

DRS participates in annual public pension administration benchmarking with CEM Benchmarking, Inc. CEM's comprehensive benchmarking analysis has consistently characterized DRS as administering one of the most complex groups of pension plans in the nation.

You can find additional information about DRS on our website and in the following financial reports:

[2012 Comprehensive Annual Financial Report \(CAFR\)](#)
[2012 Summary Annual Financial Report \(SAFR\)](#)

1.1 Purpose

DRS is releasing this Request for Proposals (RFP) to license (on a perpetual basis) and implement a Business Process Management Suite (BPMS) Solution and use the BPMS Solution to build an Employer Reporting Application (ERA), which will replace the existing Employer Information System (EIS). EIS is DRS' existing Employer reporting system, which collects data related to retirement for Washington State public employees. The BPMS Solution and ERA will provide the architectural foundation for the future addition of other core business processes, such as retiree benefits processing, disbursements, and financial services.

Washington's 1,300 public Employers must report to DRS wage and other information relating to retirement plans and deferred earnings for every employee. Employers now use a variety of ways to send this information to DRS: secure file transfer, automated dataset upload, web application, manually entered from a paper report. At DRS, the information is stored and maintained in a secure database within EIS. Maintaining this information in EIS is costly, time-consuming and prone to error for both Employers and for DRS.

Through the ERA Project, DRS will replace the assortment of methods for transmitting this information with a single, web-based Employer Reporting Application (ERA). ERA will include edits to assure the integrity of both Employers' and employees' data, will directly populate the existing databases, will be convenient for Employers to use, and will streamline these reporting processes. The scope of the ERA Project also includes acquiring and implementing a Business Process Management Suite (BPMS) Solution.

The BPMS Solution will provide a highly-integrated and adaptable architecture capable of processing large volumes of sensitive data with complex business rules, providing internal and external users with a streamlined, user-friendly, and easy-to-maintain ERA system, and integrating with the other core systems until all business processes are transitioned to the new platform. The BPMS Solution will be hosted, on-premise, by DRS at the State Data Center.

As the BPMS Solution is being implemented, Prime Vendor will work with DRS to design, configure and build, validate, test and bring into production the ERA. A critical component of the building and configuring of ERA, is the Knowledge Transfer from Prime Vendor to DRS to ensure that DRS is able to design, configure and implement future systems to support DRS' pension programs such as retiree benefits processing, disbursements, and financial services.

DRS will enter into a Fixed-Fee contract with performance-based, milestone payments made upon achievement of project-critical milestones and the certification of deliverables, as specified by the ERA Project Agreement.

1.2 Objectives

The goal of this RFP is to procure and implement a BPMS Solution and use that platform to streamline and improve the Employer reporting process and replace the current Employer reporting system. It will provide the groundwork for eventual transition of core Department processes to the new platform. Specific objectives are:

- Develop a system architecture using proven design methodologies, such as Service Oriented Architecture, so that routine maintenance and future statutory enhancements can be accomplished more efficiently, with minimal risk of business disruption.
- Provide training and Knowledge Transfer from the Prime Vendor to the DRS project team so that DRS will be prepared to participate in the development of ERA and becomes self-sufficient to build new processes after the ERA project ends.
- Design system components that will accurately and efficiently reflect the Employer reporting process, while providing a highly adaptable architectural foundation.
- Move from delayed Batch reporting to a more immediate Real-Time transaction-based reporting.
- Transfer knowledge and provide training to DRS Team Members (*i.e.*, employees of DRS) specific to their role in the BPMS Solution development cycle, thereby enabling DRS to attain self-sufficiency for developing future business processes using BPMS technology.
- Lay the groundwork for eventual implementation of remaining core business processes.
- Establish a mutually beneficial, successful, long-term technology relationship with the selected Prime Vendor.

Key elements of the Employer Reporting Application (ERA) Project are:

- Analyze and streamline Employer reporting business processes using Business Process Analysis (BPA), and creating Business Process Management (BPM) models using Business Process Modeling Notation (BPMN) and techniques.
- Assemble a joint Vendor/DRS team led by the Prime Vendor to successfully install the BPMS Solution in DRS' technical environment, hosted at the State's Data Center.
- Train DRS Team Members so they are prepared to develop in the BPMS Solution.
- Develop detailed business and data requirements for ERA.
- Assemble a joint Vendor/DRS team led by the Prime Vendor to design, develop and implement the ERA, preferably using agile development methodology.
- Build a portal where Employers can access ERA and perform various retirement reporting functions.
- Develop a transition plan for moving from EIS to ERA.
- Provide self-service tools for Employers that allow for:
 - Verification of employment data prior to submission (*i.e.*, pre-edit of data), which will increase the accuracy of information provided to DRS, reduce the time required to process Employer reports and reduce DRS intervention necessary to coordinate corrections to employment data.
 - Review of employment data in full historical context, helping to reduce errors and expedite the corrections process.
 - Testing of new or changed reporting requirements.
 - Simple, secure reporting of employment information to DRS using consistent protocols.
 - To the extent possible, perform Data Mapping to convert Employers' diverse report formats into a common format, thereby minimizing impacts to Employers' systems when requirements change.
- Provide tools that allow DRS Team Members to support and monitor Employer reporting and related functions.

1.3 Background

EIS is a 20-year old mainframe-based system. The original system design and underlying architecture create challenges for keeping pace with increasingly complex business requirements crucial to the management of the State's retirement data. Constraints posed by the current system architecture have severely limited the system's ability to adapt, which has translated into higher resource demands, higher cost and higher risk of failure when implementing new business processes. To improve system reliability, reduce ongoing cost and reduce the resources needed during maintenance cycles, the system requires a major architectural upgrade.

Data processed by EIS is central to all other systems and applications within DRS' information services infrastructure. The data is also used to provide support to other State agencies, such as the Office of the State Actuary, Department of Enterprise Services, Office of Financial Management and Health Care Authority – information necessary to their operations. The data is also an integral component of the daily interactions between DRS and its Third-Party record keepers (currently ICMA-RC and Great West), who manage contributions for Plan 3 Members of the Teachers', School Employees' and Public Employees' Retirement Systems, as well as deferrals for Participants in the voluntary Deferred Compensation Program.

There are opportunities for significant improvements that can be incorporated into the upgraded platform. For example, Employers transmit data in various outdated, non-standard ways, including some paper reports that must be manually re-keyed. Also, larger Employers who report retirement system Members through an SFT Process or through an automated dataset have no way to pre-validate the data they send. When errors are encountered during processing, the data is returned to the Employer for correction, resulting in delays to the process. At times, manual intervention is required to coordinate the correction process, which may require multiple attempts to make sure DRS receives accurate data.

1.4 Scope of the Procurement

The scope of the procurement as identified in this RFP is further documented by the Statement of Work and other project documents attached to this RFP (See **Appendix D: Contract and Supporting Documents** of this RFP). This Section presents a high-level summary of scope in terms of function, technology, data, project management, and the expected business process and cultural change.

The Department will identify a subset of Employers who will be Early Adopters of ERA. The criteria for selecting Early Adopters and the number of Early Adopters are yet to be decided. However, the goal is to include samplings from small, medium and large-size Employers. The Early Adopter group would include a cross section of Employers based on their current reporting method (secure file transfer, automated dataset upload, web application, manually entered from a paper report.)

Figure 1 below reflects a high-level view of the scope of this procurement. The light blue sections indicate areas of Prime Vendor participation.

Figure 1 High-Level Scope of Procurement

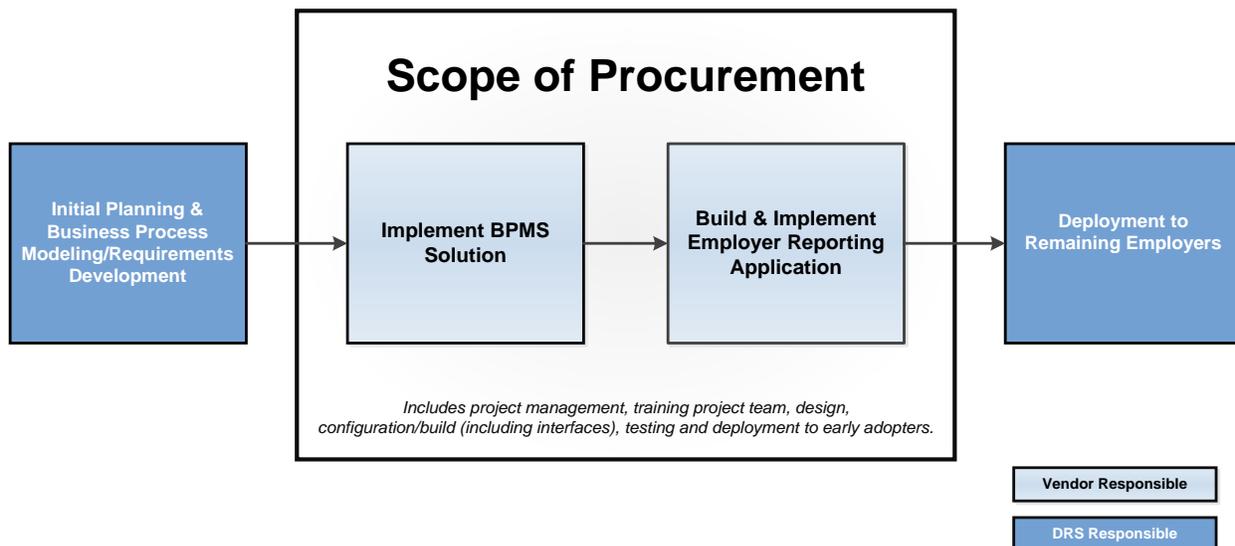
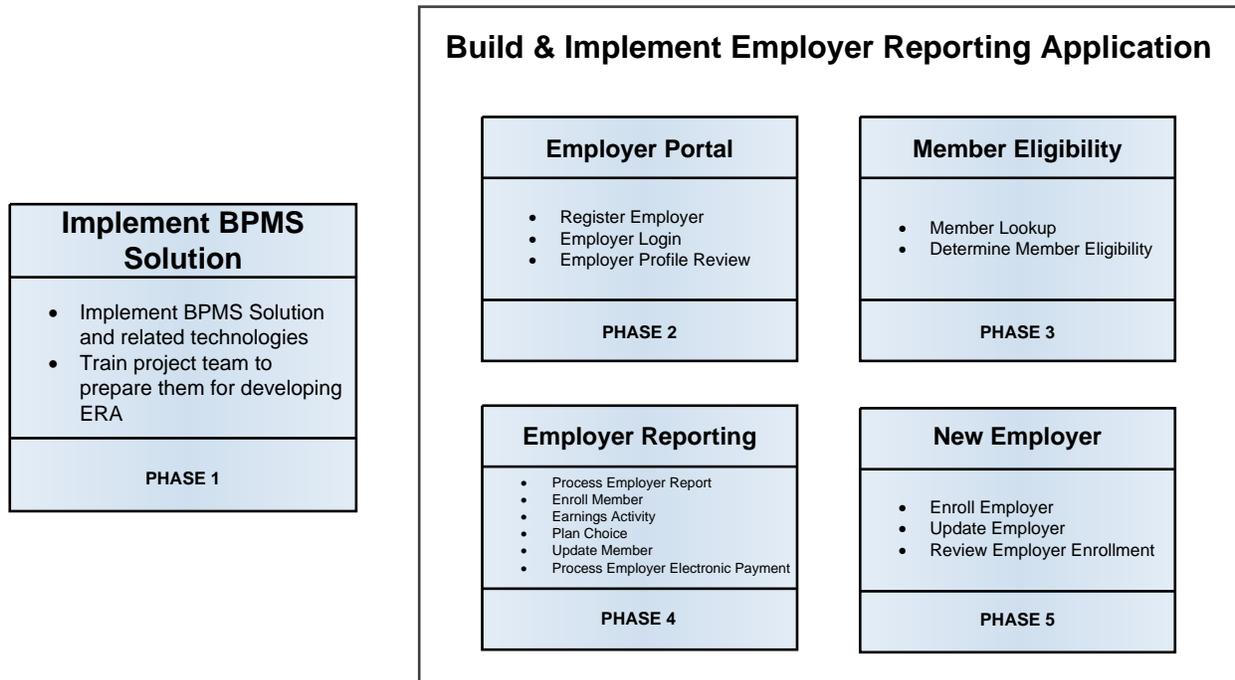


Figure 2 below shows the phases DRS anticipates for building and implementing the business processes related to Employer reporting. The Prime Vendor will participate in all phases shown.

Figure 2 Proposed Phases for the ERA Project



The ERA Project includes the installation of the Business Process Management Suite (BPMS) Solution that will be utilized to build the Employer Reporting Application (ERA), to replace the existing EIS. The goal is to have Early Adopters begin using ERA **July 1, 2015** with stabilization and optimization periods to follow.

DRS anticipates using an agile methodology for developing ERA. For planning purposes, DRS has identified 5 phases. Below is a high-level description of each phase.

Table 1: High Level Description of Project Phases

Phase	Title/Business Processes	Description
Phase 1	<u>Implement BPMS Solution</u>	The BPMS Solution and any required integration technologies are installed and operational. The environments (development, test, QA, production) are established, documented procedures are in place, and project team members are trained to begin using the BPMS Solution for developing ERA.
Phase 2	<u>Employer Portal</u> <ul style="list-style-type: none"> Register Employer Employer Login Employer Profile Review 	Develop a secured portal for 1,300+ Employers to access services/processes, including pension plan information and/or DCP information.

Phase	Title/Business Processes	Description
Phase 3	<p><u>Member Eligibility</u></p> <ul style="list-style-type: none"> • Member Lookup • Determine Member Eligibility 	Develop a process that assists Employers in determining eligibility of their employees. Prior to enrolling or reporting a new employee, these processes would allow an Employer to lookup an employee to determine their eligibility to participate in a DRS retirement plan.
Phase 4	<p><u>Employer Reporting</u></p> <ul style="list-style-type: none"> • Process Employer Report • Enroll Member • Earnings Activity • Plan Choice • Update Member • Process Employer Electronic Payment 	Develop processes that allows Employers to report/correct employee pension plan information and/or DCP information.
Phase 5	<p><u>New Employer</u></p> <ul style="list-style-type: none"> • Enroll Employer • Update Employer • Review Employer Enrollment 	Develop processes to facilitate the enrollment/maintenance of Employers into a DRS retirement system, including DCP, and assist Employers in obtaining appropriate OASI status.

These processes are further described in **Appendix D.2 – ERA Preliminary Workflow Analysis** of this RFP. The proposed BPMS Solution must be capable of meeting the requirements of ERA.

The scope of the implementation will include use of Prime Vendor’s recommended implementation methodology (preferably an agile methodology), specifically tailored to DRS, to plan, design, build, test, and deploy the ERA. The Prime Vendor will lead the implementation activities, coordinating with the DRS Project team. The Prime Vendor will also transfer knowledge to the DRS Project team and other key DRS Team Members throughout the project, so that DRS has the requisite skill set to support and build new business processes independently and without assistance from Prime Vendor.

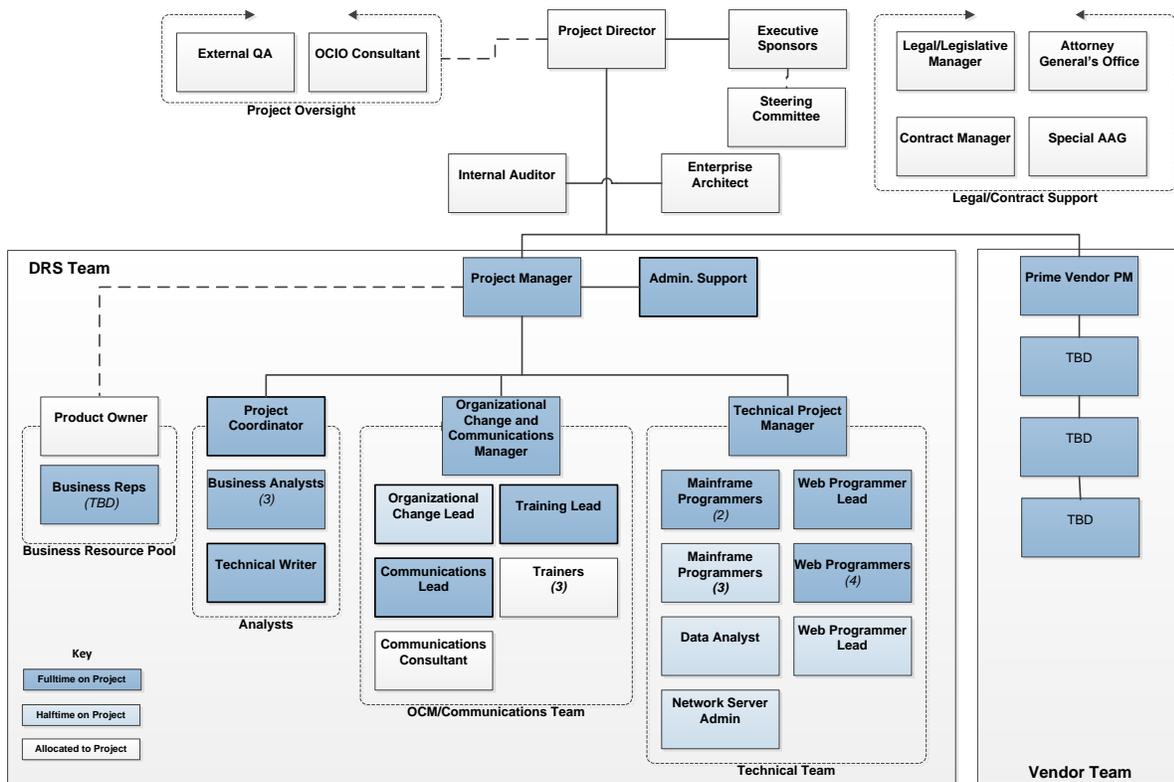
1.4.1 Project Organization

The Prime Vendor will lead joint Vendor/DRS teams through project tasks, including but not limited to, installation of the BPMS Solution and designing, building, testing and deploying the ERA. The Prime Vendor project team members and the DRS project team members will work alongside each other during the project to facilitate comprehensive Knowledge Transfer. The Prime Vendor will provide tailored education and training to all personnel participating in the Project, BPMS users and others, and ensure that the solution meets DRS requirements in a timely manner.

Figure 3 below shows the draft organizational structure for the project. The chart shows DRS personnel available to the project which will include both full-time and part-time assignments. The chart will be

updated in accordance with the joint resource plan to be developed by DRS and the Bidder during the Implementation Planning Study (IPS) workshops, see [Section 9.8](#) of this RFP below.

Figure 3 The ERA Project Organizational Structure



- **Business Resource Pool** – Under the guidance of the Product Owner, this team will provide business expertise.
- **Analysts** – Under the guidance of a Project Coordinator, the business analysts and technical writer will liaison between business and technical team members when needed, gather requirements, define business rules, organize testing, and provide business documentation.
- **OCM / Communications Team** – This team will coordinate work with external Stakeholders and the Prime Vendor to provide communication, documentation, testing, training, and Organizational Change Management.
- **Technical Team** – Working with the Prime Vendor, this team will provide installation support, custom programming, security, interfaces to existing systems, and other technical activities.
- **Vendor Team** – Under the guidance of a Prime Vendor Project Manager, this team will train DRS on the BPMS Solution, lead the installation of the BPMS Solution, and lead the build of the ERA application.

The Statement of Work provides additional detail on the scope of work required for the ERA Project and the Prime Vendor's activities, deliverables and responsibilities, see **Appendix D: Contract and Supporting Documents** of this RFP.

1.4.2 Technical Scope

Procure a BPMS Solution, install the software, train project team in the use of the software, and build and implement the ERA application.

1.4.2.1 Business Process Management Suite (BPMS) Defined

BPM is defined as the discipline of managing processes (rather than tasks) as a means for improving business performance outcomes and operational agility. Processes span organizational boundaries, linking together people, information flows, systems and other assets to create and deliver value to customers and constituents.

A BPMS is a suite of software products and tools which provide a BPM environment.

For DRS, a BPMS must contain capabilities for:

- Graphical process workflow design/development and orchestration;
- Process measurements and controls for Service Level Agreement (SLA), and performance optimization;
- Process and activity auditing and logging;
- Basic and customizable dashboards and reports;
- Comprehensive security for designers/developers, users, and administrators;
- Multiplatform integration of process and data;
- Portal access (full 360 enterprise/multi-platform views) for designers/developers, users, and administrators;
- Reusable components, including forms, rules, and processes;
- An integrated metadata repository for storing and documenting forms, data, processes, and rules.

DRS requires the BPMS Solution to fulfill the role of a software development environment. Therefore, the selected BPMS Solution must not be dedicated to, or dependent upon, specific line-of-business components (for example, solely pension administration).

1.4.2.2 Data Scope

The Employers will report Employer profile information, Retirement System Member profile information, and Retirement System Member earnings activity information through ERA. This data will include confidential information such as Social Security number and strong security controls are required.

1.4.2.3 User Scope

External Users: Approximately 1,300 Employers will need external access to a "portal," which should also be accessible to internal support users. Some of the features will require anonymous access, for example, by a prospective Employer wanting information to determine if they are eligible to join one of the retirement systems. Secured access is required for Employers to access their employees' contribution and compensation information.

Internal Users: The Department employs approximately 230 employees. The following access is required:

- 5 internal users with administrative rights (ability to grant permissions)
- 30 internal users with permission to create and update business process models
- 30 internal users with permission to create and update rules and forms
- 230 internal users with the ability to execute workflow
- 50 internal users with the ability to monitor and report

1.4.3 Project Management, Implementation and Ongoing Support Scope

The scope of project management, implementation and ongoing support covers the installation of the BPMS Solution, training of the project team in the BPMS Solution, and building and implementing ERA, including, but not limited to:

- Project initiation
- Kickoff
- Planning and activation
- Discovery
- Design (including the incorporation of best practices)
- Fit/gap analysis
- Build
- Configuration
- Validation
- Reporting
- Education and training
- Knowledge Transfer
- Testing
- Disaster recovery and business continuity
- Project management
- Go-live support
- Cutover to production
- Deployment for the Early Adopters
- Stabilization and optimization post-implementation services.

1.4.4 Business Processes and Cultural Changes

Although the advanced capabilities of a modern BPMS Solution represent significant benefits for the Department, one of the challenges will be ensuring readiness of DRS Team Members to implement processes in this environment. Whereas communications, cultural change, business transition activities and readiness monitoring are generally out-of-scope for this RFP, DRS expects the successful Prime Vendor to provide information to DRS regarding best practices related to these activities. DRS recognizes the need for business process and cultural change management, and the unique opportunity for the Department to bridge the gap between current and future processes.

As further described in **Attachment C, Bidder Requirements and Response**, and the Statement of Work, Prime Vendor will be responsible for developing Knowledge Transfer services. Additionally, Prime Vendor will train DRS Team Members who will assume responsibility for business operations as set forth

in **Attachment C, Bidder Requirements and Response** of this RFP and the Statement of Work. DRS is interested not only in the BPMS Solution and overall Proposal of each Bidder, but also in how the Bidder will satisfy DRS Team Members' training needs.

1.5 Key Challenges and Requirements

DRS and the Prime Vendor will face a number of challenges in implementing a new technology platform and building a new Employer Reporting Application on the platform. These challenges include:

- Complexity of data and business rules: DRS administers 15 retirement systems and plans, plus a deferred compensation program, all of which are processed in the same mainframe system, with complementary systems on other platforms. Once the data has been received through the Employer reporting process and forwarded to the existing Employer Information and Member Information databases, it must support downstream processes for retirement benefits, withdrawals, deaths, disbursements, financial services and special reporting to external entities (e.g., the Office of the State Actuary). Hence, the data and business rules are complex. The new ERA must achieve not only the same level of success in applying the edits and rules that the current EIS has, but also provide a more streamlined, timely, and user-friendly (and less error-prone) process for Employers and DRS. Also, the data processed in ERA must continue to satisfy the requirements of the downstream processes.
- Funding and timelines: Funding is available to have Early Adopters begin using ERA **July 1, 2015** with stabilization and optimization periods to follow.
- Multiple databases and changing requirements for data: ERA may have to retain data no longer required by the new system to pass to downstream processes, as well as retaining new data elements. For example, the Legislature has requested additional data elements be collected through ERA, such as a designation of what portion of compensation is for "overtime pay," and position title. These new data elements may be best stored in a new and separate database from existing mainframe databases, adding a layer of complexity to data interfaces.
- Impacts to Employers: Most Employers have their own payroll systems and report retirement data in unique formats. When DRS or the Legislature changes retirement business requirements (for example, to add new data elements), serious efforts must go into structuring and implementing the new requirements to minimize impacts and costs for Employers to modify their systems. The ERA Project will have to balance Employer needs for a more efficient process with minimal impacts to their systems, partly through data mapping of their reports and partly through developing and implementing a smooth transition plan for moving Employers to the new system.
- Managing resistance to change and streamlining current business processes: The ERA Project has developed "to-be" workflows for Employer reporting, some of which include recommended policy and procedural change from current practices, such as Retirement System Member plan choice and Retirement System Member enrollment. Because retirement reporting is one of many responsibilities managed by Employers' payroll personnel and there is frequent turnover in payroll personnel, major changes in how business is conducted can be daunting to Employers. The ERA Project must plan a careful approach to manage the cultural and technical changes for Employers.

- Parallel systems: Until all Employers are using the new system, DRS Team Members must support parallel systems. The Department will need to develop strategies for parallel processing with limited resources.
- New technology: The BPMS technology is new to DRS. This will be challenging for DRS and its State technology partner, Consolidated Technology Services (CTS).
- Statutes and regulations: As a State Agency, DRS must comply with all governing State laws and regulations. The 2014 Legislative Session will conclude before the end of the ERA Project, and could include legislation that results in new requirements. After the Session is over, the ERA Project will need to determine whether any new requirements will be implemented within ERA or will be addressed in the other systems that will remain outside ERA at the end of the ERA Project.

1.6 Current, Interim and Future States

DRS is in the process of developing migration strategies for all its existing software applications. It is the intent of DRS to initially replace the current EIS system, which is a mission-critical component of our computer systems. In the future, DRS will continue to migrate major components into the BPMS Solution. This RFP addresses work needed for the Interim State.

The current, interim and future states are briefly described below.

- **Current State** – Consists of aging mainframe Adabas / Natural system components that include processes related to Employer reporting, benefits calculation, Retirement System Member withdrawals, death processing, disbursements, financial systems and maintenance of Retirement System Member data (e.g., audits and corrections).
- **Interim State** – DRS will procure a BPMS Solution and build a new Employer Reporting Application using BPMS functions, such as:
 - Business Rules Engine with template business rule consumption;
 - Workflow/Business Process Management with Workflow Orchestration features; and
 - Application Integration Layer with message flow orchestration.

DRS will provide technologies needed to integrate from the BPMS to the other system components mentioned above.

The BPMS Solution will be installed on premises at the State Data Center.

DRS plans to utilize Secure Access Washington, a single sign-on application gateway operated by the Washington State Department of Enterprise Services to simplify access to the growing list of government services accessible via the Internet. Secure Access Washington allows access to multiple Internet-based government applications with a single account. For more information, visit the Secure Access Washington website at <http://support.secureaccess.wa.gov>.

- **Future State** – DRS will continue adding the remaining mission-critical components to the BPMS Solution utilizing BPMS functions, such as:
 - Ability to port the models, business rules, data and other necessary configuration to other BPMS platforms in the future. For example, DRS desires a solution that could be migrated to a cloud offering in the future.

1.6.1 DRS Systems – Current State

DRS has a diverse portfolio of applications operating on a variety of hardware platforms, implemented over the last 30 years. **Figure 4** is a high-level illustration of the current state of DRS’ mission-critical mainframe applications. The upper section is the area impacted by the ERA Project. The ability to integrate the BPMS Solution with other applications not being migrated at this time will be critical to the success of this project.

Figure 4 High-Level Systems Overview

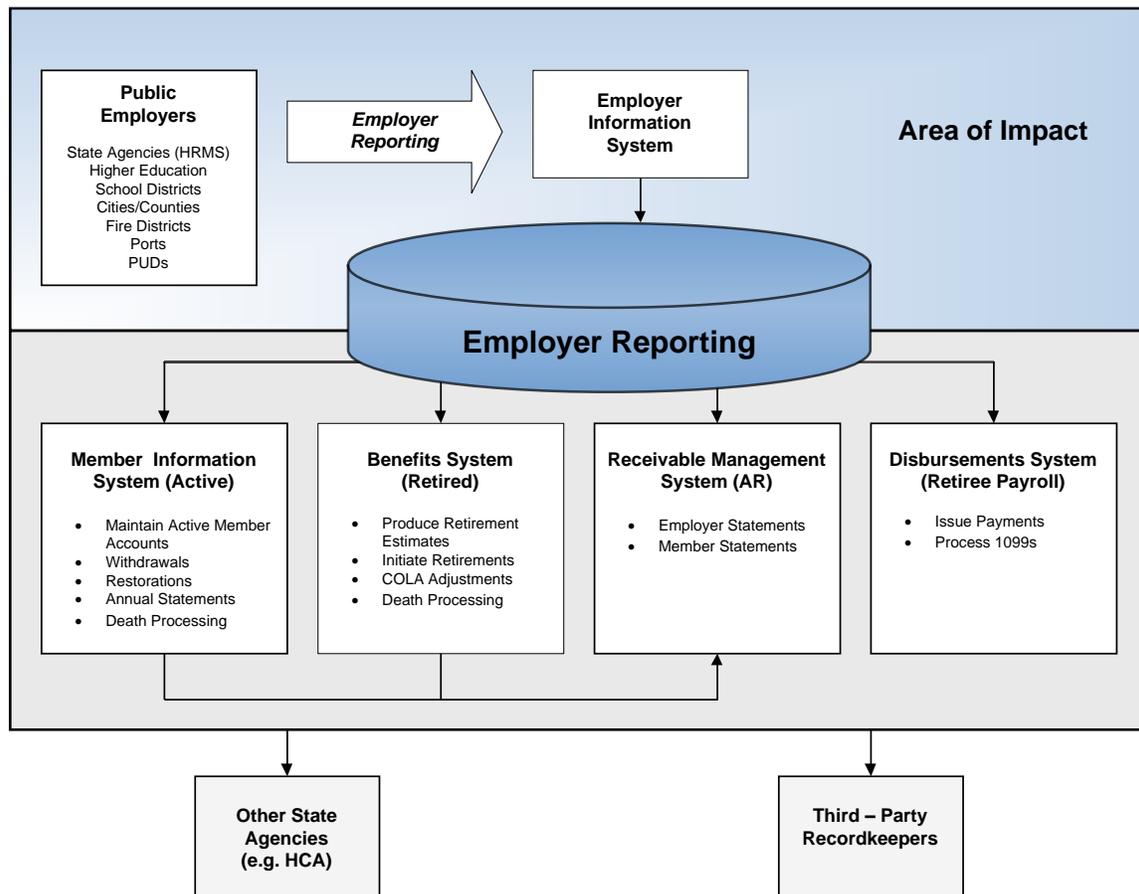


Table 2 provides a brief description of DRS’ mission-critical mainframe systems identified in **Figure 4**.

Table 2: DRS Mission-Critical Mainframe Systems

System Name	Description
Employer Information System (EIS)	Supports Employer reporting to DRS from 1,300+ Employers who collect over \$110,000,000 a month in Member retirement and deferred compensation contributions from active Members of DRS-administered retirement systems or Participants of the Deferred Compensation Program.
Member Information System (MIS)	An interactive, Real-Time system that maintains earnings information and employment history for Members of all retirement systems and plans and Participants of the Deferred Compensation Program.
Benefits System	An interactive, Real-Time system that computes and maintains retirement benefits for new retirees and maintains benefit information for current retirees and beneficiaries.
Disbursements System	Primarily a Batch system that produces benefit warrants and electronic funds transfers (EFTs) for Retirement System Members, retirees and beneficiaries. Includes withdrawals, re-issues and reconciliation processing.
Receivable Management System (AR)	Manages and maintains receivable accounts for 1,300+ Employers and those Retirement System Members, beneficiaries or administrative accounts with outstanding balances.

The complete portfolio of DRS systems is included in **Appendix B: Agency Profile and Technology Infrastructure** of this RFP.

1.6.2 DRS Systems – Interim State

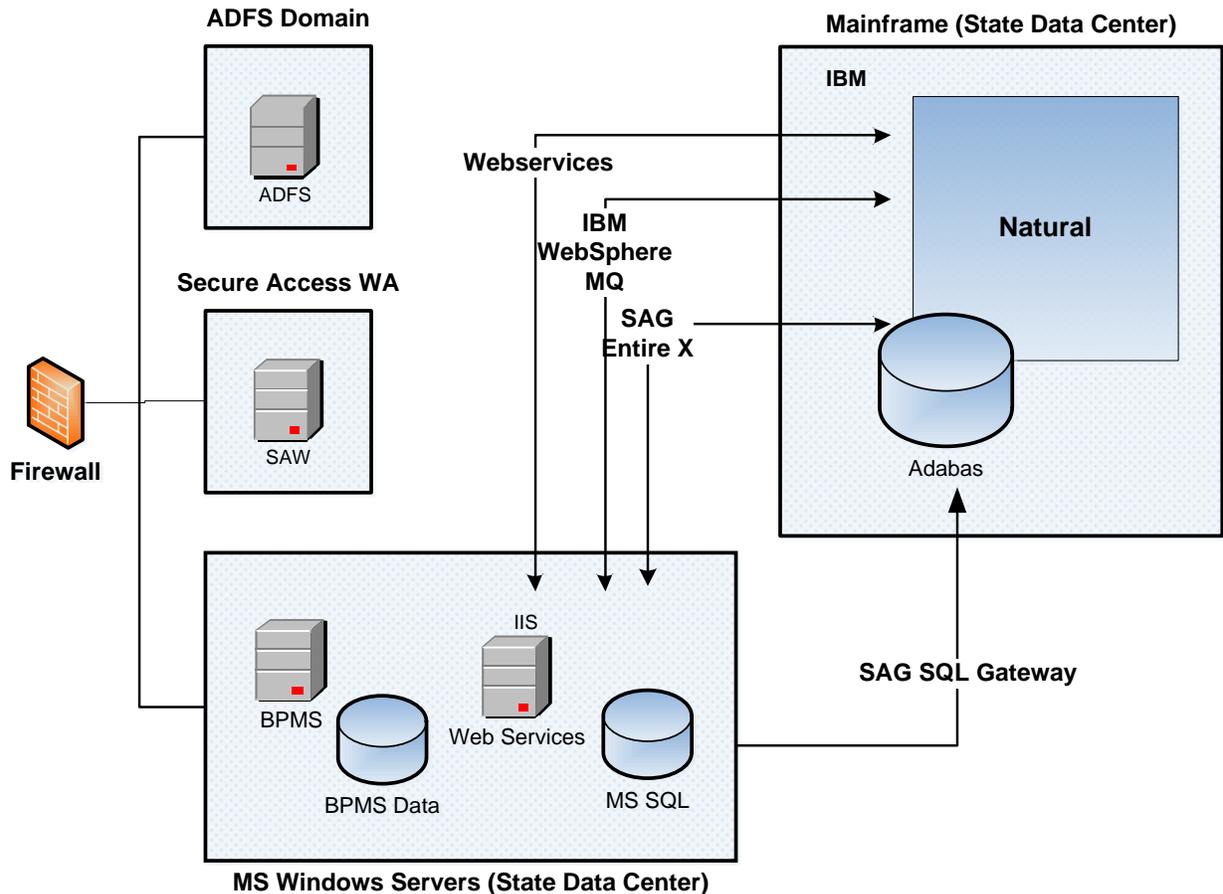
The “interim state” is defined as the anticipated architecture that would result from implementing the BPMS Solution and ERA without widespread changes to the other system integration structures already in place. DRS expects to integrate the functionality of the BPMS Solution with business practices supported in the current infrastructure, while attempting to position itself for streamlined movement into the long-term vision. The long-term vision is still in a developmental phase (see **Appendix B.I** of this RFP).

As a result, the following functions are expected within the BPMS Solution:

- The BPMS Solution will be installed and hosted at the State Data Center, and its performance will need to meet the performance standards set forth in this RFP.
- ERA will run on the production BPMS platform and will be accessible to Early Adopters through a secure portal.
- DRS-provided interfaces from ERA to the mainframe’s Adabas Employer Information database will be in place (e.g., web services, IBM Websphere MQ, SAG Entire X, SAG SQL Gateway).
- Other mission-critical systems (Retirement System Member Information, Benefits, Disbursements, Receivable Management) will remain in the Adabas/Natural environment.
- DRS will run parallel employer reporting systems (EIS and ERA) until all Employers have migrated to ERA (post-interim state).

Figure 5 below shows how DRS envisions integrating the BPMS Solution and ERA into DRS' current computing environment.

Figure 5 Likely Integration of BPMS into DRS Production Environment



1.6.3 DRS Systems – Future State with BPMS

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

The BPMS Solution must support a dual purpose - simultaneously meet the immediate needs of providing a foundation for and developing the new ERA, and positioning DRS for alignment with the pending strategic direction.

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

- Using agile methodology, DRS will leverage work done on the BPMS Solution implementation and the ERA build during the Interim State to re-engineer and migrate all its remaining mission-critical processes to the BPMS Solution platform, with minimal, if any, interfaces to external applications. This includes Retirement System Member Information processes, Benefits processes, Disbursements processes, and Financial Services processes.
- All Employers will move to using ERA for all Employer-related processes.

1.6.3.1 DRS Architecture Guiding Principles

DRS' Enterprise Architecture (EA) Guiding Principles, as shown in **Table 3**, are important for defining the criteria by which technology and services that span or impact the Agency are managed, acquired, designed and configured. Each principle includes several statements that describe general traits, outcomes DRS wants to achieve and useful constraints. The EA Guiding Principles must:

- Be reflected in Bidder responses to this RFP, and the BPMS Solution should support and comply with such principles;
- Guide DRS' decision-making;
- Be used by DRS to evaluate services, products and projects; and
- Inform the ERA Project's system design and development.

Table 3: Enterprise Architecture Guiding Principles

Principle	Statements
Standards-based	<ul style="list-style-type: none"> • Embrace industry and community standards. • Prefer open standards, architectures, and systems over closed, proprietary ones. • Standardize to reduce needless diversity.
Simple	<ul style="list-style-type: none"> • Make things as simple as possible. • Follow well-defined patterns and blueprints. • Minimize duplication and reduce complexity. • Make things easy to understand. • Make things easy to use.
Scalable	<ul style="list-style-type: none"> • Support increases in workload using proportional, cost-effective increases in resources. • Free up resources and reduce costs proportional to decreasing workloads. • Plan for contingencies where workloads are temporary, experiencing spikes or extreme.
Service-Oriented	<ul style="list-style-type: none"> • Deliver business functionality as modular, reusable, loosely-coupled services and messages. • Design services and messages to have well-defined interfaces and data models. • Design modular components; create building blocks not monoliths. • Enable reuse of data and functionality. • Make services and messages discoverable. • Define boundaries to enable separation of concerns.

Principle	Statements
Strategic	<ul style="list-style-type: none"> • Enable a single federated architecture. • Align decisions and architecture with the strategic mission, vision and values of the statewide computing infrastructure. • Align decisions and architecture with the DRS Strategic Plan. • Take a strategic "big picture" viewpoint when making decisions. • Avoid strategic compromises during tactical projects. • Support long-term business-driven capabilities.
Reliable	<ul style="list-style-type: none"> • Avoid single points of failure; a system is only as reliable as its weakest link. • Define and design for target availability levels. • Design for fault tolerance and graceful failover.
Data Driven	<ul style="list-style-type: none"> • Govern data according to DRS policies and the Data Management guidelines. • Manage authoritative data as a single source of truth for others. • Make data available and discoverable. • Enrich data with well-defined metadata.
Sustainable	<ul style="list-style-type: none"> • Make things maintainable, manageable and measurable. • Enable measurement of system performance. • Design for monitoring, logging, run-time tuning and diagnostics. • Make decisions based on the full lifecycle. • Design for extensibility. • Make things testable. • Document knowledge needed by others; an undocumented system is not maintainable.
Secure	<ul style="list-style-type: none"> • Protect information according to DRS and Office of Chief Information Officer (OCIO) standards. • Make decisions about confidentiality, integrity, and availability based on the data security classification, potential risks and impact from a security breach. • Secure the boundaries between architectural domains. • Implement business and technical controls commensurate with risk and impact to employee data, accounting integrity, and system availability. • Ensure the State is defensible in the event of a data security breach caused by any solution, including ancillary environments used to support development and operations. • Ensure that security controls can defend against current known successful attacks. Security design should include analysis of solution use cases.
Business Continuity	<ul style="list-style-type: none"> • Solutions must be resilient. • Solutions must support a recovery time objective that is determined by the affected business area and conforms to standards established by the OCIO. • Solutions must support a recovery point objective (acceptable data loss) at a level determined by affected business area, and conforms to standards established by the OCIO.

1.6.3.2 Vision Statement - Information Management and Administrative Systems

DRS currently operates separate Agency systems that constrain DRS' ability to adapt quickly and efficiently to new or changing requirements. DRS seeks to improve system agility and reliability, reduce ongoing cost, reduce the resources needed during maintenance cycles and modernize its architecture by upgrading to a BPMS platform and migrating all core and mission-critical processes to the new platform.

DRS' desired future state is an integrated application portfolio that supports Service Oriented Architecture, data warehousing, cross-domain analytics, and architectural principles of overall consistency and high availability. Information and business functions, including workflows, are secured by roles and permissions managed externally from the core systems. Also, in the future state:

- Workflows, screens, reports, business rules, etc., can be modified with minimal technical intervention.
- DRS can respond to new legislation more quickly.
- There is less reliance on Information Technology resources to maintain applications when business requirements change, and more empowerment to Business areas to implement changes to business rules and processes.

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

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

1.6.3.3 Overview of Future State Business Processes

In the Future State, DRS anticipates that all critical business processes that remained on the mainframe platform in the Interim State will be migrated to the BPMS Solution. Those processes are listed in **Table 4** below.

Table 4: Future State Business Processes

Process	Description
Process Member Information	<ul style="list-style-type: none"> • Includes maintaining and auditing Retirement System Member data, processing Retirement System Member withdrawals, and death processing.
Process Retirement Benefits	<ul style="list-style-type: none"> • Includes calculating and updating retirement benefits retirement benefits.
Process Disbursements	<ul style="list-style-type: none"> • Includes processing disbursements for Retirement System Member withdrawals, retirement benefits, and payments to beneficiaries and legal payees of Retirement System Members or retirees.
Process Financial Transactions	<ul style="list-style-type: none"> • Includes cash management, financial reporting, and general accounting.

Process	Description
Annual Processes	<ul style="list-style-type: none"> Includes annual reporting processes, such as Annual Statements and 1099's, as well as annual retirement processes, such as cost-of-living adjustments (COLAs).
Interface to Third Party Systems	<ul style="list-style-type: none"> Includes forwarding Plan 3 and Deferred Compensation contributions to Third-Party Administrators' systems.

In addition to the above processes, DRS' current computing environment includes a document imaging and workflow application, the Electronic Document Imaging Management System (EDIMS). It has not been determined yet if EDIMS will eventually be migrated to the BPMS Solution, and, accordingly, the scope of the ERA Project does not include, at this time, the EDIMS.

1.7 Acquisition Authority

DRS is issuing this RFP under the authority of [Chapter 39.26 RCW](#) and consistent with the standards and policies established by the Office of the Chief Information Officer (OCIO).

1.8 Contract Term

The contract and project documents include the Technology Agreement, the ERA Project Agreement and the Statement of Work, and are more fully described in [Section 8, DRS Contract and Project Documents](#) of this RFP and listed in **Appendix D: Contract and Supporting Documents** of this RFP. The term (*i.e.*, contract length) of each of the foregoing contract and project documents are stated within the applicable document.

1.9 Funding

Bidders are encouraged to submit Proposals that are consistent with the State's efforts to conserve State resources.

Any contract awarded as a result of this procurement is contingent upon the availability of funding.

1.10 Freedom of Use

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

1.11 About the RFP Package

For a full understanding of the RFP process, see [Section 3, Instructions to Bidders](#) of this RFP. There are several additional documents you must review to gain a full understanding of this RFP. Please download and review all documents listed on the Washington Electronic Business Solution (WEBS) website: <https://fortress.wa.gov/ga/webs/> and on the DRS website: <http://www.drs.wa.gov/rfp/>.

The contents of this RFP package are as follows:

Appendices

- Appendix A: Glossary
- Appendix B: Agency Profile and Technology Infrastructure
- Appendix C: Federal and State Regulations
- Appendix D: Contract and Supporting Documents
 - ERA Project Management Plan
 - ERA Preliminary Process Workflows and Analysis
 - Statement of Work for the ERA Project
 - Performance Standards
 - ERA Project Agreement and Exhibits
 - Technology Agreement

Attachments

- Attachment A – Proposal Checklist
- Attachment B – Certifications and Assurances (Mandatory)
 - Certification of Proposal
 - Certification of Compliance with Demonstration Rules
 - Certification of Compliance with DRS’ Negotiation Procedures
- Attachment C – Bidder Requirements and Response
- Attachment D – Key Personnel and References
- Attachment E – Business and Technical Questions and Response
- Attachment F – BPMS Solution Business and Technical Requirements and Response
- Attachment G – Price Proposal
 - Appendix A: Price Proposal Response
- Attachment H – Issue List

2 Key Events and Dates

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

DRS reserves the right to revise the key events and dates through the issuance of an addendum or amendment.

Table 5: Key Events and Dates

Date and Time	Event
Wednesday, August 28, 2013	Request for Proposals issued.
Friday, August 30, 2013 1:30 – 3:30 PM, Pacific Time (Optional)	Optional “Get to Know You” Conference to be held at DRS’ 6835 Capitol Boulevard, Tumwater, WA location. The purpose of this “Get to Know You” Conference is to provide potential Bidders a preview of the procurement and the RFP process and timelines. Bidders may attend either in person or remotely by participating by WebEx. See Section 3.7 of this RFP for more details on the optional “Get to Know You” Conference.
Tuesday, September 10, 2013 3:00 PM, Pacific Time	Deadline for registration for the mandatory Bidders Conference.
Friday, September 13, 2013 3:00 PM, Pacific Time	Deadline for pre-submitting questions to be addressed at the Bidders Conference. Any questions received in writing on or before September 13, 2013, will be addressed during the mandatory Bidders Conference. Questions received after September 13, 2013, may be addressed during the Bidders Conference or thereafter, at the discretion of DRS.
Friday, September 20, 2013 1:30 – 3:30 PM, Pacific Time (Mandatory)	Bidders Conference to be held at DRS, 6835 Capitol Boulevard, Tumwater, WA, location. <u>In-person attendance at the Bidders Conference is mandatory for all Bidders.</u> Bidders must send at least one (1), but not more than three (3), in-person representative(s) to the Bidders Conference (additional Bidder personnel can participate by WebEx). WebEx conferencing will be made available to any subcontracting firms and other interested companies or participants. See Section 3.8 of this RFP for more details on the mandatory Bidders Conference.

Date and Time	Event
Wednesday, September 25, 2013 3:00 PM, Pacific Time	Bidder questions due. See Section 3.9 of this RFP for more details on Bidder questions.
Friday, September 27, 2013 3:00 PM, Pacific Time	Bidder complaints due. See Section 3.11 of this RFP for more details on Bidder complaints.
Friday, September 27, 2013	DRS Response to questions and complaints issued.
Friday, October 4, 2013 3:00 PM, Pacific Time	Bidder Proposals due.
Stage 1 – Minimum Qualifications (Mandatory) and Bidder Requirements	
Tuesday, October 8, 2013	Evaluation Begins.
Tuesday, October 15, 2013	The RFP Coordinator will notify all Bidders who will and will not move forward to Stage 2 – Business and Technical Requirements, Issues List Response, and Price Proposal.
Stage 2 – Business and Technical Requirements, Issues List Response, and Price Proposal	
Tuesday, October 15, 2013	Evaluation begins.
Friday, November 8, 2013	The RFP Coordinator will notify all Bidders who will and will not move forward to Stage 3 – Demonstration, Oral Interview, and Reference Checks. DRS anticipates between two (2) to four (4) Bidders will be selected for Stage 3. DRS reserves the right to move other Stage 2 Bidders forward at a later date.
Stage 3 – Demonstration, Oral Interview, and Reference Checks	
Friday, November 8, 2013	Release Demonstration Materials to Bidders who are invited to participate in Stage 3.
Friday, November 15, 2013	Demonstration questions / issues due.
Friday, November 15, 2013	Delivery of Non-Supported Requirements List. See Section 9.4.2 of this RFP.
Wednesday, November 20, 2013	Demonstration questions / issues answers published.
Monday, December 2, 2013 - Friday, December 6, 2013	Conduct demonstrations and oral Interviews.
Thursday, December 12, 2013	The RFP Coordinator will notify all Bidders who will and will not move forward to Stage 4 – Implementation Planning Study (IPS) Workshops and contract negotiations.
Stage 4 – IPS Workshops and Contract Negotiations	
Tuesday, December 17, 2013	Implementation Planning Study (IPS) Workshops and contract negotiations begin.

Date and Time	Event
Tuesday, April 1, 2014	IPS Workshops and contract negotiations complete. One or both Stage 4 Bidders signs the Agreement documents.
Friday, April 11, 2014	RFP Coordinator will announce Apparent Successful Bidder (ASB).
Wednesday, April 16, 2014 – Monday, April 21, 2014	Conduct optional debrief conferences with unsuccessful Bidders.
Monday, April 28, 2014	Estimated contract execution by DRS.
Monday, April 28, 2014	Commence ERA Project.

3 Instructions to Bidders

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

Once Bidders have submitted a Proposal, the procurement process will progress through four stages of evaluation. For full details of the evaluation process, see [Section 9.1, Evaluation Approach](#) of this RFP.

3.1 Electronic Availability

The contents of this RFP, any addenda and/or amendments and written answers to questions will be available in the Washington Electronic Business Solution (WEBS) website: <https://fortress.wa.gov/ga/webs/> and on the DRS website: <http://www.drs.wa.gov/rfp/>. All document(s) are in standard Microsoft Office and Adobe Acrobat formats.

3.2 Vendor as Prime

DRS will make a single award to a Prime Vendor who is the Software Owner of the BPMS Solution. The Prime Vendor will be responsible for the performance of the entire final contract, including implementation of the solution, portal and Employer Reporting processes, and will also be responsible for continued ongoing support and maintenance. The Vendor will be the sole point of contact with respect to all contractual matters, including any and all contract performance issues and obligations. Additionally, the Vendor will be responsible and accountable for all obligations subcontracted to a Subcontractor or Third Party.

Bidders may partner with Third Party Subcontractors provided that all Proposals on behalf of multiple vendors are consolidated into a single Proposal and identify a single vendor as the “Bidder” and all other vendors as “Subcontractors.” A Vendor may only act as the “Bidder” for one Proposal. A Bidder may be named as a Subcontractor on Proposals submitted by other Bidders. Only one contract (and not a series of separate contracts) will be entered into between DRS and the successful Vendor. The Bidder must ensure that appropriate contractual relationships are established with all Subcontractors. As a condition of entering into a contract with a Bidder, the Bidder must provide DRS with a copy of all contracts with

Subcontractors proposed for this procurement as described in [Section 3.27.2](#) of this RFP. DRS reserves the right to approve or reject a subcontractor.

On **Attachment D, Section D.3 Subcontractor List and References** of this RFP, Bidder's Proposal must include a complete list of all Subcontractors who will provide services or otherwise assist Bidder in fulfilling its obligations to the ERA Project. Bidder must also include references for all proposed Subcontractors.

DRS reserves the right to require a replacement Subcontractor and/or request a renegotiation of contract terms between the Bidder and any proposed Subcontractor.

3.3 Contracting Restrictions

Specific restrictions apply to contracting with current or former State employees pursuant to [Chapter 42.52 RCW](#). Bidders must familiarize themselves with such requirements prior to submitting a Proposal and ensure that the Proposal complies with Washington Administrative Code.

3.4 Requirements for Bidder Qualification

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

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

3.5 RFP Reference Number

The RFP Reference Number is 13-002-103. The combination of the RFP Reference Number and the RFP Title (Request for Proposal: Employer Reporting Application Project) uniquely identify this RFP. Use the RFP Reference Number and the RFP Title in all communications with the RFP Coordinator.

3.6 RFP Coordinator

Upon release of this RFP, all Bidder communications concerning this procurement must be directed to the RFP Coordinator listed below. Unauthorized contact regarding this procurement with State employees involved with the procurement may result in disqualification.

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

Jilene Siegel, RFP Coordinator
Telephone: (360) 664-7291
Email: jilenes@drs.wa.gov

Physical Address:
Department of Retirement Systems
6835 Capitol Blvd
Tumwater, WA 98501

Mailing Address:
Department of Retirement Systems
PO Box 48380
Olympia, WA 98504-8380

3.7 “Get to Know You” Conference (Optional)

DRS will hold an optional “Get to Know You” conference at its Tumwater, Washington, location prior to the mandatory Bidders Conference to provide potential Bidders a preview of the procurement and the RFP process. Bidders may attend the optional conference either in person or remotely by WebEx. The only questions that will be dealt with at this conference are questions regarding the procurement process. Questions related to the project scope, requirements, etc., will be addressed at the mandatory Bidders Conference. See [Important Notice](#) found before the table of contents and [Section 2, Key Events and Dates](#) of this RFP for more information.

3.8 Bidders Conference (Mandatory)

DRS will conduct a Bidders Conference on the date set out in [Section 2, Key Events and Dates](#) of this RFP, for prospective Bidders for this RFP to better understand and ask questions about the RFP, the procurement process, the project scope, requirements and other issues.

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

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

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

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

The individual responsible for developing Bidder's response to **Attachment G, Price Proposal** must attend the Bidders Conference, either in person (highly recommended) or via WebEx.

Presubmitted questions and questions that are raised during the Bidders Conference will be addressed in writing as an amendment to the RFP and published on WEBS and the DRS website. The RFP Coordinator will also publish the list of all Bidders Conference attendees, including Bidders and their representatives that attended via WebEx.

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

DRS may, in its reasonable discretion, waive the mandatory requirement of having at least one (1) representative from Prime Bidder attend the Bidders Conference in-person if Prime Bidder representative(s) made all possible efforts to attend the Bidders Conference in-person but were prevented from in-person attendance due to unforeseen and unavoidable circumstances. Any Bidder that fails to attend the Bidders' Conference but desires to submit a Proposal must inform the RFP Coordinator as soon as reasonably possible of the reason for the failure to attend. The RFP Coordinator will promptly inform the Bidder whether that Bidder will be allowed to submit a proposal pursuant to this RFP.

3.9 Bidder Questions

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

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

3.10 References to Bidder's Solution

Any references in this RFP to Bidder's solution shall mean "Bidder's solution as currently available as of the date of the Bidder's response, not a Beta or future version, and without the preparation of any customizations or extensions."

3.11 Bidder Complaints

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

As described in [Section 3.9, Bidder Questions](#) of this RFP, Bidders are expected to raise any questions they have concerning the RFP early in the RFP process. If Bidder believes the RFP restricts competition, the evaluation or scoring process is unfair or flawed or the requirements are inadequate or insufficient to prepare a response, a Bidder may submit specific complaints to the RFP Coordinator. The complaint should clearly articulate the basis for the complaint and should include a proposed remedy. The complaint must be in writing and sent to the RFP Coordinator before or on the due date for Bidder Complaints as

set forth in [Section 2, Key Events and Dates](#) of this RFP. The procurement process may continue while the complaint is under review.

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

3.12 Revisions to the RFP

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

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

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

3.13 Errors and Omissions in the RFP

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

3.14 Right to Cancel RFP

DRS reserves the right to cancel or reissue the RFP, in whole or in part, and reject any or all Proposals at any time without obligation or liability.

3.15 Small Business and Veteran-Owned Business Participation

In accordance with the intent of Chapter 39.26.005 RCW, the State encourages Agency purchases of goods and services from State small businesses. State small business, mini-business, and microbusiness are defined in RCW Chapter 39.26.010 (21), (18), and (17) respectively. In some cases, a small business may also be certified by the Office of Minority and Women's Business Enterprises (OMWBE) in accordance with Chapter 39.19 RCW. For information on these certified firms, Bidders may contact OMWBE at: <http://www.omwbe.wa.gov/>.

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

Although the State encourages OMWBE- and DVA-certified firms to participate in state contracts, no minimum level of participation by such firms will be required as a condition for receiving the award.

Proposals will not be rejected or considered non-responsive based on the level of participation of OMWBE- or DVA-certified firms.

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

3.16 Submission of Proposals

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

For a list of all documents that must be submitted with the Proposal, see **Attachment A, Proposal Checklist**.

3.17 Instructions for Submitting Proposals

The following subsections contain important and mandatory information for responding to this RFP. Printed copies and electronic copies (CDs or USB Memory sticks) must be received by DRS at the physical location specified in [Section 3.6](#) on or before deadline as set forth in [Section 2, Key Events and Dates](#). Proposals postmarked before the deadline but received after the deadline will NOT be considered timely. DRS will not accept Proposals sent by facsimile, email, or in video format.

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

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

3.17.1 Timing (Mandatory)

Proposals that arrive after the deadline will not be accepted and will be automatically disqualified from further consideration.

Bidders must submit all electronic and printed copies of their Proposal by the date and time in [Section 2, Key Events and Dates](#) of this RFP. Bidders must send electronic and printed copy Proposals to the RFP Coordinator at the physical address specified in [Section 3.6, RFP Coordinator](#) of this RFP. The outside of the package must be marked with the title and reference number for this Request for Proposals, as shown on the cover page.

Proposals must be received at DRS by the date and time specified. A postmark by that time is not acceptable. Proposals arriving after the deadline will be disqualified and will not be reviewed in any way.

DRS will not accept Proposals sent by facsimile, email or in video format. Bidders assume all responsibility for the method of delivery and for any delay in the delivery of their Proposal.

3.17.2 Proposal Contents and Format (Mandatory)

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

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

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

Except as otherwise instructed in this RFP, Proposals must be prepared on standard 8.5 x 11-inch loose-leaf paper, printed double-sided, and placed in three-ring binders with tabs separating major sections of the Proposal. Pages must be numbered consecutively within each section of the Proposal showing Proposal section number and page number. Page numbers should not start over for each section.

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

3.17.3 Number of Proposal Copies Required (Mandatory)

- A. Four (4) printed copies** of the full Proposal must be delivered to the RFP Coordinator in the formats described in **Attachment A, Proposal Checklist**.

One printed copy must bear original signatures; a photo copy of signatures will not be accepted. If there is a discrepancy among the documents submitted, the printed copy bearing the original signature will prevail. Any changes to the proposal that are incorporated after the document is printed must be initialed by a corporate officer who is authorized to bind the Bidder.

- B. Four (4) CD-ROMs or USB Memory Sticks** (electronic copies) of the full Proposal must be delivered to the RFP Coordinator with the printed copies (in the file formats described in **Attachment A, Proposal Checklist**).

3.17.4 Proposal Certifications and Format Requirements (Mandatory)

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

- The signature block in **Attachment B, Section B.1 Certifications and Assurances**, must be signed by a corporate officer of Bidder authorized to bind Bidder. Bidder may not modify or alter this form, nor may Bidder reserve any rights to change or modify the certifications or assurances stated in the document. The signature block in **Attachment B, Section B. 2 Certification of Compliance with Demonstration Rules**, must be signed by a corporate officer of Bidder authorized to bind Bidder. Bidder may not modify or alter this form, nor may Bidder reserve any rights to change or modify the certifications or assurances stated in the document.
- The signature block in **Attachment B, Section B.3 Certification of Compliance with DRS' Negotiation Procedures**, must be signed by a corporate officer of Bidder authorized to bind

Bidder. Bidder may not modify or alter this form, nor may Bidder reserve any rights to change or modify the certifications or assurances stated in the document.

- The Proposal must include a cover letter, signed by a corporate officer of Bidder authorized to bind Bidder. The cover letter must acknowledge that the Bidder agrees to be bound by the terms contained in the proposal.
- Proposal prices must be submitted using the **Attachment G, Price Proposal in this RFP**. Separate price quotes attached to the Proposal or submitted in some other form in lieu of **Attachment G** will not be accepted.
- The Proposal, as well as any reference materials presented by Bidder, must be written in English and Bidder must provide all prices in United States dollars.

3.18 Cost of Proposal Preparation

DRS will not reimburse Bidder for any costs associated with this RFP including attending either the optional or mandatory Bidders Conference, preparing or presenting a Proposal or participating in **Stages 1, 2, 3** and/or **4**, including the IPS workshops (as described in [Section 3.27.1, Implementation Planning Study Workshops](#) of this RFP).

3.19 Proposal Acceptance Period

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

3.20 Most Favorable Terms

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

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

3.21 Waive Minor Administrative Irregularities

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

3.22 Errors in Proposal

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

In those cases where it is unclear to what extent a requirement or price has been addressed, the evaluation team(s) may, at their discretion and acting through the RFP Coordinator, contact a Bidder to clarify specific points in the submitted Proposal. Bidder will not be allowed to make changes to the proposed items after the published deadline stated for receipt of Proposals except during the IPS Workshop and through negotiation.

3.23 Withdrawal of Proposal

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

3.24 Rejection of Proposals

DRS reserves the right to reject any Proposal not meeting the Minimum Qualifications or Mandatory Requirements identified in [Section 4, Bidder Requirements](#) of this RFP. See [Section 3.20, Waive Minor Administrative Irregularities](#) for exceptions.

3.25 Proposal Property of DRS

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

3.26 Proprietary Information and Public Disclosure

Any information contained in the Proposal that is proprietary or confidential must be clearly designated. Each page claimed to be exempt from public disclosure must reference the specific exemption being claimed under [Chapter 42.56 RCW, the Public Records Act](#) and must be clearly identified by the word "Confidential" printed on the lower right hand corner of the page. Marking of the entire Proposal or entire sections of the Proposal as proprietary or confidential will not be honored. Price Proposal information may not be marked as proprietary or confidential.

To the extent consistent with [Chapter 42.56 RCW, the Public Records Act](#), DRS will maintain the confidentiality of Bidder's information marked confidential or proprietary. If a request is made to view Bidder's proprietary information, DRS will notify Bidder of the request and of the date that the records will be released to the requester unless Bidder obtains a court order enjoining that disclosure, or the

requester and Bidder reach an agreement on the extent of the disclosure. Any such agreement must be forwarded to DRS by an authorized corporate officer of the requester prior to the date of the requested disclosure. If Bidder fails to obtain the court order enjoining disclosure, DRS will release the requested information on the date specified.

3.27 DRS Negotiation Process and Procedures

DRS will require the successful Prime Vendor to enter into an agreement encompassing a number of contractual commitments not typically found in standard vendor based form contracts. DRS will evaluate Bidders based on the likelihood of reaching contract terms that are fair and reasonable. The approach DRS is taking for this contract is designed to determine with which Bidder DRS is most likely to reach acceptable contract terms. The rules and procedures DRS will follow in negotiating the contract with Bidders are set forth in [Section 9.7, DRS Negotiation Procedures](#) of this RFP, and certification that Bidder will comply with such rules and procedures will be required as a condition of participating in this procurement. See **Attachment B, Section B.3 Certification of Compliance with DRS' Negotiation Procedures**.

3.27.1 Implementation Planning Study Workshops

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

3.27.2 Copies of Subcontracts

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

3.28 Incorporation of Proposal into Contract

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

The Proposal is not a marketing document; it will become part of the contractual commitment of the Bidder. Bidders' subject matter experts, project team, technical staff, and others, as appropriate, must be involved to ensure that all responses in the Bidder's Proposal are accurate. Any disclaimer or other language contained in a Proposal that differs from these requirements will be disregarded by DRS. If Bidder rejects the incorporation of this Proposal into the resulting contract, DRS may disqualify Bidder from participation in this procurement.

3.29 Commitment of Funds

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

3.30 Electronic Payment

DRS prefers to use electronic payment in its transactions. DRS will provide the successful Prime Vendor a form to complete with the contract to authorize this payment method.

3.31 No Obligation to Contract/Buy

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

3.32 Non-Endorsement and Publicity

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

3.33 Key Technology Partnering and Solution Commitments

DRS wants to forge a strong technology partnership with the successful Prime Vendor, one that is founded on alignment with fundamental partnering principles and commitments, to ensure project success and the long-term usability of the BPMS Solution. The RFP includes the contract and project documents, which set forth specifics relating to the commitments to a long-term partnership that will be important in the evaluation of Bidders' Proposals. Bidders must be willing to make the partnering and solution commitments to DRS as described in this Section, and as further described in the contract and project documents. The requirement to respond to the contract and project documents is set forth in [Section 8.2, Issues List](#) of this RFP.

3.33.1 Ensuring the Success of the Long-Term Partnering Relationship

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

- Direct senior executive oversight and decision-making
- Competitive products and pricing
- Predictability of on-going costs and expenses
- Quality personnel to support the relationship

- Open architecture products and compliance with DRS' architecture
- Cooperation with DRS' other technology partners
- Alignment of accountability and responsibility
- Protection of DRS' long-term investment in the solution
- Thorough and speedy issue resolution

For more detail about the partnering principles, see **Article 1.2 of the Technology Agreement**.

3.33.2 Ensuring Project Success

- A. Project Management Services** – DRS and the ERA Project require a partner with a high level of project management discipline and skill. The ERA Project addresses a critical DRS business need and DRS expects and requires a well-run, on-time project. Project management services, including preparing timely and comprehensive project status reports, quality management (see below), issue management, risk management, project financial status, communications planning, document management and control, *etc.*, will all be necessary to monitor and manage the implementation of the ERA Project.
- B. Quality Management** – It is just as important for the quality of the implementation and deliverables to meet DRS' standards as it is to complete the ERA Project on time. Mechanisms will need to be in place to measure the quality of requirements, deliverables, and implementation to maximize the quality aspects of the ERA Project.
- C. Quality Assurance** – The ERA Project will be assessed on a monthly basis by an independent Quality Assurance Consultant, as required by Washington State policy, to ensure that project management standards, processes, and procedures are appropriate and correctly implemented to increase the probability of the project's success. The quality assurance assessment is a systematic approach that monitors, evaluates, and provides interactive feedback about the project's activities and ensures the project is properly managed. The successful Prime Vendor will be required to participate in quality assurance assessments and cooperate with DRS to address any recommendations.
- D. Project Personnel** – Projects are only as successful as the experience and quality brought to the project by Prime Vendor resources. Prime Vendor personnel must have an acceptable level of experience that is suited to their role on the project. Additionally, DRS must have the right to remove Prime Vendor personnel upon DRS' request if DRS determines that such personnel are not meeting project needs, such services are unsatisfactory or the project is being hindered. Finally, because Prime Vendor personnel consistency is critical to project success, protections must be in place to restrict Prime Vendor personnel from being assigned away from the ERA Project by the Prime Vendor.
- E. Knowledge Transfer** – Sufficient knowledge must be transferred to DRS personnel during the implementation to enable DRS personnel to support and maintain the BPMS Solution and ERA; as well as, being able to build new business processes in the BPMS Solution following the completion of the contract.
- F. DRS Business and Technical Requirements** – The BPMS Solution must meet the DRS Business and Technical Requirements, including product features and functionality demonstrated to DRS.

- G. Statement of Work, Project Schedule and Joint Resource Plan** – A complete Statement of Work, Project Schedule, and Joint Resource Plan must be fully developed prior to contract signing to ensure proper alignment of project expectations. These documents will be finalized by the Bidder and DRS during the Implementation Study (IPS) Workshop to be held as part of the contract negotiations.
- H. Testing** – Testing will be comprehensive, and will include unit, system, integration, security, regression, accessibility (compliance with Americans with Disability Act (ADA)), user acceptance, and performance testing. In addition, there will be post-go-live stabilization and optimization periods to stabilize, optimize and fine-tune the BPMS Solution and ERA.
- I. Performance-Based Approach to the Project** – Critical milestones during the project, including due dates when they must be achieved, and payment terms will be aligned to meeting critical milestones. Economic mechanisms will be in place to address the negative consequences resulting from Bidder delays.

3.33.3 DRS' Investment in the BPMS Solution

- A. Long-Term Commitment to Support the BPMS Solution Platform** – Given the criticality of support and the long-term nature of the investment being made by DRS in the BPMS Solution, the Bidder must make comprehensive support and enhancements available on a long-term basis. The Bidder must assign specific individuals within its support team to work with DRS to ensure consistent, high-quality, and knowledgeable support is provided to DRS.
- B. Protecting DRS' Investment in the BPMS Solution** – DRS' investment in the BPMS Solution must be protected against end-of-life and end-of-product development events.
- C. Comprehensive Support Terms** – Comprehensive support for the BPMS Solution is important to DRS. The scope of ongoing support after project completion must include the retrofitting of any extensions and custom programming that are implemented during the ERA Project, and must be included in the fees charged to DRS for support, as applicable.
- D. Commitment to Handling Incidents and Correcting Solution Problems** – A comprehensive, defined incident management process and the obligation to handle incidents and correct defects within targeted timeframes are important to DRS.
- E. System Optimization Assessment** – DRS expects that the successful Prime Vendor will conduct an annual audit with DRS of DRS' use of the BPMS Solution, the purpose of which will be to identify opportunities for improving and maximizing DRS' use of the BPMS Solution.
- F. Multiple Prime Vendor-Sourced Environments** – Prime Vendor's solution will be deployed as one of several components of DRS' total technology environment. Accordingly, Prime Vendor must cooperate with DRS and all third parties that have services and/or products in DRS' technology environment to minimize the disruptions, incidents and defects within DRS' technology environment.

4 Bidder Requirements (Mandatory and Scored)

The Bidder must provide responses to the following sections of **Attachment C, Bidder Requirements and Response**:

- **Section C.1 –Bidder Profile (Mandatory)**
- **Section C.2 – Minimum Qualifications (Mandatory)**

DRS will consider for further evaluation (Stage 2) those Bidders who meet the Minimum Qualifications identified in **Section C.2 of Attachment C - Bidder Requirements and Response**. If DRS determines, in its sole discretion, that a Bidder does not meet one or more of the Minimum Qualifications, DRS will disqualify the Bidder from the procurement.

- **Section C.3 – General Requirements (Scored)**
- **Section C.4 – Project Management Requirements (Scored)**
- **Section C.5 – Organizational Change Management (Scored)**
- **Section C.6 – Organization and Staffing Requirements (Scored)**
- **Section C.7 – Experience of the Bidder (Scored)**
- **Section C.8 – Operations and Maintenance Requirements (Scored)**
- **Section C.9 – BPMS Solution Product Information (Mandatory)**

The Bidder must also provide responses to the following sections in **Attachment D, Key Personnel and References**:

- **Section D.1 –Bidder References (Scored)**
- **Section D.2 – Key Personnel References (Scored)**
- **Section D.3 – Subcontractor List and References (Scored)**

5 Business and Technical Questions (Scored)

The goal of this RFP is to procure and implement a BPMS Solution and use that platform to develop ERA. Bidder's BPMS Solution must be capable of meeting the requirements of ERA as specified in **Appendix D.2 – ERA Preliminary Workflow Analysis**.

Bidder must provide responses to the following sections of **Attachment E, Business and Technical Questions and Response**:

- **Section E.1 – Business Questions (Scored)**
- **Section E.2 – Technical Questions (Scored)**

Do not submit white papers, brochures, customer testimonials, product or cut sheets or other pre-prepared materials in response to these questions. DRS does not desire highly conceptual responses. Preference will be given to responses that are brief, clear and directly address the specific requirement.

This section will be scored. Generic responses that do not specifically address DRS' questions will result in a score of "0".

6 BPMS Solution Requirements (Scored)

Bidder's BPMS Solution must be capable of meeting the requirements of ERA as specified in **Appendix D.2 – ERA Preliminary Workflow Analysis**.

Bidder must provide responses to the following sections of **Attachment F, BPMS Solution Business and Technical Requirements Response**:

- **Section F.2 – BPMS Solution Business Requirements (Scored)**
- **Section F.3 – BPMS Solution Technical Requirements (Scored)**

For instructions and definitions specific to **Attachment F**, see **Section F.1 – BPMS Solution Business and Technical Requirements Response Instructions**.

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

Bidder must specify its level of compliance with each requirement. If Bidder cannot meet or can only partially meet a requirement, Bidder should state so explicitly in its response. Unless Bidder explicitly states that it cannot meet or partially meet a requirement, Bidder will be deemed to fully meet the requirement and will be required to provide that functionality if awarded the contract.

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

7 Price Proposal (Mandatory)

Respond to the following requirements per the instructions in [Section 3.17.2 Proposal Contents and Format](#) of this RFP.

7.1 Overview of Price Proposal

DRS will acquire the BPMS Solution that best meets DRS' needs at the best value. All fees associated with the BPMS Solution and the proposed implementation the ERA, as well as all other components of the ERA Project as described in this RFP, must be incorporated into the Price Proposal. Any portion of the ERA Project as described in this RFP and offered by the Bidder or its Subcontractor(s) that does not have a corresponding separate price will have no separate additional fee to DRS when acquired by DRS. Refer to [Section 9.8.2 Statement of Work](#) of this RFP for information about identification of any assumptions that affect the fees.

7.2 Financial Grounds for Disqualification

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

7.3 Taxes

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

DRS and the successful Prime Vendor will be responsible for taxes as described in the TA. DRS, as an Agency of the State, is not subject to sales tax.

Bidder must not include taxes on **Attachment G, Price Proposal**.

7.4 Price Proposal and Presentation of Cost Components

The Bidder must complete **Attachment G, Price Proposal**, and include the form in Bidder's Proposal. Bidder must include the price of all components and all elements of recurring and non-recurring costs in the Price Proposal needed for the provisioning of the BPMS Solution and the overall ERA Project.

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

7.5 Costs Not Specified

Where there is no charge or rate for a product/service, enter "N/C" (no charge) or "Zero" (0) in the Price Proposal, as applicable. If the Bidder fails to provide a price, DRS will assume the item is included within the Fixed Fee quotation and separate charges will be disallowed. If the Bidder states "no charge" for an item in the Proposal, DRS will receive that item as part of the Fixed Fee for the period represented in the Proposal. If no period is represented in the Proposal, DRS will receive the item at all times during the pendency of the contract without additional charge.

7.6 Staffing Plan (Mandatory)

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

8 DRS Contract and Project Documents

As part of the procurement process, DRS has provided the following contract and project documents for Bidder review. The contract and project documents are provided as **Appendix D: Contract and Supporting Documents** of this RFP. Bidder must respond to these documents in accordance with the instructions outlined below.

The contract and project documents include:

- **Technology Agreement**– DRS will use the Technology Agreement as its contract when purchasing the BPMS Solution. The Technology Agreement is structured to afford DRS the flexibility to acquire additional products and services in the future for DRS and its customer Agencies, without the need to renegotiate underlying contract terms.

DRS is mindful that the Technology Agreement included in the RFP may need to be tailored to take into consideration business and technical aspects of the proposed BPMS Solution and the ERA. DRS reserves the right, in its sole discretion, to add or revise terms and conditions based on the historical practices of Prime Vendor, existing and potential future business with Prime Vendor, any perceived gaps in Prime Vendor’s offering, and the like.

When submitting its Pricing Proposal, Bidder must not base its pricing on its form contract documents, its standard business terms or practices or any reduced level of commitments or obligations Bidder believes it may negotiate. Rather, the pricing proposal must be based on the terms and conditions set forth in the Technology Agreement and other DRS contract and project documents provided to Bidder under this RFP.

- **ERA Project Agreement** – Includes project description and objectives, business and technical requirements, the Statement of Work (see below), the Project Schedule, the Joint Resource Plan, and other important project-related schedules and performance requirements.
- **Statement of Work** – Includes project objectives, approach, requirements, deliverables, activities, and Certification Criteria, and identifies roles and responsibilities of both DRS and Prime Vendor for the BPMS Solution and ERA Project.

8.1 Bidder’s Form of Response to DRS Contract and Project Documents

The contract and project documents are provided in PDF format. For the reasons set forth in [Section 9.7.5, Contract Revisions and Management](#) of this RFP, a Word version will not be made available. Each Bidder must respond to the contract and project documents in accordance with the procedures and format set forth below. Failure to follow the procedures or respond in the format below may disqualify Bidder.

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

8.2 Issues List (Mandatory)

Bidder's issues, concerns, exceptions or objections to any of the terms or conditions contained in the contract and project documents must be documented in an Issues List. The Issues List prepared by

Bidder must set out by section or paragraph a description of each issue, concern, exception, and/or objection. **Attachment H, Issues List**, sets forth the Issues List template to be used for the response.

If a Bidder objects to a particular term or condition, then Bidder will need to describe (in business terms and not in proposed contract or legal language) Bidder's concern and compromise terms Bidder is willing to accept. The Issues List must provide the reason or rationale supporting the item of concern and/or business counterproposal. Simply stating that a paragraph is "not acceptable" or supplying Bidder's proposed contract terms without describing (in business language) Bidder's reason or rationale will not be accepted. If Bidder does not identify specific concerns with a particular term or condition, the term or condition will be deemed accepted by Bidder, and DRS will not negotiate further changes to the term or condition. **Attachment H, Issues List, includes an example that** illustrates an acceptable form of response for the Issues List. The Issues List provided to DRS must be attached to Bidder's Proposal in an unrestricted, editable Microsoft Word format.

8.2.1 Redlined Responses

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

8.2.2 Bidder's Standard Contract or Proposed Language

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

9 Evaluation and Contract Award

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

Any contract resulting from this RFP will be awarded to the responsive and responsible Bidder whose Proposal, in the sole opinion of DRS, offers the greatest benefit to DRS when considering the total value, including, but not limited to:

- The quality of service
- Breadth and depth of offering
- Total cost, including the projected internal cost to DRS for the BPMS Solution and ERA Project implementation and on-going support of the BPMS Solution
- The strength and form of contractual commitments made by Bidder to DRS

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

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

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

9.1 Evaluation Approach

The evaluation process adopted by this RFP evaluates Bidder responses in a structured, four stage approach. Each Section of the Bidders' Proposals will be evaluated in stages. The evaluation and scoring for each stage will determine participation in future stages. For each stage, the assigned DRS evaluation team will select which Bidder(s) may proceed to the next stage, based on the evaluation approach. Scores do not carry forward to the next evaluation stage.

Although Bidders may not initially be invited to move from one stage to the next, DRS reserves the right to invite Bidders to proceed to a subsequent stage at any time, even after other Bidders have already proceeded to such subsequent stage of the procurement. The exception is that if a Bidder fails to meet the Minimum Qualifications, that Bidder cannot later be considered in a subsequent phase. Bidders who are not selected to advance to Stage 2 are entitled to a debriefing session as described in [Section 9.10](#) of this RFP.

The stages are described below.

Table 6: Description of Staged Procurement Approach

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

Stage	Description
<p>Stage 1 – Minimum Qualifications (Mandatory) and other Bidder Requirements</p>	<p>Stage 1 – The DRS evaluation team will consider the completeness of, and potential gaps in, the Minimum Qualifications (Mandatory) and other Bidder Requirements specified in Section 4, Bidders Requirements of this RFP when evaluating Proposals in this stage.</p> <p>Evaluation of Stage 1 will determine which Bidders advance to Stage 2. There is no set number of Bidders who will advance to Stage 2.</p>
<p>Stage 2 – Business and Technical Requirements, Issues List, and Price Proposal</p>	<p>Stage 2 – The DRS evaluation team will evaluate and score the Business and Technical Questions, as specified in Section 5, and BPMS Solution Business and Technical Requirements, as specified in Section 6, and will also review the Price Proposal and Issues List, as specified in Sections 7 and 8.2.</p> <p>The DRS evaluation team will take into consideration the overall evaluation, Price Proposal, and Issues List when selecting the finalists for Stage 3. The RFP Coordinator will notify Bidders with the results. DRS anticipates between two (2) to four (4) Bidders will be selected for Stage 3. Advancement to Stage 3 does not mean that DRS agrees with any exceptions identified by Bidder in the Issues List, or any proposed resolutions set for therein.</p> <p>Bidders who are invited to participate in Stage 3 will receive Demonstration Materials.</p>
<p>Stage 3 – Demonstration, Oral Interview, and Reference Checks</p>	<p>Bidders will participate in an oral interview and present BPMS Solution demonstrations, as described in Sections 9.3 and 9.4, on-site at DRS' location in Tumwater, WA. The DRS evaluation team will consider answers to the interview questions, product functionality and usability of solutions when selecting the finalists for Stage 4.</p> <p>The RFP Coordinator will notify Bidders with the results. DRS anticipates selecting two (2) finalists for Stage 4. Advancement to Stage 4 does not mean that DRS agrees with any exceptions identified by Bidder in the Issues List, or any proposed resolutions set for therein.</p>

Stage	Description
Stage 4 – IPS Workshops and Contract Negotiations	<p>Bidders will be required to participate in contract negotiations and an Implementation Planning Study (IPS) workshop, as described in Sections 9.7 and 9.8, respectively. DRS may also require the Bidder to prepare responses to additional questions and/or requirements.</p> <p>The DRS evaluation team will take into consideration the Bidders' full Proposals and the resolution of all contract and project documents in developing its recommendation as to the Apparent Successful Bidder.</p>

9.1.1 Evaluation Weights

For **Stage 2**, the DRS evaluation teams will review and score the Bidder Proposals using the criteria set forth in this RFP. Each requirements category contributes to the score based on the weights listed in **Table 7**. DRS evaluators will review the Proposals for all questions in order to score the response.

Table 7: Weights by Category of Requirements

Requirements Category	Assigned Weight
Bidder	20%
Business	40%
Technical	40%
Total	100%

9.1.2 Price Proposal Evaluation

Bidder must submit the completed Price Proposal in accordance with the Price Proposal instructions and spreadsheet. Cost is important to DRS and will be considered in the selection of finalists. Price Proposals must be based on the commitments being requested of Bidder as reflected in the contract and project documents contained in this RFP.

The price proposed will be deemed to be the price for which Bidder can meet all the requirements, commitments, terms and conditions set forth in the contract and project documents.

The evaluation process is designed to award this procurement not necessarily to the Bidder of least cost, but rather to the Bidder whose Proposal best meets the requirements of this RFP and provides the best value to DRS. Bidders are encouraged to submit Proposals that are consistent with DRS' efforts to conserve DRS resources.

9.2 Reference Checks

Reference checks of Bidder will be conducted prior to or in coordination with oral interviews and product demonstrations, at DRS' discretion. The reference check process will include checking Bidder's references, Bidder's key personnel references and Subcontractor references. In addition to Bidder references, the reference checks may include, but not be limited to, proposed executive sponsor, account executive, project director, project manager(s), quality assurance lead, security lead, integration/interface lead, reports and reporting lead, technical lead, education, training lead, knowledge transfer lead,

migration/conversion lead, testing lead, performance standards management lead and other key personnel set forth in the ERA Project Agreement (*i.e.*, **Exhibit 1 of the Technology Agreement**). Whether included as a key personnel reference or not, DRS reserves the right to use its own or another organization's experience using key personnel on other projects as a factor in evaluating the probability of success for key personnel proposed by the Bidder.

DRS reserves the option of conducting site visits and/or obtaining a guest log-in with one or more of the Bidder references. Bidder must have identified at least two (2) references willing to accommodate this requirement.

9.3 Oral Interviews (Scored)

Bidders having the highest scores after **Stage 2** will be invited to oral interviews. The RFP Coordinator will notify finalists of the date and time of interviews, to be held at DRS offices in Tumwater. The dates in [Section 2, Key Events and Dates](#) of this RFP are an estimate and are subject to change at the discretion of DRS. DRS reserves the right to require additional oral interviews.

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

9.4 Product Demonstrations (Scored)

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

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

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

The terms set forth in this Section constitute the DRS demonstration rules. **Attachment B, Section B.2 Certification of Compliance with Demonstration Rules**, must be completed, signed by a corporate officer of Bidder with authority to bind the Bidder, and submitted as part of the Bidder's Proposal. Bidder's response will not be considered complete without the completed and signed **Attachment B, Section B.2**.

9.4.1 DRS Functional Requirements for Demonstrations

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

9.4.2 Non-Supported Requirements

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

9.4.3 Additional Test Files

Subject to the prior approval of DRS, Bidder may use (in addition to any test files provided by DRS), additional test files in connection with the Demonstration Materials provided that: (a) the data populates actual files and file structures used in the BPMS Solution to show the movement of data native in the BPMS Solution and; (b) the data is not simulated in temporary Excel or other files created to show features, functionality or data information flows that are not present in the GA version of the proposed BPMS Solution. Bidder may not use any tools, utilities, or other techniques to replicate or simulate any portion of the BPMS Solution.

9.4.4 Bidder-Provided Testing Environment

9.4.4.1 Usability/Accessibility Review

Bidder must provide DRS with access to the BPMS Solution (including the latest version of generally available (GA) software and Third Party software included in the BPMS Solution). DRS will conduct usability and accessibility reviews of the BPMS Solution in coordination with the product demonstrations, including review activities that:

- Demonstrate intuitiveness of navigation and functionality of the BPMS Solution;
- Demonstrate relevance of the search and help features of the BPMS Solution;
- Demonstrate the ease of use in performing standard tasks, including, but not limited to:
 - Business System Analyst Tasks – Create and update a workflow and child workflow and enable them to execute, re-use an executable portion of a workflow in another workflow, create a form and template, re-use a form to create a new one, enter and update business rules with edit messages, re-use business rules in a new workflow, run a simulation of workflow, create alarms and notifications that generate letter or email, *etc.*
 - Technical Tasks – Port data to and from a mainframe database, view class libraries, connect to proprietary application programming interfaces, modify look and feel of the application, incorporate Web services to interface to other systems, set up security (end-user, runtime, and administrative), set up Real-Time tracking and monitoring and history of business activity, set up automated alerts for thresholds (security, volume, date-sensitive content), create a dashboard, *etc.*
 - Configuration Tasks – Manage user profiles, assign users to supervisors, manage workflows, manage alerts and messages, *etc.*
 - Employer Tasks – Access and log in to Portal and initiate a process from the Portal.

- Business Tasks – Review task list, select a task, complete task and forward, review dashboard, create an ad hoc report.
- Demonstrate design, layout, content and terminology based on industry best practices;
- Demonstrate compliance with [World Wide Web Consortium's \(W3\) Web Content Accessibility Guidelines \(WCAG\)](#), Level AA and with applicable State guidelines based on the subsections of [Section 508 of the Rehabilitation Act of 1973](#), as amended.

Usability and accessibility reviews will be conducted at the discretion of DRS to ensure the BPMS Solution meets the usability and accessibility requirements as stated in **Attachment F, BPMS Solution Business and Technical Requirements Response Sheet**.

9.4.4.2 Data Test Files

DRS anticipates that the same data set provided for the demonstrations scripts will be used to pre-populate the environment provided by the Bidder for the usability and accessibility reviews.

9.5 Requests for Additional Information

The DRS evaluation team reserves the right to require Bidder to provide information to determine if Bidder can successfully meet the requirements of the RFP. To assist the evaluation team in gathering the information needed to complete their evaluations and make their award recommendation, DRS may do one or more of the following:

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

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

9.6 Subcontractor Meetings

DRS may require Bidders to provide meetings with their proposed Subcontractors, especially for implementation services, and any other key players the Bidder has proposed that DRS deems critical to the success of the BPMS Solution and the ERA Project. The meetings may be in person or by telephone, at the discretion of DRS.

9.7 DRS Negotiation Procedures

Bidders who are invited to **Stage 4** will participate in contract negotiations. DRS may elect to negotiate final offers, including pricing, with one or more Bidders selected to participate in **Stage 4**.

The terms set forth in this Section constitute DRS Negotiation Procedures. **Attachment B, Section B.3 Certification of Compliance with DRS' Negotiation Procedures**, must be completed, signed by a corporate officer of Bidder with authority to bind the Bidder, and submitted as part of the Bidder's Proposal. Bidder's Proposal will not be considered complete without the completed and signed **Attachment B, Section B.3**.

9.7.1 Form of Contract and Project Documents; Comprehensive Issues List

As further described in [Section 8](#), Bidder and DRS will negotiate using the forms of contract and project documents provided in **Appendix D: Contract and Supporting Documents** of this RFP (*i.e.*, the Technology Agreement, ERA Project Agreement, and Statement of Work), and not Bidder's standard terms and conditions. Bidder's issues, concerns, exceptions or objections to any of the terms or conditions contained in DRS-provided contract and project documents must be documented in the Issues List submitted by Bidder as part of its Proposal. If Bidder does not identify specific concerns with a particular term or condition in such Issues List, the term or condition will be deemed accepted by Bidder, and DRS will not negotiate further changes to the term or condition.

When submitting its Price Proposal, Bidder must not base its pricing on its standard business terms or practices or any reduced level of commitments or obligations Bidder believes it may negotiate. Rather, the Price Proposal must be based on the terms and conditions set forth in the project and contract documents provided in **Appendix D: Contract and Supporting Documents** of this RFP.

9.7.2 Right to Negotiate

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

9.7.3 Additional Questions

DRS reserves the right to require finalists to prepare written responses to additional questions that may arise from the review and evaluation of the Bidder's Proposal. Responses will become part of the Bidders' Proposal, with all of the same obligations as to reliance thereon by DRS.

9.7.4 Bidder's Negotiation Team

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

The Bidder's negotiation team must include a senior lawyer. The senior lawyer must have reviewed the Technology Agreement and other documents referenced in [Section 8, DRS Contract and Project Documents](#) of this RFP, and must have been directly involved in the development of the Issues List related to DRS contract and project documents.

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

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

If DRS determines that Bidder's negotiation team is not empowered to negotiate the Technology Agreement and other contract and/or project documents, or if substitutions are made or additional members are added to Bidder's negotiation team thereby delaying the negotiations, then DRS reserves the right to suspend or cease negotiations until Bidder assures that it will adhere to DRS negotiation procedures.

9.7.5 Contract Revisions and Management

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

9.7.6 In-Person Meetings and Location of Meetings

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

9.7.7 Costs and Expenses

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

9.7.8 Use of Legal Counsel

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

9.7.9 Signing of the Contract

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

9.8 Implementation Planning Study Workshops

DRS will lead the Implementation Planning Study (IPS) workshops as part of the negotiations. The goal of the workshops is to finalize key project documents, including the Project Schedule, Statement of Work, Joint Resource Plan, Project Management Plan and other supporting contract schedules and attachments. The IPS workshops will be conducted over a period of approximately four (4) to six (6) weeks. DRS reserves the right to video record the IPS sessions. Further detail on the deliverables to be generated from the IPS workshops is provided below.

9.8.1 Project Documents

DRS will only enter into a contract where it has predictable project costs and assurances from the Bidder that it clearly understands and is prepared to enter into commitments to implement the BPMS Solution, conduct the requisite knowledge transfer to DRS and successfully complete the ERA Project. To achieve this objective, sufficient project planning will need to be undertaken and appropriate project documents developed as part of the contract signing. The project documents will be finalized during the IPS, including:

- Statement of Work (using the Statement of Work form provided by DRS to Bidder, see **Appendix D.3 – Statement of Work for the ERA Project** of this RFP)
- Project Management Plan
- Project Schedule (initial draft to be developed by the Bidder as the Statement of Work is being finalized)
- Joint Resource Plan (using the draft provided by the Bidder as part of the Proposal)
- Organizational Change Management Plan (including Bidder's training and knowledge transfer plan)
- Technical design

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

DRS may reject a Bidder if the parties are not able to negotiate project documents that are complete, accurate, and comprehensive. Upon conclusion of the IPS workshops, the Bidder will be required to represent and warrant to DRS that:

- A. Bidder had a sufficient opportunity to conduct all due diligence required to develop the project documents;
- B. The project documents are complete, accurate and sufficient to implement the BPMS Solution, transfer knowledge to DRS and complete the ERA Project within the agreed-to Fixed Fee;
- C. Bidder has reviewed and performed all necessary due diligence on the Business and Technical Requirements and, based on such due diligence, affirms that Bidder has advised DRS of all software, services and other items needed to implement the BPMS Solution, complete the ERA Project and meet agreed to requirements within the timeframes set forth in the project documents;
- D. All such solutions, services, and other items are included in Bidder's Proposal (as may be updated or supplemented) and project documents;
- E. The number of DRS resources and amount of time allocated to them identified by Bidder in the Joint Resource Plan are the only resources needed by DRS to complete the ERA Project in accordance with the terms of the project documents; and
- F. The number of Bidder's personnel resources and amount of time allocated to them identified in the Joint Resource Plan are accurate representations of the amount of resources needed by Bidder to complete the services set forth in the Statement of Work.

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

9.8.2 Statement of Work

During the IPS Workshops, DRS and the Bidder will finalize the Statement of Work (**Appendix D.2 - Statement of Work for the ERA Project** of this RFP). The final version will contain a complete description of the implementation services to be provided by Bidder. For each major area of service (e.g., design activities *etc.*), the Statement of Work will contain a detailed chart of responsibilities identifying which party is responsible for what activities. The responsibility charts will further delineate which party (DRS or Prime Vendor) will be the primary lead or contributor to the activity, and which party will be contributing. There will not be any responsibility entries that identify an activity as "joint." Bidders must take into consideration that DRS employees must continue to perform their current positions and not all assigned DRS Team Members can devote 100% of their time to the ERA Project. (See Figure 3, Project Organizational Structure.) The Statement of Work will also identify all the major deliverables that will be produced in the project, clearly identifying whether Prime Vendor or DRS is responsible for its creation.

Any implementation methodology that Bidder intends to use when completing the project must be identified with specificity. Bidder must further explain in its proposal why the methodology is appropriate for the ERA Project.

If there are any assumptions made with respect to the scope of services, Bidder will be required to clearly identify such assumptions in the Proposal, and any final agreed-to assumptions will be set forth in the Statement of Work. In its Proposal, Bidder must identify in one section of the response the proposed assumptions so that DRS clearly understands each of the limitations on Bidder's proposed set of services as they relate to the Price Proposal. If there are assumptions not identified in the Proposal or the Statement of Work, Bidder will not be able to later claim that there were assumptions on which the Price Proposals was bid.

9.8.2.1 Organizational Change Management Plan, Communication Plan and Training Plan

Given the importance of change management to the ERA Project, DRS will develop an Organizational Change Management plan. During IPS workshops, Bidder will bring project expertise in change management and the establishment of training and Knowledge Transfer programs to develop and finalize an Education, Training and Knowledge Transfer Plan (including Knowledge Transfer components) covering both the implementation of the BPMS Solution and the ERA Project. The finalized plan will become part of the contract and project documents prior to contract signing.

9.8.3 Project Schedule

Bidder will be required to build a Project Schedule as DRS and the Bidder reach agreement on the Statement of Work and the phasing of the implementation of the ERA Project. The Project Schedule must be tailored specifically to the deployment schedule for the ERA Project. The Project Schedule must be resource loaded to include Prime Vendor personnel and DRS personnel required to complete the planned tasks and activities. The Project Schedule resource loading must reconcile with the resources allocated to the project in the Joint Resource Plan referenced below. Where a discrepancy exists between the Project Schedule and the Joint Resource Plan, the resources specified in the Joint Resource Plan will take precedence.

The Project Schedule must be an integrated schedule covering all aspects of the project and must include all Prime Vendor and DRS-only (or DRS Third-Party) activities and tasks. The Project Schedule must include the elements formatted as described in **Table 8** below.

Table 8: Instructions for Project Schedule

Element	Instructions
Commencement and completion dates for completing the ERA Project.	<ul style="list-style-type: none"> • Include in schedule
All critical and non-critical milestones, major and key deliverables (by name), activities, tasks and, where needed, subtasks	<ul style="list-style-type: none"> • The Project Schedule must include any activities required of third parties, and be designated as such; and • All other activities must designate whether the Prime Vendor or DRS is the lead party. <p>When identifying critical milestones:</p> <ul style="list-style-type: none"> • Lead off the entry by the Phrase: "Critical Milestone." If there is an ID associated with the critical milestone, include the ID reference in the line item. • Set forth the exact name as used in the Statement of Work or ERA Project Agreement. A user must be able to type in the exact name of the critical milestones using the "Find" function to locate the entry in the ERA Project Schedule. • The due dates for critical milestones must match the due dates for critical milestones set forth in the Statement of Work and ERA Project Agreement. • Color-code the critical milestone entries so that they stand out when viewed or printed. <p>When identifying deliverables:</p> <ul style="list-style-type: none"> • Include the deliverable ID in a separate column. • The deliverable ID must match the ID in the Statement of Work. • Identify all major dependencies and interdependencies in a separate column. • There must be sufficient description of all activities, tasks, and subtasks (including DRS-only responsibilities) to be performed by Prime Vendor, DRS, or a Third Party responsible for such activities, tasks, and subtasks.
Train-the-trainer and end-user training and education activities	<ul style="list-style-type: none"> • All activities need to be sequenced at the correct time in preparation for the cutover to production.
Executive review sessions, project management meetings and project quality review sessions	<ul style="list-style-type: none"> • Include the dates, duration, and locations.
Testing Activities	<p>The schedule must reflect the agreed-to time intervals for the various testing activities. Testing processes must be sequential and not concurrent. Accordingly, unit testing (for a particular solution module) must start and be completed prior to systems integration testing for that module.</p> <p>Testing activities must include the following:</p>

Element	Instructions
	<ul style="list-style-type: none"> • Pre-Live Testing must be at least 65 days long and must precede production use, the stabilization period and optimization period. • The stabilization period must be at least 90 days long and precede the optimization period; and • The optimization period must be at least 90 days long.

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

9.8.4 Joint Resource Plan (Mandatory)

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

Bidder must submit two types of resource information (in two separate Excel spreadsheets), as described below.

9.8.4.1 Joint Resource Plan by Implementation Stage

One spreadsheet must show the number of resources proposed for both Bidder's and DRS' personnel for each stage or phase of the implementation. This spreadsheet must be based on the implementation methodology being proposed by Bidder.

9.8.4.2 Resource Plan by Month

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

- A.** The number of hours by resource category (e.g., programmer, business analyst, etc.) by month, separately for DRS and Prime Vendor. This information must be presented side by side so that DRS can readily discern how many of its resources are required during any given month against the number of resources Bidder will be providing.
- B.** For Bidder's personnel, the location (on-site or off-site) of the resource.
- C.** The billing rate of each category of resources for Prime Vendor's resources.
- D.** Total hours for each of Prime Vendor's and DRS' personnel by month and overall for the ERA Project.
- E.** Calculations showing the number of hours of Bidder's resources (as reflected in the proposed Joint Resource Plan for Prime Vendor's resources) multiplied by the average billing rate for Bidder's resources, along with any contingency percentage or factor that directly ties to Bidder's proposed Fixed Fee for services.

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

9.8.5 Project Management Plan

The draft Project Management Plan found in **Appendix D.1 - ERA Project Management Plan** of this RFP will be tailored to the ERA Project by Bidder and DRS during the IPS and attached to the contract prior to signing.

9.9 Contract Award

DRS will notify the Apparent Successful Bidder (ASB) of its selection by email. Bidders whose Proposals were not selected for further negotiation or award will be notified separately by email or facsimile by the RFP Coordinator.

9.10 Debriefing of Unsuccessful Vendors

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

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

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

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

9.11 Protest Procedures

No protest may be submitted until after DRS has announced the Apparent Successful Bidder. After that announcement, an unsuccessful Bidder who timely requested and participated in a debriefing conference may file a protest.

DRS reserves the right to reject, without consideration, any protest that does not comply with any requirement in this Section.

The protest must be filed with the RFP Coordinator within five business days after the completion of the protester's debriefing conference.

9.11.1 Grounds for Protest

DRS will only consider a protest if it is factually and unambiguously based on one or more of the following grounds:

- Errors in the scoring of the protester's bid.
- Failure to follow RFP procedures.
- Failure to follow applicable law or rule.

- Bias, discrimination, or conflict of interest negatively affecting the protester's evaluation or interests.

9.11.2 Format and Content

The protest must be written and signed by a person authorized to bind the protester to a contractual relationship. If a protest is submitted electronically, a printed copy, with original signature(s), must be mailed to the RFP Coordinator on the same day of electronic transmission.

The protest must contain:

- The name, mailing address, telephone number, and e-mail address of the person responsible for submitting the protest.
- A clear and factually specific statement of the ground(s) for the protest.
- A complete and specific statement of the relief or corrective action requested.

9.11.3 DRS Protest Review Process

Upon receipt of a protest, DRS will postpone signing a contract with the ASB until the protest has been resolved, unless the Director of the Department of Enterprise Services grants authority to DRS to sign a contract before the protest is completed due to exigent circumstances. A person who was not involved in the solicitation process will objectively review the information submitted by the protester, as well as other relevant facts known to DRS. If a protest directly affects another Bidder's interests, DRS will give that Bidder an opportunity to submit its views and any relevant information to the RFP Coordinator.

DRS will resolve the protest by making appropriate findings and deciding on an appropriate course of action. DRS may find, for example, that:

- The protest lacks merit, and the procurement process will be upheld.
- Only technical or harmless errors occurred, which had no significant effect on the fairness or legality of the procurement process, and the procurement process will be upheld.
- The protest has merit, and DRS will take corrective action, such as reevaluating all bids, cancelling the RFP, or reissuing the RFP.

DRS will send its written response to the protester within ten (10) business days after receiving the protest, unless it extends that time period and explains the reason(s) for that extension to the protester.

Appendix A: Glossary

Term	Definition
A	
Agency	Any agency, office, institution, board, commission or department of the State.
Apparent Successful Bidder (ASB)	The Bidder selected to perform the anticipated services, subject to completion of contract negotiations and execution of a written contract.
Application Integration Layer	The software layer that lies between the operating system and the application.
B	
Batch	A set of data or jobs to be processed in a single program run.
Bidder	The single Bidder responsible for submitting a Proposal. The Bidder submits the Proposal representing the Prime Vendor and all Subcontractors. The term "Bidder" is used in instances referring to the Proposal and contract negotiations processes. See Prime Vendor for comparison.
BPMS Solution	The software and/or equipment as specified in the ERA Project Agreement, including that which Prime Vendor is responsible for integrating and/or implementing in connection with the ERA Project and including any software or equipment, or integration and/or implementation responsibilities that are added by a Change Order.
C	
Certification Criteria	Each deliverable shall be in a form, format, and in such detail as is necessary to: (a) in the case of deliverable in respect of which specifications have been developed, cause it to conform to such specifications; or (b) in the case of deliverable in respect of which specifications have not been developed, considering the purpose of the deliverable, cause it to be reasonably acceptable to DRS; and (c) and be of fit quality, including meeting any quality standards as may be set forth in the Project Agreement or Contract Supplement. Certification Criteria for deliverables for the ERA Project are set forth in the Statement of Work.
Certifying	To attest as being true.
Change Order	A change response that has been approved and signed off by DRS, all in accordance with the terms of the Technology Agreement.
Collusion	Collusion occurs when two persons or representatives of an entity or organization make an agreement to deceive or mislead another. Such agreements are usually secretive, and involve fraud or gaining an unfair advantage over a Third Party, competitors, consumers or others with whom they are negotiating. The Collusion, therefore, makes the bargaining process inherently unfair. Collusion can involve price or wage fixing, kickbacks, or misrepresenting the independence of the relationship between the colluding parties.
Consolidated Technology Services (CTS)	Consolidated Technology Services is Washington's utility technology provider for State agencies, and tribal and local governments. See http://cts.wa.gov/ for more information.

Term	Definition
D	
Data Center	Facility and systems housed at Consolidated Technology Services (CTS), used to store data for State agencies, and tribal and local governments. (See Consolidated Technology Services for more information.)
Demonstration Materials	Defined in Section 9.4 of the RFP.
Department of Enterprise Services (DES)	The Washington State Department of Enterprise Services. See http://des.wa.gov/ for more information.
Department of Retirement Systems (DRS)	Serves as the administrator over all public retirement systems and the Deferred Compensation Program in Washington State. See http://www.drs.wa.gov/ for more information.
DRS Director	The individual appointed by the governor under RCW 41.50.020 as the executive and administrative head of the Department of Retirement Systems. The Director has the powers and duties under RCW 41.50.050 and enumerated in chapter 34.05 RCW, including the authority to enter into contracts on behalf of DRS.
DRS Negotiation Procedures	Defined in Section 9.7 of the RFP.
DRS Team Member	An employee of DRS.
E	
Employer	Public entities that are covered by one or more DRS-administered retirement systems.
Employer Information System (EIS)	DRS' current employer reporting system, which collects data related to retirement for all Washington State public employees.
Employer Reporting Application (ERA)	The application that will be built using the BPMS Solution to replace the existing EIS.
ERA Project	Includes the implementation of the BPMS Solution, the transfer of knowledge and the design, build and implementation of the ERA, all as further set forth in the Statement of Work.
Early Adopter Employers	A group of Employers (10-15) that represent a cross section of Employer types, reporting methods, systems/plans, and size, who will begin using the new Employer Reporting Application (ERA) July 2015.
F	
First Class City Retirement Systems (FCC)	Retirement systems for employees of first-class cities in Washington (Seattle, Tacoma, and Spokane). DRS does not administer these retirement systems but does coordinate and share some retirement data with them.
Fixed Fee	The fixed fee as defined in a Project Agreement or Contract Supplement.

Term	Definition
Full Time Equivalent (FTE)	A budgeting term used to measure one full calendar year of paid employment, or the equivalent of 2,088 hours (<i>i.e.</i> , the number of average available work hours in a year).
G	
H	
Health Care Authority (HCA)	The Washington State Health Care Authority oversees the state's two top health care purchasers, Medicaid and the Public Employees Benefits Board (PEBB) Program, as well as other programs. See http://www.hca.wa.gov/ for more information.
Higher Education Retirement Plan (HERP)	A plan designed for employees of Higher Education entities. Higher Education entities who offer this type of plan also administer them independently of DRS, but they do report some summary data to DRS.
Human Resources Management System (HRMS)	The State's payroll and personnel system for general government administered by the Department of Enterprise Services and is SAP HRMS software.
I	
J	
K	
Knowledge Transfer	The transfer of knowledge from Prime Vendor which is necessary for the day-to-day operation of the BPMS Solution and ERA to DRS employees and contractors designated by DRS so that DRS will be able to operate and support the BPMS Solution and ERA on a going forward basis.
L	
M	
Member or retirement system member	An employee of a public entity that is covered by a DRS-administered retirement system. The employee is considered to be a retirement system member.
N	
O	
Office of the Chief Information Officer (OCIO)	The state of Washington Office of the Chief Information Officer, which is an office within the Office of Financial Management.

Term	Definition
Office of Financial Management	The state of Washington Office of Financial Management, which provides fiscal services and policy support to the governor, legislature, and Washington State Agencies. The OFM is responsible for development of rules and policy relevant to BPMS. OFM units involved will include the Office of the State Human Resources Director (OSHRD), Labor Relations Division (LRD), Statewide Accounting (SWA), and Budget. OFM also includes the Office of the Chief Information Officer (OCIO). The state of Washington CIO reports to the governor and sets statewide information technology policy and direction. See http://www.ofm.wa.gov/ for more information.
Office of the State Actuary	The Washington State Office of the State Actuary promotes the security of Washington State public employees' retirement benefits by providing expert, accurate, and objective actuarial and policy analysis. See http://osa.leg.wa.gov/ for more information.
Open Web Application Security Project (OWASP)	A worldwide not-for-profit charitable organization focused on improving the security of software. See https://www.owasp.org/ for more information.
Ordinary Course Change	Changes due to normal course of business (i.e. legislative changes, legal changes, <i>etc.</i>).
Organizational Change Management (OCM)	A framework for managing the effect of new business processes, change in organizational structure, or cultural changes within an Agency.
P	
Participant or DCP Participant	A public employee that has opted to participate in the Deferred Compensation Program.
Prime Vendor	"Prime Vendor" is used when referring to the Bidder's responsibilities after a contract is awarded. There may be other non-prime vendors serving as Subcontractors on a Proposal.
Project Management Plan	The Project Management Plan is a planning document, used to capture the project approach for all project phases, from initiation through planning, execution and closure. It will include, at a minimum, an implementation approach, project status reporting standards, an issue management methodology, a risk management methodology, a quality assurance framework, and change management policies and procedures.
Project Schedule	The Project Schedule contains a listing of a project's milestones, activities, and deliverables, with intended start and finish dates.
Proposal	A formal offer submitted in response to this RFP.
Q	
R	

Term	Definition
Real-Time	Information posted to the system of record is available for view, update, or add within seconds.
Request for Proposals (RFP)	A formal procurement document in which a service or need is identified but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the consultant community to suggest various approaches to meet the need at a given price.
Revised Code of Washington (RCW)	A compilation of all permanent laws now in force in the state of Washington. It does not include temporary laws such as appropriations acts. See http://apps.leg.wa.gov/rcw/ for more information.
RFP Coordinator	Official representative of DRS regarding the RFP. See Section 3.6 of the RFP.
S	
Secure Access Washington (SAW)	The State's security portal to various State online government services.
Secure File Transfer (SFT)	The process of transferring files using the application of SSH (secure shell cryptography) over the FTP protocol, typically on port 22. SFT was initially implemented using products licensed from "Tumbleweed" clients and servers. Tumbleweed has subsequently been acquired by Axway (http://www.axway.com), but the protocol remains unchanged.
Service Oriented Architecture (SOA)	A software design and software architecture design pattern based on structured collections of discrete modules, known as services, that collectively provide the complete functionality of a large software application.
SharePoint	Microsoft's web-based document repository and collaboration tool. The ERA Project will use this forum as the main communication hub and for all project documents.
Software Owner	A firm that owns the software through development or acquisition.
Stakeholders	A person, group, organization, Member or system that affects or can be affected by DRS' changes.
State	The state of Washington.
Statement of Work	Defined in Section 8 of the RFP.
Statute	An enactment made by the legislature and expressed in a formal document.
Subcontractor	A person or business that has a contract (as an "independent contractor" and not an employee) with a Bidder to provide some portion of the work or services on a project that the Bidder has agreed to perform.
T	
Technology Agreement	Defined in Section 8 of the RFP.
Third Party	Persons, corporations and entities other than Prime Vendor, DRS or any of their Affiliates.

Term	Definition
Third-Party Administrator	DRS is contracted with two third party administrators, ICMA-RC and Great West, for the administration of Plan 3 contributions and deferred compensation contributions. These contributions are reported by Employers through the same systems that process defined benefit contributions. DRS runs a daily process to forward Plan 3 and DCP data to the two organizations.
Third-Party Software	All Third Party software licensed, sublicensed or otherwise provided by Prime Vendor to DRS under the terms of the Agreement.
U	
V	
W	
Washington Administrative Code (WAC)	The code of Washington State regulations arranged by subject or Agency. The online version of the WAC is updated twice a month. See http://apps.leg.wa.gov/wac/ for more information.
X	
Y	
Z	

Appendix B: Agency Profile and Technology Infrastructure

See Attached

Appendix C: Federal and State Regulations

Appendix C.1 - Federal Regulations

[Americans with Disabilities Act](#)

Appendix C.2 - State Regulations

OCIO State Technology Manual

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

[State Government General Records Retention Schedule](#)

Appendix C.3 - Usability Guidelines

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

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

Appendix C.4 - Accessibility Guidelines

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

Appendix D: Contract and Supporting Documents

See Attached:

Appendix D.1 – ERA Project Management Plan

Appendix D.2 – ERA Preliminary Workflow and Analysis

**Appendix D.3 – Statement of Work for the Employer Reporting
Application Project**

Appendix D.4 – Performance Standards

Appendix D.5 – ERA Project Agreement and Exhibits

Appendix D.6 – Technology Agreement

Appendix D.7 – Agency Policy