

**IMPORTANT: Please be certain to discard the version dated 12/15/2016 with this newly revised version dated 12/16/2016.**

**CORRECTION: The cover page of the RFP document incorrectly indicated the proposal deadline to be Wednesday, December 21, 2017. It now reads: Wednesday, December 21, 2016.**

QUESTIONS / ANSWERS

1. On page 5 of the RFP, CML indicates “CML will not entertain proposals in response to this RFP from suppliers of ERP software packages”. Does CML require the successful consultant to be independent of vendor solutions in the public sector or will the CML entertain proposals from value-added resellers or other integrator firms who have a business of re-selling specific ERP vendor solutions to public sector clients and providing implementation services around them?

**ANS – It is the desire of CML to contract with a consulting firm that is not committed to a single ERP solution. Rather, CML seeks Offerors that can help CML to drive the business requirements gathering and system selection for the best ERP system for CML rather than being constrained by business partnership/relationships. CML’s goal is to select the best fit product for our new ERP system. CML will entertain proposals from all firms that can provide guidance for the system which best meets our needs and does not limit product choices or solutions. CML needs to be assured and feel comfortable that the chosen Consultant/Contractor is operating in CML best interest and for its needs.**

2. In the Timeframe Section on Page 8, CML indicates its intent for the search, selection, and implementation of systems will have an aggressive timeframe, with a goal of implementation the selected Financial ERP solution during calendar 2017.
  - a) When should the successful Consultant expect that the CML evaluation of RFP CML # 16-017 will be complete and that an agreement will be fully executed such that Phase I can begin?

**ANS – The goal is to begin work on the Project February 1, 2017.**

3. Can CML clarify on its expectations of providing some type of project governance to the initiative to include a CML steering committee and CML project manager for which the selected Consultant will work with to coordinate and execute project activities?

**ANS – CML will have an Executive Steering Committee and it will assign a Project Manager.**

4. Items 4 and 5 under Phase II on pages 5 and 6 of the RFP speak to CML’s perspective on the Consultant from Phase I, continuing into Phase II. These items suggest that CML “may” want the Phase I Consultant to become prime contractor for Phase II to the selected ERP vendor. These items also suggest that that decision may include a negotiation with the selected Phase I Consultant at the conclusion of Phase I. Such that Consultant can respond to CML’s current RFP request to delineate costs for services for Phase II, we have the following questions:

- a) Does CML truly anticipate a likelihood that all ERP implementation services agreements, saas subscription service agreements, and other support contract documents to be executed through a third party vendor independent Consultant intermediary such that CML does not have a direct relationship with the selected software provider(s)?

**ANS – No. CML would be the customer to the ERP source and would have a direct relationship with that entity.**

- b) On Page 7, CML indicates that “2. *Implementation. The second goal is structured around implementation and data migration. The Offeror is invited to submit, in its Proposal, a plan for providing implementation services. Cost for implementation services must be clearly delineated from the core project services described in Section 1 above*”. Should proposers assume a base set of 3<sup>rd</sup> party project assurance / quality assurance services (e.g. project management support and ERP vendor contract compliance oversight) services and delineate assumptions and costs for such services in response the RFP rather than assume what system will be selected and what system/services/costs the Phase I Consultant would need to prime for Phase II?

**ANS – Yes.**

- c) Will the comparatively more defined Phase I services be a greater focus of CML’s evaluation of proposal costs or will CML only use the total Phase 1 and Phase II costs in the RFP CML # 16-017 proposal evaluation?

**ANS – CML will consider all costs for Phases I & II that are proposed by Offerors.**

5. If CML does not post responses to questions to the “Doing Business with the Library” web page by the anticipated timeline established in the RFP, will CML consider extending the proposal due date?

**ANS – CML may consider an extension; however, Offerors must proceed under the assumption that the deadline of Noon on 12/21/16 will remain firm.**

6. Does the CML desire that the selected consultant give and/or facilitate presentations during the project? If so, at what milestones and to what audiences?

**ANS – The schedule for project milestones will be determined during the project kickoff meeting.** Audiences for presentations are likely to be to the project core team, the executive sponsors and senior levels of management.

7. Page 7 of the RFP identifies one of the responsibilities of the contractor to be ongoing conferences/meeting as needed. Does the CML **[require]** regular status updates/reports for the duration of the project? If so, at what frequency (e.g., bi-weekly, monthly)?

ANS – Yes, depending on the phase of the project, the status updates may vary. We would anticipate normal status updates to be bi-weekly at a minimum. However, we can imagine more frequent check-ins at other phases of the project. We would expect the Consultant to offer the most reasonable model for these activities to ensure project success.

8. Has the CML determined a budget for this project? If so, can it be shared?

ANS – The budget is not yet determined.

9. The Project Description (RFP page 3) lists “...provide professional assistance and guidance with process mapping CML’s Finance core functions (current and future state).” The Contractor Responsibilities and Project Deliverables section on Page 7 of the RFP does not list process mapping as a desired deliverable. Can the CML provide additional information about what the contractor’s expected role in mapping business processes is? If the CML expects the contractor to lead process mapping activities, can additional information around the number of anticipated processes be provided?

ANS – CML expects that a business process review of current processes will generate process maps, which will drive the ERP system requirements. The contractor will lead meetings and discussions with CML’s core team and various subject matter experts and will document processes reviewed (using a tool like Microsoft Visio). We would expect the Consultant to identify workarounds, pain points and other inefficiencies.

The goal would be to map the related process tied to list of core areas listing in Section #1, page 6 of the RFP. The process is what we believe will help us find the best system to serve our needs.

10. Does the CML have a preference on the format for presentation of identified opportunities for streamlining current Finance processes? For example, does the CML desire a detailed Needs Assessment Report or a memo summarizing findings and areas for improvement?

ANS – We do not have a preference and are open to the format. We know that there are opportunities for CML to have more efficient processes and ones that better align with the core functionality of the ERP systems in the marketplace we may choose. We expect detailed listings of areas for improvement that we can adopt and allow us to use any ERP system more effectively, saving time and effort we currently expend.

11. The Timeframe section (RFP Page 8) states that the “CML desires to implement the selected Financial ERP solution during calendar 2017.” Is the CML looking to begin implementation of the replacement ERP system in 2017 (i.e., go-live potentially in 2018) or is it the CML’s expectation that the replacement ERP system will be completely implemented before the end of 2017?

ANS – The goal is to have the ERP system implemented before the end of 2017.

12. Does the CML have any target dates for certain project milestones (e.g., issuing the RFP, receiving proposals, negotiating a contract)? If so, what are they?

**ANS – Dates for key milestones for Phase II will be determined as part of Phase I. The Offeror should include a tentative timeline for Phase II in its Proposal.**

13. Can the CML provide additional clarification around the anticipated contractor role during Phase II (System Implementation)? Page 5 of the RFP states that the selected consultant would be the prime contractor. Does the CML intend for the consultant to serve as the CML's Project Manager during the implementation or would the consultant support a CML Project Manager?

**ANS – The Phase II Contractor will help lead the project and would support the CML Project Manager.**

14. Will costs for Phase II be included in the cost point allocation (i.e., 125 points)?

**ANS – CML will consider all costs for Phases I & II that are proposed by Offerors.**

15. Please clarify the amount of automobile liability insurance required for this project. The RFP states \$2M worth of coverage. However, this exceeds the amount we typically see for this type of project. Would \$1M in coverage be sufficient?

**ANS – CML requires the coverage be \$2 Million.**

16. Should we be awarded this contract, would CML be open to negotiating the terms of its indemnity clause, such that our professional liability insurance will apply to this project?

**ANS – CML prefers no exceptions be taken to its standard terms and conditions; however, CML may consider a variation, in this instance.**

17. Could you please clarify the scope of services that are sought for Phase II – System Implementation as part of the ERP Selection Services? Based on the Contractor Responsibilities and Project Deliverables section on page 7 of the RFP, it not clear what deliverables are tied to Phase I and Phase II. Are we to assume that deliverables 1-4 are tied to Phase I, and deliverables 5-6 are tied to Phase II? If this is not correct, please provide further clarification.

**ANS – Yes, this is correct.**

18. Under the Standard Contract Terms and Conditions section on page 17 of the RFP, it states that "Contract Components: This contract consists of this document, the Standard Contract Terms and Conditions." This seems to potentially indicate that there is a separate document with standard terms and conditions. Could you please clarify whether there is another document with contract terms and conditions or if it is just the terms and conditions listed within the RFP?

ANS – There is no other document. The referenced Standard Terms and Conditions begin on page 17 of the RFP document.

19. If we have proposed changes to the terms and conditions within the RFP, how should we negotiate the changes? Should we include the updated terms and conditions in our proposal, clearly indicating where we are proposing changes?

ANS – CML prefers that no exceptions be taken to language in the RFP document. The Offeror may submit proposed changes to the RFP; however, this must be submitted in a separate document, as an alternate Proposal, with the clear understanding that CML cannot guarantee such changes will be considered.

20. If we have proposed changes to the terms and conditions within the RFP, how should we negotiate the changes? Should we include the updated terms and conditions in our proposal, clearly indicating where we are proposing changes?

ANS – Refer to previous response to question 19.

21. Our firm is a Microsoft partner. We have a dedicated practice which implements Microsoft Dynamics AX and GP ERP solutions. We also have a separate practice within our firm that provides requirements definition and system selection services for ERP that remains system agnostic (no system preferences), as requested in this RFP. If our firm has no intention of proposing on the solution (with Microsoft Dynamics AX or GP), may we bid on this opportunity?

ANS – Yes. Please refer to question 1.

22. Please clarify the intention of the vendor selected from this RFP during Phase 2 – will the selected vendor from this RFP be in a project management role only in Phase 2, or does CML anticipate that the selected vendor from this RFP will provide software implementation services (software, testing, integration, conversion, etc.)?

ANS – We expect the services to be strong project management role, but also with subject matter expertise around ERP implementations. We also desire elements of project quality assurance so that CML gets value out of the tool selected as well as being an advocate for CML in matters to ensure the software provider conducts the ERP implementation consistent with best practices in software implementations.

23. Please clarify the desired timeline for phase 1 activities, and the desired go-live for the new solution in phase 2.

ANS – The schedule for Phase I project milestones will be determined during the project kickoff meeting. The goal is to have the ERP system implemented before the end of 2017.

24. Please confirm if there is a specific target percentage for participation from MBE/DBE/WBE and/or EDGE firms; if so, what are the target(s)?

ANS – There are no specific targets. Offerors are encouraged to include participation at its highest possible level.

25. Would CML be open to a response to Phase 1 only, and the [n] work through a scope of work for Phase 2 after the software implementation vendor has been selected?

ANS – CML prefers that both Phase I and II be included in responses.

26. On Page 4, CML notes that a key component for its' new ERP system is "Learning management modules to assist HR and Finance in monitoring training requirements." Can you please provide further clarification on what CML is seeking related to monitoring training requirements? This impacts our estimate based on the need to evaluate a single system versus doing an analysis of a suite of systems.

ANS – CML desires a module to track continuing education, training completed by CML staff. In addition, it is desired that we can use a system to verify annual signoffs for CML policies and procedures. The ability to monitor completion, do reminders, track completion of modules, etc., is desired. Further the ability to post materials and resources for employees to review is desired. We recognize that we are not implementing a Payroll as a core module of the ERP project so the ability to utilize a Learning management module may have some limitations.

27. On Page 5 of the RFP it states, that a requirement is to "Develop a **detailed** project plan for the implementation phase of the Project and a corresponding cost estimate to complete the implementation." However, on Page 7 the requirement reads "Develop an initial **high-level** deployment plan including processes, resources, costs and implementation tasks." Can you clarify the level of detail expected? Providing a detailed plan would require estimates from the cloud based ERP provider. We would thus have to make assumptions about their timeliness of responding for purposes of a fixed fee price if detailed estimates are required.

ANS – CML desires the consultant to develop a project plan, timeline, and what is required to implement the project. Clearly, the selected provider will need to respond timely to requests for information in order to accurately prepare that plan so making relevant assumptions regarding their responsiveness is a reasonable approach. For further information, see response to Question #22 above.

28. On page 7, the RFP states "All prospective Offeror responses must provide the total cost of completing all phases (Selection **and Implementation**) of this project (the "Project"). The cost should further be divided into cost estimates for each of the planned project phases. Under no circumstance should the cost of all phases exceed the total project price quoted." An output of the Requirements Definition/Software Selection phase is a cost estimate for the Implementation. Therefore, it is not possible for us to provide a not-to-exceed price for the actual implementation at this point without a very high contingency added. Is CML open to a

not-to-exceed price for only the Requirements Definition/Software Selection phase with the understanding that implementation costs would be developed at a later time? If not, how would you recommend that we propose on the implementation phase?

ANS – We agree regarding the Phase I. For Phase II, it is expected that the vendor would be able to quote a price for implementing the software to be implemented. Please see answer to question #22 for further information of the services to be provide in phase II.

29. Your request for proposal states “CML will not entertain proposals in response to this RFP from suppliers of ERP software packages”. My firm performs software selection projects and also partners with software publishers to implement certain technology solutions offered by those publishers. The team that works on the software selection engagements is different from the individuals that implement the aforementioned solutions. We pride ourselves on remaining independent in our selection engagements and can provide references that will attest to that fact. Based upon your requirements, we don’t believe any of the solutions we represent would meet all of CML’s requirements (particularly Position Control and Learning Management). Would CML entertain a response from us or does our relationship with those vendors preclude us from responding?

ANS – It is the desire of CML to contract with a consulting firm that is not committed to a single ERP solution. Rather, CML seeks Offerors that can help CML to drive the business requirements gathering and system section for the best ERP system for CML rather than being constrained by business partnership/relationships. CML’s goal is to select the best fit product for our new ERP system. CML will entertain proposals from all firms that can provide guidance for the system which best meets our needs and does not limit product choices or solutions. CML needs to be assured and feel comfortable that the chosen Consultant/Contractor is operating in CML best interest and for its needs.