

RFP FI-19-010
Analysis and Project Management Support for ERP System
Questions and Answers

No.	Question	Answer
1	The RFP requires labor categories and billing rates. Per page 14 of the RFP, there is a reference to service categories however Attachment 1 only requires a firm fixed price for each period. What is the government's preference for submitting pricing? Can the government please provide further specificity on this requirement?	As set forth in Section B.V of the RFP, USAC is not a federal agency or Contractor to the federal government. This is a firm fixed price contract. USAC will revise Section C.VI (Payment Rates) on page 14 to reflect this.
2	This RFP indicates that there will be an "Integrator" chosen at a future date. Will the government confirm that the selected bidder for this RFP is conflicted out from competing for the "Integrator" procurement?	Confirmed. The PMO and the Integrator must be independent parties. Consistent with Section C.XXIV (Conflicts of Interest) of the RFP, Contractor has the responsibility to disclose any actual or potential conflicts of interest.
3	Please confirm that past performance citations can be performed within the last five years, as referenced on RFP page 34.	Confirmed. The bidder's past performance references must be for projects completed within the last 5 years. USAC will revise the RFP to reflect this.
4	Can you please tell me if the Government would be open to a non-COTS ERP solution?	As set forth in Section B.I (Overview) of the RFP, the desired outcome of this project is to replace USAC's current financial systems with an integrated, ERP commercial off-the-shelf ("COTS"). USAC expectation is that the ERP system be a commercial off-the-shelf (COTS) product able to work seamlessly with USAC's current IT products while at the same time reducing the need to rely on several different IT products and platforms.
5	Does responding to this RFP preclude future participation in the ERP financial system build?	Responding to this RFP does not necessarily preclude a bidder from submitting a response to the future ERP financial system implementation RFP. However, the awardee of this RFP may not bid on the ERP financial system implementation RFP.
6	Section VII, Scope of Services and Deliverables, Item 7 refers - RFP Development and Evaluation for New ERP Financial System Solution Options: a. RFP Requirements: Develop requirements for a RFP to solicit bids for selection and implementation of the future ERP financial system. b. RFP Evaluation: Assist in the evaluation of RFP responses for selection and implementation of the future ERP financial system. Can USAC please confirm if this scope would preclude the winning vendor from bidding on the future ERP implementation effort due to conflict of interests?	Confirmed. The PMO and the Integrator must be independent parties. Consistent with Section C.XXIV (Conflicts of Interest) of the RFP, Contractor has the responsibility to disclose any actual or potential conflicts of interest.
7	Section VI. PERFORMANCE REQUIREMENTS This section references a Project Plan submitted at time of proposal "During the project kick-off meeting, the Contractor shall present its Project Plan, as provided in Contractor's proposal response." 1) Please confirm if Offerors are required to submit a Project Plan as part of the proposal. 2) if so, can the Government please provide guidance on expected timing of key milestones such as award of Implementation vendor contract, and targeted go-live date?	The RFP will be updated to replace all references to "Project Road Map" with "Project Plan". In addition, Section B.VII. (Scope of Services and Deliverables) of the RFP will be updated to clarify the Contractor's PMO responsibilities before and after the ERP System and Implementation Integrator selection. Yes, bidders are required to submit a draft Project Plan as a part of the proposal response. The Project Plan is associated with the Services and Deliverables in Section B.VII.1-7 of the RFP. Bidders are not required to include implementation and go-live milestones in the draft Project Plan submitted as part of the proposal response.
8	VI. PAYMENT / RATES This section indicates "The labor rates are firm and shall remain firm unless agreed to in writing by the parties, or unless Contractor provides a rate reduction or discount thereto." Since this is a FFP contract and Offerors are not providing rates, will USAC consider removing this requirement?	This is a firm fixed price contract. USAC will revise Section C.VI (Payment Rates) on page 14 of the RFP to reflect this.
9	Section C. PAST PERFORMANCE EVALUATION (VOLUME III) This section (2) states that " Each vendor shall provide three (3) references for whom the vendor provided similar services in the past five (5) years however Page 37, Section EVALUATION FACTORS item 2 Past Performance states that "Past performance information will be evaluated to assess the risks associated with an Offeror's performance of this effort, considering the relevance, how recent the project is (no older than 3 years from the date of the solicitation) " Please confirm if the Past Performance projects submitted should be within the past 3 or 5 years.	The bidder's past performance references must be for projects completed within the last 5 years. USAC will revise the RFP to reflect this.
10	Section C. PAST PERFORMANCE EVALUATION (VOLUME III) Item 2 references an Attachment 6 which is not included in the RFP. Please provide the Attachment.	Reference to Attachment 6 in the RFP should refer to Attachment 3 (Key Personnel Resumes). The RFP will be revised to reflect the correct Attachment number.

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11	<p>Section C. PAST PERFORMANCE EVALUATION (VOLUME III) Item 2 (b) indicates “USAC will attempt to contact past performance references identified in the proposal for confirmation of the information contained in the proposal and/or will transmit a past performance questionnaire to the contacts identified in the Offeror’s proposals. Although USAC will follow-up with the contacts, the Offeror, not USAC, is responsible for ensuring that the questionnaire is completed and returned by the specified date in USAC’s transmittal”.</p> <p>Will USAC please confirm they will notify offerors if a questionnaire is submitted to the past performance references so offerors can follow up with the references to ensure timely completion and submission of the forms?</p>	<p>USAC will notify bidders when the questionnaires are submitted to past performance references. USAC will seek to notify bidders if there are any challenges with receiving responses from the bidder’s references.</p>
12	<p>Section B. VII. A-Scope of Services and Deliverables</p> <p>There appear to be a number of potentially circular references highlighted below: • “This knowledge transfer should include, but is not limited to, providing the Integrator with a walkthrough of the documents developed in section B.VII.A.1 above”. • “Deliverables: Review all of Integrator’s deliverables for sufficiency and compliance with the deliverable requirements that will be outlined in the RFP developed in section B.VII.A.4 above” – • Quality Assurance: Throughout system build, verify the new ERP financial system is properly designed and working effectively to meet USAC’s financial and reporting requirements, as defined in the RFP developed in section B.VII.A.4 above.</p> <p>Can USAC please clarify the references and where the referenced section may be found?</p>	<p>The RFP will be revised to clarify the references in Section B.VII (Scope of Services and Deliverables).</p>
13	Does USAC have an in house Project Management Office?	Yes, USAC has an Enterprise Project Management Office (EPMO) and an Information Technology Project Management Office (ITPMO) who will be involved in this project.
14	What is USAC’s plan for the next 5-10 years? Do you anticipate any additional mandates or funding? Does the system have to be scalable?	USAC receives numerous mandates and directives from the FCC and therefore, USAC desires an ERP that provides flexibility and streamlines its financial analysis process.
15	What is USAC’s intent for the alternative analysis process? Does USAC want the PMO to make a decision or provide recommendations?	USAC expects that the Contractor will provide an analysis of several viable alternatives and then make a recommendation with supporting evidence.
16	Does USAC have a contractor providing support to Great Plains?	USAC supports Great Plains through a combination of USAC employees and independent contractors.
17	Will the ERP be the system of record?	Yes, the new ERP will be the official system of record.
18	Has USAC seen demos of any ERP products?	No. There has been no market research conducted to find a tool. We are looking for an objective analysis around these activities.
19	Will USAC post the list of attendees for the bidder’s conference?	No. We are looking to leverage the expertise of organizations that have implemented ERP systems.
20	Will USAC provide a template of the past performance questionnaire that will be sent to the bidder’s references?	No, USAC will not provide a template of the questions it will ask the bidders’ references. However, bidders should expect that the reference questions will focus on the bidders prior experience and performance undertaking similar ERP projects.
21	What is driving USAC’s timeline for the project?	USAC’s internal organization expectations are driving the timeline for this project. This represents a major project for USAC and we hope to implement the project in an efficient manner.
22	<p>With regard to Section VII. – 3. Financial Business Process Assessment and Analysis</p> <p>a. What processes are included in the scope of the process assessment?</p> <p>b. What is the process scope’s key business functions (finance, etc.) and level of detail (L1, L2, L3 and L4)?</p> <p>c. Confirm the accuracy and completeness of as-is process documentation.</p>	<p>a. The context diagrams (Attachment 2) depict all of the USAC and USF business processes which should be included in the scope of the process assessment. More specifically, we are asking the PMO Contractor to help us find an ERP that will help USAC to eliminate many of these processes that are presently being performed outside of Dynamics Great Plains.</p> <p>b. The context diagrams (Attachment 2) depict all of the key USAC business functions which should be included in the scope of the business function assessment. The level of detail should be at a low enough level to have a potential PMO Contractor demonstrate an understanding of the key business functions that USAC would like to see supported by new ERP system.</p> <p>c. The context diagrams (Attachment 2) presented as the as-is process documentation are accurate and depict all current USAC and USF business processes and functions. Please note that a number of these processes and functions are manual processes and functions which USAC is seeking to integrate within the new ERP system.</p>
23	<p>Attachment 2 reflects that there are many external applications with the potential to be enveloped by the new ERP solution.</p> <p>a. Has USAC performed a rationalization of the applications?</p> <p>b. Could USAC provide detailed list of systems / components that are in scope for the future system ERP Module / Component?</p>	<p>a. USAC has not performed an application rationalization. The intent of the RFP includes a requirement for the vendor to complete a fit/gap analysis of all the USAC applications that support the financial functions of the USF, funds management. Please refer to the context diagrams (Attachment 2) hosted on the USAC website.</p> <p>b. The intent of the RFP includes a requirement for the vendor to complete a fit/gap analysis of all the USAC applications that support the financial functions of the USF, funds management. Please refer to the context diagrams hosted on the USAC website.</p>
24	<p>With regard to Section VII. 4. Perform a Gap Analysis of commercial systems that meet or exceed 80 percent of the ERP financial system requirements.</p> <p>Has any decision in terms of on premise or cloud been made already?</p>	USAC requires the vendor to make recommendations as to the appropriate hosting solution as determined from past experience coupled with the results of the fit/gap analysis.

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25	<p>With regard to Section VII. - 5. Develop a Prototype Concept of Operations</p> <p>Is a system agnostic conops envisioned given this task occurs before the selection?</p>	<p>Yes, a system agnostic conops is envisioned. However, USAC is in the process of finalizing an award for the development of a comprehensive RHC Business and Operations Assessment that will provide an opportunity to generate a Prototype Concept of Operations as a foundation to a potential RHC Pilot ERP project upon tool selection and integrator selection (posted 5/31/2019 - https://www.usac.org/about/tools/procurement/default.aspx).</p>
26	<p>VIII. MEETINGS, MANAGEMENT, AND KEY PERSONNEL</p> <p>a. What full-time / part-time resources has USAC committed to the project?</p> <p>b. Will USAC be responsible for approving final requirements, approving evaluation criteria, performing RFP evaluations, and vendor selection?</p>	<p>a. USAC has an IT PMO and EPMD department. Resources will be available during the duration of the project.</p> <p>b. Yes.</p>
27	<p>V. PROPOSAL CONTENT</p> <p>Is the draft project plan included in the 15 page limit in the technical proposal?</p>	<p>No. The project plan should be submitted as a separate attachment.</p>