

Questions & Answers to RFP for Efficiency & Transformation Review

Questions are listed in the order received. Responses for the Sourcing & Procurement RFP and the Delivery of Services are Combined in this Document

1. In the REQUEST FOR PROPOSAL FOR EFFICIENCY AND TRANSFORMATION REVIEW for SHARED SERVICES and CENTRALIZATION, we would like clarification on the scope of the project. The RFP indicates that the Consultant will take the Finance, Human Resources and Technology (identified in the Deloitte report as FN-01, HR-01 and IT-01) business cases and:
 - Assist in implementing Finance shared services...
 - Assist in implementing efforts to increase the strategic services Human Resources provides through the use of technology to automate processes...
 - Assist in implementing transformation of the Distributed IT landscape to strengthen collaboration between the distributed and central IT teams...

We are unclear if the Board of Regents is looking for entirely new Financial and HR systems (for example, Workday platform) or if the Board of Regents is looking to add additional capability around workflow automation and collaboration capabilities as a shared service to the existing Enterprise systems for Finance and HR in this area leading to improved efficiency, productivity and better defined work processes. We understand that in addition to technology, consulting services to re-work organizational processes will likely be required. If the desire is to build on existing Enterprise systems, please provide additional details on the existing HR and Financial systems in place today. Any clarification on the above questions would be greatly appreciated.

Response - The Board of Regents is looking for external assistance to implement the business cases developed by Deloitte Consulting which primarily is about the reorganization of the work functions identified in HR 01, FN 01 and IT 01. These business cases, with the exception of Iowa State University's HRIS system, did not recommend replacement or augmentation of financial and HR systems.

2. For FN-01, has a choice made between options for proposal? In the pdf doc page 26/138, are we to analyze and expand the FN01 shared services 3 different models given? Or are we to come up with our firm's shared service models? The question applies to HR-01 and IT-01 as well.

Response - The Board of Regents approved the "University Wide" model for FN 01. HR 01 and IT 01 did not have options.

3. The Business Cases are listed as separate by campus. Are we expected to propose separately or with separate components?

Response - The responses should address each university separately.

4. Timelines – In the detailed files, there are extended timelines for implementation that are substantially longer than the project timeline in the RFP. Which is correct?

Response - The timeline in the RFP is correct.

5. For the HR project, there appear to be different models for different institutions. Why is this the case?

Response - Each University has operated its business/administrative functions independently. Therefore, each University has different needs to accomplish cost-effective operations.

6. For the IT project, if IT-04, IT-03 and IT-02 are higher priorities, then why is IT-01 as Focus for RFP? Are the other projects also going forward, but without external resources?

Response - Each business case proposed is being implemented. IT 04, IT 03 and IT 02 are moving forward with internal resources.

7. Sample Documents – Are there any more criteria about the amount, content and extent of sample documents to be submitted with the RFP?

Response - Specific detailed documents to demonstrate the exact type of work product and documentation regarding the work product provided for implementation of the business cases should be provided. Examples of what has been provided to previous clients should be included.

8. Is a copy of the Phase 1 of Deloitte analysis - Diagnostic/Benchmarking available for our review? At what point can we have access to all the files on the interviews or analysis breakdown of number of headcount/job roles, etc. that Deloitte did?

Response - The summary report for Phase 1 can be found at: <http://www.regents.iowa.gov/TIER/tierforuminfouni.htm>

The background and detailed analysis will be provided to the firm selected through the RFP process.

9. What is status of the "Other 4 administrative business cases" reviewed by Board (SP-01 - Strategically source targeted spend categories, HR-10 - Establish clear policy for Professional and Scientific staff search committee size and structure, SS-05 - Create a common application portal, SS-08 - Standardize "manual" calculation of Regent Admission Index)

Response - SP 01 is a separate bid. Please see our website: <http://www.regents.iowa.gov/rfp/RFPforTIERSourcingandProcurement.pdf> . HR 10 has been adopted and will be in effect as of March 2015. SS05 is in progress with the universities creating the portal. SS 08 is also in progress with the universities creating the standardization.

10. Is there any expected length or limitation of RFP response?

Response - No. However, it is recommended that as much detail as possible be provided.

11. Is there any weighting of the requirements and evaluation criteria?

Response - Yes. A total of 70 points can be awarded with a weighting as follows:

- Project approach and methodology; 10 pts
- Familiarity with the State of Iowa, the Board of Regents, and the Regent institutions; 5 pts

- Quality of project work plan; 10 pts
- Description of the proposed deliverables; 5 pts
- Firm's and staff qualifications and experience; 10 pts
- Business references; 5pts
- Quality of the Overall Proposal; 10 pts
- Administrative capacity to provide the services; 5 pts
- Conformance to terms & conditions; 5 pts
- Financial capability; 5 pts

12. In the RFP document it says that the award could be in made in part, whole or not depending on the decisions of the Board. If the award is split, will we get to know and/or interact with the other bidders on the independent parts? Do we work separately and independently?

Response - If the Board determines sharing a bid between two bidders would give the best result, there will be coordination and consultation between the Board and the two successful bidders.

13. The project scope is defined as 1) analysis and recommendations related to policy 2) analysis and recommendations related to operations, staff and technology, and 3) analysis, validation, and recommendations for cost savings by category. This has a defined contract period of 3 months.

Listed within the Requirements/Deliverables of Section B, Project Scope and Objectives, it is stated that "the Consultant will present their findings and progress on implementation to the Board." Can you please clarify if the Board of Regents is requesting bidders to also propose on implementation services to execute on the strategies and action plans for the identified opportunities in order to realize savings and other benefits?

Response - The successful bidder will take the work done in Phase 1 and Phase 2 and work on implementation, determining what actions are most feasible to accomplish cost savings and efficiencies.

14. Across all 3 RFPs, section D.3. ("FEE STRUCTURE") asks for "a clear, detailed and inclusive cost based on time and materials not to exceed", as well as "reimbursement for travel expenses and other out-of-pocket expenses will be accompanied by receipts in the form and level of detail agreed to in the contract between the successful bidder and the Board." Our standard approach in our public sector contracts is to provide a firm fixed price for deliverables, inclusive of all expenses. This is the pricing model we have previously proposed to the Board of Regents, and we would be happy to explain why we have found this approach to be the best value for our clients.

Would the Board of Regents accept a firm fixed pricing approach, inclusive of all expenses, with no separate itemization of time, materials, expenses and receipts?

Response - The Board wishes to receive detailed billing of time and materials, expenses and receipts.

15. In the TIER Academic Review RFP, Section B on page 3 refers to two priorities. The first is clear. The second priority is described as "Time to Graduation – develop strong management system-wide (e.g. optimal organization, faculty staffing, and class size)" and refers to opportunity APOE-1 on page 42 of the June 16, 2014 Prioritized List of Opportunities. That said, the concept of time to graduation seems better represented by opportunity APFI-2 on page 44 of the same document. While there is some overlap in the actions required to improve enrollment management and the actions required to improve time to graduation, they are distinct objectives and require different approaches to fully optimize.

Please clarify the desired focus area(s) and objectives of the second focus area in the Academic Review RFP, "Time to Graduation - develop strong management system-wide".

Response - The Board would like the findings for APOE 1.

16. The period of performance appears to be ~3 months (from February 1, 2015 to May 1, 2015), but what is outlined in the Deloitte report consists of 3 waves expected to take ~5 months each. Can you provide some clarification as to the primary objectives of this RFP? Is this a validation of Deloitte's findings and recommendations? Or is this meant to be an execution of Wave 1 as outlined in the Deloitte report?

Response - The primary objectives of this RFP are to achieve the following:

- Make recommendations for policy changes to enable successful sourcing strategies and best procurement practices to achieve maximum net savings.
- Make recommendations for the creation of a more efficient and cost effective sourcing and procurement operation.
- Identify strategies that could be used to realize additional savings through strategic sourcing processes specific to each category of spend. Recommendations should include specific requirements for standardization opportunities, vendor consolidation, master agreements, as well as contract compliance

17. Can the consultants recommend a timeline for execution that is longer than the suggested period of performance?

Response - Yes.

18. Is there expected to be follow-on work awarded through this vehicle after the initial 3 months to support implementation (e.g., Wave 2 and Wave 3 of the recommended procurement support)?

Response - The RFP are for the specific services requested, however, the Board understands implementation timelines may vary.

19. Are there other efforts already underway to pursue procurement recommendations from Deloitte's report in addition to the support requested in this RFP (e.g., this article seems to indicate that Deloitte has already begun work on Wave 1 of the procurement work - <http://www.inside.iastate.edu/article/2014/08/07/regents>)?

Response - No external efforts are currently underway.

20. Why is this being competed vs. using Deloitte on the current contract?

Response - The Board's decision to issue an RFP is simply an effort to secure the best services possible at the best possible price.

21. Is Deloitte able to compete to win this work?

Response - Yes.

22. Can you provide the list of spend categories for Wave 2 and Wave 3

Response - The Board expects the spend categories to be recalibrated.

23. Should the Sourcing and Procurement approach be tailored for a university-led sourcing implementation or will there be a follow-on contract for this implementation?

Response - The RFP for Sourcing and Procurement is for the specific services requested, however, the Board understands approaches may vary.

24. The period of performance appears to be ~3 months (from February 1, 2015 to May 1, 2015), but what is outlined in the Deloitte report to design and implement the Finance, HR, and IT recommendations appears to be a much larger and broader scope than what can be accomplished in that time. Can you provide some clarification as to the primary objectives of this RFP? Is this a validation of Deloitte's findings and recommendations? Or are the consultants meant to push all the way to a final, detailed solution design with action plan during that 3 months?

Response - The Board would like a final detailed solution design with action plan.

25. Are there other efforts already underway to pursue shared service recommendations from Deloitte's report in addition to the support requested in this RFP?

Response - No external efforts are currently underway.

26. Are the consultants expected to do any systems implementation work as part of the scope, or is this purely management consulting?

Response - The Board would like a final detailed solution design with action plan.

27. Similarly, does the scope include evaluation and recommendations of potential existing system changes and/or supporting procurement of a new system?

Response - The scope is to implement the changes recommended in the business case approved by the Board.

28. Has there been any thought to cross-university sharing of resources including a shared service center that services all 3 universities?

Response - The scope is to implement the changes recommended in the business case approved by the Board.

29. For the HR business case, can you provide some clarification and underlying rationale for why the vendor cost estimates are so much higher for ISU than the other universities?

Response - The business cases include changes to Iowa State University's HRIS system.

30. For the HR business case, the ISU technology cost estimates are also significantly higher, which seems to be linked to either upgrading the existing CRM or purchasing a new one. Are the 3 universities able to share a CRM system? If so, is that in scope for consideration as part of solution design?

Response - The scope is to implement the changes recommended in the business case approved by the Board.

31. Section B, Requirements and Deliverables

The Action Plan is described as a "...detailed action plan that includes intermediate actions that can be implemented to move towards the overall objectives."

Can you please further describe the expectations for this Action Plan in terms of objectives and content?

Response - The Board would like a final detailed solution design with action plan.

32. Section B, Requirements and Deliverables

The last bullet in this section says that the "Consultant will present their findings and progress on implementation to the Board. Following the presentation, the Consultant will prepare a final report."

What is the scheduled date for the presentation to the Board (if known)?

Response - The date has not been set.

33. Can you provide any spend and/or savings targets by category for wave 1 (page 8 of Deloitte document)?

Response - The Board expects spend and savings targets to be recalibrated.

34. Do you have any sense of the categories for wave 2 and wave 3?

Response - The Board expects the spend categories to be recalibrated.

35. Has the decision been made as to whether hospital spend can be included in the overall spend total?

Response - Direct patient expenditures will not be included in the spend total.

36. Will there be the opportunity to pursue CapEx categories (e.g. construction)?

Response - Yes.